



PROJECT NOTIFICATION

Ref. No. 20-AG-29-GE-TRC-A-PN2000011-003

<b>PN Issue Date</b>	9 March 2020
<b>Project Code</b>	20-AG-29-GE-TRC-A
<b>Title</b>	Training of Trainers on Developing Future-ready Agribusiness Social Enterprises
<b>Timing and Duration</b>	15–19 June 2020 (five days)
<b>Venue</b>	Manila, Philippines
<b>Implementing Organization(s)</b>	Development Academy of the Philippines (DAP)
<b>Maximum Number of Overseas Participants</b>	18
<b>Maximum Number of Local Participants</b>	Six
<b>Closing Date for Nominations</b>	7 May 2020

## 1. Objectives

- a. To introduce the concept of social entrepreneurship and global trends in future-ready social enterprises in the agribusiness sector;
- b. To share and learn about business models of successful future-ready enterprises in the agribusiness sector and the characteristics and competencies of future-ready social enterprise leaders;
- c. To acquire the knowledge and skills necessary to be an effective future-ready agribusiness social enterprise trainer; and
- d. To examine the importance of the public and private sectors in developing future-ready agribusiness social enterprises and contributing to meeting the UN Sustainable Development Goals (SDGs), particularly SDG1 (ending poverty in all its forms everywhere) and SDG2 (focusing on ending hunger, achieving food security, improving nutrition, and promoting sustainable agriculture).

## 2. Background

Smallholder farmers in developing countries face tough challenges to their productivity, growth, and sustainability, including lack of access to affordable financial products, limited knowledge of high-quality inputs, low usage of technology and market data, and poor market links across value chains. To close these gaps and help smallholder farmers thrive, social enterprises are implementing innovative solutions in the agriculture sector. Social enterprises are defined as private for-profit, nonprofit, or hybrid organizations that use business methods to advance their social missions. In the case of agriculture, social enterprises often address a particular pain point in the value chain, with the intention that the cost of their services or products will be recuperated through the benefits and income gains that smallholders receive. To serve such a "last mile" market, social enterprises often develop business models that are innovative, cost-effective, and offer good value for money in providing quality services and products.

With global trends in agri-food systems and the advent of novel technologies, the business and rural landscapes have rapidly changed over the last decade. Developments, including the Internet of Things (IoT), cloud computing, unified communications, more reliable high-speed Internet connections, and greater access to affordable smart devices, have the potential to significantly change industries. Social enterprises and startup companies, led by the current generation of agribusiness owners and leaders, are becoming more innovative and creative in addressing social and environmental problems and fully harnessing the connected world, which will eventually lead to more modern agriculture value chains.

For this training of trainers course, particular focus will be on four elements of the agriculture value chain, i.e., accessing finance, improving productivity, increasing post-harvest value/agro-innovation, and creating value chain and market linkages, where innovative/future-ready social enterprises could play a vital role in addressing the problems of smallholder farmers and micro and small entrepreneurs and increasing productivity. It is equally important to highlight the role of social enterprises in co-creating solutions to everyday problems faced by smallholder farmers and micro and small entrepreneurs. Although several are now in operation, the need to develop more future-ready agribusiness social enterprises is crucial, given the enormous challenges faced by agriculture. Those challenges include feeding more than nine billion people in 2050; increasing climate change issues, shortages of farm labor, and aging farming communities in Asia.

This training of trainers will combine the two important aspects of content and delivery. The first will provide knowledge on successful models of future-ready social enterprises and the characteristics and competencies of their leaders. The second will focus on creating platforms to for new entrepreneurs to develop and manage future-ready social enterprises in the agribusiness sector.

## 3. Scope and Methodology

The tentative topics to be covered are:

- a. Future-ready agribusiness social enterprises (e.g., applications of the IoT, big data, cloud computing, etc.);
- b. Industry 4.0 and agribusiness social enterprises;
- c. Business models of innovation driven, future-ready agribusiness social enterprises;
- d. Characteristics of future-ready agribusiness social enterprise leaders/owners;
- e. Vital role of future-ready social enterprises in agriculture value chains;
- f. Role of the public and private sectors in developing future-ready agribusiness social enterprises; and
- g. Characteristics of effective trainers.

The workshop will consist of themed presentations, sharing of country experiences, group exercises, role playing, and field/company visits. International resource persons will cover topics a–f, while a local expert will address topic g.

The tentative program of the workshop is given below:

Date/Time	Activity
Sun., 14 June 2020	Arrival of participants in Manila

Mon., 15 June 2020	<p>Opening session and registration</p> <p><b>Session 1:</b> Concept, global trends, and principles of future-ready social enterprises; and various models and case studies of different models in agribusiness (topics a, b, and c)</p> <p><b>Session 2:</b> How to establish a social enterprise across agriculture value chains and how to raise funding (topics d and e)</p>
Tues., 16 June 2020	<p><b>Session 3:</b> Sustaining, scaling up, and managing social enterprises by addressing issues and challenges along agriculture value chains (topic e)</p> <p><b>Session 4:</b> Role of the public and private sectors in developing future-ready agribusiness social enterprises (topic f)</p>
Wed., 17 June 2020	Field/site visits
Thurs., 18 June 2020	<p><b>Session 5:</b> Characteristics of effective trainers (topic g)</p> <p><b>Session 6:</b> Sharing country case studies</p> <p>Group breakout session</p>
Fri., 19 June 2020	<p>Presentation of group workshop output</p> <p>Program evaluation by participants, resource persons, and implementing organization</p> <p>Formulation of individual action plans by participants</p> <p>Summing-up session</p> <p>Closing session</p>
Sat., 20 June 2020	Departure of participants

#### 4. Qualifications of Candidates

The participants are expected to possess the following qualifications:

**Present Position** Farmer-leaders of cooperatives and agri-based or rural-based associations/ organizations; CEOs and managers of social enterprises; officials of government and NGOs involved in promoting and implementing programs for the development of social enterprises, especially in rural communities; and academic researchers involved in extension services and social mobilization.

**Experience** At least five years of experience in the position described above, **preferably with experience in delivering training**. Those who do not currently work in areas related to agribusiness social enterprises will not be considered.

**Education** University degree or equivalent qualification from a recognized university/institution.

**Language** All proceedings of the project are conducted in English, and participants are frequently required to make oral and written 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 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 30 and 50 years of age.

Attendance Participants are required to attend the entire program.

## **5. Requirement (applicable those who attends [certain project type])**

The participants are required to undertake preparatory work such as writing country papers prior to departure for the project venue.

All participants are required to prepare and submit action plans to the APO and to share them with their NPOs within 10 working days after attending the project. The participants are also required to submit postproject follow-up reports six months after project completion to document the achievement of outcome(s) of the project. The NPOs will monitor the follow-up actions and report submission by participants.

The Guidelines for Project Preparatory Work will be provided in the project circular, and the Postproject Activity Guidelines are given in Attachment 1.

### **5-1. Repeat Participants (who attended previous APO projects and are applying for another)**

- a. In the Candidate's Biodata form (application form), candidates are required to provide details of follow-up actions taken after attending a previous APO project(s) and outcomes (benefits) of those activities.
- b. Candidates are also required to state in the Candidate's Biodata form whether they submitted a report on their follow-up actions.

### **5-2. All Participants**

- a. In the Candidate's Biodata form, candidates are required to list their expectations from the project and planned postproject actions/activities. This is a tentative list, which participants are free to revise or replace after attending the project (as in item b below).
- b. All participants are required to develop and submit final follow-up action plans within 10 working days of project completion, in the format to be provided by the APO Secretariat later.
- c. All participants are required to submit reports on the follow-up actions taken within six months (or a period specified for a particular project) of project completion.
- d. The reports on follow-up actions are separate from the trip reports participants usually submit to their organizations/NPOs immediately after returning from project venues. The report format will be provided before project completion.

## **6. Financial Arrangements**

### **6-1. 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 , Manila, the Philippines.

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.

### **6-2. 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. 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.

### 6-3. 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 met by		
	Participants or participating countries	Host country	APO
Round-trip economy-class international airfare (refer to paragraph on Airfare for conditions)	No	No	Yes
Participating Country Expenses (PCEs)	NA	NA	NA
Hotel accommodation in Manila	No	Yes	No
Per diem allowance in Manila	No	Yes	No
Transportation costs to and from hotel and airport in Manila	No	Yes	No
Insurance coverage in the Philippines (refer to paragraph on Insurance Coverage)	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
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

### 7. 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 Qualifications of Candidates 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. Non-selection 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:
  - i. The Biodata Form should be entered in the Document Management System (DMS)/Fleekdrive. The form can be downloaded from the APO website ([www.apo-tokyo.org](http://www.apo-tokyo.org)). The Biodata Form (Ver. 1.1) in the Excel (xlsx) format should be uploaded to the specific project folder in nominees' member country folders in DMS/Fleekdrive.
  - ii. The APO Medical and Insurance Declaration/Certification Form must be completed and submitted with candidates' biodata at the time of nomination through DMS/Fleekdrive. 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.
- e. 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.
- f. 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.
- g. 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.
- h. 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.
- i. 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 project.
- j. NPOs should inform participants that they must attend the entire program of the project.
- k. 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.

#### **8. 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.

#### **9. 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.

#### **10. Postproject Actions**

All participants are required to prepare action plans and share the plans with their NPOs. The APO also requests participants to submit progress reports six months after completion of the project. In addition, participants taking part in training-of-trainers courses must also submit a report summarizing a training project that they conducted following the action plans to the APO and NPOs within six months after project completion.

#### **11. Evaluation of Participants**

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

#### **12. 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](http://www.apo-tokyo.org)).

#### **13. Dress Code**

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



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## POSTPROJECT ACTIVITY GUIDELINES

The follow-up actions by participants after project attendance determine the extent of multiplier effects (outcomes) of APO projects in member countries. The APO has therefore established an interdepartmental Participant Selection Committee to ensure selection of the most appropriate candidates. A key consideration is whether individuals are in a position, have the ability, and are willing to undertake follow-up actions after project attendance.

Each participant is required to undertake follow-up actions after attending an APO project based on his/her learning from it and report on those activities to the NPO of his/her country and the APO Secretariat, following the guidelines below:

### Examples of Follow-up Activities

The examples below are suggestions and are not meant to limit participants' choices of follow-up actions:

- a. An official report on project attendance to participants' organizations, or NPOs, or both;
- b. Newspaper/magazine articles based on learning from the project;
- c. Application of knowledge, skills, techniques, or technologies for improving job performance and/or organizational capacity;
- d. Delivering a presentation or lecture on the project topic;
- e. Conducting a workshop/seminar/conference/forum on the project topic;
- f. Improving training/teaching/extension materials related to the project topic; and
- g. Sharing project findings with colleagues, professional groups, or others.