



TRAINING AND DIALOGUE PROGRAMS

GENERAL INFORMATION ON

Strengthening Management and Business Activities of Agricultural Cooperatives

集団研修「農協の組織と事業の強化」

<Type: Solution Creation / 類型: 課題解決促進型>

NO. J12-00648, ID. 1280969

From April 2012 to November 2012

Phases in Japan: From May 6, 2012 to July 14, 2012

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

I. Concept

Background

In order to ensure that developing countries can achieve the desired economic independence, it is considered most effective to promote the nation building by giving priority to agricultural development. To realize this, it is very important to foster farmers autonomous groups coupled with arrangement of basic infrastructure conditions in the field of agriculture.

For what?

To cope with these tasks, it is underlined that being different from the conventional top-down developmental approach, more participatory rural development approach in partnership with various administrations and agencies be vital and therefore sought for the vitalization of rural community in view of the Japanese agricultural cooperative development experiences. Keeping that in view, it is expected that government officials in developing countries have a deeper insight to grasp the greater roles of agricultural cooperative for the vitalization of rural community and that they upgrade their administrative skills, so that they may be able to impart improved guidance to farmers.

For whom?

This program is offered to staff who works or expected to work in the cooperative movement or to manage projects on agricultural cooperative services belonging government, or related NGOs (Non-governmental organizations) including farmers' organizations and agricultural cooperatives.

How?

This training course aims to help upgrade the capacity and abilities of middle-cadre government officers engaged in cooperative development by imparting them necessary knowledge and information on the role and functions of agricultural cooperative for the revitalization of rural community.

II. Description

1. Title (J-No.): Strengthening management and business activities of agricultural cooperatives (J12-00648)

2. Period of program

Duration of whole program:	April 2012 to November 2012
Preparatory Program: (in a participant's home country)	April 5, 2012 to May 5, 2012
Core Program in Japan:	May 6, 2012 to July 14, 2012
Post Program: (Self activity in a participant's home country)	July 15, 2012 to November 30, 2012

3. Target Regions or Countries: Afghanistan, Brazil, Bhutan, Kenya, Laos, Lesotho, Mali, Mauritania, Mongolia, Myanmar, Nepal, Niger, Papua New Guinea, Rwanda, South Africa, Thailand, Uganda, Vietnam

4. Eligible / Target Organization:

Central / local government or related NGOs(Non-governmental organizations) including farmers' organizations and agricultural cooperatives currently capable of managing projects at the offices of agricultural cooperative service.

5. Total Number of Participants : 17 participants

6. Language to be used in this program : English

7. Program Objective:

Participants and their organizations prepare the documents as basic information necessary for formulation of agricultural promotion projects or policies to improve farmers' economy and the regional agriculture.

8. Expected Module Output and Contents:

This program consists of the following modules:

< Expected Module Output >

1. To find factors and impacts by organizing agricultural cooperatives based on understanding on Japanese agriculture, agricultural policy and history of agricultural cooperatives.
2. To find useful ideas for development of agricultural cooperatives by learning organizations and business systems, social and better living activities of agricultural cooperatives with emphasis on marketing.
3. To find factors for development of agricultural cooperatives in view of economic and social activities and life in rural communities. (including business development by rural women, promotion of agro-industry)
4. To find useful measures from the viewpoint of government for development of agriculture and agricultural cooperatives by learning the role of government, relation between agricultural cooperatives and government.
5. To make and develop a proposal for improvement of farmer's economy through promotion of agricultural cooperatives based on preparatory study at the organization of the participant and on learning in Japan.

< Course Contents >

Preparatory Program (=Program in your Home Country) (from April 5, 2012 to May 5, 2012)	
Assignment	Purpose
Inception Report Writing	Each participant is required to write Inception Report in accordance with the instructions provided when JICA answers the acceptance. This report will be the foundation of "Action Plan" which you make in Japan as output of this training course. Inception Report should be submitted by April 27, 2012.

Training Program in Japan (from May 6, 2012 to July 14, 2012)	
Expected Module Output	Contents
1. To find factors and impacts by organizing agricultural cooperatives based on understanding on Japanese agriculture, agricultural policy and history of agricultural cooperatives.	1. Lecture on Japanese agriculture, agricultural policy and development process of agricultural cooperatives. 2. Visits to farmers and rural areas. 3. Comparative study and discussion.
2. To find useful ideas for development of agricultural cooperatives by learning organizations and business systems, social and better living activities of agricultural cooperatives with emphasis on marketing.	1. Lecture on organizations and business of agricultural cooperatives with emphasis on organizational management, guidance, marketing and credit business. 2. Case study in the field visits to agricultural cooperatives and related organizations. 3. Discussion on the issues related to agricultural cooperatives.
3. To find factors for development of agricultural cooperatives in view of economic and social activities and life in rural communities. (including business development by rural women, promotion of agro-industry)	1. Lecture on the position of agricultural cooperatives in rural areas and communities, government extension services and agricultural cooperatives, social and better living activities of agricultural cooperatives, agro-processing, etc. 2. Comparative study and discussion.
4. To find useful measures from the viewpoint of government for development of agriculture and agricultural cooperatives by learning the role of government, relation between agricultural cooperatives and government.	1. Lecture on policy making by government and agricultural cooperatives for promotion of agriculture, the role of government and agricultural cooperatives for promotion of agricultural cooperatives, etc. 2. Case Study in the field visits.
5. To make and develop a proposal for improvement of farmer's economy through promotion of agricultural cooperatives based on preparatory study at the organization of the participant and on learning in Japan.	Region-based group discussion, study and analysis on the situation of the participant's country and useful findings in the training program in Japan to find the way to develop a proposal which is expected to be an action plan to be further studied in the organization of a participant.

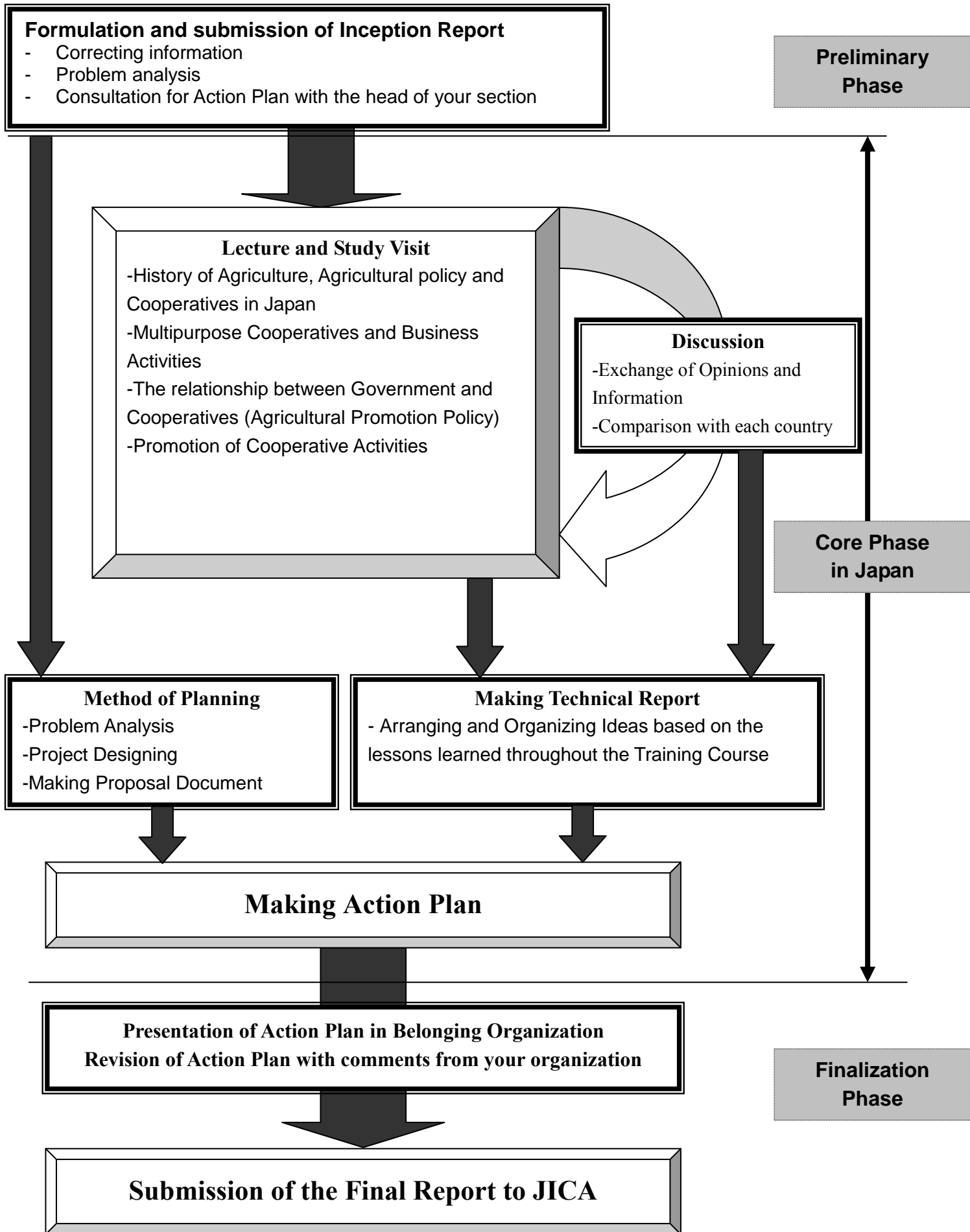
Note: This curriculum is subject to minor changes.

The training is composed of lecture, discussion, study visit and drafting of report depicting the salient features of agricultural cooperatives studied to be utilized in action plan as a part of final report.

- (1) In addition to lectures, audio visual aids such as video, multi-media projector are employed to deepen their understanding.
- (2) At the end of the week, participants are expected to summarize what they have studied to keep track of how much they have grasped from the study conducted and also to upgrade the presentation skills.
- (3) Background information materials will be prepared and distributed to participants in order to facilitate them to understand visiting cooperative institutions and etc. prior to study visit.
- (4) Review sessions of classroom lectures and study visits will be made to clarify some questions left unanswered. Moreover, supplementary lectures would be arranged to tailor the personalized needs of participants as they may arise.
- (5) All participants are required to submit group report including action plan toward the end of the course.

Post Program (=Self activity in a participant's home country) (July 15, 2012 to November 30, 2012)	
Assignment	Contents
Presentation of Tentative Action Plan to your belonging organization	Each participant is expected to explain your Action Plan which you made in Japan to your belonging organization and also convey the comments by the Japanese side.
Correction and Submission of Final Action Plan to JICA	<ol style="list-style-type: none"> ① Each participant is expected to correct Action Plan reflecting comments given to the presentation above. ② Each participant is expected to submit Action Plan approved by your belonging organization to JICA Tsukuba (tbictp@jica.go.jp).

COURSE FLOW “Strengthening Management and Business Activities of Agricultural Cooperatives” on JFY 2012



III. Conditions and Procedures for Application

1. Expectations for the Participating Organizations:

- (1) This program is designed primarily for organizations that intend to address specific issues or problems identified in their operation. 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 -8 .
- (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 Post Program described in section II -8 .

2. Nominee Qualifications:

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

(1) Essential Qualifications:

Applicants should;

- 1) have more than 3 years experience of working for stakeholders e.g. government or relevant NGOs including farmers' organizations and agricultural cooperatives.
- 2) be chief officer assigned on promotion of cooperatives, agricultural extension service or related fields, preferably has organizational position as section chief or director in organization above.
- 3) have a competent command of spoken and written English which is equal to TOEFL CBT 250 or more, in principal. (This program includes active participation in discussions, action plan formulation, thus requires high competence of English ability. Please attach an official certificate for English ability such as TOEFL, TOEIC etc, if possible)
- 4) be employed, and have permission for applying to the present program by the current employer.
- 5) be under forty-five (45) years of age
- 6) be in good health, both physically and mentally, to undergo the training program.
- 7) not be serving any form of military service

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

3. Required Documents for Application

(1) Application Form: The Application Form is available at the respective country's JICA office or the Embassy of Japan.

(2) Application Report: Each applicant is required to write Application Report (shown as ANNEX I) and submit it to JICA Office (or the Embassy of Japan) together with the Application Form.

*The Application Form and the Application Report should be typewritten on the paper of A4 size. Both of the documents are essential materials for screening applicants.

4. Procedure for Application and Selection :

(1) Submitting the Application Documents:

Closing date for application to the JICA Center in JAPAN: **March 19, 2012.**

Note: Please confirm the closing date set by the respective country's JICA office or Embassy of Japan of your country to meet the final date in Japan.

(2) Selection:

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

(3) Notice of Acceptance

Notification of results shall be made by the respective country's JICA office (or Embassy of Japan) to the respective Government by **not later than March 26, 2012.**

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

Inception Report -- to be submitted by **April 27, 2012**

Before coming to Japan, only accepted participants are required to prepare an **Inception Report** (detailed instruction of Inception Report will be informed at the

time of sending Notice of Acceptance). The Inception Report should be sent to JICA Tsukuba International Center by **April 27, 2012**, preferably by e-mail to **tbicttp@jica.go.jp**

6. Conditions for Attendance:

- (1) to follow the schedule of the program,
- (2) not to change the program subjects or extend the period of stay in Japan,
- (3) not to bring any members of their family,
- (4) to return to their home countries at the end of the program in accordance with the travel schedule designated by JICA,
- (5) to refrain from engaging in political activities, or any form of employment for profit or gain,
- (6) to observe 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.
- (7) to participate the whole program including a preparatory phase prior to the program in Japan. Applying organizations, after receiving notice of acceptance for their nominees, are expected to carry out the actions described in section II -8.

IV. Administrative Arrangements

1. Organizer:

(1) **Name:** JICA Tsukuba

(2) **Contact:** Ms. McGOEY Sachie (tbictp@jica.go.jp)

2. Implementing Partner: The Institute for the Development of Agricultural Cooperation in Asia (IDACA)

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 Tsukuba International Center (JICA TSUKUBA)

Address: 3-6, Koyadai, Tsukuba, Ibaraki, 305-0074, Japan

Tel.: 81(*)-29(**)-838-1111, Fax.: 81(*)-29(**)-838-1119

* Where "81" is the country code for Japan, "29" is the local area code

* If there is no vacancy at JICA TSUKUBA, JICA will arrange alternative accommodations for the participants. Please refer to facility guide of JICA TSUKUBA at its URL,

<http://www.jica.go.jp/english/contact/domestic/map/tsukuba.html>

5. Expenses:

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

(1) Allowances for accommodation, living expenses, outfit, and shipping

(2) Expenses for study tours (basically in the form of train tickets).

(3) Free medical care for participants who become ill after arriving in Japan (costs related to pre-existing illness, pregnancy, or dental treatment are not included)

(4) Expenses for program implementation, including materials.

For more details, please see p. 9-16 of the brochure for participants titled "KENSU-IN GUIDE BOOK," which will be given to the selected participants before (or at the time of) the pre-departure orientation.

6. Pre-departure Orientation:

A pre-departure orientation will be held at the respective country's JICA office (or Japanese Embassy), to provide participants with details on travel to Japan, conditions of the workshop, and other matters.

V. Other Information

Compiled Inception Report and other kinds of document / material preferably should be brought with flash memory device stored.

VI. ANNEX:

ANNEX 1: Form of Application Report (Submitted with the Application Form.)

Application Report

for the Group Training Course on Strengthening Management and Business Activities of Agricultural Cooperatives

- * The Application Report should be typewritten on the paper of A4 size.
- * You can expand and multiply the following column, if necessary.
- * It is required to submit this report with the Application Form until March 19th, 2012.

1. Basic Information

Your Name	
Address	
E-mail address	
Belonging Organization	
Your Position in your organization	

2. Explanation of your job experiences in Agricultural Cooperatives field

Period	Organization	Position
From to		
Outline of duties:		
Period	Organization	Position
From to		
Outline of duties:		
Period	Organization	Position
From to		
Outline of duties:		

3. Duties/Missions of your organization

*Please explain duties/missions of your organization by focusing on activities for Agricultural Cooperatives.

4. Organizational chart

*Please attach your organization chart, which illustrate sections, divisions and departments in your organization and please highlight your section.

5. Your duty/role in your organization

*Please describe the following topics **as specific as possible**.

How do you support in your organization?

6. Relationship between you and Agricultural Cooperative or Farmers' Organization.

*Please describe the following topics **as specific as possible**.

How do you relate to or work on Agricultural Cooperatives or Farmers' Organization in your organization?

7. Analyze matters that should be improved in your organization and give their reasons in order to develop capacities of farmer groups in a better way.

No	Matters should be improved	Reasons
1		<ul style="list-style-type: none"> ▪ ▪ ▪ ▪ ▪
2		<ul style="list-style-type: none"> ▪ ▪ ▪ ▪ ▪
3		<ul style="list-style-type: none"> ▪ ▪ ▪ ▪ ▪

8. Explain your expectation from this training course, mentioning which techniques and knowledge you would like to improve or gain with their reasons.

(*If you mention about “enhancing your knowledge” or “gaining new skills” etc, please describe “FOR WHAT” as specific as possible.)

9. Explain your future plans to apply expected results of the training program in order to strengthen management and business activities of agricultural cooperatives in your responsible region. (Consultation with your superior and colleagues is necessary)

For Your Reference

JICA and Capacity Development

The key concept underpinning JICA operations since its establishment in 1974 has been the conviction that “capacity development” is central to the socioeconomic development of any country, regardless of the specific operational scheme one may be undertaking, i.e. expert assignments, development projects, development study projects, training programs, JOCV programs, etc.

Within this wide range of programs, Training Programs have long occupied an important place in JICA operations. Conducted in Japan, they provide partner countries with opportunities to acquire practical knowledge accumulated in Japanese society. Participants dispatched by partner countries might find useful knowledge and re-create their own knowledge for enhancement of their own capacity or that of the organization and society to which they belong.

About 460 pre-organized programs cover a wide range of professional fields, ranging from education, health, infrastructure, energy, trade and finance, to agriculture, rural development, gender mainstreaming, and environmental protection. A variety of programs are being customized to address the specific needs of different target organizations, such as policy-making organizations, service provision organizations, as well as research and academic institutions. Some programs are organized to target a certain group of countries with similar developmental challenges.

Japanese Development Experience

Japan was the first non-Western country to successfully modernize its society and industrialize its economy. At the core of this process, which started more than 140 years ago, was the “*adopt and adapt*” concept by which a wide range of appropriate skills and knowledge have been imported from developed countries; these skills and knowledge have been adapted and/or improved using local skills, knowledge and initiatives. They finally became internalized in Japanese society to suit its local needs and conditions.

From engineering technology to production management methods, most of the know-how that has enabled Japan to become what it is today has emanated from this “*adoption and adaptation*” process, which, of course, has been accompanied by countless failures and errors behind the success stories. We presume that such experiences, both successful and unsuccessful, will be useful to our partners who are trying to address the challenges currently faced by developing countries.

However, it is rather challenging to share with our partners this whole body of Japan’s developmental experience. This difficulty has to do, in part, with the challenge of explaining a body of “tacit knowledge,” a type of knowledge that cannot fully be expressed in words or numbers. Adding to this difficulty are the social and cultural systems of Japan that vastly differ from those of other Western industrialized countries, and hence still remain unfamiliar to many partner countries. Simply stated, coming to Japan might be one way of overcoming such a cultural gap.

JICA, therefore, would like to invite as many leaders of partner countries as possible to come and visit us, to mingle with the Japanese people, and witness the advantages as well as the disadvantages of Japanese systems, so that integration of their findings might help them reach their developmental objectives.



CORRESPONDENCE

For enquiries and further information, please contact the JICA office or the Embassy of Japan. Further, address correspondence to:

JICA Tsukuba International Center (JICA TSUKUBA)
Address: 3-6, Koyadai, Tsukuba, Ibaraki, 305-0074, Japan
TEL: 81-29-838-1111 FAX: 81-29-838-1119