



Knowledge Co-Creation Program (Group & Region Focus)

GENERAL INFORMATION ON

Development of Agricultural Cooperatives and Improvement of
Management Capacity (B)

課題別研修「農業協同組合の組織化推進と事業運営能力の向上 (B)」

JFY2016

NO. J16-04057, ID. 1684879

Course Period in Japan: From September 19th, 2016 to November 12th,
2016

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 (KCC) Program’ as a New Start

In the Development Cooperation Charter which is 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

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?

Most of developing countries have high ratio of small scale farmers. Low productivity, inefficient supply of inputs and marketing are major problems. Agricultural cooperatives are not functioning well to solve these problems. This course is aiming at contributing to increase of farmers' income through cooperative activities by introducing efficient management, supply systems and marketing activities.

For whom?

This program is offered to a person who is a section chief or director of Government / Agricultural Cooperative Organizations, and a person who is in managerial post in NPO/NGO, in charge of farmers' groups, agricultural cooperative development, and extension. This course is suitable for the countries in which cooperatives are in elementary stage.

How?

This program aims to help upgrade the capacity and abilities of 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. This course especially provides basic knowledge and information to develop capacity of /organize agricultural cooperatives.

II. Description

- 1. Title (J-No.): Development of Agricultural Cooperatives and Improvement of Management Capacity (B) (J16-04057)**
- 2. Course Period in JAPAN:**
September 19, 2016 to November 12, 2016
- 3. Target Regions or Countries:**
Albania, Kosovo, Former Yugoslav Republic of Macedonia, Bosnia and Herzegovina, Ukraine, Moldova, Georgia, Tajikistan
- 4. Eligible / Target Organization:**
Central / Local government, Agricultural Cooperative Organizations, related NPO/NGO including farmers' organizations currently capable of managing projects at the offices of agricultural cooperative service or planning to build agricultural cooperatives.
- 5. Course Capacity (Upper limit of Participants) :**
9 participants
- 6. Language to be used in this program :** English
- 7. Course Objective:**
Course Review Report is completed for sharing information and knowledge gained from the course and for further study to find the ways for improvement and capacity building of agricultural cooperatives in the participating countries.
- 8. Overall Goal:**
Farmers' income is increased through cooperative activities by introducing efficient management, supply and marketing activities.
- 9. Expected Module Output and Contents:**
This program consists of the following components. Details on each component are given below:

< Expected Module Output >

1. The problems and tasks necessary for the development of agricultural cooperatives in the participating countries are to be identified through preparation and presentation of Inception Report.
2. The fundamentals for organizing agricultural cooperatives and the system of organizational management are to be understood by the participants.
3. The needs of human resource development including fostering leadership in agricultural cooperative are to be understood.
4. Planning for organizational management and business operation is to be understood.
5. The cooperative business with focus on supply of production materials and consumer goods and on marketing farm products is to be understood.
6. The roles of the Government and agricultural cooperatives in developing agricultural cooperatives and agribusiness are to be understood.

7. Course Review Report on the training outcomes and for further study to lead to development of agricultural cooperatives is to be prepared.

< Course Contents >

(1) Preliminary Phase in a participant's home country (from August 2016 to September 18, 2016)	
Assignment	Purpose
Inception Report Writing	Each participant is required to write Inception Report in accordance with the instructions provided when JICA answers the acceptance. Inception Report should be submitted by September 5, 2016

(2) Core Phase in Japan (from September 19, 2016 to November 12, 2016)	
Expected Module Output	Contents
1. The problems and tasks necessary for the development of agricultural cooperatives in the participating countries are to be identified through preparation and presentation of Inception Report.	Presentation of Inception report and discussion session will be held at the beginning of the program. (Discussion) Legal frame of agricultural cooperatives and cooperative principle of The International Cooperative Alliance are to be examined
2. The fundamentals for organizing agricultural cooperatives and the system of organizational management are to be understood by the participants.	History of agricultural cooperatives, agricultural policies, various regulations in the agricultural cooperative law, various factors for organizing members into agricultural cooperatives, organization and its management including member organization and supportive organizations for agricultural cooperatives at different levels are to be introduced. (Lecture and field visit)
3. The needs of human resource development including fostering leadership in agricultural cooperative are to be understood	Introduction of the activities for human resource development of the members, the officials and the employees of agricultural cooperative organizations including education/training, farm guidance, better living guidance, ways of communication between the cooperative and the members (Lecture and field visit)
4. Planning for organizational management and business operation is to be understood	Introduction of the methods for formulation of management plan in agricultural cooperatives such as farm management plan, business plan, personnel plan and facility plan as well as formulation of middle-long term plan in agricultural cooperatives (Lecture and field visit)
5. The cooperative business with focus on supply of production materials and consumer goods and on marketing farm products is to be understood.	Introduction of various business and service of agricultural cooperatives centering farm management-related business such as purchasing for supply of production materials and consumer goods and marketing of farm products such as joint marketing and related facilities such as wholesale market and direct sales shop (Lecture and field visit)

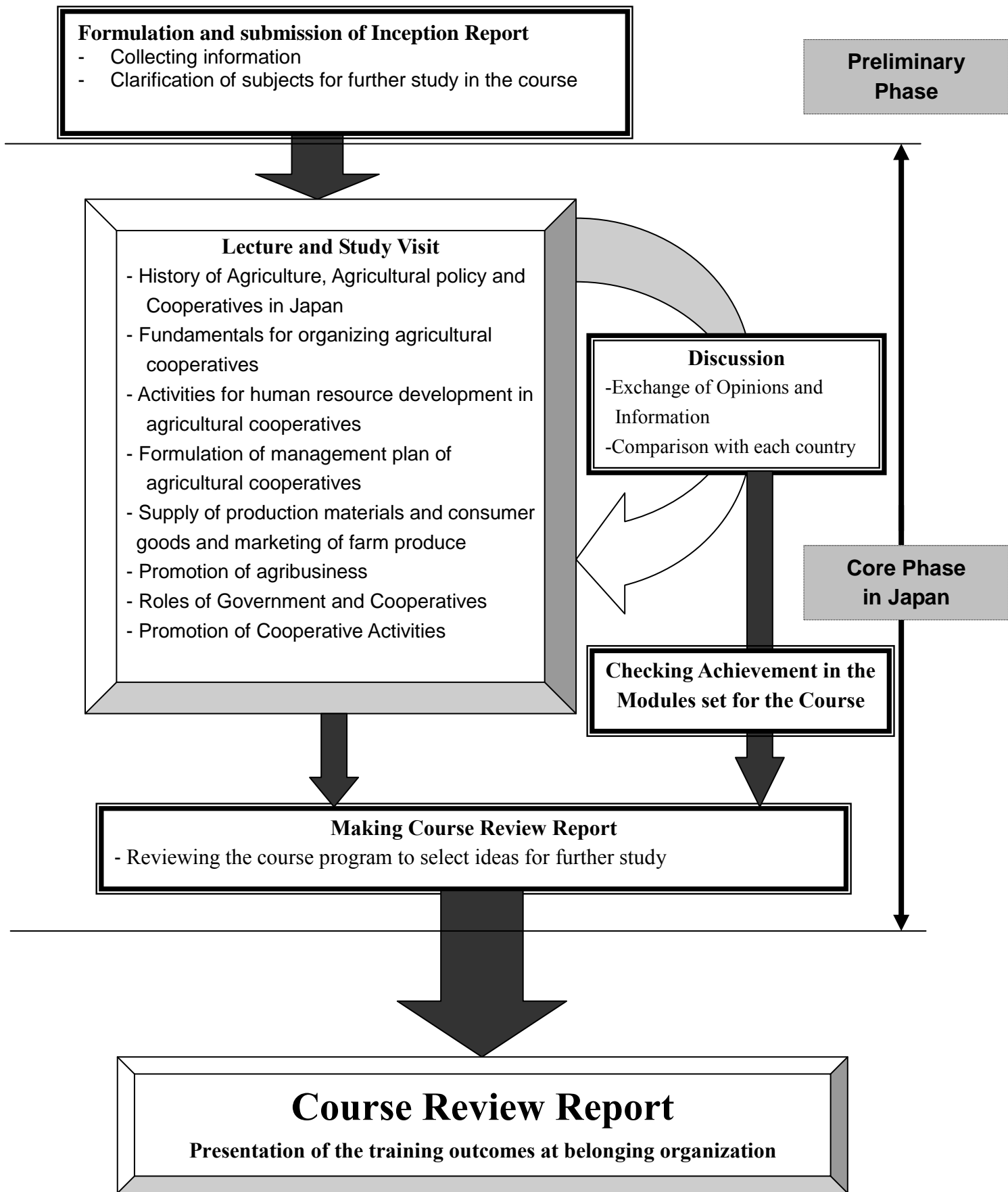
<p>6. The roles of the Government and agricultural cooperatives in developing agricultural cooperatives and agribusiness are to be understood.</p>	<p>The roles of the Government to create environment for promotion and stable management of agricultural cooperatives, various measures for promotion of agribusiness involving agricultural cooperatives are to be understood. Also systems for development of commodities through research institutes and extension works and for securing safety and quality of the products are to also be introduced. (Lecture and field visit)</p>
<p>7. Course Review Report on the training outcomes and for further study to lead to development of agricultural cooperatives is to be prepared</p>	<p>Personal guidance is given to the participants by instructors to support preparation of Course Review Report. (Discussion) Participants are expected to present and shared the report in their organization after returning to their countries.</p>

Note: This curriculum is subject to minor changes.

The training is composed of lecture, discussion, study visits.

- (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 Course Review Report.

COURSE FLOW “Development of Agricultural Cooperatives and Improvement of Management Capacity” on JFY 2016



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 operations. Applying organizations are expected to use the Program for those specific purposes.
- (2) In this connection, applying organizations are expected to nominate the most qualified candidates to address the said issues or problems, carefully referring to the qualifications described in section III-2 below.
- (3) Applying organizations are also expected to be prepared to make use of knowledge acquired by the nominees for the said purpose.

2. Nominee Qualifications:

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

(1) Essential Qualifications:

Applicants should;

- 1) be a person who is a section chief or director of Government / Agricultural Cooperative Organizations, or a person who is in managerial post in NPO/NGO, in charge of farmers' groups, agricultural cooperative development, and extension.
- 2) have more than 3 years' experience in the relevant field.
- 3) have a competent command of spoken and written English which is equal to TOEFL iBT 100 or more, in principal. (This program includes active participation in discussions, which 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 old
- 6) graduated from university (or same level of educational institute).
- 7) 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.

3. Required Documents for Application

(1) Application Form: The Application Form is available at the 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.

(3) 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.

(4) 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. Procedures for Application and Selection:

(1) Submission of the Application Documents:

Closing date for applications: Please inquire to the JICA office (or the Embassy Japan).

After receiving applications, the JICA office (or the Embassy of Japan) will send them to the JICA Center in Japan by **July 1, 2016.**

(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 August 5, 2016.**

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

Inception Report -- to be submitted by **September 5, 2016.**

Before coming to Japan, only accepted candidates are required to prepare an

Inception Report (detailed information will be provided at the time of sending Notice of Acceptance). The Inception Report should be sent to JICA by **September 5, 2016**, preferably by e-mail to **tbicttp@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 ordinance, 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 Tsukuba

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

2. Implementing Partner:

(1) The Institute for the Development of Agricultural Cooperation in Asia (IDACA)

(2) URL: <http://www.idaca.or.jp/>

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 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, 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)

(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 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 Knowledge Co-Creation Program on Development of Agricultural Cooperatives and Improvement of Management Capacity

* 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 by July 1, 2016.

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. Explain your expectation from this 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.)

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