



# **【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 2021**

**NO. 202006509J001**

**Online Program Period: From Nov 2 to Nov 19, 2021**

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 the bilateral agreement between both Governments.

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

In the Development Cooperation Charter which was released from the Japanese Cabinet on February 2015, it is clearly pointed out that *"In its development cooperation, Japan has maintained the spirit of jointly creating things that suit partner countries while respecting ownership, intentions and intrinsic characteristics of the country concerned based on a field-oriented approach through dialogue and collaboration. It has also maintained the approach of building reciprocal relationships with developing countries in which both sides learn from each other and grow and develop together."* We believe that this 'Knowledge Co-Creation Program' will serve as a center of mutual learning process.

# ***I. Concept***

## **Background**

The number of disasters such as massive floods, wildfires, and draughts is dramatically increasing. Due to human-induced climate change, agriculture and the local economy are affected adverse effects ever before. All United Nations Member States 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 new business models, obtaining economic profits while achieving social benefits.

The training course is designed and produced in Hokkaido Prefecture, Japan, where is the most advanced agricultural area in Japan and taking strategic actions such as formulating industry clusters, improving food and agricultural value chains, and promoting environmental protection to achieve sustainable development.

## **For what?**

This training course 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 course 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 the participant 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.

## ***II. Description***

- 1. Title (J-No.): Strategic Management and Marketing for Sustainable Local Industry Development (B) (202006509-J001)**
- 2. Online Program Period**  
Online program: From Nov 2 to Nov 19, 2021
- 3. Target Regions or Countries**  
Peru, Lebanon, Sudan, Kenya, Cote d'Ivoire, Mozambique, Republic of North Macedonia, Bosnia and Herzegovina, Kosovo
- 4. Eligible / Target Organization**  
This program is designed for central and local government administrations dealing with rural development or small and medium-sized enterprise promotion, the staff of Chambers of Commerce, non-governmental organizations (NGOs), leaders of agricultural cooperatives and managers of food-related companies.
- 5. Course Capacity (Upper Limit of Participants)**  
14participants
- 6. Language to be used in this program:** English
- 7. Course Objective:**  
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. 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> (July 2021 to November 2021) <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

<b>(2) Online Program Period</b> (Nov 2 to Nov 19, 2021)		
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	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) 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) 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 course 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 course.**

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

### **<Structure of the program>**

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

#### 1<sup>st</sup> 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 - Participant-centered learning (Case Method Learning)
- (5) Lecture & Discussion One village one product project

#### 2<sup>nd</sup> week

- (1) Lecture – Systems thinking
- (2) Lecture & Workshop (Business Game) Management Basic
- (3) Lecture & Discussion-Marketing 1 (Marketing basics)
- (4) Lecture & Discussion-Marketing 2 (Applied Marketing, lateral marketing)
- (5) Lecture & Exercise-Business strategy 1(Corporate strategy-Vision)
- (6) Lecture & Exercise-Accounting1 (Bookkeeping & Managerial Accounting)

#### 3<sup>rd</sup> week

- (1) Lecture & Exercise-Business strategy 2 (Strategic Analysis – Strategist toolkit)
- (2) Lecture & Discussion - Sustainable development 2 (Strategies and applications)
- (3)Virtual site visits- Environmental protection, water resource management, and environmentally friendly agriculture
- (4)Preparation of Project Idea formulation (Each participant makes the project idea (interim presentation)
- (5)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	Kenya	Lebanon, Sudan, Mozambique	Republic of North Macedonia, Bosnia and Herzegovina, Kosovo	Cote d'Ivoire	Peru
9:00am	3:00am	2:00am	1:00am	0:00am	7:00pm
10:00am	4:00am	3:00am	2:00am	1:00am	8:00pm
11:00am	5:00am	4:00am	3:00am	2:00am	9:00pm
12:00pm	6:00am	5:00am	4:00am	3:00am	10:00pm
1:00pm	7:00am	6:00am	5:00am	4:00am	11:00pm
2:00pm	8:00am	7:00am	6:00am	5:00am	0:00am
3:00pm	9:00am	8:00am	7:00am	6:00am	1:00am
4:00pm	10:00am	9:00am	8:00am	7:00am	2:00am
5:00pm	11:00am	10:00am	9:00am	8:00am	3:00am
6:00pm	12:00pm	11:00am	10:00am	9:00am	4:00am
7:00pm	1:00pm	12:00pm	11:00am	10:00am	5:00am
8:00pm	2:00pm	1:00pm	12:00pm	11:00am	6:00am
9:00pm	3:00pm	2:00pm	1:00pm	12:00pm	7:00am
10:00pm	4:00pm	3:00pm	2:00pm	1:00pm	8:00am
11:00pm	5:00pm	4:00pm	3:00pm	2:00pm	9:00am

## **III. Conditions and Procedures for Application**

### **1. Expectations from the Participating Organizations:**

- (1) This program is designed primarily for organizations that intend to address specific issues or problems identified in their operation. Participating organizations are expected to use the project for those specific purposes.
- (2) This program is enriched with contents and facilitation schemes specially developed in collaboration with relevant prominent organizations in Japan. These special features enable the project to meet specific requirements of applying organizations and effectively facilitate them toward solutions for the issues and problems.
- (3) As this program is designed to facilitate organizations to come up with concrete solutions for their issues, participating organizations are expected to make due preparation before dispatching their participants to Japan by carrying out the activities of the Preliminary Phase described in section II -9.

- (4) Participating organizations are also expected to make the best use of the results achieved by their participants in Japan by carrying out their Action plan.

## **2. Nominee Qualifications:**

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

### **(1) Essential Qualifications**

- 1) Current Duties: be an middle-level executive official/manager in administration, planning and implementation of central and local government, non-governmental organizations (NGOs), chambers of commerce and agricultural cooperatives who are pertaining to rural development through promotion of small and medium enterprises (SMEs) and managers of private companies in agriculture or food-related industries.
- 2) Experience in the relevant field: have more than 5 years' working experience in the field of rural development, preferably such as the promotion of "small and medium-size enterprises" 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 an official certificate for English ability such as TOEFL, IELTS, etc., if possible)

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

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

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

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

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

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

6) Health : must be in good health to participate in the program. To reduce the risk of worsening symptoms associated with respiratory tract infection, please be honest to declare in the Medical History (QUESTIONNAIRE ON MEDICAL

STATUS RESTRICTION of the application form) if you have been a patient of following illnesses; Hypertension / Diabetes / Cardiovascular illness / Heart failure / Chronic respiratory illness.

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 Consideration: JICA is promoting gender equality. Women are encouraged to apply for the program.

## **(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 the local JICA office. Please note that the JICA office 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 office (or the Embassy of Japan).**

**(2) Photocopy of passport:** to be submitted with the application form, if you possess your passport which you will carry when entering Japan for this program. If not, you are requested to submit its photocopy as soon as you obtain it.

\*Photocopy should include the followings:

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

**(3) Nominee's English Score Sheet:** to be submitted with the application form. If you have any official documentation of English ability. (e.g., TOEFL, TOEIC, IELTS)

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

#### **4. Procedures for Application and Selection :**

##### **(1) Submission of the Application Documents:**

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

(After receiving applications, the JICA office (or the Embassy of Japan) will send them to **the JICA Center in Japan by September 10 , 2021**)

##### **(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 October 1 , 2021**

#### **5. Conditions for Attendance:**

- (1)** To strictly adhere to the program schedule.
- (2)** not to share videos, textbooks, materials, etc. used in this training 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 course.
- (4)** to observe the rules and regulations of the program implementing partners to provide the program or establishments.
- (5)** not to engage in political activities, or any form of employment for profit.
- (6)** to quit 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 course. 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",

- (7) 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.
- (8) to observe the rules and regulations at the place of the participants' accommodation.
- (9) to refund allowances or other benefits paid by JICA in the case of a change in schedule.

## **IV. Administrative Arrangements**

### **1. Organizer:**

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

**(2) Contact:** Ms. IKEDA Mabika ([jicaobic@jica.go.jp](mailto:jicaobic@jica.go.jp))

### **2. Implementing Partner:**

**(1) Name:** Insight-Management company limited

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

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

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

### 3. Information about Obihiro City and its surrounding region

Information of Obihiro is available at following URLs :

a. Homepage of Obihiro city.

<http://www.city.obihoro.hokkaido.jp/>

b. Homepage of Tokachi Prefecture.

(Obihiro city is belong to Tokachi prefecture.)

<http://visit-tokachi.jp/en>

c. Homepage of JICA Obihiro

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

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

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

### Climate:Obihiro

		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 2021)

#### *Inception Report*

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

#### NOTE:

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

a) The purpose of presentation:

The purpose of presentations is to identify “the regional or national business opportunities.” Please explain the strengths and opportunities of 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.

## ***Best Practice Exchange***

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

“Best Practice” means the best policy or program in terms of sustainable development for SMEs or farmers organizations in your country.

This is one of the highlights of this course.

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

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

## ***Interim Report (Action Plan)***

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

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

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

## **For Your Reference**

### **JICA and Capacity Development**

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, 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.



***CORRESPONDENCE***

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

**JICA Hokkaido Center (Obihiro)**

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

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