



【Online】 Knowledge Co-Creation Program (Group & Region Focus)

GENERAL INFORMATION ON

**Strategic Management and Marketing
for Sustainable Local Industry Development (B)**

**課題別研修「戦略的マネジメント・マーケティング
による持続的地場産業振興(B)」**

JFY 2022

NO. 202110073J001

Online Program Period: From September 13 to September 30, 2022

This information pertains to one of the JICA Knowledge Co-Creation Programs (Group & Region Focus) of the Japan International Cooperation Agency (JICA) implemented as a part of the Official Development Assistance of the Government of Japan based on bilateral agreement between both Governments.

JICA Knowledge Co-Creation Program (KCCP)

The Japanese Cabinet released the Development Cooperation Charter in February 2015, which stated, *"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."* JICA believes that this 'Knowledge Co-Creation Program' will serve as a foundation of mutual learning process.

I. Concept

Background

The number of disaster such as massive floods, wildfires, and draughts is dramatically increasing. Due to human-induced climate change, agriculture and the local economy are negatively affected ever before. All member states of the United Nations adopted the sustainable development goals (SDGs) in 2015. However, we have not taken effective countermeasures yet. To achieve SDGs, it is indispensable to accelerate the transformation from "business as usual" to the sustainable business models, obtaining economic profits while solving social and environmental problems.

This program is designed and developed in Hokkaido Prefecture, Japan, where the most advanced agricultural technology is applied in Japan, and strategic actions such as formulating industry clusters, improving food and agricultural value chains, and promoting environmental protection to achieve sustainable development are also taken.

For what?

This program aims to equip the participants with strategic management and marketing skills that could support them in designing sustainable and innovative policies and business models for local industry development.

For whom?

This program is offered to the person concerned with 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 participants shall have opportunities to learn how to design sustainable development of organizations, the region, and the nation through lectures, discussions, and workshops. Participants will formulate an action plan describing what they will do in their country, putting the knowledge and ideas acquired and discussed into their ongoing activities.

Considering the spread and prolongation of the impact of the COVID-19 outbreak, this program mainly consists of online lectures and virtual field trips. It also includes online discussion on issues/problems participants have been facing with.

II. Description

- 1. Title (Course No. 202110073J001)**
Strategic Management and Marketing for Sustainable Local Industry Development (B) (202110073J001)
- 2. Course Duration (Online Program)**
Online program: From September 13 to September 30, 2022
- 3. Target Regions or Countries**
Bosnia and Herzegovina, Cote d'Ivoire, Ethiopia, Malawi, Micronesia, Peru, Kosovo, North Macedonia, Samoa, Tonga
- 4. Eligible / Target Organization**
This program is designed for central and local government administration officials 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)**
20participants
- 6. Language to be used in this program:** English
- 7. Objective(s)**
To obtain various innovative ideas to transform sustainable agricultural communities and regions.
- 8. Overall Goal**
To create inclusive and environmentally-sustainable communities and regions.

9. Output and Contents

This program consists of the following components. Details on each component are given below.

(1) Preliminary phase (August 2022 to September 2022) <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) Online Program Period (September 13 to September 30, 2022)		
Expected Module Output	Subjects/Agendas	Methodology
To understand the basic idea of sustainable regional industry development	(1) the concept of the sustainable development	Lecture and Exercise
	(2) Understand 17 goals and targets of Sustainable Development Goals (SDGs)	Lecture, Exercise, and Virtual site visit
	(3) Understand the interrelationship among 17 goals as a system	Lecture and Exercise
To understand strategic management theory for sustainability	(1) Systems thinking	Lecture
	(2) Strategic management for sustainable development (Circular business)	Lecture and Exercise
	(3) Case discussion of sustainable management	Lecture and Exercise
To understand the concept of strategic marketing theory and practices for sustainability	(1) Marketing 3.0 (2) Permaculture basics (3) Green infrastructure & Eco-DRR (disaster risk reduction) (4) Sustainable farming (organic & natural)	Lecture and Exercise, Virtual site visit
Project Idea formulation (Interim report) on promotion for rural industries.	(1) Project idea formulation guidance (2) Business model canvas (3) Presentation of Project Idea	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. We welcome highly-motivated participants to learn in this program and implement what you learned in your countries.**

<Program design> Important (Three-week intensive training)

This program is designed as a three-week intensive online training course. It consists of pre-recorded lectures by learning management system, and live discussion and workshops on ZOOM meetings.

You should take an one-hour pre-recorded lecture followed by a three-hour live meeting via Zoom every day for three weeks.

Therefore, time management is an essential skill to participate in this program.

We recommend you to attend this course not in your office but in your residence in order to concentrate on the program. In case you attend the class in your office, please obtain the guarantee from your supervisor to devote yourself to this online program.

<Structure of the program>

1. Preliminary phase:
Prepare the inception report.
2. Core Phase:
Topic outline (preliminary and subject to change)

1st week

- (1) Inception report presentation from participating countries
- (2) Lecture - Outline of Agriculture in Japan and Hokkaido Prefecture
- (3) Lecture – Sustainable development 1(Issues and concept)
- (4) Lecture – Systems thinking
- (5) Lecture & Discussion: Case Method Learning & discussion

2nd week

- (1) Lecture - Entrepreneurship
- (2) Lecture & Workshop (Business Game) Management Basic
- (3) Lecture & Discussion- Marketing for sustainability (Marketing 3.0)
- (4) Virtual site visit & Discussion- Environmentally friendly agriculture
- (5) Lecture & Exercise-Business strategy 1(Corporate strategy-Vision)
- (6) Lecture & Exercise- Circular economy & business model (Business Model Canvas)

3rd week

- (1) Lecture & Exercise-Business strategy 2 (Strategic Analysis – Strategist toolkit)
- (2) Lecture & Discussion - Sustainable development 2 (Strategies and applications)
- (3) Virtual site visits & Discussion- Water resource management
- (4) Virtual site visits & Discussion- Green infrastructure & Eco-DRR
- (5) Preparation of Project Idea formulation (Each participant makes the project idea interim presentation)
- (6) Presentation of project ideas

【Important Notice】

The time difference between Japan and the participant's Regions or Countries are as follows:

The gray part (4:00pm-7:00pm Japan time) is the online session (live session).

Please check your local time.

Japan	Bosnia and Herzegovina, Malawi, Kosovo, North Macedonia	Ethiopia	Cote d'Ivoire	Micronesia	Peru	Samoa, Tonga
9:00am	2:00am	3:00am	0:00am	11:00am	7:00pm	1:00pm
10:00am	3:00am	4:00am	1:00am	12:00pm	8:00pm	2:00pm
11:00am	4:00am	5:00am	2:00am	1:00pm	9:00pm	3:00pm
12:00pm	5:00am	6:00am	3:00am	2:00pm	10:00pm	4:00pm
1:00pm	6:00am	7:00am	4:00am	3:00pm	11:00pm	5:00pm
2:00pm	7:00am	8:00am	5:00am	4:00pm	12:00pm	6:00pm
3:00pm	8:00am	9:00am	6:00am	5:00pm	1:00am	7:00pm
4:00pm	9:00am	10:00am	7:00am	6:00pm	2:00am	8:00pm
5:00pm	10:00am	11:00am	8:00am	7:00pm	3:00am	9:00pm
6:00pm	11:00am	12:00pm	9:00am	8:00pm	4:00am	10:00pm
7:00pm	12:00pm	1:00pm	10:00am	9:00pm	5:00am	11:00pm
8:00pm	1:00pm	2:00pm	11:00am	10:00pm	6:00am	12:00am
9:00pm	2:00pm	3:00pm	12:00pm	11:00pm	7:00am	1:00am
10:00pm	3:00pm	4:00pm	1:00pm	12:00pm	8:00am	2:00am
11:00pm	4:00pm	5:00pm	2:00pm	1:00am	9:00am	3:00am

III. Eligibility and Procedures

1. Expectations to the Applying Organizations

- (1) This program is designed primarily for organizations that intend to address specific issues or problems identified in their operation. Applying organizations are expected to use the program 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 course to meet specific requirements of applying organizations and effectively facilitate them toward solutions for the issues and problems.

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" and regional development in agriculture areas as a middle-level executive official/manager
Have more than 3 years of working experience in the present organization.
- 3) Educational Background: be a graduate of University
- 4) Language: have 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 photocopy of official certificate for English ability such as TOEFL, IELTS, etc., if available)

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 to participate in the program.

7) Attitude toward participation: Nominees who shall be regarded that they understand the contents of this program fully and have high motivation for learning through their Application form, Questionnaire and Inception report.

(2) Recommendable Qualifications

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

2) Gender Equality and Women's Empowerment: Women are encouraged to apply for the program. JICA makes a commitment to promote gender equality and women's empowerment, providing equal opportunity for all applicants regardless of sexual orientation and gender identity.

(3) Requirements* specific for the online course;

- ① Hardware: personal computer with speaker/microphone and web camera
- ② Software: Zoom, YouTube, GIGAPOD, Google workspace, Google Chrome/ Microsoft Edge/ Internet Explorer, Microsoft Excel/ Word/ Power Point, PDF, E-mail.
- ③ Internet Connection: speed enough to use as shown in 2) software above
- ④ willingness to join the Online session.

*If you need any assistance for preparation of the learning environment, please consult with the JICA overseas office (or the Embassy of Japan). Please note that the JICA overseas office (or the Embassy of Japan) may not be able to assist with all requirements.

3. Required Documents for Application

In case there are any missing documents or missing part, the nominee may be excluded from the selection.

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

* If you have any difficulties/disabilities which require assistance, please specify necessary assistances in the QUESTIONNAIRE ON MEDICAL STATUS RESTRICTION (1-(c)) of the application form. Information will be reviewed and used for reasonable accommodation.

(2) Photocopy of Passport: You should submit it with the application form if you possess your passport. If you do not have a passport, please submit photocopy of alternative official identification.

*The following information should be included in the photocopy:

Name, Date of Birth, Nationality, Sex, Passport Number and Expiry Date

(3) English Score Sheet: to be submitted with the application form, if the nominees have any official English examination scores. (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 confirm the local deadline with the JICA overseas office (or the Embassy of Japan).**

(All required material must be delivered to **JICA Center in Japan** by **August 1, 2022**)

(2) Selection:

Primary screening is conducted at the JICA overseas office (or the Embassy of Japan) after receiving official documents from your government. JICA Center in Japan will consult with concerned organizations in Japan in the process of final selection. Applying organizations with the best intentions to utilize the opportunity will be highly valued.

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

(3) Notice of Acceptance

The JICA overseas office (or the Embassy of Japan) will notify the results **not later than August 12, 2022.**

5. Conditions for Participation

The participants of KCCP are required

- (1)** To strictly adhere to the program schedule.
- (2)** not to share videos, textbooks, materials, etc. used in this program or use them for any other purpose.
- (3)** to carry out such instructions and abide by such conditions as may be stipulated by both the nominating government and the Japanese government in respect of the program.
- (4)** to observe the rules and regulations of the program implementing partners to provide the program or establishments.
- (5)** to discontinue the program, should the participants violate the Japanese laws or JICA's regulations, or the participants commit illegal or immoral conduct, or get critical illness or serious injury and be considered unable to continue the program. The participants shall be responsible for paying any cost for treatment of the said health conditions except for the medical care stipulated in (3) of "5. Expenses", "IV. Administrative Arrangements",
- (6)** to return the total amount or a part of the expenditure for the KCCP depending on the severity of such violation, should the participants violate the laws and ordinances,
- (7)** to observe the rules and regulations at the place of the participants' accommodation, and
- (8)** to refund allowances or other benefits paid by JICA in the case of a change in schedule.

IV. Administrative Arrangements

1. Organizer (JICA Center in Japan)

(1) Center: JICA Hokkaido Center (Obihiro)

(2) Program Officer: Mr. SAKIGAWA Masashi (obic_kccp@jica.go.jp)

2. Implementing Partner:

(1) Name: Insight-Management company limited

(2) URL: <https://www.insight-m.com/?lang=en>

(3) 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 (SMEs). It works with various governmental organizations (i.e. Ministry of Economy, Trade and Industry), JICA and local governments.

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

3. Expenses:

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

Online Program

(1) Expenses related to the online program will be paid according to the regulations of JICA overseas office, if necessary.

(2) Details will be provided at the time of notification of acceptance.

V. Other Information

1. Certificate

Participants who have successfully completed the program will be awarded a certificate by JICA.

2. Information about Obihiro City and its surrounding region

Information of Obihiro is available at following URLs :

a. Homepage of JICA Hokkaido Center (Obihiro)

<https://www.jica.go.jp/obihiro/english/office/index.html>

b. The YouTube channel of “Tokachi, A Kingdom of Agriculture”

<https://www.youtube.com/watch?v=rIVNvV4HEf8>

c. The YouTube channel of JICA Hokkaido Center (Obihiro)

https://www.youtube.com/channel/UC7NFJ2TrHHuzCXA3W9zHd_w/videos

Climate: Obihiro

		Climate: Coimbra											
		Winter		/ Spring			/ Summer			/ Autumn		/ Winter	
		Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec
Temperature (°C)	Maximum	4.2	7.7	14.4	24.3	38.8	31.2	34.6	36.3	33.1	24.6	15.4	8.9
	Average	-6.1	-5.0	-1.5	6.8	14.7	15.5	19.0	20.3	17.7	11.2	2.4	-3.2
	Minimum	-17.8	-24.5	-7.4	-6.0	0.3	9.4	12.1	12.8	5.0	-0.2	-9.4	-14.0
Humidity (%)		66	65	65	61	65	79	87	84	76	79	65	69
Precipitation (mm)		12.0	17.0	12.0	26.5	37.0	98.5	71.0	200.5	90.5	150.0	39.5	23.5

(Japan Meteorological Agency 2019)

VI. ANNEX:

Strategic Management and Marketing for Sustainable Local Industry Development (B) (JFY 2022)

Inception Report

Applicants are requested to prepare the Inception Report on the following issues and submit it to JICA overseas office in respective country 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 program 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 food and agricultural sectors 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) The proposal the possible sustainable strategies

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

d) The purpose of participating in this training program

To implement the above-proposed strategies, please identify your intention to attend this training course.

(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, national government policies and so on.

3. Proposal for the possible strategies

Please indicate the possible strategies which your organization will be able to implement socially inclusive, environmentally sustainable industry promotion.

4. The teamwork experience to promote regional industry

Please describe how you have performed teamwork spirit to promote the regional industry. Please show some example of previous projects.

Action Plan

At the end of the program, 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 program, 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 use statistical data related reports, photographs, and other related materials.

For Your Reference

JICA and Capacity Development

Technical cooperation is people-to-people cooperation that supports partner countries in enhancing their comprehensive capacities to address development challenges by their own efforts. Instead of applying Japanese technology per se to partner countries, JICA's technical cooperation provides solutions that best fit their needs by working with people living there. In the process, consideration is given to factors such as their regional characteristics, historical background, and languages. JICA does not limit its technical cooperation to human resources development; it offers multi-tiered assistance that also involves organizational strengthening, policy formulation, and institution building.

Implementation methods of JICA's technical cooperation can be divided into two approaches. One is overseas cooperation by dispatching experts and volunteers in various development sectors to partner countries; the other is domestic cooperation by inviting participants from developing countries to Japan. The latter method is the Knowledge Co-Creation Program, formerly called Training Program, and it is one of the core programs carried out in Japan. By inviting officials from partner countries and with cooperation from domestic partners, the Knowledge Co-Creation Program provides technical knowledge and practical solutions for development issues in participating countries.

The Knowledge Co-Creation Program (Group & Region Focus) has long occupied an important place in JICA operations. About 400 pre-organized courses 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 is being customized by the different target organizations to address the specific needs, 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, as the first non-Western nation to become a developed country, built itself into a country that is free, peaceful, prosperous and democratic while preserving its tradition. Japan will serve as one of the best examples for our partner countries to follow in their own development.

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 a process of adoption and adaptation, of course, has been accompanied by countless failures and errors behind the success stories.

Through Japan's progressive adaptation and application of systems, methods and

technologies from the West in a way that is suited to its own circumstances, Japan has developed a storehouse of knowledge not found elsewhere from unique systems of organization, administration and personnel management to such social systems as the livelihood improvement approach and governmental organization. It is not easy to apply such experiences to other countries where the circumstances differ, but the experiences can provide ideas and clues useful when devising measures to solve problems.

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.



Contact Information for Inquiries

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

JICA Hokkaido Center (Obihiro) (OBIC)

**Address: 1-2, Minami 6-chome, Nishi 20-jo, Obihiro-city, Hokkaido 080-2470,
Japan**

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

Website: www.jica.go.jp/obihiro/english/office/index.html

E-mail: obic_kccp@jica.go.jp