



PROJECT NOTIFICATION ADDENDUM

25 June 2018

1. **Project Code** 18-AG-19-GE-TRC-B
2. **Project Title** Training of Trainers on Strengthening the Participation of Producers' Associations and Farmers' Cooperatives in Value Chains
3. **Timing** 30 June–4 July 2018 (five days)
4. **Venue** Islamic Republic of Iran
5. **Implementing** National Iranian Productivity Organization (NIPO)
6. **Addendum No.** 1
7. **Details** Changes in Project Notification Item No. 3 “Timing”

7-1 Change in Item No. 3 “Timing”

The timing of the project has been postponed until further notice.

Unless otherwise modified by the APO in writing, the provisions of the Project Notification dated 23 February 2018 pertaining to this project remain valid.

Dr. Santhi Kanoktanaporn
Secretary-General



PROJECT NOTIFICATION

23 February 2018

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3. **Timing and Duration** 30 June–4 July 2018 (five days)
4. **Venue** Islamic Republic of Iran
5. **Implementing Organization** National Iranian Productivity Organization (NIPO)
16, Sepand St., Nejatollahi Ave., Tehran, IR Iran, 1598994911
Tel: +98-21-8889-9063
6. **Number of Overseas Participants** Up to 18 qualified participants from Bangladesh, Cambodia, Republic of China, Fiji, India, Indonesia, Malaysia, Mongolia, Nepal, Pakistan, Philippines, Sri Lanka, Thailand, and Vietnam

However, other member countries with special interest in this project may nominate candidates upon consultation with the APO Secretariat.
7. **Number of Local Participants** Up to six qualified participants
8. **Closing Date for Nominations** 6 May 2018
9. **Objectives**

This is a training-of-trainers course with the following objectives:

- a. To review various models of producers' associations (PAs) and farmers' cooperatives (FCs) and understand the concepts, principles, and special features of each model;
- b. To study emerging trends in agriculture and discuss strategies for developing and managing the products and services of PAs/FCs to increase competitiveness;
- c. To enhance participants' awareness of the changing roles of PAs/FCs in the development of smart agriculture for enhanced productivity; and
- d. To promote inclusive growth for marginalized groups such as youth, women, and the elderly in member countries.

10. Background

PAs refer to any association of producers of agricultural commodities and products offering diverse services to members such as providing agricultural inputs, and marketing, bargaining,

shipping, or processing of agricultural items. FCs commonly refer to enterprises jointly owned and democratically controlled by its members. The activities of both PAs and FCs include mobilizing volunteers and organizing collective work to achieve members' shared economic and social goals. FC/PA members hold grassroots elections of leaders to represent different categories of farmers and reflect their voices in performance management and benefit sharing. Therefore, the formation of FCs/PAs is associated with transmitting benefits to farmers through an institutionalized system under a registered organization.

FCs/PAs facilitate necessary actions to increase the competitiveness of producers. One method for this is establishing market positioning in value chains with institutional consultancy support. For example, FCs/PAs can function as supermarket suppliers by registering brands as cooperative products, developing appropriate packaging with barcodes and nutrient data, and managing expiration dates, which cannot be easily achieved at the individual farmer level. They also play pivotal roles in providing agricultural inputs as well as facilitating technical, financial, and training assistance from public and private agencies. Groups working toward a common goal have enhanced negotiating power in critical decisions on price setting for agricultural products.

Despite their strengths and opportunities, FCs/PAs are facing new challenges and expected to play new roles. Internally, the innate difficulties in ensuring members' balanced contributions can cause a lack of cohesion and increase the likelihood of "free-ride" behavior. Managerial issues like accountability and transparency are another challenging aspect. External factors like market changes and increasing uncertainty mean that leaders must exercise foresight and think innovatively. In the fast-changing environment of smart agriculture, sensitivity to new trends and the ability to transform them into business opportunities through improved processes and services have become essential for FCs/PAs.

11. Scope and Methodology

The tentative modules to be covered are:

- a. Concepts, features, and trends of FCs/PAs;
- b. Models of and readiness to formulate FCs/PAs;
- c. Reading market trends and setting foresight directions;
- d. Increasing competitiveness of FCs/PAs in value chains;
- e. Market positioning for products and services of FCs/PAs;
- f. Models of partnership with other stakeholders in value chains;
- g. Key success factors of FC/PA business models;
- h. Changing roles of FCs/PAs to cope with rapid ongoing agricultural transformation; and
- i. Economic/financial services for members of FCs/PAs.

The course will consist of presentations by resource persons, sharing of best practices by participants, interactive group exercises, and field visits to FCs/PAs.

The tentative program of the course is attached (Attachment 1).

12. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	Senior government officials, academics, and consultants in charge of imparting training and consultancy to FCs/PAs and/or relevant institutions for promoting productivity, quality, and innovation.
Experience	At least three years of experience in the position described above.
Education	University degree or equivalent qualification from a recognized university/institution.
Language	All proceedings of the course are conducted in English, and participants are frequently required to make oral and written English presentations. They must therefore be proficient in spoken and written English. Those who are not proficient in English will not be accepted.
Health	Physically and mentally fit to attend an intensive project requiring participants to complete a number of individual and group activities and strenuous fieldwork. It is therefore recommended that member countries do not nominate candidates likely to suffer from physical and mental stress.
Age	Candidates who fit the above profile are typically between 35 and 55 years of age.
Attendance	Participants are required to attend the entire program.

13. Financial Arrangements

a. Airfare

The APO will bear the cost of round-trip economy-class international airfare between the international airport nearest to the participants' place of work and venue in IR Iran from organizations in any of these categories:

- a. SMEs;
- b. Nonprofit organizations; and
- c. Any organization from the APO list of LDCs.*

**As of 7 July 2006, the APO list of LDCs comprised Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal.*

The APO will only reimburse discount air tickets for the most direct route. Participants should note that the arrangements for the purchase of air tickets should follow the "Guide on Purchases of Air Tickets for APO Participants," which will be sent to the selected participants and is also available on the APO website and from APO Liaison Officers in member countries.

b. Participating Country Expenses (PCEs)

PCEs payable to the APO do not apply to organizations in any of these categories:

- a. SMEs;
- b. Nonprofit organizations; and

c. Any organization from the APO list of LDCs.*

**As of 7 July 2006, the APO list of LDCs comprised Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal.*

c. Insurance Coverage

Participants' insurance premiums: All participants should be fully insured against accident and illness (including hospitalization and death) for a principal sum equivalent to USD10,000.00 for the entire duration of the project and travel and must submit to the APO Secretariat a copy of the comprehensive travel insurance certificate before participation. Such insurance should be valid in the host country. This insurance requirement is in addition to existing government insurance coverage in some member countries. If any participant is unable to insure himself/herself as stipulated above, he/she should secure this insurance in the host country at the commencement of the project and pay the premium himself/herself, if necessary, from the per diem allowance provided. Neither the APO nor the implementing organization will be responsible for any eventuality arising from accident, illness, acts of war, force majeure, or any unexpected events beyond human control such as those related to natural disasters.

d. Cost Sharing

Subject to the conditions stated in the Financial Arrangements section, the following table shows the cost-sharing arrangements between the APO, host country, and participants or participating countries.

Cost item	Cost to be borne by		
	Participants or participating countries	Host country	APO
Round-trip economy-class international airfare (refer to paragraph 13a for conditions)	Conditions apply	No	Conditions apply
Participating Country Expenses (PCEs) (refer to paragraph 13b)	USD50 per participant	No	No
Hotel accommodation at the venue city	No	Yes	No
Per diem allowance at the venue city	No	Yes	No
Transportation costs to and from hotel and airport at the venue	No	Yes	No
Insurance coverage in IR Iran (refer to paragraph 13c)	Yes	No	No
Any expenses related to visa fees and airport taxes	Yes	No	No
All expenses incurred by participants for any reason including but not limited to: a. Stopovers b. Extension of stay c. Early arrival or late departure d. Flight cancellation	Yes	No	No
Any cancellation charges for expenses such as airfare and accommodations incurred by the APO or host country after issuance of Letters of Acceptance	Yes	No	No

Cost item	Cost to be borne by		
	Participants or participating countries	Host country	APO
Assignment costs of international resource persons	NA	No	Yes
Assignment costs of local resource persons	NA	Yes	No
All local implementation costs including but not limited to: a. Meeting rooms b. Documentation c. Preparatory costs	NA	Yes	No

14. Actions by Member Countries

- a. Each participating country is requested to nominate three or more candidates in the order of preference. Please ensure that candidates nominated meet the qualifications specified under section 12 above.
- b. No form of self-nomination will be accepted. All nominations must be endorsed and submitted by an APO Director, Alternative Director, Liaison Officer, or their designated officer.
- c. Please note that nomination of a candidate does not necessarily guarantee that he/she will be selected. Selection is at the discretion of the selection committee of the APO Secretariat. A basic criterion for selection is the homogeneity of the participants in terms of qualifications and work experience. Nonselection therefore does not mean that the candidates concerned are not competent enough. Sometimes candidates are not selected because they are overqualified for a project.
- d. Each nomination should be accompanied by the necessary documents. A nomination lacking any of these documents may not be considered: two copies of the candidate's biodata on the APO biodata form together with a passport-sized photograph. The biodata form can be downloaded from the APO website (www.apo-tokyo.org). We encourage submitting the biodata form to the APO Secretariat in electronic form as an attachment to a cover e-mail message from the APO Director, Alternate Director, or Liaison Officer. The nomination documents should be sent to the Agriculture Department, APO Secretariat (e-mail: agr@apo-tokyo.org, fax: 81-3-5840-5324).
- e. The APO Medical and Insurance Declaration/Certification Form. Every candidate must complete and submit a copy of the APO Medical and Insurance Declaration/Certification Form with his/her biodata at the time of nomination. Please note that self-declaration is sufficient for candidates without any of health conditions or illnesses listed on the reverse side of the medical form. However, for all others, medical certification by a licensed physician on the reverse side of the medical form is required.
- f. Necessary documents are to be submitted electronically. In that case, there is no need to send a hard copy by postal mail. However, if the documents are submitted by fax, member countries are requested to mail the originals of the documents to the APO Secretariat as well. If a digital photograph of a nominee is not attached to the electronic biodata form, a hard-copy photograph should be sent to the APO Secretariat by postal

mail. Please give the candidate's name and the project code on the reverse side of the photograph.

- g. Member countries are requested to adhere to the nomination deadline given on page 1. The APO Secretariat may not consider late nominations as they have in the past resulted in considerable difficulties to the implementing organization in its preparatory work for the project.
- h. For member countries where nominations are required to be approved by higher government authorities and require a longer time, APO Liaison Officers/NPOs are urged to send the names of nominees on or before the deadline, indicating that government approval will follow.
- i. If a selected participant becomes unable to attend, he/she should inform the APO Liaison Officer/NPO in his/her country immediately and give the reason for withdrawal. The NPO concerned is requested to transmit that information to the APO Secretariat and the host country promptly.
- j. NPOs are requested to inform the selected participants that they are not to bring family members or to engage in any private business activities during the entire duration of the project.
- k. Each selected participant should be instructed to arrive at the venue one day before the start of the official project. Also, he/she is expected to return home upon completion of the official project because he/she is visiting the host country for the specific purpose of attending this APO training course.
- l. NPOs should inform participants that they must attend all five days of the project.
- m. NPOs should assist the APO and/or host country in collecting amounts corresponding to cancellation charges arising from withdrawal or no show of a participant.

15. Actions by the APO Secretariat

- a. Under normal circumstances, candidates who are selected will be informed of their acceptance at least four weeks prior to the start of the project.
- b. If some candidates fail to qualify or be unable to participate after selection, or if some member countries fail to nominate any candidate, their slots may be filled by alternates from the same or another member country on a merit basis.

16. Project Preparation

The participants are required to prepare a short paper prior to departure for the project venue. In preparing the paper, they are expected to follow the "Guidelines for the Preparation of Country Papers" to be provided later.

17. Postproject Actions

All participants are required to prepare action plans and share the plans with their NPOs. The APO will also request participants to submit progress reports six months after completion of

the training course.

18. Evaluation of Participants

If the conduct/attendance/performance of a participant is not satisfactory, these will be reported to the APO director concerned.

19. Guide for Participants

Other conditions for participation are given in the *APO Guide for Participants*, which is available from APO Liaison Officers/NPOs in member countries and on the APO website (www.apo-tokyo.org).

20. Dress Code

Participants are required to wear business attire during the project. Other instructions will be provided in the circular for participants.



Santhi Kanoktanaporn
Secretary-General



ASIAN PRODUCTIVITY ORGANIZATION

Attachment. Tentative Program

Training of Trainers on Strengthening the Participation of Producers' Associations and Farmers' Cooperatives in Value Chains

30 June – 4 July 2018, IR Iran(18-AG-19-GE-TRC-B)

Tentative Program
DAY 0 (Friday, 29 June 2018) Arrival of participants in the venue, IR Iran
DAY 1 (Saturday, 30 June 2018)
Session 1: Introduction to FCs/ PAs
Presentation 1 : <i>Understanding FCs/PAs</i> • Concepts, features, and trends; characteristics and types of cooperatives
Presentation 2: <i>Human-centered readiness to formulate FCs/ PAs- Who</i> • Organizational perspective- structure, people, system, decision-making, small farmers, etc.
Presentation 3: <i>Sustainable financial models for FCs/ PAs- How</i> • Financial perspective- profit-generating model & distribution mechanism, etc.
Session 2: Foresighted business strategy for FCs/ PAs
Presentation 4: <i>Reading market trends and setting foresighted directions</i> • Review on agriculture market trend and discussion on what's coming next; methodologies for reading trends.
Presentation 5: <i>Agribusiness cases with foresighted policies</i> • Successful forward-looking business practices through an entrepreneurship point of view
DAY 2 (Sunday, 1 July 2018)
Presentation 6: <i>Market positioning for products and services of FCs/ PAs</i> • Strategies for market identification and locating positions; customized product and service development; What to focus and what to remove
Presentation 7: <i>Partnership models with stakeholders in value chains</i> • Cooperation and win-win models that FCs/ PAs can develop in the time of vertical integration of value chains.
Session 3: Changing roles and requirements of FCs/ PAs
Presentation 8: <i>Agriculture transformation in the age of demographic change and urban expansion</i> • Retaining and attracting youth in rural areas; policies, implementation, and outcomes
Presentation 9: <i>Learning transformation of agriculture in the age of smart agriculture</i> • IT, AI technology; new services and values to deliver to the members of FCs/ PAs; challenges for FC leaders on what to learn, unlearn and relearn
DAY 3 (Monday, 2 July 2018)
Session 4: Country presentations
DAY 4 (Tuesday, 3 July 2018)
Session 5: Field visits
DAY 5 (Wednesday, 4 July 2018)
Group workshop: Sharing insights and lessons learned from the presentations and site visit
Certification awarding and closing session
DAY 6 (Thursday, 5 July 2018) Departure of participants

* Detailed schedule and the resource persons will be confirmed later