



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

GENERAL INFORMATION ON

**Building Sustainable Animal Agriculture Value-Chains for
Livelihood Improvement of Smallholder Farmers**

**課題別研修「小規模農家の生計向上のための持続的な
畜産バリューチェーンの構築」
JFY 2024**

NO. 202311555J001/ ID. 202311555

Pre-Online Program Period: May 28, 2024 to June 5, 2024

Main Program Period in Japan: June 27, 2024 to July 31, 2024

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 Program (KCCP)

The Japanese Cabinet released the Development Cooperation Charter in June 2023, 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

There are some 500 million smallholder farmers in the world. They are mostly subsistent farmers in developing countries, supporting the livelihood of two billion people. Although they play a crucial role in world food production, they lack efficient means to increase productivity and infrastructure to sell their products. Moreover, they are more susceptible to social, economic, and natural disasters. Improvement of their livelihood is, therefore, one of the top agendas of SDGs set by the UN. On the other hand, demand for animal products, such as dairy and meat products, is surging in developing countries in Asia and Africa as these countries experience rapid economic growth and urbanization. Currently, the increase in the demand for animal products is largely met by increasing imports from developed countries.

By connecting rural and urban societies, and by creating flows of goods and services between them, it is possible to improve the livelihood of people in both rural and urban areas. Recently, the value chain (VC) approach has been adopted in agriculture, promoting the integration of smallholders into efficient and competitive value chains. Such value chains will improve productivity, but also increase the value of agricultural products, create local jobs, and contribute to the socio-economic development of rural societies.

For what? (Objective)

This course aims to nurture abilities to plan, build, and manage livestock value chains. For this purpose, it is crucial to find human and natural resources, organize them, and create opportunities and incentives for them, in addition to sufficient knowledge about the production, processing, and marketing of livestock products. This program provides a series of lectures covering various aspects of livestock value chains and field trips to visit farms, processors, retailers, cooperatives, tourist farms, and educational/research organizations involved in the value chains. This program also provides training sessions for identifying and solving problems, and writing reports and plans, and presenting them.

For whom?

This program is suitable for persons who are currently involved in local/regional livestock development programs. Persons who are to participate such programs in the future are also welcome. Please note that this program is not for providing technical training, but for cultivating abilities to organize and manage livestock value chains. The applicants should have a general knowledge in animal agriculture/regional development as well as certain working experience in the relevant areas. Open-minded and challenging persons who have a strong will to improve rural societies are most welcome.

How?

This program consists of a pre-online program and a main face-to-face program in Obihiro City, Hokkaido Prefecture, Japan. At the pre-online program, the participants are given opportunities to grasping and summarize current situations and issues in their

countries/regions and target value chains through a series of lectures and value chain analysis workshops. After this session, the participants are instructed to draft an inception report and submit it before starting the main program. At the main program, the participants are provided lectures aiming to understand the structures, functions, and developmental potentials and opportunities of livestock value chains. The participants are urged to update and upgrade their inception reports with knowledge and ideas obtained through this period. At the end of the main program, the participants produce interim reports to create or improve livestock value chains for improving rural livelihood in their countries or regions. The interim reports created in this program will be brought up for discussion with the participants' colleagues, superiors, and relevant organizations after the program to make the plans implementable.

Examples of Course contents (previous program as reference)

Pre-Online Program (about 2 hours live session / day)

※Depending on the time difference among participating countries, recorded videos may be streamed instead of live sessions.

| Days | Contents |
|-------|--|
| Day 1 | Course Orientation |
| Day 2 | Value-Chain Case Report |
| Day 3 | The World Situation and Food Production |
| Day 4 | Local Agricultural VCs and their Roles |
| Day 5 | Animal Agriculture VCs and their Potential |
| Day 6 | VC Analysis |
| Day 7 | Guide to Draft Inception Report |

Main Program in Obihiro, Japan

| Days | Contents |
|-------|---|
| Day 1 | Arriving in OBIC |
| Day 2 | Briefing, Course Guidance and Japanese Lesson Courtesy Call on the Mayor of Obihiro City |
| Day 3 | Course Introduction |
| Day 4 | Presentation of Inception Reports |
| Day 5 | SWOT Analysis of VC |
| Day 6 | Factors Affecting Dairy Productivity: Reproduction, Nutrition, and Farm Environment |
| Day 7 | Alternative Feeds for Ruminants: New non-Conventional Feed Resources |
| Day 8 | Dairy Consulting in Japan-How to use local Feedstuffs to Total Mixed Ration |

| | |
|--------|--|
| Day 9 | A Practical Look at Quality Milk Production |
| Day 10 | Variety and valuable of Local Milk Products in the World |
| Day 11 | Hokkaido Rural Tour Initiatives |
| Day 12 | Ordinary Beef Production in Japan |
| Day 13 | Prospectivity of Agricultural VC |
| Day 14 | Effective Utilization of Manure |
| Day 15 | Food Valley Tokachi |
| Day 16 | Roadside Station |
| Day 17 | Future Development of Dairy VC: Intensification |
| Day 18 | Economic Evaluation of Food Value Chain: Knowledge, Institution and Organization |
| Day 19 | Guidance on Interim Report Making |
| Day 20 | Presentation of Interim Reports |
| Day 21 | Closing Ceremony |
| Day 22 | Departure |

II. Description

1. Title (J-No.):

Building Sustainable Animal Agriculture Value-Chains for Livelihood Improvement of Smallholder Farmers (202311555J001)

2. Course Period:

Pre-Online Program Period: May 28, 2024 to June 5, 2024
Main Program Period: June 27, 2024 to July 31, 2024

3. Target Countries:

Eritrea, Kyrgyz, Madagascar, Mali, Mauritania, Mongolia, Namibia, and Pakistan

4. Eligible / Target Organizations:

This program is designed for administrative organizations, research/educational institutes and non-profitable organizations such as dairy cooperatives or farmers' cooperatives related to livestock sector.

5. Course Capacity (Upper limit of Participants):

12 participants

6. Language to be used in this program:

English

7. Program Objective:

The participants gain the ability to improve the livestock production techniques and develop the value-chain with aim to expanding the market opportunities based on the analysis of the livestock value-chain in livestock-related institutions.

8. Overall Goal:

The livelihood of rural societies and food production efficiency is improved through building or improving livestock product value chains in accordance with the action plan created in this program.

9. Expected Module Output and Contents:

The course consists of a pre-online program and a main face-to-face program.

Pre-online Program

This is a preparatory session for the main program and aims to provide a guidance for writing an inception report. It covers the background facts and knowledge necessary for preparation of inception report such as 1) a course introduction, 2) the current situation of agriculture in the world and respective countries and various factors affecting it, 3) roles of rural agricultural value chain and its structures and functions, and 4) method of value chain analysis. After this session, the participants are instructed to draft an inception report and submit it before starting the main program.

Inception report should contain brief statements of the following subjects.

- 1) Country report: A short report of the participant's country.

- 2) Status of agriculture in target area/region: A status report of agriculture, associated industries, and rural society.
- 3) Status of the target value chain: A status report of a target value chain (e.g., milk chain). This is the main part of the inception report and should cover the structure and stakeholders of the value chain, as well as problems and opportunities with it. This part will be used for a value chain analysis in the first part of the main program.
- 4) Participant's mission in the chosen value chain: Please write expected roles the participant plays for the value chain improvement.

Main program

The main program consists of four demographic modules as follows.

Module 1: Value chain analysis

In this module, we further look through problems and opportunities in the target value chains and rural societies in the participants' own countries. The objective of this part is to identify strengths, weaknesses, opportunities, and threats of the target value chain and to draft a strategic plan to improve it. At the beginning of the main program, participants present their inception reports to get familiarize each other's problems. Agricultural value chains can be quite different among countries yet. They share many similarities in structure and problems. It is important to share common visions among participants from different countries for co-creation of knowledges. In the main part of the module, participants analyze their value chains using various analyzing tools and discuss how to improve them. This module also covers the factors affecting rural societies and agricultural value chains, such as political, economic, social, and environmental affairs both at national and international levels.

Module 2: Study in milk chain

The milk chain is the most complicated and organized agricultural value chain, consisting of agriculture input suppliers, farmers, cooperatives, processors, distributors, retailers, consumers, and various support service providers such as vets, extension officers, and AI technicians. This is a suitable subject for a case study to understand the structure and function of a livestock value chain. Dairy industry is also one of the fastest-growing livestock sectors in many developing countries as a means of poverty alleviation and a source of precious animal protein for the ever-growing population. Despite this, overall productivity in the industry is disappointingly low in many developing countries mainly due to poor infrastructure and management. In this case study, the participants understand the importance of value chain approach by learning milk chain from different aspects, visiting various types of dairy farms, processors, retailers, and associated people, and discussing how to increase productivity of the value chain in participants' countries.

Module 3: Study in other functions of agricultural value chain

Value chain performance can be improved by expanding its focus beyond the conventional “make-and-sell” activity. In this module, we seek interactions and collaborations with other value chains. An agricultural value chain can create values other than its primary products. For example, a milk chain provides not only milk and dairy products but also other valuable by-products, such as beef and manure. In Japan, the majority of beef calves are produced by dairy farmers and benefit both dairy and beef farmers. Manure can be utilized not only as an organic fertilizer but also for generating energy (biogas), thus benefiting crop/vegetable farmers and regional societies. In turn, household and industrial wastes can be utilized as feedstuff and fertilizers. By connecting and organizing various agricultural and industrial value chains, we can reduce the cost of production and increase profitability, and build more sustainable resource management networks. We also discuss the development of new types of markets for the agricultural value chain. Providing food for the ever-growing population is one of the prime missions of an agricultural value chain. However, as more and more consumers live in big cities, a new type of demand arises: i.e., unique emotional experiences associated with agriculture and rural life. By providing meeting places between farmers and consumers, one can create new markets in agriculture as well as increase the value of agricultural products. Here, we look at the roles of tourist farms, roadside stations (drive-in type marketplace selling local agricultural products and foods, providing tourist information, amenities, and playing facilities), and farm tours. These activities are also expected to create job opportunities in rural societies.

Module 4: Writing interim report

In the final phase of the main program, the participants prepare draft of action plans (i.e., interim reports). Here, the participants are requested to demonstrate their achievements by drafting a plan to alleviate problems in their respective regions/countries by improving/creating livestock value chains. Throughout the course, participants are urged to revise their inception reports continuously by adding new ideas and information obtained from the course activities. This becomes the foundation of the action plan. At the end of the main program, participants present their achievements and submit interim reports.

Post-course activities

After completing the course, participants are requested to share their knowledge and ideas gained during the program with colleagues and associates in their organizations and stakeholders in target value chains. Participants are also urged to continue their research on target value chains to clarify the SWOT of the respective value chains further. This step is crucial for writing a practical action plan for improving the value chain.

Finally, participants are recommended to submit a report on their activities to JICA Hokkaido Center (Obihiro) by e-mail (obic_kccp@jica.go.jp) by six months after

completing the program.

III. Eligibility and Procedures

1. Expectations for the Participating Organizations:

- (1) This course 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 course 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: Working on livestock value chain development and promotion as officers or researchers in governmental institutes, research institutes, universities, non-profitable organizations, and cooperatives.
- 2) After the program: expected to continue to work on livestock value chain development and promotion,
- 3) Experience in the relevant fields: More than three (3) years of experience in research and development, and policy making in livestock sector,
- 4) Educational background: a university graduate or equivalent,
- 5) Language: competent command of spoken and written English, which is equal to TOEFL iBT* 42-68 (score at the Low-Intermediate level) or more (The program is conducted wholly in the medium of English, therefore participants are requested to have basic English ability),

*iBT: Internet-Based Testing/ **CBT: Computer-Based Testing/

***PBT: Paper-Based Testing.

- 6) Internet Environment: prepare the Hi-Speed Internet connection (preferably about 5 Mbps).

You can take a speed test at the following site.

(URL : <https://www.speedtest.net/>)

- 7) Health: must be in good health to participate in the program in Japan. 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.

(2) Recommended Qualification

- 1) Gender Equality and Women's Empowerment: Women are encouraged to apply for the program. JICA is committed to promoting gender equality and women's empowerment, and provides equal opportunities for all applicants regardless of their sexual orientation or gender identity.
- 2) Age: preferably less than forty-five (45) years old

(3) Expected requirements* specific for the online program:

- 1) Hardware: PC or tablet with speaker/microphone and web camera
- 2) Software: Zoom, YouTube, GIGAPOD, Google workspace, Google Chrome/ Microsoft Edge/ Internet Explorer, Microsoft Excel/ Word/PowerPoint, PDF, E-mail.
- 3) Internet Connection: speed enough to use as shown in 2) software above.
- 4) Time availability: willingness to join all live sessions.

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

3. Required Documents for Application:

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

(2) Photocopy of passport: You should submit it 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.

*The following information should be included in the photocopy:

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

(3) Status report of value-chain: to be submitted with Application Form. Describe the status of value-chain you are currently working on, the problems you have, and the goals you want to achieve after attending this program within 300 words.

(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)

*In case the participant does not submit any official result of English tests, our office may verify the participant's English language proficiency in an interview or equivalent.

4. Procedures for Application and Selection:

(1) Submission of the Application Documents:

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

(After receiving applications, the JICA overseas office (or the Embassy of Japan) will send them to **the JICA Center in Japan** by **May 6, 2024**)

(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 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:

Notification of results will be made by the JICA overseas office (or the Embassy of Japan) **not later than May 10, 2024**.

5. Conditions for Participation

The participants of KCCP are required

- (1) to strictly observe the course schedule,
- (2) not to change the air ticket (and flight class and flight schedule arranged by JICA) and lodging by the participants themselves,
- (3) to understand that leaving Japan during the course period (to return to home country, etc.) is not allowed (except for programs longer than one year),
- (4) not to bring or invite any family members (except for programs longer than one year),
- (5) 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,
- (6) to observe the rules and regulations of the program implementing partners to provide the program or establishments,
- (7) not to engage in political activities, or any form of employment for profit,
- (8) 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 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",
- (9) 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,
- (10) not to drive a car or motorbike, regardless of an international driving license possessed,
 - (11) to observe the rules and regulations at the place of the participants' accommodation,
 - (12) to refund allowances or other benefits paid by JICA in the case of a change in schedule, and
 - (13) Due to copyright reasons, it is not allowed to record/shoot of Zoom screen. Participants must follow the "Terms of Use",
https://www.jica.go.jp/english/our_work/types_of_assistance/tech/acceptance/raining/online/online_01.html

IV. Administrative Arrangements

1. Organizer:

- (1) **Name:** JICA Hokkaido Center (Obihiro)
- (2) **Contact:** Ms. HASHIMOTO Ami (obic_kccp@jica.go.jp)

2. Implementing Partner:

- (1) **Name:** Obihiro University of Agriculture and Veterinary Medicine
- (2) **URL:** <https://www.obihiro.ac.jp/english/>

3. Travel to Japan

- (1) **Air Ticket:** In principle, JICA will arrange an economy-class round-trip ticket between an international airport designated by JICA and Japan.
- (2) **Travel Insurance:** Coverage is from time of arrival up to departure in Japan. Thus, traveling time outside Japan (include damaged baggage during the arrival flight to Japan) will not be covered.

4. Accommodation in Japan

JICA will arrange the following accommodations for the participants in Japan.

JICA Hokkaido Center (Obihiro)
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
E-mail: obic_kccp@jica.go.jp
URL: <https://www.jica.go.jp/obihiro/english/office/index.html>

If there is no vacancy at JICA Obihiro, or when conducting program outside Obihiro region, JICA will arrange alternative accommodation(s) for the participants.

5. Expenses:

The following expenses in Japan will be provided by JICA

- (1) Allowances for meals, living expenses, outfits, and shipping and stopover.

- (2) Expenses for study tours (basically in the form of train tickets).
- (3) Medical care for participants who become ill after arriving in Japan (the costs related to pre-existing illness, pregnancy, or dental treatment are not included).
- (4) Expenses for program implementation, including materials.
- (5) For more details, please see “III. ALLOWANCES” of the brochure for participants titled “KENSHU-IN GUIDE BOOK,” which will be given before departure for Japan.

*Link to JICA HP (English/French/Spanish/Russian):

https://www.jica.go.jp/english/our_work/types_of_assistance/tech/acceptance/training/index.html

6. Pre-departure Orientation

A pre-departure orientation will be held at JICA overseas office in respective country (or the Embassy of Japan), to provide Participants with details on travel to Japan, conditions of the program, and other matters.

*YouTube of “Knowledge Co-Creation Program and Life in Japan” and “Introduction of JICA Center” are viewable from the link below.

Image videos of 'Introduction of JICA Center (YouTube)' show the following information of JICA Centers: Location, Building, Entrance, Reception (Front desk), Lobby, Office, Accommodation (Room), Amenities (Hand dryer), Bathroom (Shower and Toilet), Toiletries, Restaurant, Laundry Room (Washing machine, Iron), ICT Room (Computer for participants), Clinic, Cash dispenser, Gym, Neighborhood.

| Part I: Knowledge Co-Creation Program and Life in Japan | |
|--|---|
| English ver. | https://www.youtube.com/watch?v=SLurfKugrEw |
| French ver. | https://www.youtube.com/watch?v=v2yU9ISYcTY |
| Spanish ver. | https://www.youtube.com/watch?v=m7I-WIQSDjl |
| Russian ver. | https://www.youtube.com/watch?v=P7_ujz37AQc |
| Arabic ver. | https://www.youtube.com/watch?v=1iBQqdpXQb4 |
| Part II: Introduction of JICA Centers in Japan | |
| JICA Hokkaido (Obihiro) | https://www.jica.go.jp/obihiro/english/office/index.html |

V. Other Information

1. Certificate

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

2. Notes for belongings

It is **necessary** to bring:

-Laptop Computer, USB flash memory, and suitable conversion plug for Japanese one.

During the training program, participants would have opportunities to make some reports and Power Point slides for the presentation the end of the training. We will not provide a computer.

-Courtesy call to Obihiro city & Ceremony

The program includes courtesy call to Obihiro city and closing ceremony, for which it is recommended to bring appropriate clothes.

3. Items to be lent to participants by JICA

JICA provides participants with the following necessary items during the training period;

1) rain jacket & trousers 2) work jacket & trousers 3) rubber boots

Therefore, Participants don't need to take own items above.

4. Medical history

In case you have or have had malaria, you are requested to bring the medicine for malaria with you because it is quite difficult to obtain it in Japan.

It is **advisable** to bring:

Regular drugs such as headache and gastrointestinal medicine.

5. Currency Exchange

Participants are advised to exchange local currency to Japanese currency on your arrival at Narita (or Haneda) Airport if it is needed, since there is not enough time for currency exchange during training program.

6. Climate

The climate condition in Obihiro and Tokyo are given below. Participants are advised to prepare appropriate clothes.

| | | Apr | May | June | July | Aug | Sep | Oct | Nov | Dec |
|---------------------|---------|------|------|-------|-------|-------|------|------|------|-------|
| Temperature (°C) | Maximum | 25.5 | 27.4 | 32.9 | 33.7 | 31.2 | 31.8 | 29.7 | 17.2 | 5.5 |
| | Average | 8.3 | 12.9 | 15.9 | 21.2 | 20.5 | 17.9 | 10.8 | 4.9 | -3.4 |
| | Minimum | -2.5 | 1.1 | 6.7 | 14.0 | 12.5 | 5.1 | -2.1 | -4.0 | -18.2 |
| Humidity (%) | | 59 | 73 | 84 | 86 | 85 | 80 | 76 | 72 | 66 |
| Precipitation (mm) | | 2.0 | 59.5 | 110.0 | 156.5 | 265.5 | 72.0 | 93.5 | 21.0 | 86.5 |

(Japan Meteorological Agency 2022)

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.



CORRESPONDENCE

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

JICA Hokkaido Center (Obihiro)

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

TEL: +81-155-35-2001 FAX: +81-155-35-1250

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

E-mail: obic_kccp@jica.go.jp