



PROJECT IMPLEMENTATION PLAN ADDENDUM

17 April 2018

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| 1. Project Code | 17-AG-23-GE-DLN-A-02 |
| 2. Project Title | Self-learning e-Course on Agribusiness Management (Advanced) |
| 3. Timing | 15 December 2017–14 May 2018 (five months) |
| 4. Implementing Organizations | APO Secretariat and National Productivity Organizations (NPOs) |
| 5. Addendum No. | 1 |
| 6. References | APO Project Notification 17-AG-23-GE-DLN-A dated 22 March 2017;
and APO Project Implementation Plan 17-AG-23-GE-DLN-A-02 dated
18 April 2017 |
| 7. Details | Changes in Project Implementation Plan Item No. 4 “Timing and
Duration” |

7-1 Change in Item No. 4 “Timing and Duration”

The timing of the Self-learning e-Course on Agribusiness Management (Advanced) has been changed to **15 December 2017–31 December 2018**.

Unless otherwise modified by the APO in writing, the provisions of the Project Notification dated 22 March 2017 and Project Implementation Plan dated 18 April 2017 pertaining to this course remain valid.

Santhi Kanoktanaporn
Secretary-General



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT IMPLEMENTATION PLAN

18 April 2017

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| 1. Project Code | 17-AG-23-GE-DLN-A-02 |
| 2. Project Title | Self-learning e-Course on Agribusiness Management (Advanced) |
| 3. Reference | Project Notification 17-AG-23-GE-DLN-A dated 22 March 2017 |
| 4. Timing and Duration | 15 December 2017–14 May 2018 (five months) |
| 5. Implementing Organizations | APO Secretariat and National Productivity Organizations (NPOs) |
| 6. Number of Participants | Minimum of 400 participants |
| 7. Self-registration | Self-registration opens from 10:00 AM Japan Standard Time on 15 December 2017 on the APO's e-learning web portal: http://eapo-tokyo.org . |

Note: Participants can register directly from this portal on the APO website. Those who are already registered can access the course by using the assigned username and password. If you have forgotten your username and password, please refer to the FAQs on the home page of the portal.

8. Objectives

At the end of the course, participants are expected to:

- a. Have a deeper understanding of Asian agribusiness and its sustainable growth orientation;
- b. Be able to utilize a mix of frameworks, analytical principles, and models in the identification, analysis, and resolution of agribusiness management concerns; and
- c. Apply decision-making processes in ensuring the sustainable development and growth of agribusinesses.

9. Background

Agribusinesses include farms and off-farm enterprises that produce and distribute agricultural inputs and those that assemble, store, process, and distribute fresh and processed farm commodities and products. An approximately 70% increase in food production in Asia is required to feed the predicted 5.2 billion people on the continent by 2050. Food production and supply in the crop, livestock, and aquamarine sectors, however, are constrained by fragmented supply chains, degraded land, and postharvest losses, among others. Moreover, agriculture is also the source of nonfood products such as fiber, fuel, timber, medicinals, and industrial raw materials. It is estimated that SMEs account for at least 80–90% of all enterprises and generate about 50–80% of total employment in the developing economies of Asia, where a significant number of players in the agrifood sector operate. Individuals are thus increasingly needed to manage SMEs in the agribusiness sector competently and sustainably within the context of value chains that serve both domestic and global markets.

As the World Economic Forum steps up its “Grow Asia” initiative, the scale and impact of agribusiness investments provide opportunities for smallholders and SMEs to be linked to global and regional markets. Public–private partnerships (PPPs) and multiple-stakeholder approaches to sustainable, inclusive development have been designed to offer market-based solutions to address production and supply constraints as well as poverty, food security, and safety issues. These solutions must be managed by individuals trained in relevant agribusiness management frameworks, leadership, and decision-making skills. By 2020, such partnership arrangements should reach 10 million smallholder farmers and improve farm productivity, profitability, and environmental sustainability by 20%.

This course is being organized to train a critical mass of stakeholders in APO member countries in advanced knowledge of agribusiness management. With practical applications of agribusiness management theories and analytical principles, these individuals are expected to assess threats and opportunities critically, make decisions, and take leadership roles as they and their organizations face tremendous challenges in a rapidly changing, interconnected business environment.

10. Scope and Methodology

Scope

The tentative course structure is as follows:

Module 1: Value chains in Asian agribusiness

The value chain concept; value chain analytical framework; principles of value chain analysis; case study

Module 2: Environment-friendly concepts in food value chains

Insights on environment-friendly concepts in food value chains; policy options in the development of environment-friendly food value chains; multiple-stakeholder partnerships and sustainability alliances; case study

Quiz 1 (for self-assessment based on questions from Modules 1 and 2)

Module 3: Agrifood innovation

Market-driven innovation; trends in labeling; challenges to innovation amid food safety and health concerns; case study

Module 4: Strengthening PPPs in agribusiness

PPPs in retrospect; private-sector engagement in PPPs in agribusiness; PPP models as strategic alliances; case study

Quiz 2 (for self-assessment based on questions from Modules 3 and 4)

Module 5: Innovative finance for agribusiness development

Innovative finance as an approach to development; trends in innovative financing mechanisms; challenges and opportunities; case study

Module 6: Lean agribusiness operations management

Elimination of waste; lean thinking and transformation; optimizing the flow of products and services through value streams; case study

Quiz 3 (for self-assessment based on questions from Modules 5 and 6)

Module 7: Managing entrepreneurial growth in agribusiness enterprises

Planning for growth; growing as a niche player; emerging trends in market analysis of growth opportunities; case study

Module 8: Engaging small Asian farmers and entrepreneurs for inclusive agribusiness value chain development

Initiatives for engaging small farmers and entrepreneurs; favorable value chain conditions for small farmers and entrepreneurs; benefits from value chain participation; case study

Module 9: Sustainability assessment for agribusiness SMEs

Sustainability issues specific to agribusiness SMEs; sustainability analysis framework; sustainability assessment tools; case study

Module 10: Final examination

This course consists of self-learning e-modules. They will be supplemented with additional learning materials for participants, quizzes for self-assessment, assignments, and a final examination to earn the APO certificate.

11. Qualifications of Candidates

The target participants include CEOs, managers, and officers of agribusiness companies including SMEs; officers of government and NGOs; and academics, extension officers, consultants, and other technical personnel engaged in planning, training, extension, and/or promotion of agribusiness and providing consultancy services on agribusiness management.

12. Eligibility for e-Certificate

A minimum score of 70% on the final examination is required to qualify for the APO e-certificate.

Note: Participants from nonmember countries are welcome to take the course for self-development, although APO e-certificates will not be provided.



Santhi Kanoktanaporn
Secretary-General



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

22 March 2017

1. **Project Code** 17-AG-23-GE-DLN-A
2. **Project Title** Self-learning e-Course for the Agriculture Sector
3. **Timing** Throughout 2017
4. **Implementing Organizations** APO Secretariat and National Productivity Organizations (NPOs)
5. **Number of Participants** Minimum 400 participants per course
6. **Registration** APO e-learning web portal:
<http://www.apo-elearning.org/moodle19/>
(Participants can register directly from this portal on the APO website.)

7. Objective

To provide basic training to numerous participants in productivity tools and techniques in selected subject areas of broad significance related to the agriculture and food sectors, familiarize them with the concepts of smart agriculture and future foods in a cost-effective manner, create a mass of productivity professionals with the aim of strengthening agribusiness and food industry SMEs and revitalizing local communities for promoting smart agriculture and innovative food systems, and foster rural development. These will promote sustainable productivity and inclusive growth, while expanding global networks.

8. Background

Depending upon the needs of APO members and relevance of subject areas, the APO develops self-learning e-courses and offers them on its e-learning portal. These courses are developed based on the APO's experience and knowledge accumulated over years of organizing capacity-building projects in its focus areas. Based on the huge success of the self-learning e-courses over the past few years, the APO plans to organize similar or upgraded self-learning e-courses relating to the food and agriculture sectors in 2017. The courses will focus on the subjects of organic agriculture and organic agribusiness (advanced), agribusiness management (advanced), food safety management (advanced), and rural entrepreneurship (basic).

For each course, a separate project implementation plan (PIP) containing specific information on the course and subject will be issued. NPOs are requested to start promoting the courses

after receiving the PIPs.

9. Scope and Methodology

Scope

The scope of each course will be decided based on the subject and will be detailed in the PIP issued later for each course.

Methodology

Each course will consist of self-learning e-modules, additional study materials for participants, intermittent quizzes for self-assessment, and a final examination to qualify for the APO certificate. All learning modules, carefully prepared by internationally recognized experts, will be uploaded to the course site on the e-learning portal.

10. Modality of Implementation

Courses will be offered through the APO's dedicated e-learning portal: <http://www.apo-elearning.org/moodle19/>. Participants can register on this portal and create their own accounts.

Registered participants are required to complete all learning modules and self-assessment quizzes before taking the final examination. Based on the results of the final examination, successful participants from member countries will be awarded APO e-certificates.

11. Special Features

- a. Participants can register on the APO e-learning portal and create accounts by themselves.
- b. Registered participants' progress will be tracked and monitored by the APO Secretariat throughout the course.
- c. Participants can complete the course at their own pace within the prescribed official duration of the course.
- d. Completion of all modules and quizzes is compulsory before taking the final examination.
- e. A minimum score of 70% on the final examination is required to qualify for the APO e-certificate. The e-certificates will be sent to participants' registered e-mail addresses one day after completion of the final examination.
- f. Successful participants may be given preference based on merit for selection to attend future APO multicountry face-to-face projects on the same subject in consultation with NPOs.

12. Qualifications of Candidates

The target groups are productivity practitioners, consultants, managers, academics, extension service providers, representatives of cooperatives and industry associations, producers, and all professionals working in the subject area from agriculture, agribusinesses, food industries, NPOs, government agencies, universities, and consultancy firms who wish to acquire a working knowledge of the subject.

13. Financial Arrangements

To be borne by NPOs

- a. Coordination, communication, and promotion support for the course.
- b. Any other local costs.

To be borne by the APO

- a. All costs related to development of the self-study modules, additional study materials pertaining to the course, self-assessment quizzes, and examination.
- b. Cost of hosting the course on the APO's e-learning portal and operating it from the APO Secretariat.

14. Actions by member countries/NPOs

Member countries/NPOs are requested to:

- a. Promote and market the course by sending the project notification and PIP to as many relevant organizations as possible and encouraging all interested individuals to participate.
- b. Upload the course announcement on the NPO's website and/or provide a link to the APO's e-learning portal.
- c. Interact with registered participants and provide them with necessary inputs and guidance, if necessary.
- d. Provide all necessary support and cooperation proactively to the APO Secretariat for successful implementation of the course.

15. Participation of Individuals from Nonmember Countries

Participants from nonmember countries are welcome to take the course for self-development, although APO certificates will not be provided.



Santhi Kanoktanaporn
Secretary-General