



# GROUP AND REGION-FOCUSED TRAINING

## GENERAL INFORMATION ON

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

**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 (A)」**

***JFY 2015***

**NO. J15-04373 / ID. 1584714**

**Course Period in Japan: From September 7<sup>th</sup>, 2015 to October 10<sup>th</sup> 2015**

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**

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 lack of 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 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 small scale local industries in an agriculture 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 industries..

## **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). Participants will also 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 (A) (J1504373)**

2. **Course Period in JAPAN**

September 7<sup>th</sup>, 2015 to October 10<sup>th</sup>, 2015

3. **Target Regions or Countries**

Malaysia, Turkey, Ethiopia, Timor-Leste, Myanmar, Bangladesh, Micronesia, Nicaragua, Colombia, Iraq, Ghana, Armenia, Kosovo, Sri Lanka, Tanzania

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, 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 local economy in agricultural regions by means of 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:

<b>(1) Preliminary Phase in a participant's home country</b> (August 2015 to September 2015 ) <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**  
 (September 7<sup>th</sup> to October 10<sup>th</sup>, 2015)  
*Participants are dispatched by the organizations to attend the Program implemented in Japan.*

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" strategy.	Lecture and Exercise
	(2) Project of Obihiro University of Agriculture & Veterinary Medicine Human resources development on Agriculture and Biotechnology	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) Analyzing 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 (interim report) on promotion for rural industries.	(1) Project Management (PCM) (2) Best practices of participant's countries (3) Action Plan guidance (4) Presentation of Action Plan	Workshop Consultation Presentation

**(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
To implement an interim report (action plan)	Application and implementation of the action plan (interim report) back in the participant's country and submission of its final report by April, 2016 to JICA Office in respective countries.

## <Structure of the program>

1. Preliminary phase (activities in your home country): Preparation of the inception report.

2. Core Phase (activities in Japan):

Topic outline (subject to minor changes)

1st week (9/9-9/18)

- (1) Inception report presentation from participating countries
- (2) Case Method Learning (Organizational learning)
- (3) Obihiro city's policies for rural promotion (The vision of "food valley", the code of the promotion of SMEs.)
- (4) Obihiro University of Agriculture & Veterinary Medicine (Human resource development for rural communities)
- (5) Visit & Discussion I –Strategy case, a confectionery manufacture (Ryugetsu)

2nd week (9/21-9/25) Lectures and exercises and site visits in Japan

- (1) Lecture & Exercise-Marketing basic 1 (Marketing concept)
- (2) Lecture & Exercise-Marketing basic 2 (Analyzing marketing opportunities)
- (3) Lecture & Exercise-Marketing basic 3 (Making marketing decisions)
- (4) Visit & discussion II –Marketing case, local bakery chain (Masuya)
- (5) Lecture & Exercise-Business strategy 1 (Company strategy-Vision, Mission, Value)
- (6) Lecture & Exercise-Business strategy 2 (Analyzing company's external & internal environment)
- (7) Lecture & Exercise-Business strategy 3 (Competitive strategy)
- (8) Visit & Discussion III –OVOP case, an integrated food company (Elezo)

3<sup>rd</sup> week (9/28-10/2)

- (1) Lecture & Exercise-Operation Management (5S and Kaizen)
- (2) Visit & Discussion IV-Operation management case, an agricultural machinery (Toyo agricultural machinery company)
- (3) Lecture & Exercise-Accounting1 (Business Game)
- (4) Lecture & Exercise-Accounting 2 (Break even point analysis)
- (5) Visit & Discussion IV-Finance case, a Agri-café (K's farm)
- (6) Making Business Plan – Lecture and discussion of ideas of business plan
- (7) Discussion with young executives of SME in Tokachi Region.

4<sup>th</sup> week (10/5-10/9)

- (1) Presentation & Discussion (Best regional promotion practices of participant's countries)
- (3) Consultation of action plans of each participants
- (4) Preparation of interim report
- (5) Presentation of interim report (Each participant makes the action plan (interim report) and gives presentation)

3. Finalization Phase

Participants are expected to implement the action plan (interim report) and report on progress within six (6) months after the end of the phase in Japan.

### **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 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: 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.
- 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 or more (This workshop includes active participation in discussions, which requires high competence of English ability, especially speaking ability. Please attach an official certificate for English ability such as TOEFL, TOEIC etc, if possible)
- 5) Health: must be in good health, both physically and mentally, to participate in the Program in Japan

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

## **(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)**.

\*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
3. doctor's letter with permission of her training participation.

Please ask JICA Staff for the details.

**(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 July 17<sup>th</sup>, 2015)

**(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 August 7<sup>th</sup>, 2015.**

**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:** Mr. HOSOYA Takahiro (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 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 courtesy call to Obihiro city and some ceremonies, for which it is recommended to bring appropriate clothes.

**3. Notes for belongings**

The program requires that **participants bring a personal computer for use in lecture**. For participants who will not be able to bring a personal computer, JICA will be lending.

**4. 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.

**5. Climate**

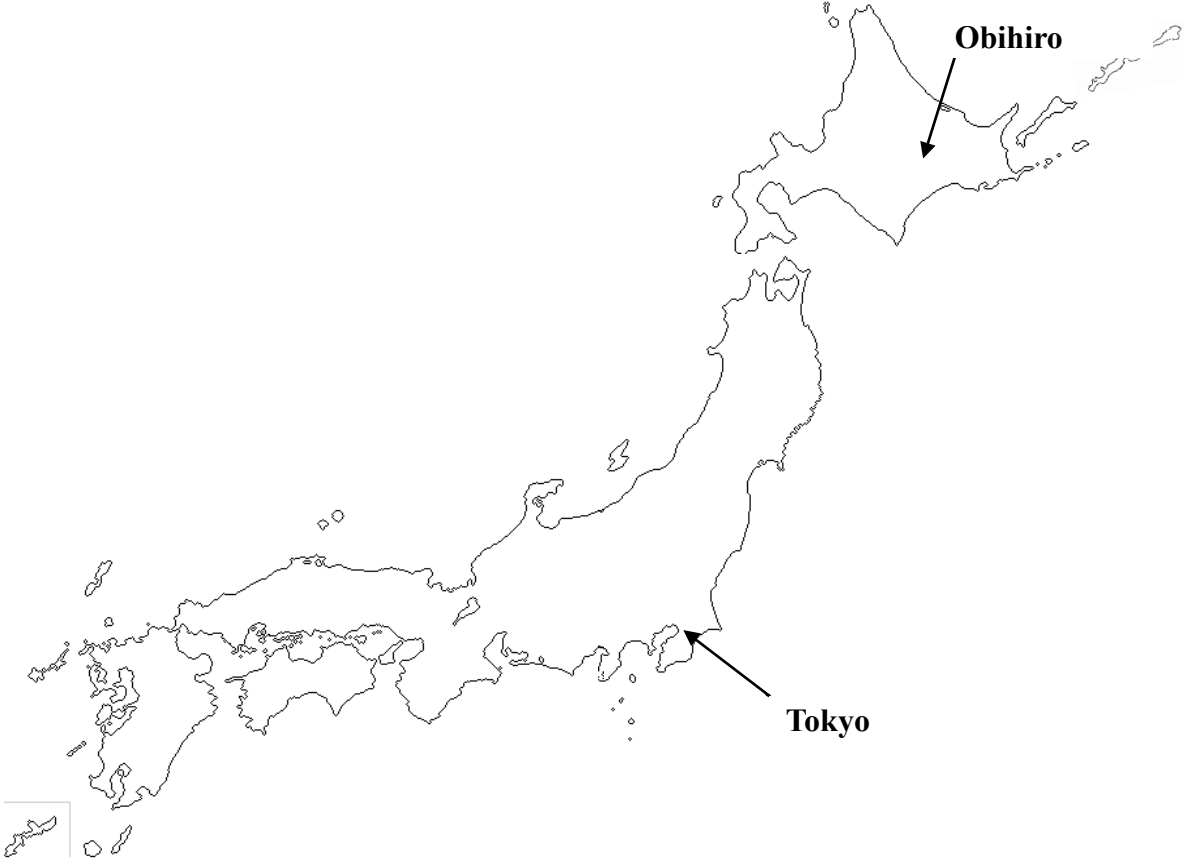
**Obihiro**

		Winter		Spring			Summer			Autumn			Winter
		Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
Temperature (°C)	Maximum	-2.0	-1.0	3.4	11.3	17.6	20.4	23.7	25.1	21.2	15.4	7.7	1.1
	Average	-7.7	-6.8	-1.6	5.4	11.0	14.5	18.4	20.0	16.0	9.6	2.8	-3.7
	Minimum	-13.9	-13.2	-6.9	0.2	5.4	10.0	14.5	16.2	11.6	4.3	-1.9	-8.9
Humidity (%)		70	69	67	66	69	79	83	82	79	73	68	69
Precipitation (mm)		42.3	30.7	49.6	60.5	80.1	85.9	94.4	139.2	139.8	91.7	68.2	40.3

(Data: 1971 ~ 2000 year)

**Tokyo**

		<i>Jan.</i>	<i>Feb.</i>	<i>Mar.</i>	<i>Apr.</i>	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
Temp.	High	13.9	17.0	20.4	25.8	29.0	29.1	34.5	35.3	32.3	25.2	22.3	19.9
	Low	0.8	-0.1	2.8	6.5	9.2	13.4	18.6	19.6	15.4	11.5	5.5	1.8
Prec.		18	57	120	240	255	226	48	388	159	205	74	71



## **VI. ANNEX:**

### **Local Industry Development in Agricultural Regions by Strengthening Capacity of Management and Marketing (JFY 2015)**

#### *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 maximum of 5 pages.

#### NOTE:

(1) **Presentation:** Participants in this course are requested to present on their inception report for 15 minutes per person at the beginning of the course program.

a) Purpose for presentation:

The purpose of presentations is to identify "the problems and issues". Please explain the issues or problems of SMEs or farmers organizations in your region

b) SWOT Analysis

Please fill out a following chart and attach to your inception report from 4 view points in the charts on your organizational viability.

c) Proposal the possible solution

From the above SWOT analysis, please propose one possible solution to improve the problems you mentioned.

#### **1. Background information**

A. Country and region overview:		
	(1)	Basic information about agriculture and food industry in your country
	(2)	Basic information about agriculture and food industry in the region where you are in charge.
B. Problem Analysis		
	(1)	Identify the problem of agriculture and food industry in your country
	(2)	Identify the problem 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 strength) of your region	W (internal weakness) of your region
O (external opportunity) for your region	T (external threat) 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 growth of population, easy access to a market and so on.

## ***Best Practice Exchange***

In the middle of the course, there is an opportunity to exchange the best practices of all participant's 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 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 from the course. Also, you should make a presentation about your action plan.

**(1) Purpose of 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 a good reports and presentations, we recommend you to bring statistical data related reports, photographs and other related materials.

**(2) Preparation materials;** to make presentations and report, you can utilize "project management" knowledge. JICA has prepared an e-learning material for you. Therefore, before coming to Japan, please see the following training video regarding Project Cycle Management (The title, "The ABCs of PCM") and understand the basic idea of PCM method. Using the concept of PCM, you can easily make effective action plan.

URL of the training material

([https://stream.jica-net-library.jica.go.jp/lib2/09TATP001/top\\_pcm.html](https://stream.jica-net-library.jica.go.jp/lib2/09TATP001/top_pcm.html))

## ***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 and 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 Hokkaido International Center (Obihiro)**

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TEL: +81-155-35-1210 FAX: +81-155-35-1250

E-mail: [jicaobic@jica.go.jp](mailto:jicaobic@jica.go.jp)

Website: [www.jica.go.jp/english/](http://www.jica.go.jp/english/)