



Food and Agriculture  
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# Global application of the One Village One Product Movement concept

Lessons from the experiences  
of the Japan International  
Cooperation Agency



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# Abbreviations and acronyms

<b>ACLO</b>	Assistant Cooperative Liaison Officer (Malawi)
<b>ADB</b>	Asian Development Bank
<b>ADC</b>	Artesanías de Colombia (Handicrafts of Colombia)
<b>ADEL</b>	Asesor Para el Desarrollo Económico Local (Advisor for Local Economic Development: Nicaragua)
<b>ADTO</b>	Assistant District Trade Officer (Malawi)
<b>ANDE</b>	Administración Nacional de Electricidad (National Electricity Administration: Paraguay)
<b>AOTS</b>	Association for Overseas Technical Cooperation and Sustainable Partnerships
<b>APEC</b>	Asia-Pacific Economic Cooperation
<b>ASEAN</b>	Association of Southeast Asian Nations
<b>B&amp;B</b>	bed and breakfast
<b>BDS</b>	business development services
<b>BDSP</b>	business development services provider
<b>CaDUP</b>	Cada Distrito Um Produto (Each District One Product: Mozambique)
<b>CBT</b>	community-based tourism
<b>CDD</b>	Community Development Department (Thailand)
<b>CDMYPE</b>	Centro de Desarrollo de Micro y Pequeñas Empresas (Micro and Small Enterprises Development Centre: El Salvador)
<b>CIRNMA</b>	Centro de Investigación de Recursos Naturales y Medio Ambiente (Natural Resources and Environment Research Centre: Peru)
<b>CONAMYPE</b>	Comisión Nacional de la Micro y Pequeña Empresa (National Commission of Micro and Small Enterprises: El Salvador)
<b>COPROPUSA</b>	Comité Provincial de Puertoplateños USA
<b>D-HOPE</b>	Decentralized Hands-on Program Exhibition
<b>DA</b>	Direction de l'Artisanat (Directorate of Craft Industry: Senegal)
<b>DNP</b>	Departamento Nacional de Planeación (National Department of Planning: Colombia)
<b>DP</b>	Technical Cooperation for Development Planning
<b>EP</b>	Economía Popular (Popular Economy: Argentina)
<b>ES</b>	Economía Social (Social Economy: Argentina)
<b>F/U</b>	follow-up
<b>FAO</b>	Food and Agriculture Organization of the United Nations
<b>FOGAL</b>	Fondo de Garantía Latinoamericana (Latin American Guarantee Fund: Peru)
<b>FOSIS</b>	Fondo de Solidaridad e Inversión Social (Social Investment Fund: Chile)
<b>FRA</b>	L'autorisation de fabrication et de mise en vente (Authorization for manufacturing and sale: Senegal)
<b>FUNAZUCAR</b>	Fundación de la Agroindustria Azucarera de Honduras (Sugar Industry Foundation: Honduras)
<b>GDP</b>	gross domestic product
<b>GI</b>	geographical indication
<b>GIE</b>	Groupemen' d'Interet Economique (Economic Interest Group: Senegal)
<b>GTP</b>	Growth and Transformation Plan (Ethiopia)
<b>HACCP</b>	Hazard Analysis and Critical Control Point
<b>HIC</b>	high-income country
<b>IFC</b>	International Finance Corporation

<b>INFOTEP</b>	Instituto Nacional de Formación Técnico Profesional (National Institute of Technical Vocational Training: Dominican Republic)
<b>INIA</b>	Instituto Nacional de Innovación Agraria (National Institute of Agricultural Innovation: Peru)
<b>INIFOM</b>	Instituto Nicaragüense de Fomento Municipal (Nicaraguan Institute for Municipal Development: Nicaragua)
<b>IOVOP</b>	International One Village One Product Partnership
<b>IPEME</b>	Institute for Promotion of Small and Medium Sized Enterprises (Mozambique)
<b>JAIF</b>	Japan-ASEAN Integration Fund
<b>JETRO</b>	Japan External Trade Organization
<b>JFY</b>	Japanese fiscal year
<b>JICA</b>	Japan International Cooperation Agency
<b>JiPFA</b>	JICA Platform for Food and Agriculture
<b>JPP</b>	JICA Partnership Program
<b>LEAP</b>	Leading Asia's Private Infrastructure
<b>LMIC</b>	Lower-middle-income country
<b>M&amp;E</b>	monitoring and evaluation
<b>MARD</b>	Ministerio de Agricultura y Desarrollo Rural (Ministry of Agriculture and Rural Development: Colombia)
	Ministry of Agriculture and Rural Development (Viet Nam)
<b>MARD-DPT</b>	Department of Processing and Trade for Agro-Forestry, Fisheries Product and Salt Production, MARD (Viet Nam)
<b>MDS</b>	Ministerio de Desarrollo Social (Ministry of Social Development: Argentina)
<b>METI</b>	Ministry of Economy, Trade and Industry (Japan)
<b>MIC</b>	Ministry of Industry and Commerce (Lao People's Democratic Republic)
<b>MICM</b>	Ministerio de Industria, Comercio y Mypimes (Ministry of Industry, Commerce and MSMEs: Dominican Republic)
<b>MINCETUR</b>	Ministerio de Comercio Exterior y Turismo (Ministry of Foreign Trade and Tourism: Peru)
<b>MINECO</b>	Ministerio de Economía (Ministry of Economy: El Salvador and Guatemala)
<b>MINICOM</b>	Ministry of Trade and Industry (Rwanda)
<b>MIT</b>	Ministry of Industry and Trade (Malawi)
<b>MITUR</b>	Ministerio de Turismo (Ministry of Tourism: Dominican Republic)
<b>MLGRD</b>	Ministry of Local Government and Rural Development (Malawi)
<b>MOI</b>	Ministry of Industrialization (Kenya)
<b>MOIED</b>	Ministry of Industrialization and Enterprise Development (Kenya)
<b>MSME</b>	micro, small and medium-scale enterprise
<b>MTIC</b>	Ministry of Trade, Industry and Cooperatives (Uganda)
<b>MTWA</b>	Ministry of Tourism, Wildlife and Antiquities (Uganda)
<b>NERI</b>	National Economic Research Institute (Lao People's Democratic Republic)
<b>NGO</b>	non-governmental organization
<b>OCOP</b>	One Country One Priority Product
<b>ODA</b>	official development assistance
<b>ODOP</b>	One District One Product (Lao People's Democratic Republic and United Republic of Tanzania)
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>OGOP</b>	One Gewog One Product (Bhutan)
<b>OLOP</b>	One Local Government One Product (Nigeria)
<b>OMDEL</b>	Oficina Municipal de Desarrollo Económico Local (Municipal Office of Local Economic Development: Guatemala)
<b>OTOP</b>	One Tambon One Product (Thailand) One Town One Product (Honduras and Nicaragua)

<b>OVIC</b>	One Village Industrial Cluster
<b>OVOP</b>	One Village One Product
<b>PPP</b>	Public–private partnership
<b>PRODESAL</b>	Programa de Desarrollo Local (Local Development Program: Chile)
<b>RAP</b>	FAO Regional Office for Asia and the Pacific
<b>SACCO</b>	savings and credit cooperative
<b>SAP</b>	Specialty Agro-Products
<b>SATREPS</b>	Science and Technology Research Partnership for Sustainable Development
<b>SDAE</b>	Serviço Distrital de Actividades Economicas (District Services for Economic Activities: Mozambique)
<b>SENA</b>	Servicio Nacional de Aprendizaje (National Training Service: Colombia)
<b>SEP</b>	Secretaría de Estado de la Presidencia (Secretary of State of the Presidency: Honduras)
<b>SES</b>	Secretaría de Economía Social (Social Economy Secretariat: Argentina)
<b>SME</b>	small and medium-scale enterprise
<b>SMEDAN</b>	SMEs Development Agency of Nigeria
<b>SMEDNC</b>	Small and Medium Entrepreneurship Development National Center of Armenia
<b>SUBDERE</b>	Subsecretaría de Desarrollo Regional y Administrativo (Undersecretary of Regional and Administrative Development: Chile)
<b>TCP</b>	technical cooperation project
<b>TICAD</b>	Tokyo International Conference on African Development
<b>TURISOPP</b>	Proyecto Turismo Sostenible Basado en la Participación Público-Privada para la Provincia de Puerto Plata (Dominican Republic)
<b>TVET</b>	technical and vocational education and training
<b>UMIC</b>	Upper-middle-income country
<b>UMPC</b>	Unidad Municipal para Patrimonio Comunitario (Dominican Republic)
<b>UNDP</b>	United Nations Development Programme
<b>UNIDO</b>	United Nations Industrial Development Organization
<b>UPTC</b>	Universidad Pedagógica y Tecnológica de Colombia (Pedagogical and Technological University of Colombia)
<b>VNUA</b>	Vietnam National University of Agriculture
<b>WTO</b>	World Trade Organization

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# Executive summary

One Village One Product (OVOP) is a local community movement to support rural development and economic revitalization efforts that began in Oita prefecture, Japan, in 1979. Chapter I of this report provides an explanation of OVOP and how it has been disseminated outside Japan. OVOP became a global movement starting in the 1980s with the adoption in Asian countries under the following key principles: (1) Local yet Global; (2) Self-reliance and Creativity; and (3) Human Resource Development. It spread to Africa in the 2000s and to Latin America in the late 2000s. Efforts of Oita prefecture to disseminate OVOP was supplemented and strengthened further by the Japan International Cooperation Agency (JICA), whose support for movement began in 1991 through technical training provided in Japan to government officials of developing countries engaged in local development.

In 2005, the Government of Japan announced the “Development Initiative for Trade”, which aimed to promote the sustainable development of developing countries through trade promotion. OVOP was adopted as one of the strategies, and JICA, along with the Japan External Trade Organization (JETRO), was mobilized to support least developed countries through OVOP. International organizations, such as the United Nations Development Programme (UNDP) and the United Nations Industrial Development Organization (UNIDO) also have used the OVOP approach to strengthen

livelihoods and businesses of the target population in several countries. Even with little involvement of Japan, OVOP has been disseminated to several countries by Thailand, for example.

Chapter II provides an overview of the JICA support for OVOP. JICA is the leading institution in implementing official development assistance (ODA) activities extended by the Government of Japan. Among the six types of assistance instruments, JICA uses technical cooperation, grant and citizen participation for OVOP. The main instrument is technical cooperation, which includes the dispatch of experts, technical training in Japan and third countries, and technical cooperation projects (TCPs), among others. Different modalities are used and combined to suit the local context. Participation in training in Japan is commonly the entry point for the introduction of OVOP programmes in the respective countries. For example, in El Salvador, top officials became interested in the OVOP concept, which was reported by an ex-participant in a training programme in Japan, and requested assistance from the Government of Japan. The first TCP was started in Malawi in 2005. JICA has extended cooperation related to OVOP to at least 29 countries, excluding those which received technical training only.

One Village One Product projects have positively affected many people in the target countries. For example, in Kyrgyzstan, the OVOP Association has more than 2 700 members, who produce OVOP products, while OVOP+1,

the intermediary organization between small-scale artisans and the global marketplace, sold the equivalent of USD 470 000 worth of goods in 2019. The Decentralized Hands-on Program Exhibition (D-HOPE) approach, in which local activities (hands-on programmes) are promoted to the public using local resources and community champions, is implemented by the community themselves. It has been adopted in the 76 provinces of Thailand through OTOP Village and OTOP Nawatwithi policies, generating 7 772 community entrepreneurs in 1 206 villages. In Ethiopia, household income of OVOP members increased by 29.9 percent, on average, from the time they had begun OVOP activities, ranging between 2010 and 2013, to 2014, whereas 75.2 percent of the respondents of the survey administered in February–March 2015 considered that income from OVOP activities was essential. Empowerment of women was observed in many countries, such as Ethiopia, the Dominican Republic and Kyrgyzstan. In addition, the managerial capacity of OVOP groups has been improved, while networking among stakeholders has strengthened business linkages and community bonding. OVOP national and regional branding are promoted as well, in countries, such as El Salvador, Guatemala and Kyrgyzstan.

Chapter III provides analyses of the JICA OVOP projects in terms of their objectives, alignment with a strategic policy framework, target population, products/services, governance structure, and monitoring and evaluation (M&E). In Thailand (OTOP) and African countries, for example, the economic aspect – i.e. “One Product” – is emphasized, whereby product development using local unique resources is expected to add value to the targeted items, which have been underutilized, consumed

or exported in raw form. In contrast, Latin American countries use OVOP as a policy instrument to preserve and strengthen social values and community identity – i.e. “One Village” – particularly in the areas that need to overcome such issues as social disintegration, urban/foreign migration, recovery from natural disasters or conflict. In each country, OVOP is aligned with the policy framework in order to address development priorities.

The target population of OVOP projects usually includes micro, small and medium-scale enterprise (MSMEs), cooperatives and associations. When the objective of the OVOP programme is more inclined to value addition to farm produce, farmer groups and their cooperatives are covered. When the main responsible organization is the ministry or agency in charge of industry or MSME promotion, MSMEs tend to become the main target, although associations and cooperatives may also be covered to take into account the rural areas. Involvement of informal businesses depends on the scope of the programme. Regarding OVOP projects that are socially oriented, target groups tend to be expanded, or not restricted to business entities. Regarding the products/services targeted or developed in OVOP, agricultural or food products are more prevalent than non-agricultural items and services, including cultural events. The most fundamental criterion for the selection of OVOP products/services is the use of local resources. Other criteria depend on the policy goals and the development status of the target population. Cultural products are often associated with community development and community-based tourism (CBT).

A One Village One Product project is more commonly implemented or

managed by a sectoral ministry than a coordinating ministry. In terms of the approach, one that is top down is common in smaller countries where the physical and mental distance between central and local governments is closer. It is also applicable when the capacity of the local government is weak. A bottom-up approach is taken when a decentralized administrative system is functional and/or the support capacity of the central government is relatively limited. In addition, in cases in which there is strong leadership from the community people and private local businesses, as observed in Colombia, El Salvador and Guatemala, a bottom-up approach may function sustainably. An interministerial committee, sometimes involving the private sector, is usually established at the national level with a secretariat set up within the main implementing organization. Depending on the local government structure, a similar committee is established at the regional and/or district levels. Public-private partnership (PPP) is prevalent in El Salvador, where, by 2018, 56 municipal OVOP committees had been established, involving, among others, producers, local government and non-governmental organizations (NGOs).

Guiding documents, such as operational guidelines or manuals, including the one on carrying out M&E, have been prepared in most countries. They may be updated throughout the project period and often include video materials, as observed in Mozambique. In addition, the Mozambique OVOP project prepared a business development services (BDS) directory, which contains the information on BDS and financial service providers, and is updated every year and made available through an online database. Knowledge sharing is also emphasized in OVOP projects, not only among target

groups and domestic stakeholders, but also across borders. Latin America and the Caribbean countries have been actively sharing the knowledge attained among Spanish-speaking countries.

Chapter IV contains a review of the process and interventions taken in OVOP projects and the identification of good practices. The typical flow of OVOP projects involves (1) sensitization of government officials; (2) establishment of the governance structure; (3) conceptualization of the objectives and approach; (4) implementation of pilot activities; (5) provision of various services; and (6) M&E and knowledge sharing.

Regarding interventions, OVOP projects do not usually support farm production and post-harvest handling directly. This is most likely because when OVOP is adopted, the policy focus tends to be more on value addition on farm produce than development of the whole agricultural value chain. Focusing on product development is prevalent, especially in African and Asian countries. Nonetheless, there are examples of interventions on farm production and post-harvest handling in some countries, such as in Chile, the Dominican Republic, Ethiopia, Kenya and Malawi. Product development and processing are critical components of OVOP, along with marketing and promotion. OVOP projects usually entail technical support for agroprocessing and food processing by engaging resource persons from the public and private sectors. Marketing-related training and services commonly include the basics of marketing (e.g. 4 Ps: Place, Price, Product and Promotion), market research, linkage with buyers, provision of sales opportunities and packaging. Marketing training is required to infuse a “market-in” mind

and practical skills to the producers. To facilitate linkage with buyers and provide sales opportunities, antenna shops, both physical and online, are utilized along with exhibitions and fairs, as well as business matching opportunities. As for promotion, Uchikawa (personal communication, 2021) explains that this function is often underrated, but it is very important because it visualizes the intangible values inherent in the OVOP concept and helps to make the products attractive, which, in turn justifies the prices of OVOP products and services. Among the promotion activities are the dissemination of materials using media and organizing events. Distribution is usually left to the producers; however, OVOP+1 in Kyrgyzstan and the Maluso Cooperative Union in Malawi function as distributors to sales outlets, including for export.

Chapter V provides a list of success factors extracted from OVOP projects. The FAO One Country One Priority Product (OCOP) projects are encouraged to refer to them in their planning and implementation phases. Chapter VI offers case studies from five countries. In Colombia, Paipa cheese has attained the protection of designation of origin (geographical indication: GI), which provides a basis for branding, differentiation and unity of the producers and the community. Loroco (a vine native to Central America) in El Salvador is a source of pride of the local people through product development and market penetration. It shows that the value of “ordinary” items can be augmented through concerted efforts by local government and people, along with outsiders.

Natural honey produced in Kenya is providing an alternative source of income to local people and is being

exported to Japan, which presents an example of local supporters finding the market potential of a subsistence product of the community people. Felt products in Kyrgyzstan based on local tradition have been refined to become globally competitive products and support the livelihood of many local women. This exemplifies how stringent, diligent efforts have paid off to seize international market opportunities while ensuring a friendly environment for local producers. A cooperative in Peru is playing a major role in enabling local quinoa farmers in the highlands to access international markets. This shows the importance of an intermediary to link farmers with international buyers and fulfil specific requirements, such as organic certification.

Finally, in chapter VII, several implications and recommendations for OCOP are drawn from the OVOP experiences of JICA. Product/service diversification from a commodity is recommended as a way to ensure benefits for a wide range of stakeholders and establish local brands. It is also recommended to diversify commodities eventually to expand the coverage. Tourism is important as well. In addition, the need to clarify the policy goals and ensure consistency among policy measures is emphasized.

The approach and the governance system should be determined through an assessment of the target groups and the support system. The systematic, top-down approach is most likely to be effective when the support system is available, at least to a certain extent. Otherwise, the dynamic, trial-and-error approach may be more suitable. In addition, it is ideal if an institution that has the authority to coordinate

different ministries takes the lead in implementing the concept, as it is more likely to ensure horizontal coordination and dynamic collaboration across ministries.

Regarding the target population, selecting existing businesses or organizations with management capability is more beneficial than starting by organizing farmers. OVOP/OCOP involves businesses and requires a certain level of business knowledge. In the course of OCOP implementation, capacity development of various stakeholders along the value chain cannot be overlooked. Moreover, trust building among stakeholders is critically important. For farmer associations or cooperatives that have limited business backgrounds and no professional management, focusing on agricultural production may be more suitable,

although gradually they can learn other matters to develop their capacity.

In conjunction with capacity development support, a wide range of BDS and financial services are needed along the value chain. Agricultural production and post-harvest handling, in addition to the possibility of acquiring certifications, such as organic and GI, should be deliberated with a “market-in” mind. Along with private BDS providers (BDSPs), government staff, such as agricultural extension officers, who are near the target population can be trained to provide basic business support. In addition, linkage with financial institutions needs to be taken into consideration under OCOP, along with the provision of marketing support, which extends opportunities to learn markets, customers, new technology and service providers, in addition to making sales.



# INTRODUCTION

Photo: © iStock.com

## A. Background

The FAO Regional Office for Asia and the Pacific (RAP) aims to eradicate hunger and achieve food security for all, and make sure that people have regular access to enough high-quality food to lead active and healthy lives. “One Village One Product” (OVOP) is a local community movement that drives rural development and economic revitalization effort. It was initiated in 1979 in Japan, which, in turn, has introduced the OVOP concept globally and assisted various development programmes under OVOP in developing countries. Inspired by the OVOP movement, the Food and Agriculture Organization of the United Nations (FAO) launched the Global Action Plan for Green Development of Specialty Agro-Products (SAP): “One Country–One Priority Product” (OCOP) in 2021.

Taking advantage of the rich experiences of OVOP and advances made by Asian countries, FAO RAP is taking stock and drawing lessons on national OVOP experiences and/or homegrown similar activities. In addition, the Japan International Cooperation Agency (JICA) has implemented many OVOP projects around the world. The projects’ experiences are very useful for OCOP implementation, especially in Asia and the Pacific. Against this background, FAO RAP has conducted a study to extract lessons and case studies from the JICA global experiences in OVOP.

## B. Methodology of study

This study was initiated by collecting relevant documents and information from public sources and JICA. A desk review of those documents and information was followed by interviews with persons with extensive knowledge and experience in OVOP projects. The interview sessions were conducted mostly online. Personal communication through other media, such as using emails, supplemented the data collection.

General question components are provided in appendix A.

## C. Overview of the One Village One Product

The One Village One Product movement is a local community movement that drives rural development and an economic revitalization effort. Initiated in Oita prefecture, Japan in 1979, the movement was advocated by Morihiko Hiramatsu, the then the governor,<sup>1</sup> as one of the development pillars of the prefecture.<sup>2</sup> It has improved social cohesion and the livelihood of the people along with spurring economic growth, raising the ranking of the prefecture in terms of per capita prefectural gross domestic product (GDP) from third place to be the leading prefecture in Kyushu Island.<sup>3</sup> According to Kurokawa, Tembo and te Velde (2010), the OVOP products

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<sup>1</sup> Hiramatsu (1924–2016) served as the governor from 1979 to 2003.

<sup>2</sup> OVOP was meant to be an endogenous development model for rural areas of the prefecture, while another pillar was “Oita Toyo-no-kuni Technopolis” which was exogenous in nature by inviting advanced technology industries from outside (Adachi, 2015).

<sup>3</sup> According to Adachi (2014), in 1980, prefectural GDP per capita of Oita was JPY 1.45 million (USD 10 500), behind Fukuoka prefecture with JPY 1.66 million (USD 10 600). In 2003, Oita recorded JPY 2.65 million (USD 19 500) and surpassed Fukuoka by a slight margin of JPY 0.02 million (USD 145).

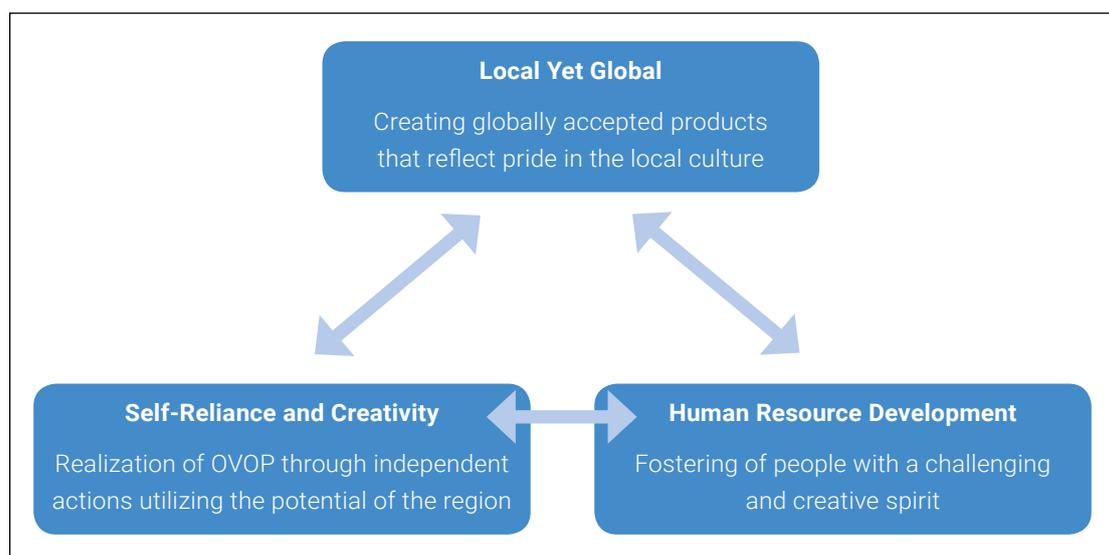
increased from 143 items accounting for JPY 35.9 billion (USD 270 million) in sales in 1980 to 336 items for JPY 141.0 billion (USD 1.03 billion) in 2001. In addition, by 2002, a wide range of OVOP-related products, facilities, events and activities were registered. Among the 810 products and services, 338 were local specialty products, 148 were facilities (such as community centres), 133 were cultural items, 111 were local economic activities (such as food contests), and 80 were activities related to environmental protection. In essence, the OVOP movement covers broad areas extending from food production to environmental protection.

Hiramatsu came up with the idea of OVOP from local initiatives implemented within the prefecture. One of them was a movement in Oyama town in the western mountainous part of the prefecture. People in this area were once destitute due to low productivity and limited farmland for cultivation of rice – the national strategic crop – despite working

diligently. A decline in the local population due to rural–urban–migration also was becoming an issue. This situation was overcome by reorienting the growth strategy to take advantage of strengths and resources that had been sometimes unrecognized. The Oyama agricultural cooperative has taken an outstanding role along with the local government to promote production, processing and marketing of numerous non-rice farm products and social/cultural activities.

Another precursor of OVOP was a community revitalization initiative in Yufuin town, where young owners of accommodation facilities drove community development and environmental protection by utilizing local resources and organizing various events. Formerly, a desolate hot spring town next to the city of Beppu, which established itself as a popular tourist destination, the residents of Yufuin explored their own way to survive and grow. Learning from Kurort (a hot springs spa and health resort area)

**Figure 1. Basic principles of One Village One Product**



Source: Schumann (2016).

in Germany, they strived for balanced development between protecting the environment and lives of local people on one hand, and promoting relationship building with people from the outside on the other hand.

Hiramatsu considered that such socioeconomic initiatives could provide solutions to overcome the challenges in economically disadvantaged areas in the prefecture. Along with an eye-catching title “OVOP”, which is easy to remember, he stipulated the three key principles of OVOP, as follows:<sup>4</sup>

- i. **Local yet global:** The development of OVOP movement aims to increase, develop and promote one product<sup>5</sup> that local people can be proud of, especially a product that can be marketed both domestically and internationally.<sup>6</sup> This means that the product of goods and services that can reflect local touch and pride, but at the same time could meet global demand.
- ii. **Self-reliance and creativity:** The driving force of the OVOP movement is the local people’s initiatives. By using their own potential and their local wisdom, the local community is expected to be able to identify their competitive advantage in order to produce a creative product independently by using their own available resources.
- iii. **Human Resource Development:** Visionary local leadership and community empowerment are crucial for OVOP movement.

Therefore, it is important to create and empower local leaders who can motivate and encourage the local community to cultivate their potentials and creative thinking. This also includes establishing networks and the transfer of knowledge and skills.

The OVOP concept is expressed in a relatively simple and easy-to-understand manner. It was received favourably by other local governments in Japan, which had been facing similar situations. Accordingly, the OVOP concept spread across Japan in 1980s. Notably, approximately 70 percent of local governments in Japan had carried out similar initiatives by 1988 (Mukai and Fujikura, 2014).

## D. Dissemination outside Japan

The OVOP movement entered the international arena in the 1980s, starting in Asian countries. Africa began to adopt the movement in the 2000s, followed by Latin America beginning in the late 2000s. The list of the countries and regions that have implemented OVOP is available in appendix B.

According to Matsui (2006), the introduction of the OVOP concept outside Japan was initiated by the local diplomacy of Oita prefecture. In 1983, Hiramatsu was invited to Shanghai, China. The city immediately adopted the concept and initiated the

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<sup>4</sup> Quoted from Indonesia, Ministry of Cooperatives and SME (2014).

<sup>5</sup> It must be noted that OVOP recommends working on one product (commodity) at a minimum, not limiting the number of products to only one.

<sup>6</sup> It does not mean that the product must be exported and sold in the domestic market at the same time. The intention is to recommend product development to reflect market needs, either domestic or foreign.

One Factory One Product movement. Other locations in China followed suit, including, among them, Jiangsu province and Wuhan city. Starting in the 1990s, foreign missions to Oita increased,<sup>7</sup> and the OVOP movement began to spread to the other Asian countries. For example, local initiatives were launched in Malaysia (Satu Kampung Satu Product) in 1991, the Philippines (One Barangay, One Product) in 1993 and Indonesia in 1995.

In addition to receiving foreign missions, Oita prefecture deepened its local diplomacy through the Asia Kyushu Regional Exchange Summit. The Summit was first organized in 1994 in Japan and held eight times. The eighth session was

held in Cambodia in 2002. An international exchange body in Oita prefecture was also actively disseminating the OVOP concept.<sup>8</sup> For example, its personnel visited Malawi in 1998 and organized a workshop on OVOP (Matsui, 2006).

In the 2000s, more countries began to adopt OVOP. In 2001, Thailand launched One Tambon One Product (OTOP) and approximately 200 officials visited Oita to learn more about the concept as it was launched (Fujioka, 2006).<sup>9</sup> Mongolia was another early adopter of OVOP. According to Igusa (2007), the provincial governor of Bayankhongor visited Oita in January 2002. In response, in August 2002, Hiramatsu visited Mongolia and

**Figure 2. One Village One Product in the world (examples)**



Source: Author, modified from United Nations (2020).

<sup>7</sup> According to Munakata (2006) and Owada (2018), in 2004, Oita prefecture received 52 missions from 27 countries, accounting for 816 persons. In addition, between 2005 and 2012, the prefecture received 8 673 persons in training courses, and 100 countries have been either assisted or sensitized by the Oita OVOP International Exchange Association.

<sup>8</sup> Initially, it was a section within the prefectural government. After Hiramatsu retired from the governorship, its OVOP-related functions were transferred to a newly established non-profit organization: Oita OVOP International Exchange Promotion Committee. This organization was succeeded by the International OVOP Exchange Committee in 2013.

<sup>9</sup> Each of the prime minister and his deputy led about 100 persons to visit Oita for two days respectively.

concluded an exchange agreement with the governments of Mongolia and Bayankhongor province. Bayankhongor was selected as the pilot site, and Oita extended technical support with financing provided by JICA.<sup>10</sup> OVOP was adopted for nationwide implementation in 2005 and supported by the United Nations Development Programme (UNDP) with financial support from the Government of Japan.<sup>11</sup>

In 2005, the Government of Japan announced the “Development Initiative for Trade”, which supported the sustainable development of

developing countries through trade promotion. The One Village One Product was adopted as one of the strategies, and JICA and the Japan External Trade Organization (JETRO) were mobilized to support least developed countries through OVOP. The JETRO-support measures included marketing in Japan by opening OVOP shops at the major airports in Japan,<sup>12</sup> organizing exhibitions and supporting product development for export to Japan by dispatching experts to countries, such as Indonesia, the Philippines, Nicaragua and Peru.

## Box 1. One Village One Product and the Development Initiative for Trade

Japan is working hard to promote the One Village One Product (OVOP) initiative. Support for it as a policy to promote trade and investment is a part of the country's policy for African development, which was announced by the then Prime Minister Junichiro Koizumi at the G8 Summit, held in July 2005.

Furthermore, the then prime minister proposed the “Development Initiative for Trade”, prior to the World Trade Organization (WTO) Hong Kong Ministerial Conference, held in December 2005. This initiative is a comprehensive policy to support the sustainable development of developing countries through trade promotion in which OVOP is once again positioned as an important measure. It proposes the extension of comprehensive support in such forms as technical cooperation by JICA, training projects by the Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS),<sup>13</sup> and exhibitions in Japan supported by JETRO.

<sup>10</sup> Under the JICA Partnership Program, two projects were implemented in JFY2003–2004 and JFY2005. Japanese Fiscal Year (JFY) is from April to March.

<sup>11</sup> UNDP received finance through the Japan Human Resource Development Fund to implement Enterprise Mongolia Project in Mongolia (<https://www.mn.emb-japan.go.jp/news/jpb181.html>). The project was aimed at business/ entrepreneurship development and job creation, and ultimately poverty reduction particularly in rural Mongolia, through piloting OVOP in its two phases (2005–2008 and 2009–2013). The project boasts that it delivered substantial improvements in local businesses and product development in Mongolia, and was highly appreciated by the local people and the Government of Mongolia (<https://www.mn.undp.org/content/mongolia/en/home/library/poverty/EMP2-final-report.html>).

<sup>12</sup> To date, shops remain open at the Narita and Kansai International airports (<https://www.jetro.go.jp/en/events/ovop-market.html>).

<sup>13</sup> Under the jurisdiction of METI, the Association for Overseas Technical Scholarship was established in 1959 to promote human resource development in developing countries through such activities as training and the dispatch of experts. The Association merged with another organization in 2012 and its name was changed to the Overseas Human Resources and Industry Development Association (HIDA); however, it was changed back to the Association for Overseas Technical Cooperation and Sustainable Partnerships in 2017 (<https://www.aots.jp/en/about/history/>).

At the same time, as these announcements were being made overseas, concrete initiatives had already begun within Japan. While the efforts to search for promising products and valuable projects were made mainly by the overseas diplomatic missions, the OVOP campaign has been promoted within Japan since February 2006, led by the Ministry of Economy, Trade and Industry (METI). It assists developing countries to promote exports by introducing their products to Japan. To date, eighty developing countries (of which 53 are African countries) have taken part in this campaign. Specifically, airport exhibitions at major domestic airports, and events, such as the MEKONG Exhibition and Pacific Islands Exhibition, were held. Additionally, the African Fair was held in September with the participation of the then Prime Minister Junichiro Koizumi. In addition to these events, AOTS organized One Village One Product training from August to September 2006, which had 80 trainees from 45 developing countries.

In addition, the One Village One Product seminar was held in Ha Noi in September 2006 and was welcomed by the ministers participating in the Asia–Pacific Economic Cooperation (APEC) held in Ha Noi in the same month. Promoting regional products based on the seminar was encouraged in the Joint Ministerial Statement of the APEC Small and Medium Enterprises Ministerial Meeting.

These efforts have received recognition in the Organization for Economic Co-operation and Development (OECD) report on aid for trade, in which it is stated that the Japan One Village One Product movement has contributed towards strengthening participation by the private sector and civil society as it has directly appealed to local governments and the private sector, and in addition increased profit through trade.

Source: Japan, Ministry of Foreign Affairs (2006).

To build on the Development Initiative, the Tokyo International Conference on African Development (TICAD) IV in 2008 clearly focused on OVOP in the context of trade promotion and community development, the former to be led by JETRO and the latter by JICA. One of the commitments announced at TICAD IV was to support 12 African countries to implement OVOP. Accordingly, more

technical cooperation on OVOP was extended to African countries, following the beginning of TCPs in Malawi in 2005. In addition, the Government of Japan financed an initiative of the United Nations Industrial Development Organization (UNIDO) to implement the One Village Industrial Cluster (OVIC) project in Ethiopia and Uganda in 2010–2011.<sup>14</sup>

<sup>14</sup> USD 565 000 was committed to UNIDO (<https://www.mofa.go.jp/mofaj/area/ticad/report/status/PR000274.html>). Some of project results are available in UNIDO (2011).

**Table 1. Commitments under the Yokohama Action Plan made at the Tokyo International Conference on African Development in 2008**

Category	Promote and expand trade	Community development
Proposed measures	<p>Promote OVOP initiative based on the Development Initiative for Trade by establishing a new comprehensive framework to improve market access for African products to Japan by</p> <ol style="list-style-type: none"> <li>(1) providing consultation on African products;</li> <li>(2) dispatching experts from Japan to Africa;</li> <li>(3) inviting African people for marketing research;</li> <li>(4) holding business seminars;</li> <li>(5) supporting African companies' participation in trade fairs in Japan; and</li> <li>(6) implementing "Development and Import Schemes" to assist Japanese companies in commercializing African products.</li> </ol>	<p>Promote the OVOP movement to achieve poverty reduction through community development (expansion of OVOP projects to 12 countries).</p> <p>Extend technical cooperation on generating income for villagers through a training programme covering One Tambon One Product (OTOP), microfinance and SME development.</p>
Implementing partners	METI, JETRO	Ministry of Foreign Affairs, JICA, Thailand International Cooperation Agency
Achievements	<p>JETRO is helping African products gain access by, for example, dispatching experts and holding seminars and exhibitions at various stages. As of March 2012, the markets were open at Narita and Kansai International airports and introduced items from 29 African countries. More than one million people had visited these markets since 2006.</p>	<p>The JICA OVOP initiative provides technical assistance to the local population, including production development and manufacturing techniques, with the aim to use community resources to develop specialty products and vitalize the community.</p> 

Sources: Japan, Ministry of Foreign Affairs (2008; 2012). (Figure) Author, modified from United Nations (2018) based on Japan, Ministry of Foreign Affairs (2012).

The United Nations Development Programme has also applied OVOP in countries, following the experiences in Mongolia. Funded by JICA, it has used the OVOP approach in the livelihood improvement programme in the border areas between Afghanistan and Tajikistan<sup>15</sup> and used it for programmes in Uzbekistan and Egypt.<sup>16</sup>

In Asia, Bhutan requested Thailand to introduce OTOP to the country, which led to the initiation of One Gewog One Product (OGOP) in 2014, and the official launch of the programme in 2015 with the support from the Thailand International Cooperation Agency.

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<sup>15</sup> See [https://www.undp.org/sites/g/files/zskgke326/files/migration/tj/undp\\_tjk\\_LITACA.pdf](https://www.undp.org/sites/g/files/zskgke326/files/migration/tj/undp_tjk_LITACA.pdf)

<sup>16</sup> See <https://www.undp.org/uzbekistan/press-releases/digital-solutions-entrepreneurship-development-karakalpakstan>; <https://www.undp.org/egypt/projects/egypt-network-integrated-development-enid>



# OVERVIEW OF THE JAPAN INTERNATIONAL COOPERATION AGENCY SUPPORT FOR ONE VILLAGE ONE PRODUCT

## A. Types of assistance and approaches by the Japan International Cooperation Agency

As explained in the previous section, OVOP was initially disseminated as a local initiative of Oita prefecture. As a leading institution to implement official development assistance (ODA) extended by the Government of Japan, JICA has acknowledged that OVOP is an effective concept and approach

to address local and community development issues in developing countries. Dissemination of OVOP outside Japan was accelerated by the de facto partnership between the actors in Oita prefecture and JICA.

The types of ODA extended by JICA are summarized in Table II 1. For OVOP, the six instruments under technical cooperation have been used,<sup>17</sup> supplemented by ODA grants and citizen participation programmes involving volunteers and NGOs.<sup>18</sup>

**Table 2. Types of assistance extended by the Japan International Cooperation Agency**

Type	Descriptions/instruments	Used for OVOP
Technical cooperation	(1) Dispatch of experts (2) Technical training in Japan (Knowledge Co-Creation Program) (3) Third-country training (4) Technical cooperation projects (TCP) (5) Technical cooperation for development planning (DP) (6) Follow-up (F/U) cooperation	Yes
Official development assistance loans	Concessional loans given directly to developing countries or through multilateral organizations	No
Official development assistance grants	Grants to support construction works or services, such as procuring equipment and materials required for economic and social development	Yes
Official development assistance grants	(1) Volunteers (2) JICA Partnership Program (JPP): Support to the implementation of projects formulated by Japanese NGOs, Japanese local governments, and Japanese universities	Yes
Public-private partnerships	(1) Private-sector investment finance (2) Preparatory survey for private-sector investment finance (3) Sustainable Development Goals business supporting surveys	No
Emergency disaster relief	Dispatch of Japan disaster relief teams and provision of emergency relief supplies when major disasters occur	No

Sources: Compilation by the author based on JICA (2020a) and JICA website ([https://www.jica.go.jp/english/our-work/types\\_of\\_assistance/index.html](https://www.jica.go.jp/english/our-work/types_of_assistance/index.html)).

<sup>17</sup> Followup (F/U) cooperation is the support provided after a cooperation project. Two main categories of F/U cooperation are (1) to solve problems with facilities and equipment, and (2) to expand project benefits by sending trainers/instructors, organizing seminars/workshops, supporting the activities planned by the ex-trainees, among other activities. OVOP utilized the latter category most frequently.

<sup>18</sup> Technically speaking, ODA grants used for OVOP have been disbursed by the Ministry of Foreign Affairs directly, not through JICA.

Support from JICA for OVOP began in 1991 through technical training provided in Japan to government officials of developing countries engaged in local development. During that year, officials from 12 countries, including, among them, Egypt, Mongolia and Nigeria, visited Oita prefecture (Yamagami and Fujimoto, 2006). In a follow-up to the visit, in 1993, JICA started a training programme on OVOP for Association of Southeast Asian Nations (ASEAN) members (Munakata, 2006). The OVOP training programme was launched for African countries in 1999 and Latin America countries in 2009.<sup>19</sup> The training programmes have been instrumental and effective in sensitizing the participants to the OVOP concept and application not only conceptually, but also visually and physically. Preparation of action plans is usually a component of the programme. The contents of some recent courses are summarized in appendix C.

Participation in training in Japan is often the entry point for officials of the developing countries to be exposed to the OVOP concept,<sup>20</sup> and tends to lead to the commencement of OVOP

programmes in their countries. For example, in El Salvador, an ex-participant of a technical training programme, has reported the findings from the training to other officials upon returning from Japan, which sparked the interest of high officials in the OVOP concept and resulted in a request for cooperation to develop the concept to the Government of Japan.<sup>21</sup> Similarly, a training participant from Thailand in 2010 became interested in the Decentralized Hands-on Program Exhibition (D-HOPE) approach, and requested that training experts visit Thailand under a type of follow-up (F/U) cooperation (Miyoshi, Ishimaru and Okabe, 2015). This has led to the introduction of the D-HOPE approach in Surin province in Thailand, which adopted it in 2012. As a consequence, by being adopted in OTOP Village, followed by OTOP Nawatwithi, the adoption of the D-HOPE approach has occurred in the 76 provinces of Thailand by 2019 (Ozaki, 2021). In the United Republic of Tanzania, an official from the Small Industries Development Organization learned about OVOP during the training in Japan and introduced it in his country as the One District One Product (ODOP) programme.

## Box 2. Decentralized Hands-on Program Exhibition (D-HOPE) approach

D-HOPE is an event to promote local activities (hands-on programmes) through local resources and community champions to the public, implemented by the community themselves. One of the objectives of the event is to encourage “community champions” to be entrepreneurial and innovative towards creating their local attractions through participation in strategic workshops and the event. The flow of the steps taken is shown in Figure II 1. D-HOPE is an alternative rural development approach to foster community capacity and rural development.

<sup>19</sup> According to a review conducted by the author.

<sup>20</sup> Alternatively, JICA also organizes trainings or study visits in a third-country for exposure to OVOP. For example, Nepal initiated OVOP in 2006 after JICA supported a study visit to Thailand (Schumann, 2016).

<sup>21</sup> According to personal communication with Uchikawa (2021).

This approach has been developed based on observations and analysis of community development initiatives, such as ONPAKU in Beppu city, Oita prefecture.<sup>22</sup> D-HOPE has been introduced in Bhutan, Bosnia and Herzegovina, Costa Rica, the Dominican Republic, Nicaragua, Paraguay and Thailand.

### The Concept of D-HOPE

D-HOPE organizes an event that runs for a month during which overlooked local activities are exhibited through hands-on programmes by a number of community champions who utilize local resources, such as wisdom, knowledge, talent and skills, in their own choice of the locations accessible to the visitors. Accordingly, D-HOPE is a collective activity to make community champions and their talent visible to the public by promoting the D-HOPE catalogue, which contains all the information pertaining to the hands-on programmes prepared by, in the case of Thailand, the provincial offices of the Community Development Department, which is under the Ministry of Interior. Consequently, D-HOPE strengthens community champions' capability through a series of workshops, which include group discussions and explanations of actual experiences of the hands-on programmes for designing programmes and the implementation for visitors to the event. The D-HOPE event enables

Type	Centralized	Decentralized
Display oriented		
Hands-on oriented		

Source: FAO.

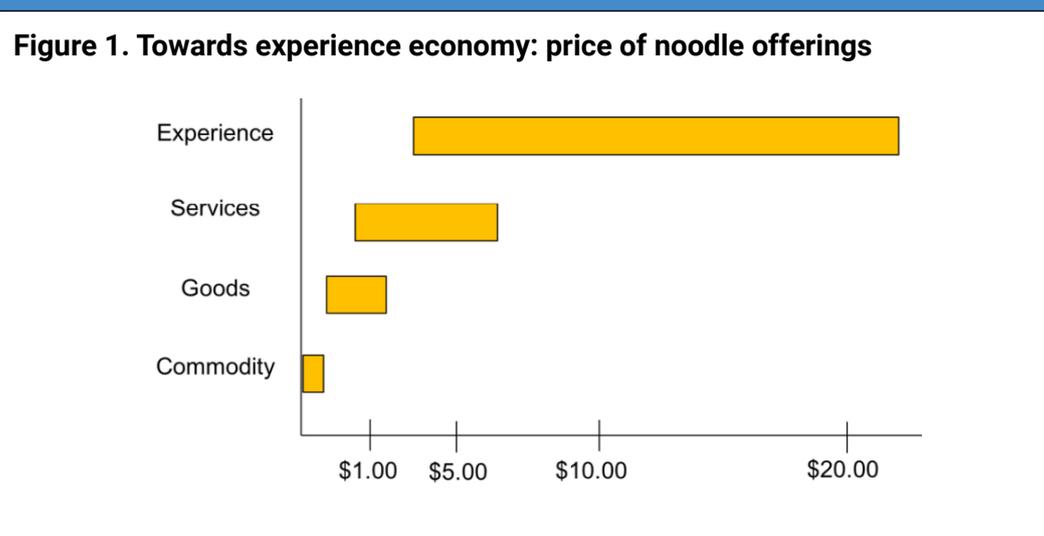
<sup>22</sup> ONPAKU is the abbreviation of a Japanese phrase for "hot spring exhibition" which originated in 2001 in Beppu. According to Miyoshi and Okabe (2021), more than 70 similar models have emerged in Japan by July 2017. ONPAKU itself has been adopted in El Salvador and Guatemala through JICA projects.

champions to be entrepreneurial and innovative by exposing their existing or potential products and services through interactions with the visitors.<sup>23</sup>

D-HOPE has a characteristic that is different from the OTOP Exhibition in that all the products are centralized to one place and display-oriented. For D-HOPE, a decentralized approach is used in which all hands-on programmes are held based on the choices of the producers and service providers. Instead of exhibiting, community champions receive and engage tourists/visitors in the experience-based activities. In this way, the income from the hands-on programmes can be distributed all over the target villages by providing the opportunity for local people to participate.<sup>24</sup> Moreover, instead of producers travelling from the village to other places, people visit the village and experience the life of locals, which is the biggest attraction and also has become a tourism trend.

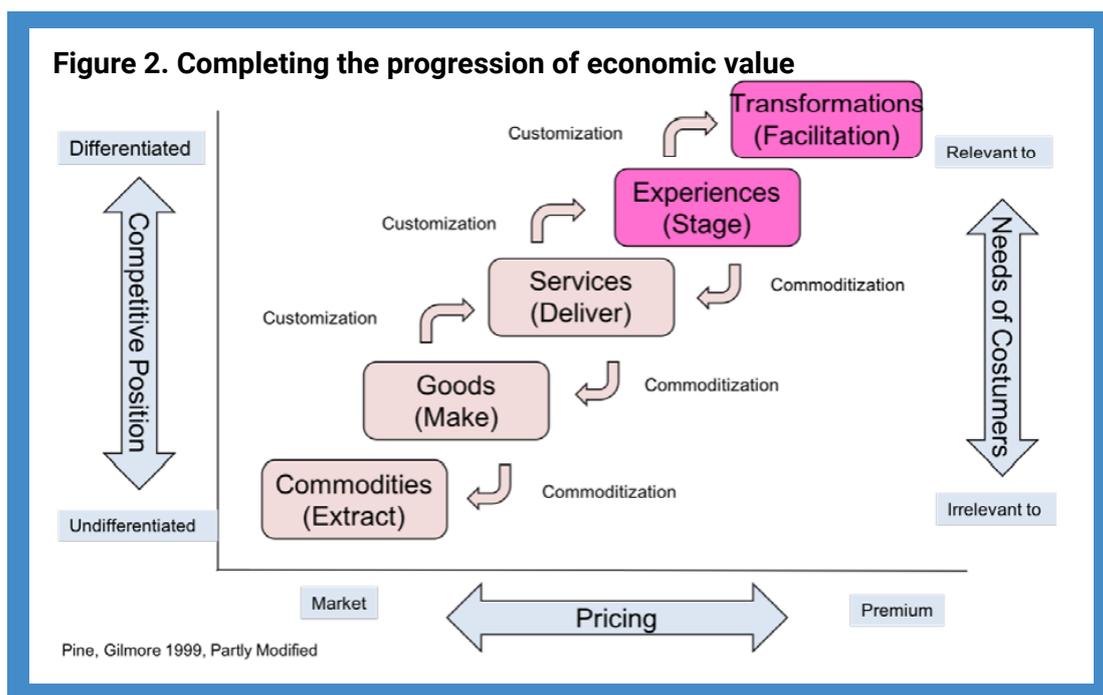
### D-HOPE and experience economy

D-HOPE is designed based on the theory of the experience economy (Pine and Gilmore, 1998), which emphasizes the transition of economic development from commodity, products and services to experiences or transformations. The value of experience is much higher than the products and services as shown in Figures 2 and 3. Accordingly, a hands-on programme gives tourists the opportunity to experience the local life while the provider charges for the experience (participation) fee. Thus, it requires more than just showing around the places.



<sup>23</sup> Participatory approach improves a sense of ownership among community entrepreneurs and expands networks among them and supporters. In addition, direct linkage and communication with visitors/consumers enable community entrepreneurs to gain direct feedback to improve their services and identify additional opportunities.

<sup>24</sup> Income generation opportunities are created among local people, not only from the hands-on programmes per se but also tourists/visitors stopping by for other activities, meals, accommodation, and so on.



Source: The D-HOPE Project (2019a).

As mentioned above, for the case of Thailand, the technical training programme was combined with a follow-up visit by the training experts to the countries of the participants to assist them in implementing their action plans, which were prepared during the training in Japan. For example, such visits were made to

Bhutan, Colombia, the Dominican Republic, Mongolia and Nicaragua.

Technical cooperation related to OVOP (other than training programmes) was initiated in 2000, when JICA sent an expert to Malawi for two years to assist the Government to plan the implementation structure for OVOP.<sup>25</sup>

### Figure 3. Flow of Decentralized Hands-on Program Exhibition (D-HOPE) approach



Source: Prepared by the author, based on D-HOPE Project (2019b).

<sup>25</sup> See also from <https://www.jica.go.jp/malawi/ku57pq0000046h01-att/jcap.pdf>. According to Matsushima (28 October 2021), the role JICA played at that time was to supplement Oita prefecture's local diplomacy with Malawi. Exposure of Malawi to OVOP began in 1993 when the then ambassador to Japan visited Oita prefecture after the first TICAD.

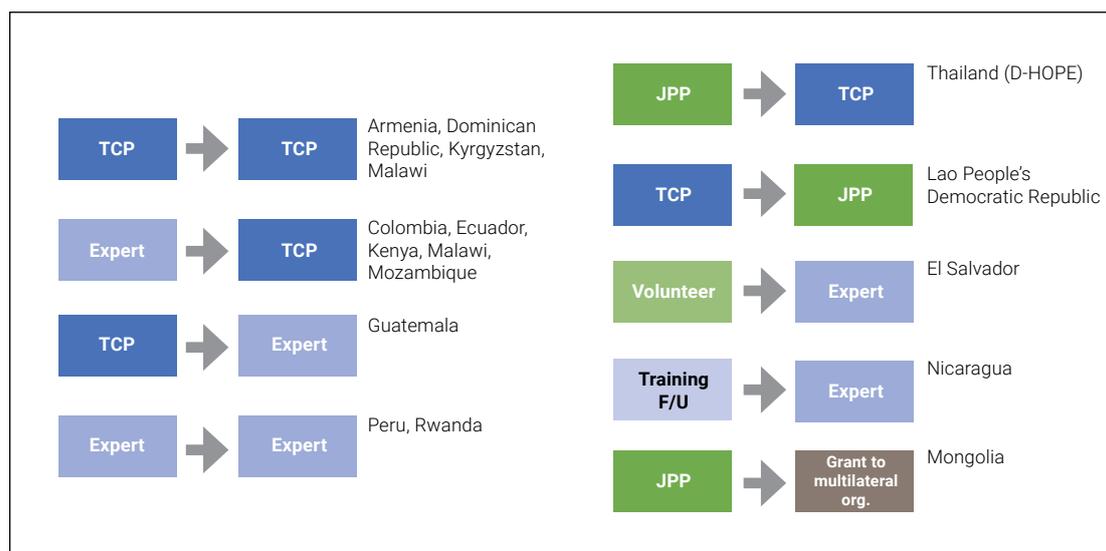
Malawi launched OVOP in 2003 under the leadership of the country's president. Subsequently, after a series of support measures through JICA's country office, a TCP was launched in 2005, the first of its kind for OVOP.

Other than the technical training programmes and TCPs, the dispatch of an expert (typically referred to as an adviser) has been a common approach, while cooperation through Japanese associations and NGOs under the JICA Partnership Program has also played an

important role in the implementation of OVOP, especially during the introductory phase. JICA volunteers often supplement TCP and expert's activities in the field, which has taken place in almost all of the countries where JICA has supported OVOP.

The selection of the type of assistance depends on the context of the development agenda of each country. In addition to the stand-alone pattern, cooperation is often extended in the sequence shown in Figure II 2.

**Figure 4. Patterns of Japan International Cooperation Agency support extended to One Village One Product**



Source: Author.

Notes: (DP) Technical Cooperation for Development Planning; (F/U) follow-up; (JPP) JICA Partnership Program; (TCP) Technical Cooperation Project.

## B. Summary of the Japan International Cooperation Agency One Village One Product projects

A summary of JICA projects for OVOP is provided in the following table, as well as in appendix D. The list covers 29 countries, excluding those that only received technical training.<sup>26</sup>

<sup>26</sup> The countries that benefited from technical training on OVOP in Japan include, not exhaustively, Afghanistan, Albania, Belize, Bolivia (Plurinational State of), Botswana, Cameroon, Costa Rica, Egypt, Eritrea, Eswatini, Fiji, Georgia, Ghana, Kiribati, Kosovo, Lesotho, Madagascar, Malaysia, Mali, Mexico, Micronesia (Federated States of), Nepal, Niger, North Macedonia, Pakistan, Panama, Papua New Guinea, Philippines, Samoa, South Africa, Timor-Leste, Tonga, Tunisia, United Republic of Tanzania, Yemen and Zimbabwe.

**Table 3. Summary of the Japan International Cooperation Agency One Village One Product projects**

Region	Country	Period	Instruments	Remarkable characteristics	
Africa	Eastern Africa	Ethiopia <i>LDC</i> 2010	2010–2015	TCP	Focus on value-addition activities of rural farmers
		Kenya <i>LMIC</i> 2008	(1) 2009–2011 (2) 2011–2014 (3) JFY2018–2020	(1) Expert (2) TCP (3) Training in Kenya	Business matching between producers and BDSPs, financial institutions and buyers
		Malawi <i>LDC</i> 2003	(1) 2000–2002 (2) JFY2002 (3) 2005–2010 (4) 2011–2017 (5) 2020–2022	(1) Expert (2) JPP (3) TCP (4) TCP (5) Expert	Precursor in African OVOP. Establishment of a cooperative union functioning as marketing hub
		Mozambique <i>LDC</i> 2010	(1) 2010–2012 (2) 2013–2017 (3) 2022–2027 (planned)	(1) Expert (2) TCP (3) TCP	Utilization of operation manual and SME support kit, which were developed with inputs from frontline officers
		Rwanda <i>LDC</i> 2009	(1) 2010–2012 (2) 2014–2015	(1) Expert (2) Expert	OVOP utilized for MSME development
		Uganda <i>LDC</i> 2008	(1) 2009–2012 (2) JFY2012	(1) Expert (2) Training in Japan and Thailand	Implementation supported by JICA volunteers in pilot districts
		Zambia <i>LDC</i> 2014	2014–2015	Expert	OVOP considered as an approach for rural industrialization
	Southern Africa	Namibia <i>UMIC</i> 2011	(1) 2013–2015 (2) JFY2013–2014	(1) Expert (2) Training in Japan	Support to the initiatives of ex-training participants
	Western Africa	Nigeria <i>LMIC</i> 2009	2010–2011	DP	OLOP concept paper reviewed through pilot projects
		Senegal <i>LDC</i> 2009	2011–2014	TCP	Three selection steps (to be a candidate, OVOP group, excellent OVOP group) with a built-in capacity-building system

Region	Country	Period	Instruments	Remarkable characteristics	
Latin America and the Caribbean	Caribbean	Dominican Republic <i>UMIC</i> 2014 ( <i>OVOP</i> )	(1) 2009–2013 (2) 2016–2021 (3) 2017–2019	(1) TCP (2) TCP (3) Training in Japan and F/U	Community tourism based on a public–private partnership in which community people play key roles and benefit from it
	Central America	El Salvador <i>LMIC</i> 2010	(0) 2010–2012 (1) 2012–2013, 2013–2018 (2) 2015 (3) 2018–2020	(0) Volunteer (Senior) (1) Expert (2) F/U (3) Expert	Nationwide expansion enabled by strong leadership of the main implementing organization. Municipal <i>OVOP</i> committees led by producers, and national umbrella body established
		Guatemala <i>LMIC</i> 2010	(1) 2010–2013 (2) 2018–2020	(1) TCP (2) Expert	Top leadership to drive local industrial development using <i>OVOP</i> and learning with El Salvador
		Honduras <i>LMIC</i> 2012 ( <i>OTOP</i> ) 2013 ( <i>OVOP</i> )	2018–2020	Expert	Coordination between public-led <i>OVOP</i> ( <i>OTOP</i> ) and private-led <i>OVOP</i> ( <i>FUNAZUCAR</i> )
		Nicaragua <i>LMIC</i> 2013 ( <i>D-HOPE</i> ) 2018 ( <i>OTOP</i> )	(1) JFY2012–?; JFY2013–2014 (2) 2015–2017 (3) 2020–2022	(1) Training in Japan and F/U (2) Expert (3) Expert	Training in Japan led to <i>D-HOPE</i> implementation and a marketplace establishment plan, along with <i>OTOP</i> as a separate initiative
	South America	Argentina <i>UMIC</i> 2019	2019–2024 (Planning in 2019–2021; Implementation in 2021–2025)	TCP	Seeking Colombia-type two-pillar approach by emphasizing ownership, human resource development and market-oriented
		Chile <i>HIC</i> 2010?	2008–2010	TCP	Community development and productivity improvement initiatives implemented with leadership and knowledge-sharing of training participants in Japan
		Colombia <i>UMIC</i> 2009	(1) 2010? (2) 2012? (3) 2012 (4) 2014–2018, 2018–2020	(1) Expert (2) Expert (3) F/U (4) TCP	Balanced pursuit to strengthen product/service competitiveness and community participation/social inclusion. Utilization of TVET with nationwide coverage and service provision capacity
		Ecuador <i>UMIC</i> 2009	2010–2011	Expert	JICA adviser-supported <i>OVOP</i> in early stages
		Paraguay <i>UMIC</i> 2014 ( <i>D-HOPE</i> )	(1) JFY2002 (2) 2013–2017	(1) JPP (2) TCP	Utilized <i>D-HOPE</i> approach for environment conservation
	Peru <i>UMIC</i> 2009	(1) 2009–2010 (2) 2012–2012 (3) 2012–2012	(1) Expert (2) Expert (3) Expert	Government-initiated “De Mi Tierra, Un Producto” in 2012. Japan supported through JICA, JETRO and the Embassy of Japan	

Region	Country	Period	Instruments	Remarkable characteristics	
Asia	Central Asia	Kyrgyzstan <i>LMIC</i> 2006	(1) 2007–2011 (2) 2012–2017 (3) 2017–2020, 2020–2023	(1) TCP (2) TCP (3) TCP	Limited reliance on public sectors, division of labour between producers and NGO functioning as trading house
	Eastern Asia	Mongolia <i>LMIC</i> 2002	(1) 2003–2004 (2) JFY2005	(1) JPP (2) JPP	Initiated through local diplomacy of Oita prefecture, expanded through multilateral organization
	Southeastern Asia	Lao People's Democratic Republic <i>LDC</i> 2008	(1) 2008–2012 (2) 2012–2015	(1) TCP (2) JPP	Product development of handicrafts and food products attempted by farmers
		Thailand <i>UMIC</i> 2001 ( <i>OTOP</i> ) 2012 ( <i>D-HOPE</i> )	(1) 2012–2015 (2) 2017–2021	(1) JPP (2) TCP	D-HOPE approach integrated into OTOP Village and OTOP Nawatwithi for quick expansion nationwide
		Viet Nam <i>LMIC</i> 2013	2008–2011	TCP	Focus on product development of mainly tea and brocade in four Northwestern provinces
	Southern Asia	Bhutan <i>LDC</i> 2014 ( <i>D-HOPE</i> ) 2015 ( <i>OGOP</i> )	(1) JFY2014–2016 (2) JFY2017–2019	(1) and (2) Training in Japan and Thailand	As Bhutan requested technical cooperation from Thailand, OGOP follows the Thailand models.  JICA supported the D-HOPE approach through trainings given in Japan and Thailand
	Western Asia	Armenia <i>LMIC</i> 2013	(1) 2013–2016 (2) 2016–2019	(1) TCP (2) TCP	Strong commitment of SMEDNC, a market-oriented approach for products and services, including tourism
Europe	Southern Europe	Bosnia and Herzegovina <i>UMIC</i> 2016 ( <i>D-HOPE</i> )	2014–2017	TCP	D-HOPE approach utilized to assist trust building, along with agricultural and rural development activities

Source: Compilation by the author.

Notes: Given in italics below the country name is the category based on the OECD-DAC list for 2021 (except Chile which is a high-income country) and the year when OVOP was initiated. The categories are as follow: (HIC) high-income country; (LDC) least developed country; (LMIC) lower-middle-income country; (UMIC) upper-middle-income country. (F/U) follow-up; (JPP) JICA Partnership Program; (TCP) Technical Cooperation Project.

## C. Achievements and impacts

The OVOP projects are managed based on a logical framework that includes indicators. Achievements and impacts, including unexpected ones, are summarized as below, though not exhaustively.<sup>27</sup>

### Social aspects

#### i. Outreach and coverage

**Armenia:** In Phase 2, a total of 50 persons were trained in Japan, Thailand and Singapore to gain practical experience relating to, for example, exhibitions, Michi-no-Eki (roadside station),<sup>28</sup> food safety and export requirements. In addition, 800 persons learned entrepreneurial skills, which incorporated the OVOP method, and consequently, 183 persons started their own businesses.

**Bhutan:** Hands-on programme catalogues were prepared for three consecutive years starting in JFY2016. In JFY2018, three catalogues, which covered 153 hands-on programmes or local activities, were prepared to cover four provinces. Gakyed Gatoen festivals (Festival of Happiness) were organized three times.

**Colombia:** As of 2017, seven out of 11 functioning initiatives recorded at least two of the following results:<sup>29</sup> increase in the number of total people involved; positive change among community people; and increase in the number of socially vulnerable people involved. As of 2021, a total of 43 initiatives were being implemented with approximately 640 persons involved directly.<sup>30</sup>

**Dominican Republic:** Ten community groups (UMPC) were established and 150 organizations participated collectively in community-based tourism projects,<sup>31</sup> of which, two groups were incorporated as NGOs, two were in the pipeline, and five were registered by the city governments by the end of the project.

**El Salvador:** By 2018, the OVOP concept had been disseminated to 95 municipalities across the country and an OVOP committee had been established in 56 municipalities.

**Ethiopia:** As of April 2015, a total of 42 groups (net) were selected and established as OVOP groups in three rounds of selection comprised of 841 persons, including 378 female (44.9 percent). In 2019, a total of 33 groups were reported to have continued business, and 13 out of 21 groups monitored reported a profit.

**Guatemala:** Collaborator organizations trained 335 persons.

<sup>27</sup> Information is obtained from various reports prepared by JICA, project teams and project experts. Reports include those of ex-ante evaluations, mid-term reviews, terminal evaluations and ex-post evaluations, in addition to project completion reports and related ones.

<sup>28</sup> The Michi-no-Eki system was introduced in Japan in 1993 by the Ministry of Land, Infrastructure, Transport and Tourism. It is not a just a rest facility along the road, and has two main objectives: (1) provision of safe and comfortable road traffic service to road users with rest facilities and information; and (2) local development promoted by the visits of road users to Michi-no-Eki in which local communities participate. For more details, a handbook is available at [https://scenic.ceri.go.jp/michi\\_no\\_eki\\_handbook/pdf/michi-no-eki-handbook202002en.pdf](https://scenic.ceri.go.jp/michi_no_eki_handbook/pdf/michi-no-eki-handbook202002en.pdf).

<sup>29</sup> In Colombia, the word "initiative" is used to indicate a community of institutions and groups who work for the development of their locality through a particular product or service.

<sup>30</sup> According to Matsuki (9 November 2021), the average number of persons per initiative is approximately 15.

<sup>31</sup> UMPC stands for Unidad Municipal para Patrimonio Comunitario.

**Kenya:** From 22 districts, 135 OVOP MSMEs were selected out of 244 proposals (Grade A 16; Grade B 29; Grade C 90), as of April 2014. An additional 89 groups recommended by county OVOP committees were acknowledged as OVOP groups or candidate groups.

**Kyrgyzstan:** The OVOP Association was established in 2011 with 574 members from 64 community-based organizations. The membership expanded to approximately 1 700 persons (176 groups) in 2016 and exceeded 2 700 persons in 2021.

**Lao People's Democratic Republic:** In the project, 46 products were developed, and 28 of them were produced continuously, as of December 2015.

**Malawi:** As of March 2014,<sup>32</sup> a total of 153 groups were listed as OVOP groups, involving 28 000 people engaged in some way by 2013.<sup>33</sup>

**Mongolia:** In the UNDP Enterprise Mongolia Project Phase 2 (2009–2013), 273 jobs were created in target provinces.<sup>34</sup>

**Mozambique:** Business skills training was provided to 180 small and medium-scale enterprises (SMEs), completing at least three sessions out of six. Furthermore, 30 partner SMEs were selected,<sup>35</sup> including ten, which

were managed by women. Among them, 27 partner SMEs were supported individually with technical support to improve their products, productivity and marketing.

**Nicaragua:** D-HOPE catalogues contain 574 hands-on programmes in three departments.<sup>36</sup>

**Paraguay:** Under D-HOPE, 111 hands-on programmes were created in 2014 and the event (Expo Yguazú Porã) was organized from December 2014 to January 2015, with the participation of seven cities. In 2015 and 2016, events were organized under the leadership of local residents.

**Thailand (D-HOPE):** By 2015, 337 community champions were identified and supported. The Community Development Department office in Surin province organized the annual D-HOPE event “Khong Dee Muang Surin Festival (Surin’s Good Things Festival)” three times. The fourth festival, held in 2016, covered 345 hands-on programmes. In addition to community champions and community people, other participants in the programmes were 35 supporters, 49 sponsors, 7 members of the media and 1 811 Facebook followers. By 2021, D-HOPE had been adopted in all 76 provinces through the OTOP Village and OTOP Nawatwithi policies, generating 7 772 community entrepreneurs in 1 206 villages.

<sup>32</sup> According to the information obtained from Okada.

<sup>33</sup> Owada (2018) quoted this information from the JICA website, which is no longer accessible.

<sup>34</sup> The final report of the project is accessible from the following website: <https://www.mn.undp.org/content/mongolia/en/home/library/poverty/EMP2-final-report.html>.

<sup>35</sup> They were selected from OVOP MSMEs/production groups that were performing well, in the anticipation to be successful examples of OVOP businesses thereby collaborating in sharing experience and knowledge with potential OVOP MSMEs/production groups receiving visitors and promoting OVOP activities.

<sup>36</sup> “Department” (departamento in Spanish) is the first-level subdivision of many Latin American countries. It is equivalent to a province in Thailand.

## *ii. Impact on livelihood*

**Ethiopia:** During the project period, household income increased by 29.9 percent, on average. Some 75.2 percent of the survey respondents viewed income from OVOP activities as being essential. In addition, 40.8 percent of group members started individual savings after joining OVOP. Food items, which had been considered only for self-consumption, began to be acknowledged as sources of cash income. People with limited farmland viewed income generated from OVOP activities as a valuable asset.

**Bhutan:** By making catalogues, knowledge of community entrepreneurs was visualized explicitly and implicitly. This, in turn, has encouraged a sense of pride among rural people, particularly women who are usually occupied with domestic chores.

## *iii. Gender*

**Ethiopia:** The project provided female participants with “life-changing training and opportunities”, such as exposure visits, bazaar participation and mentoring, in addition to group activities and leadership experiences. Many female members have gained knowledge and skills, as well as self-confidence. They feel that they are now more respected by their husbands and family members, and that their family members have become supportive of them even in carrying out ordinary household activities, which was not the case prior to joining OVOP.

**Dominican Republic:** Engagement by women has increased after the project. For example, women have begun to take charge of the accounting and coordination at UMPC, and some women has created their own businesses (e.g. shops, restaurants and chocolate shops).

**Kyrgyzstan:** The majority of the 800 persons engaged in the production of felt items were women. Flexible working time enabled by OVOP reduces stress in terms balancing household duties, in addition to gaining more income.

## **Economic aspects**

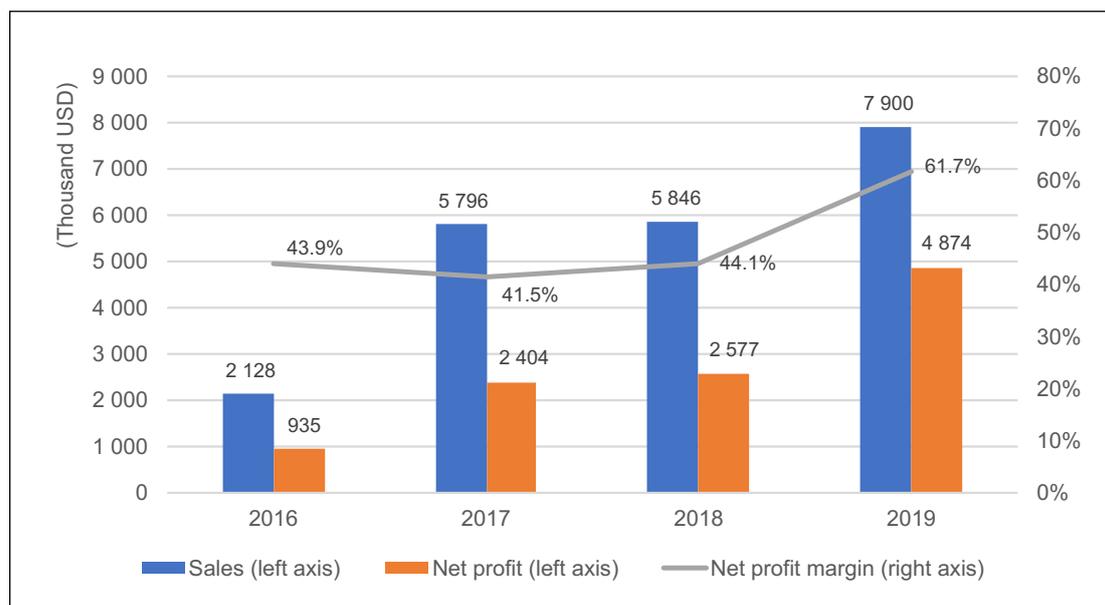
### *i. Sales/profitability*

**Armenia:** According to the endline survey conducted in January–February 2019, a total of 42.3 percent of SMEs increased annual sales by more than 50 percent from 2016 to 2018, and 26.9 percent increased annual profit by more than 50 percent.

**Ethiopia:** Net profit from OVOP activities was recorded by 22 out of 25 OVOP groups (88.0 percent).

**El Salvador:** Data from 50 municipalities in 2019 indicate that per capita sales and net profit have increased since 2016, as shown in the figure next page.

**Figure 5. Economic impact of One Village One Product in El Salvador**



Source: Uchikawa (2021).

**Kenya:** In 2014, some 43 groups that were monitored reported monthly sales of KES 200 000 (approximately USD 2 000) on average. In addition, 27 groups have increased their monthly profit since 2012 and 21 groups have increased their monthly net profit during the same period.

**Mozambique:** The survey results indicated that 54.5 percent of partner SMEs had increased their net profit.

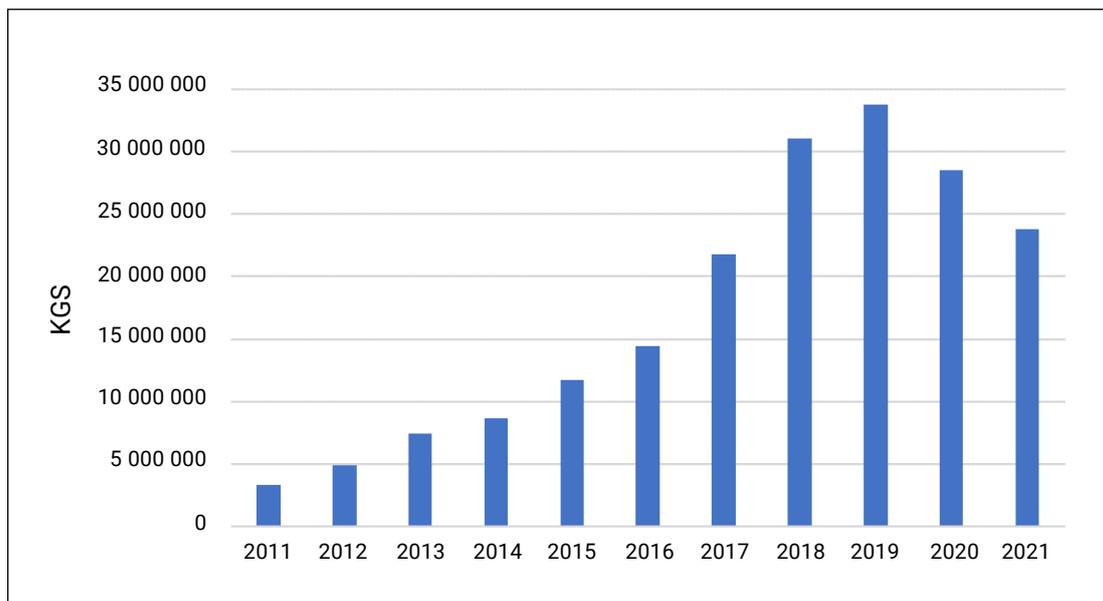
**Kyrgyzstan:** The number of the products sold at the sales outlet of OVOP products in Karakol, the capital of the Issyk-Kul region, increased from 335 in 2011 to 900 in 2015. The domestic market channel increased from four in 2012 to 35 in 2016 (e.g. café/ restaurants, hotels, petrol stations) and

export contracts increased from one in 2012 to 18 in 2016. As of August 2018, OVOP products are sold at 43 sales points in Bishkek and the other regions, and 34 business contracts have been signed with countries, such as Japan, the Netherlands, the Russian Federation and the United States of America, while sales at the OVOP Center in Bishkek for the first six months of 2018 were equivalent to approximately USD 30 500, an increase of 230 percent compared to the same period in 2017.<sup>37</sup> Notably, the Kyrgyz OVOP produced more than 1 500 items by 2018 through trial and error.<sup>38</sup> OVOP+1 (see Box II 2) was established in 2014 and increased sales consistently up to 2019, as indicated in Figure II 4, recording an equivalent to USD 470 000, nearing the breakeven point.

<sup>37</sup> See [https://www.jica.go.jp/kyrgyz/english/office/topics/180830\\_en.html](https://www.jica.go.jp/kyrgyz/english/office/topics/180830_en.html).

<sup>38</sup> See [https://www.jica.go.jp/publication/mundi/1808/201808\\_04.html](https://www.jica.go.jp/publication/mundi/1808/201808_04.html).

**Figure 6. Sales revenue from One Village One Product in Kyrgyzstan**



Source: Haraguchi (2021).

Note: KGS 1 was about USD 0.014 in 2019.

### **Box 3. OVOP+1 in Kyrgyzstan**

#### **Background**

Producers in rural areas, especially women, may have traditional skills; however, product development for high-end or foreign consumers, marketing and logistics are difficult tasks for them. They also may not have sufficient time to concentrate on business activities nor freedom of movement because of house duties.

As business development services (BDS) were underdeveloped in rural areas of Kyrgyzstan, the JICA project team found it necessary to implement OVOP without much reliance on government support functions. Following the establishment of the OVOP Association in 2011, which is comprised of producer community-based organizations, “OVOP+1” was established in 2014.

#### **What is OVOP+1?**

OVOP+1 is a registered public union based in Karakol, Issyk-Kul region, Kyrgyzstan. Acting as the intermediary between small-scale artisans and the global marketplace, OVOP+1 extends various business services to the OVOP Association, its member community-based organizations and the artisans, with the slogan “Pioneering spirit for sustainable development.” Currently, 28 young people are working for OVOP+1.

## Services of OVOP+1

Among the services offered to producers are product development, branding, marketing and sales, technical training and quality control, production, logistics, including input procurement, distribution and export and business matching. OVOP+1 acts as the window for business inquiries from buyers as well as for external assistance.



Currently, OVOP+1 operates two shops, in Karakol and in Bishkek (OVOP Center). These shops are also used for test marketing.

## Benefits to producers

Producers can concentrate on production activities in a flexible manner without worrying about other business aspects, such as marketing and logistics, which they are not adept at nor have time to concentrate on. They can choose any of the three work styles: (1) make products at home as they want for OVOP+1 to sell on a consignment basis; (2) work at community workshops in a flexible manner on a commission basis; or (3) work at a food factory and receive a wage. This flexible system has enabled the expansion of member producers and product lines.

## Issues

OVOP+1 needs to continuously strengthen its business support capacity, including in such areas as product development and marketing. Operational costs tend to be high as products are diversified and producers are scattered geographically.

Sources: Haraguchi (2021); IFC (2021); Interview with Haraguchi (26 October 2021).

Note: The figure was adjusted by the author based on Haraguchi (2021).

## ii. Business practice

**Armenia:** According to the endline survey conducted during January–February 2019, a total of 52 SMEs out of the 106 that participated in pilot activities implemented the OVOP method and improved their management and operational functions. A total of 48.1 percent of them increased their number of customers from 2016 to 2018. Those that had adopted the OVOP method performed better than those that had not.

**Ethiopia:** The OVOP groups learned how to approach buyers during marketing activities and how to display items and tend to customers at exhibitions.

**Kenya:** From the 202 OVOP MSMEs, 365 people attended the OVOP Business Development Seminar. Results from monitoring 82 groups in 2014 showed that 62 MSMEs continued recordkeeping, 39 calculated profit and loss, 39 improved packaging, 44 accessed BDS, 22 had products certified (or were in process to do so) by the standards bureau, and 43 expanded their market channels. In addition, 257 staff members from 135 OVOP MSMEs received technical training to improve their production techniques.

**Rwanda:** It was reported that 59 percent of the target groups received training on developing a business plan for the first time.

## iii. Exports

**Armenia:** Exports to the European Union, the Russian Federation, Singapore and the United States of America were either realized or planned by the end of the project and 20 new tourism products were prepared and introduced at expositions, which attracted inquiries from tour operators in Japan.

**Kyrgyzstan:** Sales of felt items, produced by 29 community-based organizations, to a global retail company of household and consumer goods based in Japan began in 2011. This sales arrangement marked the ten-year anniversary of the initiative in 2020. In 11 years until 2021, cumulative sales exceeded USD one million. OVOP+1 is striving to increase the share of exports, while reducing dependency on this major retailer, to achieve a 50:50 ratio between domestic sales and exports.<sup>39</sup>

**Malawi:** Baobab oil and honey are exported to Japan.

**Thailand D-HOPE:** An online virtual tour was sold to the Japanese market.

**Uganda:** Dried pineapple is exported to Japan, with the support from JETRO.

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<sup>39</sup> Kyrgyz OVOP products have been exported to approximately 20 countries, including, among them, France, Germany, Japan, and the United States of America (Haraguchi, personal communication, 2021). According to the interview with Haraguchi (26 October 2021), OVOP+1 sold ten tonnes of honey to Japan, in 2021. He considers the 50:50 share to be ideal, considering the risks associated with export markets (e.g. global pandemic and political instability).

## Cross-cutting aspects

### *i. Networking*

**Colombia:** A gathering among representatives of ten initiatives in Quindio department was organized to facilitate information- and experience-sharing.

**Dominican Republic:** Many events and regional festivals were organized. Initiatives were introduced to the Dominicans residing in the United States of America at the annual festival week of Comité Provincial de Puertoplateños USA (COPROPUSA).

**Ethiopia:** During the project, 77 OVOP partners were identified and listed, including service providers and buyers. In addition, 76.0 percent of the OVOP groups shared information with other groups and community members.

**Guatemala:** Following the case of El Salvador, networking among the municipal OVOP committees has led to the establishment of the national OVOP committee.

**Kenya:** A business service providers directory was prepared and used by the staff of the Ministry of Industrialization and Enterprise Development. Business matching events were organized, mobilizing 35 BDSPs.

**Mozambique:** A BDS directory, which also includes financial service providers, is updated every year and made available through an online database.

**Viet Nam:** Collaboration with 67 organizations and individuals were

made mainly on technological, marketing and public relations aspects. Site visits to 23 provinces were organized in order to disseminate project results.

### *ii. National brands*

**El Salvador:** OVOP national brand certification was launched in 2017. In 2018, a total of 82 3-star items, 244 2-star items and 56 1-star items (and one 0-star item) were certified.

**Guatemala:** OVOP national brand certification was introduced in 2019. In 2020, two 3-star items, 16 2-star items and 58 1-star items (and eight 0-star items) were selected from eight municipalities.

**Kyrgyzstan:** The OVOP Platform and brand committee was established in the Issyk-Kul, Naryn, Osh, Batken, Jalal-Abad and Talas regions by 2018. Brand logos were produced in six regions and 39 products were certified as of April 2019.



# ANALYSIS OF ONE VILLAGE ONE PRODUCT PROJECTS SUPPORTED BY THE JAPAN INTERNATIONAL COOPERATION AGENCY

## A. Objectives

The OVOP concept can contribute to a wide range of policy objectives, depending on the particular circumstances of the country and/or region. Puutio (2020) asserts that “with localized product development and export promotion at its heart, the OVOP programme has proven to be particularly flexible and adaptable to a wide range of policy objectives – ranging from rural poverty alleviation to brand agriculture and SME development – and operational settings with both developed to developing economies findings success under the OVOP movement.”

Uchikawa, a JICA expert, who has extensive experience with OVOP in Central America, argues that the difference of policy objectives becomes clearer if “One Village One Product Movement” is broken in into three elements: “One Village”, “One Product” and “Movement” (personal communication, 2021). In Oita prefecture, it is understood that the core value of OVOP is a movement driven by local people for the betterment of the

community, rather than a mere policy instrument.

In many other countries, however, OVOP is adopted as a policy measure to address particular issues. In Thailand (OTOP) and African countries, for example, economic aspect – i.e. “One Product” – is emphasized, whereby product development using local unique resources is expected to add value to the items, which have been underutilized, consumed as is or exported in raw form. This actually makes sense economically in order to raise the value added of the products produced in the community and increase household and national income, and is very important for less developed countries or regions where economic growth is an imminent, vital issue.

One Village One Product can be also used as a policy instrument to preserve and strengthen social values and community identity – i.e. “One Village” – particularly in areas that need to overcome such issues as social disintegration, urban/foreign migration and recovery from natural disasters or conflict.<sup>40</sup> This type of policy objective

**Table 4. Focus of Japan International Cooperation Agency-supported One Village One Product projects by policy motives**

Motives/approaches	Top-down	Bottom-up
“One Product” (economic)	① Structure and system Other: Human resource development, networking, provision of services, competitiveness	② Structure and system Other: Dissemination, human resource development, service provision, community development
“One Village” (social)	③ N/A	④ System and networking Other: Planning, entrepreneurship, structure, community development

Source: Author.

<sup>40</sup> Okabe pointed out in the interview (4 November 2021) that the D-HOPE approach was also effective in Bosnia-Herzegovina, which had experienced social divide between ethnicities. In 2016, D-HOPE was introduced to a group of people made up of different ethnic groups, and the local consultant engaged was initially uncertain about the effectiveness of the approach. However, the project successfully prepared programme catalogues in three target cities, and facilitated the participants to see the positive sides of their communities regardless of ethnicities.

is often apparent in Latin American countries, which have faced such issues while already having a certain capacity for product development.

These three aspects are not mutually exclusive. Even in cases in which the OVOP programme focuses on one aspect, it does not mean the other aspects are disregarded. Ultimately, one way or another, the three aspects are covered during the course of the implementation of the programme. Assistance extended by JICA is formulated by analysing the situation and policy goals of the partner countries based on the request for cooperation. Reviewing project objectives of JICA-supported OVOP projects, as summarized in Table III 1, indicates that establishing the governance structure and exploring the implementation model/system tend to be the main themes when the OVOP approach is utilized to deal with the economic aspect. In contrast, when the policy focus is inclined to the social aspect, establishing the implementation model/system and promoting networking are stressed to a greater degree. It makes sense that involvement and networking among stakeholders are critical to address social issues, as exemplified in D-HOPE and CBT, both of which pay more attention to people than the governance structure.

## B. Alignment with the strategic policy framework

In each country, OVOP is aligned with the policy framework in order to address development priorities. First, OVOP is not implemented unless it meets the government agenda, as OVOP has been predominantly introduced in a country through government officials. OVOP may be construed as a measure that contributes to the national or sector agenda without specifically describing it.<sup>41</sup> However, after demonstrating its effectiveness, OVOP may be recognized as a specific policy measure to achieve the intended goals of the national or sector policy/strategy or plan. For example, in Colombia, the National Development Plan (Plan Nacional de Desarrollo) 2010–2014 and 2015–2018 included OVOP as one of measures for local development. In Kenya, OVOP was prioritized under the Vision 2030 Medium Term Plan 2008–2012 and 2013–2017 as a flagship programme for industrialization. Other examples are provided in Table III 2.

El Salvador has taken the lead over other countries by formulating its OVOP national policy in October 2016.<sup>42</sup> Malawi stipulated the OVOP National Strategy, which covered the period 2014–2019. Sometimes OVOP may be included in the regional plan first, before being adopted in the national plan. In Kyrgyzstan, according to JICA (2011, 2017a) and personal communication

<sup>41</sup> Okabe pointed out in the interview (4 November 2021) that the D-HOPE approach was also effective in Bosnia-Herzegovina which had experienced social divide between ethnicities. In 2016, D-HOPE was introduced to a group of people made up of different ethnic groups, and the local consultant engaged was initially uncertain about the effectiveness of the approach. However, the project successfully prepared programme catalogues in three target cities, and facilitated the participants to see the positive sides of their communities regardless of ethnicities.

<sup>42</sup> Probably this is the first of its kind in the world, according to Uchikawa (11 October 2021).

**Table 5. Policy documents in which One Village One Product is reflected**

Policy document	Country (title)
National medium-term plan	Colombia (National Development Plan), Ethiopia (Growth and Transformation Plan: GTP), Kenya (Medium Term Plan), Kyrgyzstan (Kyrgyz Republic Sustainable Development Program), El Salvador (Five-Year Development Plan)
Sector policy/strategy	Guatemala (action plan of MINECO), El Salvador (OVOP strategy of MINECO), Mozambique (SME Development Strategy), Nigeria (National Economic Empowerment and Development Strategy), Peru (medium-term plan of MINCETUR), Rwanda (SME Development Policy)
OVOP national policy	El Salvador
OVOP national strategy	Malawi

Source: Compilation by the author.

with Haraguchi (2021), the Issyk-Kul regional government stated the “necessity of expansion of the OVOP movement” as a crucial activity in its Strategic Development Plan in response to Government resolution P-172, adopted in March 2010. After that, OVOP was included in the Kyrgyz Sustainable Development Program 2013–2017. The Concept of Regional Policy of Kyrgyzstan for 2018–2022 regards OVOP in Issyk-Kul as a successful social platform for female entrepreneurship, and advocates scale-out to the other regions.

### C. Target population

The target population of OVOP projects depends on the situation and policy goals of the respective country or region. As OVOP is usually expected to address local business

development issues, business entities are targeted. Typically, the programme is designed for MSMEs, cooperatives and associations, as in the cases of Colombia, Kenya, Malawi and Mongolia.<sup>43</sup> When the objective is more inclined to value addition to farm produce, farmer groups and their cooperatives are also covered. Such examples are found in Ethiopia, the Lao People’s Democratic Republic and Uganda.

When the main responsible organization is the ministry or agency in charge of industry or MSME promotion, the main target of the programmes may be centred on MSMEs, although associations and cooperatives may be also targeted in consideration of the situation in the rural areas. In addition, when tourism is not included in the scope of the sectoral ministry in charge, it may not be given much attention, unless coordination with the ministry in charge of tourism is made or tourism

<sup>43</sup> Okada (interview on 14 October 2021) is of the view that a family business can function better than cooperatives and associations in terms of business management. While cooperatives and associations are susceptible to disagreement and sabotage among members, a family business is relatively cohesive and swift to make decisions.

stakeholders are actively involved in the planning and implementation activities.<sup>44</sup>

Whether informal businesses are included depends on the objective and scope of the programme. For example, if export promotion is part of the policy objective, informal businesses are not included, as they are not able to fulfil various regulatory requirements, as was the case in Armenia. In addition, when a project is designed to provide a loan or an in-kind subsidy, such as construction of a building or provision of equipment, the target groups must be registered one way or another, as observed in Ethiopia and Malawi.

In socially oriented OVOP projects,

target groups tend to be expanded, or not restricted to business entities. For example, in El Salvador, informal groups are also targeted along with enterprises and cooperatives, although individual persons are not targeted and are supposed to form a group.<sup>45</sup> In Argentina, the target population includes cooperatives, networks of individuals, informal groups and individuals who are engaged in economic activities.<sup>46</sup> When the D-HOPE approach is adopted, the programme covers an even wider population, as it generally targets community residents in addition to business entities. In Table III 3, the target population along with policy motives and main implementing organizations are summarized.

**Table 6. Target population of selected One Village One Product projects**

Country	Orientation	Main implementing organizations	Target beneficiaries
Argentina	Social	Ministry of Social Development (MDS), Social Economy Secretariat	Social economy groups and popular economy
Armenia	Economic	Small and Medium Entrepreneurship Development National Center of Armenia (SMEDNC)	SMEs and entrepreneurs
Colombia	Social	National Department of Planning (DNP) Changed to National Training Service (SENA)	Producer groups, such as community-based organizations and cooperatives, and enterprises
El Salvador	Social	National Commission of Micro and Small Enterprises (CONAMYPE) Ministry of Economy (MINECO)	Enterprises, cooperatives, informal groups

<sup>44</sup> In Ethiopia, focus on the tourism sector by the Ministry of Agriculture has been limited. However, in El Salvador, tourism stakeholders, such as tour operators, have actively participated in OVOP committees at the municipal level.

<sup>45</sup> Interview with Uchikawa (11 October 2021)

<sup>46</sup> Social economy groups (Economía Social: ES) include cooperatives, producers networks and informal groups engaged in production/service activities with emphasis on mutual assistance and participation. Popular economy (Economía Popular: EP) includes individuals engaged in economic activities.

<b>Country</b>	<b>Orientation</b>	<b>Main implementing organizations</b>	<b>Target beneficiaries</b>
Ethiopia	Economic	Ministry of Agriculture (federal level) Bureau of Agriculture (regional level)	Farmer groups, cooperatives
Kenya	Economic	Ministry of Industrialization and Enterprise Development (MOIED)	Cooperatives, community-based organizations self-help groups, registered enterprises (Altogether referred to as "OVOP MSMEs")
Kyrgyzstan	Economic	Issyk-Kul Oblast state government Ministry of Economy (Department of Strategic Planning and Regional Development)	Community-based organizations, business associations, cooperatives, local enterprises, producers/ farmers (open to any person who wants to engage in production activity)
Lao People's Democratic Republic	Economic	National Economic Research Institute (NERI) under Ministry of Industry and Commerce (MIC)	Farmers, MSMEs
Malawi	Economic	Ministry of Industry and Trade (MIT) (transferred from MLGRD in 2009)	Cooperatives, community-based organizations, associations
Mongolia	Economic	SME Agency and Ministry of Labour	Enterprises, cooperatives, individuals
Nigeria	Economic	Federal Ministry of Commercial and Industry, SMEs Development Agency of Nigeria (SMEDAN)	MSMEs, cooperatives, Community-based organizations
Uganda	Economic	Ministry of Trade, Industry and Cooperatives (MTIC) and Ministry of Tourism, Wildlife and Antiquities (MTWA)	MSMEs, farmer groups
Zambia	Economic	Ministry of Commerce, Trade and Industry	MSMEs

Source: Compilation by the author.

## D. Products/services

In contrast to a common misunderstanding about OVOP that one locality should focus on one specific product, products and services under OVOP are diverse. Table III 4 provides a list of examples in three categories: agricultural/food; non-agricultural; and cultural. Agricultural or food products are more common than non-agricultural items and services, including cultural events.

Cultural products are often associated with community development and CBT, as observed in Latin American countries and the Dominican Republic where ONPAKU and the D-HOPE approach have been utilized. A case from the Dominican Republic is explained in Box III 1. No cultural products/services have been identified in Africa under OVOP, which may be

primarily because value addition on raw commodities has been the imminent issue of the governments and partly because the main implementing organizations are not in charge of culture or tourism.<sup>47</sup>

Each OVOP programme sets its own criteria for the selection or acknowledgement as OVOP products/services. The most fundamental criterion adopted widely is the use of local resources, which is probably the primary distinctive factor, as compared to non-OVOP products/services. The other criteria vary across respective programmes according to the policy goals and development status of the target population, such as value addition, quality (e.g. palatability, appearance and certification), design, export potential, branding, historical and cultural background, business experience, organizational and operational management and impact to the community.

**Table 7. One Village One Product products/services (examples)**

Country	Agricultural/food	Non-agricultural	Cultural
Bhutan (D-HOPE)	Tea, cooking/food processing (buckwheat noodles, local food, pickles, etc.), mushroom cultivation	Handicrafts	Weaving/knitting, painting, homestay
Colombia	Cheese, vegetables, food and beverage	Handicrafts, ceramics	Community tourism, agrotourism, sports tourism, bird watching
Dominican Republic	Agroproducts used in CBT (cacao, juice, black sugar, coffee)	Amber accessories	Tour products (chocolate making, community tour, music experience, etc.), international food fair

<sup>47</sup> It does not mean that cultural products/services cannot be developed and/or demanded in Africa. For example, coffee ceremony is a popular cultural product in Ethiopia. Coffee tours are offered in Kilimanjaro region in the United Republic of Tanzania (<https://www.theworldinmypocket.co.uk/take-a-kilimanjaro-coffee-tour-in-moshi-marangu-coffee-plantations/>). In any case, demand and location factors, thus viability, should be considered well, although the latter may be overcome by digital technology such as online or virtual tours which have been demonstrated by the Project for Community-based Entrepreneurship Promotion in Thailand.

Country	Agricultural/food	Non-agricultural	Cultural
Kenya	Honey, milk products, dried fruits, banana juice, flour and confectionery, rabbit meat samosa	Handicrafts (e.g. sisal bags, soapstone ornaments, horn items), soap and lotion, herbal products, leather products	-
Kyrgyzstan	Honey, jam, juice, pickles, dried fruit, mushroom, confectionery	Handicrafts (felt, carving, basket, leather products, metal items, handmade paper, etc.), herbal soap, cream	-
Lao People's Democratic Republic	Banana powder, hoi hom, rattan shoot, rice products (whisky, flour, khao khum), beef jerky, ancient salt, drinks, honey, beeswax, fermented feed	Rattan products, textiles, incense (joss stick)	-
Mozambique	Agriculture (vegetable, fruits, livestock, etc.), fish farming, agroprocessing (aloe vera extract, juice, coconut oil, etc.)	Bricks, ceramics, wood carving, metal processing	-

Source: Compilation by the author.

#### Box 4. Seafood in Maimón, Dominican Republic

Seafood in Maimón municipal district of San Felipe de Pureto Prata is certainly delicious, but the restaurants along the roads had a uniform menu and it did not make much of difference wherever people went to eat. Accordingly, the objective of the pilot project was to offer a more pleasurable cuisine. The concept of the pilot project was to satisfy the customers with high-quality cuisine with flexibility attuned to the tastes of the individual customers, using fresh, high-quality and safe local ingredients.

To that end, the concept of "Only One Cuisine" was adopted for each restaurant. With the support of National Institute of Technical Vocational Training (INFOTEP), training covering food management, customer service pest management, organic farming and greenhouse farming was offered to farm producers one after another. A chef from Santiago was also invited to work on the development of one-of-a-kind dishes. The efforts paid off. All participating restaurants have created "only one dish" by achieving fusion of agricultural produce and seafood originated in Maimón. Accordingly, the catalogue of "Only One Cuisine" under creation includes not only the introduction of dishes and restaurants, but also the introduction of local farmers and fishermen who make (or catch) the ingredients used.

Source: JICA (2013).

It is common to diversify the product line up from a single commodity. Examples in Kyrgyzstan for bee products and sea buckthorn are presented below. According to a publication by JICA,<sup>48</sup> sea buckthorn produces nutritious fruits, but picking them from the thorny plant is cumbersome. Kyrgyz OVOP has created a system to collect fruits in a large quantity and developed many products to maximize utilization and capture different consumer demands. Package design is developed in a way to appeal to health-conscious users in Europe. Some of the products made from sea buckthorn are jam, juice, cream, oil, soap and massage salt, which utilizes residue from oil extraction. Similarly, honey produced in Kyrgyzstan used to be from miscellaneous sources and monofloral honey was not produced.

Now, monofloral honey is produced from esparcet (sainfoin), which is highly popular among foreigners for its white colour and delicate aroma. As a result, honey production in Kyrgyzstan increased from 70 000 tonnes to 120 000 tonnes annually. Other than natural honey, honeycomb, bee pollen and propolis have been produced.

## E. Governance structure

### i. Main implementing organization

Main implementing organizations are described in appendix D. As shown in Table III 5, an OVOP project is usually implemented or managed by

**Table 8. Main implementing government institution by type**

Type	Line ministry	Country
Sectoral	Agriculture	Ethiopia, Viet Nam
	Agriculture	Agriculture
	Economic/trade/industry/SME	Armenia, Bhutan, Costa Rica, Dominican Republic (OVOP), El Salvador, Guatemala, Kenya, Lao People's Democratic Republic, Mozambique, Nigeria, Rwanda, Senegal, Zambia
	Trade and tourism	Peru
	Tourism	Dominican Republic (TURISSOP)
Coordinating	Overarching/Regional/ Cross-cutting	Argentina, Chile, Colombia, Honduras, Namibia, Nicaragua, Thailand
Shift from coordinating to sector		Kyrgyzstan, Mongolia (from local government to national (Economic)) Malawi (from regional administration to economic) Rwanda (from development authority to economic)

Source: Compilation by the author.

<sup>48</sup> See [https://www.jica.go.jp/publication/mundi/1808/201808\\_04.html](https://www.jica.go.jp/publication/mundi/1808/201808_04.html).

<sup>49</sup> Ministry of Agriculture and Rural Development (MARD), Ministry of Commerce, Industry and Tourism (MINCIT), Ministry of Culture (Min.Cultura), Social Prosperity (PS), National Training Service (SENA), Handicrafts of Colombia (ADC), Solidarity Organizations (OS), and Colombian Presidential Agency of International Cooperation (APC).

a sectoral ministry. In some cases, the main implementing organization is changed, typically the result of government restructuring. In Malawi, OVOP was assigned to the ministry in charge of agriculture in the beginning but soon changed to the Ministry of Local Government and Regional Development in 2005, and to the Ministry of Industry and Trade (MIT) in 2009. In Rwanda, OVOP was introduced by the Rwanda Development Board. When the mandate for MSME development was transferred from the Rwanda Development Board to the Ministry of Trade and Industry (MINICOM) in 2013, OVOP was also transferred to the Ministry of Trade and Industry. Additionally, when OVOP evolves from pilot regions to nation-wide expansion, it may be relevant to change the leading organization. For example, in Colombia, National Department of Planning (DNP) was in charge of OVOP at the national level to coordinate the other eight institutions.<sup>49</sup> As activities at the municipal level become more mature and scale-out to the other geographical areas were planned, it became more relevant to pass over the coordinating function to an organization that had nationwide coverage, personnel and a budget, along with a human resource development function.<sup>50</sup>

In the case of Kyrgyzstan, OVOP was

introduced as a pilot project in the Issyk-Kul region in 2006. The main implementing organization was the regional government. Acknowledging the effectiveness of OVOP as a local economic development approach, the Government of Kyrgyzstan decided to disseminate it nationwide in the current third phase of the OVOP project. Accordingly, the project is now led by the Ministry of Economy of the national government.<sup>51</sup> Mongolia also took a similar pattern after the pilot phase in a province.

## **ii. Approach**

Indonesia, Ministry of Cooperatives and SME (2014) classifies OVOP programmes according to motives (economic or social) and approach (top-down or bottom-up). Characteristics of each quadrant are explained in Table III 6.

Based on these classifications, the author categorized OVOP projects supported by JICA in Table III 7 according to inclination to each quadrant. Many African countries started OVOP using a top-down approach. Among them are the countries that had a decentralized administrative system and tended to delegate the authority to the local levels as OVOP began the implementation phase. Such countries include Ethiopia and Nigeria, which employ the federal

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<sup>50</sup> National Training Servicer (SENA) succeeded the coordinating role from 2018. Whereas the National Department of Planning (DNP) exists at the central level only, SENA has national coverage with 33 regional offices and 117 training centres. According to the interview with Matsuki (9 November 2021), SENA is a prominent training institutions in Latin America, and is organized and equipped well with financial strength partly because of the necessity for job creation in the post-conflict era. Furthermore, setting up OVOP courses as curricula of SENA to nurture instructors and community leaders is a solution to prevent stagnation which may arise from the frequent change of government staff.

<sup>51</sup> Within the ministry, Department of Strategic Planning and Regional Development is overseeing the overall implementation. However, implementation at the regional level is overseen by the respective state government.

**Table 9. Characteristics of the One Village One Product programmes by motives and approaches**

Motives/approaches	Top-down	Bottom-up
"One Product" (Economic)	❶ It tends to develop outstanding products if business support is abundant and producers are capable. It is relatively less sustainable than bottom-up initiatives by local people.	❷ Initially, OVOP was started as top-down, but lack of support capacity shifted the driving force to the local community. It can be more sustainable if the capability and motivation of the local population are high.
"One Village" (Social)	❸ Success is measured by social indicators, such as "happiness." It can be sustainable if dependency mindset of local people shifts to a more independent one.	❹ Success is measured by social indicators such as "happiness." It can be sustainable if the livelihood of local people, including economic well-being, is improved.

Source: Adjusted by the author based on Indonesia, Ministry of Cooperatives and SME (2014).

system, and Kenya, which shifted to the county government system in 2013 (quadrant two). Another factor is that, when the support capacity of the central government is relatively limited, implementation has to come down to the local level as a natural consequence.

One Village One Product may continue to be relatively top-down (quadrant one) in smaller countries where the physical and mental distance between central government and local government is closer.<sup>52</sup> However, the top-down approach may need to be taken if the capacity of local government is weak.

Projects under the social motive with the top-down approach (quadrant three) are not identified among JICA-supported OVOP projects. In contrast, several countries use the bottom-up

approach (quadrant four). Uchikawa during his interview on 11 October 2021 asserts that, generally speaking, Central American countries had taken the top-down approach; however, as it is more beneficial that community people take the leading role rather than the government, be it central or local,<sup>53</sup> the approach taken has been shifted to bottom-up. Therefore, the nature of the bottom-up approach taken in Central America is somewhat different from that in Africa, where initiatives may still be top-down in nature but just delegated from the central government to the local level. The projects that utilize CBT or D-HOPE/ ONPAKU methods are also classified in quadrant four. In Colombia, El Salvador and Guatemala, various stakeholders, such as producer groups, NGOs, local government and the tourist bureau, comprise the OVOP committee at the

<sup>52</sup> Matsuki in his interview (9 November 2021) points out the contrary to this notion in case of Colombia.

<sup>53</sup> To support this notion, Matsuki (9 November 2021) points out that the case of Cauca department in Colombia where five ex-trainees in Japan have led the local tourism initiative. Four of them are in the private sector, and one of them works for a tourist bureau. They have driven the initiative proactively to build consensus on an action plan among community people, including traditional authorities. They have also promoted local branding, created a logo and a slogan, and even facilitated the local government to put the logo in its official documents.

**Table 10. Classification of One Village One Product projects supported by the Japan International Cooperation Agency by motives and approaches**

Motives/approaches	Top-down	Bottom-up
"One Product" (economic)	<p>❶ Asia: Armenia.</p> <p>Africa: Malawi, Rwanda, Senegal, Uganda.</p> <p>Latin America: Honduras (OTOP).</p>	<p>❷ Asia: Kyrgyzstan, Lao People's Democratic Republic, Mongolia, Viet Nam,</p> <p>Africa: Ethiopia, Kenya, Mozambique, Namibia, Nigeria, Zambia.</p> <p>Latin America: Chile.</p>
"One Village" (Social)	<p>❸ N/A.</p>	<p>❹ Asia: Bhutan (D-HOPE), Japan, Thailand (D-HOPE).</p> <p>Latin America: Colombia, Dominican Republic (TURISOPP), El Salvador, Guatemala, Honduras (OVOP), Nicaragua (D-HOPE).</p>

Source: Author.

Note: The countries shown in bold are least developed countries. The other countries are middle-income countries (either lower or upper) based on the OECD-DAC list for 2021 except for Chile, which is a high-income country.

municipal level and drive the initiative. This type of structure operated in a PPP at the local level, with strong leadership of the community people and private local businesses, is probably the most authentic bottom-up way to the original OVOP in Oita prefecture. Nonetheless, the existence of a strong, capable civil society is probably a necessary condition for this model to function sustainably.

### **iii. Governance system**

Structures vary among countries. Examples from Colombia and Kenya are provided in Figure III 1. Commonly, an interministerial committee is established at the national level with a secretariat within the main implementing organization. Depending on the local government structure, a

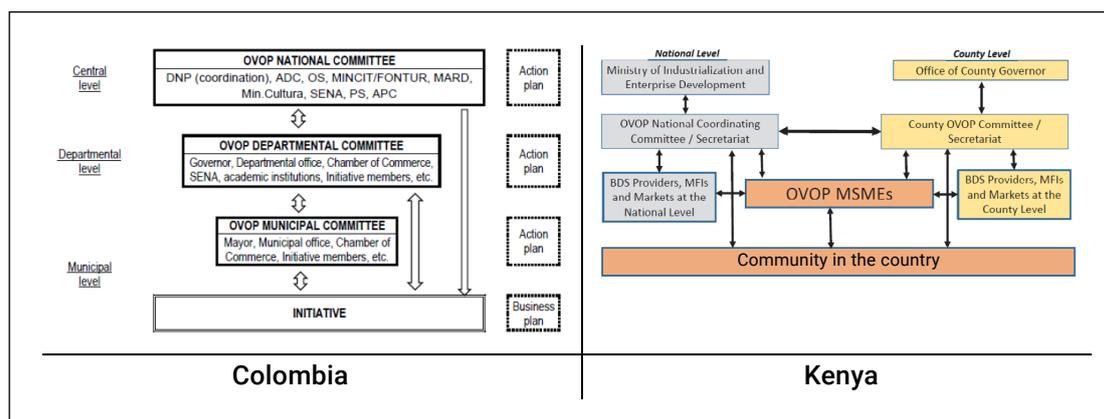
similar committee is established at the regional and/or district level. In some countries, such committees are made up of the public sector only when it is perceived that the private sectors are not organized or well represented, such as in Ethiopia. The Government of Malawi assigned officers to support OVOP groups at the district level in order to strengthen its local administrative capacity.<sup>54</sup> In the other countries, committees involve the private sector (e.g. Colombia and the Dominican Republic). In Colombia, OVOP committees at the department (regional) level were established in five departments in 2020, as well as in six committees at the municipal level. In Kyrgyzstan, regional platforms between public and private sectors were established in five regions, chaired by the deputy governor, with donors and NGOs among the members.

<sup>54</sup> An assistant cooperative liaison officer (ACLO) has been assigned to the district level since 2008 in order to monitor and support OVOP groups as a facilitator. The title of ACLO was changed to assistant district trade officer (ADTO) after completely being incorporated into the government system, according to JICA (2019a).

As mentioned earlier, PPP is prevalent in El Salvador, where 56 municipalities established OVOP committees in 2018, involving producers, local government and NGOs, among

others. Guatemala has also followed suit, as explained in Box III 2. Both countries have established a national umbrella body of municipal OVOP committees.

**Figure 7. Organizational structure of One Village One Product project (Colombia and Kenya)**



Sources: OVOP Secretariat (2014); JICA (2017b).

**Box 5. Organizational structure of the One Village One Product committee in Guatemala**

The OVOP committee is made up of five individuals representing the public, private, productive and civil society sectors. Within the committee, three secretariats are set up, each of which, in turn, is comprised of people representing various entities that can link institutional actions and resources within the action plan for the implementation of OVOP in the territory.

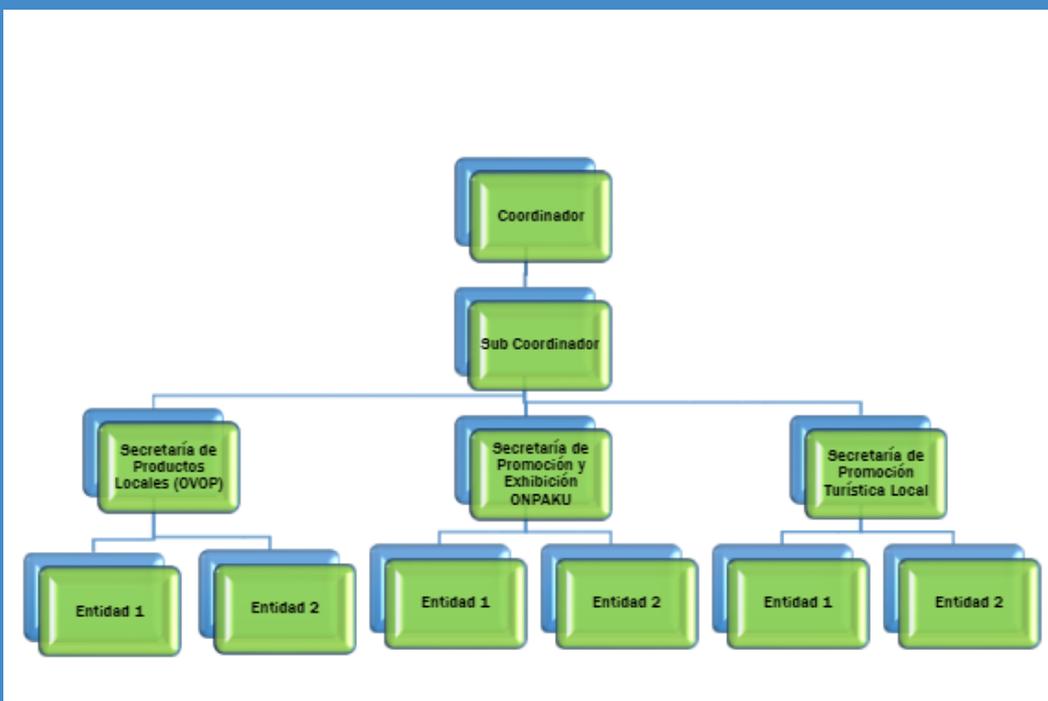
Each of the five members must be dynamic people and each one has specific function, as follows:

- Coordination of the committee;
- Subcoordination of the committee;
- Coordination of the matters related to local products under the model (OVOP);
- The coordination of the promotion and exhibition theme (ONPAKU); and
- Coordination of the topic of local tourism promotion (SARUKU).<sup>55</sup>

<sup>55</sup> SARUKU originated in Nagasaki, Japan. According to CONAMYPE (2017), SARUKU is intended to let people know the representative sites of the areas by designing tourist routes to attract the attention of visitors. Among its characteristics are (1) treating the entire city or community as a pavilion that can be visited; (2) creating the systems and mechanisms that help visitors enjoy more as they walk through the city or community; (3) discovering hidden resources; and (4) taking advantage of the strengths of the tourist place. It includes three modalities: guided visits; unique experiences of the place; and gourmet gastronomic experiences that characterize the place.

The secretariats are organized for three themes (OVOP, ONPAKU and SARUKU) respectively. A secretariat is an alliance of public–private entities, led by the coordinator of each secretariat and may include the entities that are necessary, as long as they have contemplated the execution of their own actions (or investments) that can be framed within the action plan to implement OVOP. Allied entities may have a permanent role for a defined (or indefinite) period of time, that is, they may join (or withdraw) according to their conditions.

The organization chart below (by way of illustration) includes two entities per secretariat; however, as mentioned above, the secretariats may be constituted by as many entities as necessary. If the territory is a municipality, it is suggested that the coordinator of the OVOP committee be the head of Municipal Office of Local Economic Development (OMDEL). On the other hand, the coordinators of each secretariat must assume the leadership role; however, depending on the conditions of each one, the coordination of the secretariats may be rotated among the members of the secretariat, in order to give the option of replacement when necessary. When integrating the entities, such as NGOs or cooperation organizations, into the secretariats of the committee, it is necessary to take into account the natures of these entities. That is, as their work is usually based on programmes and projects, it is likely that they will end their participation in a secretariat when the programme (or project) ends. Accordingly, there must be flexibility regarding their entry and exit within the secretariats as well as their responsibility during engagement.



Source: MINECO (2014).

#### iv. Guiding documents

Operational guidelines or manuals are prepared in most countries: e.g. the Dominican Republic (Guidelines for sustainable community tourism and Operational Manual), Ethiopia (OVOP Implementation Guidelines), Kenya (OVOP Strategic Plan and OVOP Operational Guidelines), and Mozambique (CaDUP Guideline).<sup>56</sup> In Colombia, based on the concept document prepared in 2015 and the strategic paper updated in 2020, 13 guidelines/manuals were prepared and/or updated in 2020.<sup>57</sup>

In Senegal, OVOP guidelines were updated three times during the project period to reflect the lessons learned from pilot projects and the reality of the operation. Similarly, in Mozambique, the CaDUP Guideline was improved every year. The CaDUP Operation Manual (video) and the SME Support Kit were prepared as well, both of which were developed by incorporating the perspectives of actual users who interacted with the OVOP group participants. The video is easy to use,<sup>58</sup> and the support kit contains a quick guide to check the business operation status of the clients. It is also good practice to produce a BDS directory that contains the information of BDS and financial service providers, update it every year and make it available through an online database.

#### F. Monitoring and evaluation

Monitoring and evaluation (M&E) is usually described in the guiding document of the OVOP programme. In the case of Ethiopia, quarterly field monitoring was conducted by technical committee members from federal and regional levels. The annual review meeting was also organized to discuss the achievements and issues among OVOP groups, government officials and partners. In Kenya, the project team monitored the business performance of OVOP groups at the occasions of training, exhibition and other activities.

A baseline survey and an impact survey are commonly conducted in the project. Monthly monitoring is also conducted and reported by project-hired staff or by a local committee. To ensure sustainability, in El Salvador, the role of collection and compilation of monthly data on sales, cost of goods, profit and other financial information was transferred from the JICA expert to CONAMYPE staff by 2018. Submission through either the Intranet system or email (Excel spreadsheet) is designed to accommodate the regional situation of the system availability. It is notable that 50 municipalities are already submitting data regularly, though not all municipalities are doing so yet. It is also remarkable that the submission rate is added to the selection criteria for the OVOP national brand in

<sup>56</sup> CaDUP is the abbreviation of "Cada Distrito Um Produto" (Each District One Product).

<sup>57</sup> The website of SENA ([https://www.sena.edu.co/es-co/sena/Paginas/ovop\\_colombia.aspx](https://www.sena.edu.co/es-co/sena/Paginas/ovop_colombia.aspx)) provides them in Spanish.

<sup>58</sup> Similarly, in Bhutan (D-HOPE), an animation video was made in order to sensitize community people about the D-HOPE approach. Illiteracy is a major issue in the rural area of Bhutan.

order to encourage submission. In Armenia, monitoring of client SMEs is conducted by the regional offices of the implementing organization either by a direct visit or by phone. This was made possible by the appointment of staff in charge and the training of the regional office staff. Data are reflected into the SME database centrally, and used for business matching.

Nonetheless, monitoring is sometimes complex and arduous in developing countries. In many African countries, bookkeeping is still not practiced widely among MSMEs. In the case of Kyrgyzstan, revenue data of each member community-based organization were captured until around 2016; however, as the number of the member organizations increased, it was ceased due to a credibility issue and the heavy workload required to cover many community-based organizations.<sup>59</sup> In Colombia, collecting business data is challenging due to a number of factors.<sup>60</sup> First, there are many producers/businesses involved in each initiative, so the transaction cost associated with data collection is high and it is difficult to ensure accuracy. Second, producers/businesses are reluctant to release information related to sales and profit without any incentive. Third, when the number of initiatives increases, tracking the data from the initiatives becomes an exhausting task. According to Matsuki, who served in the OVOP project in Colombia, checking the number and profile of initiatives annually may be a realistic option (personal communication, 2021). Compiling such

data into a map, disseminating stories, etc. may effectively stimulate positive competition among initiatives.

In the D-HOPE approach, evaluation is built in its procedures. As shown in Figure II 1, the objective of the Strategic Workshop IV was to review the implementation of the exhibition in a participatory manner through photo elicitation and discussion.<sup>61</sup> Participants also share their experiences and know-how, and plan for future action.

Findings and lessons obtained through M&E are often used in knowledge sharing. Box III 3 provides some examples of knowledge sharing related to OVOP.

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<sup>59</sup> Interview of Haraguchi (26 October 2021).

<sup>60</sup> Interview with Matsuki (9 November 2021).

<sup>61</sup> Utilizing photos taken during D-HOPE event reminds the participants of their achievements, while such visualization deepens reflection and learning.

## Box 6. Examples of knowledge sharing

### Among domestic stakeholders

Chile: Knowledge communities were formulated. The members gather useful and practical knowledge and experiences from the training in Japan, and share them among members. The manual “Territorial Economic Development” was prepared, which included examples and hints identified during the project.

El Salvador: OVOP lessons and examples were compiled and published in March 2018 as “Libro OVOP” (OVOP Book) and “Video OVOP” (OVOP Video), to showcase OVOP to the producers and the general public.<sup>62</sup>

Mozambique: The knowledge and experience of CaDUP were shared among the districts in five target provinces through a dissemination seminar (June 2016) and a follow-up seminar (August 2016), and among ten provinces in the CaDUP National Seminar in October 2016.

Viet Nam: A case study report and practical manual were developed and disseminated to all 64 provinces.

### Among international stakeholders

International seminars and conferences were organized. Oita prefecture initiated the Asia Kyushu Regional Exchange Summit in 1994 with Asian countries. The Government of Japan organized several seminars and conferences in conjunction with the Development Initiative for Trade, along with the Asian Productivity Organization.

Interregional interaction also increased in the 2010s. Non-Asian countries, such as Kenya, participated in the OVOP seminar in Viet Nam, held in 2010. In 2011 and 2012, Thailand hosted an international OVOP seminar, which was attended by Ethiopia, Guatemala and other non-Asian countries, and Khon Kaen University invited four African countries to an OVOP seminar in December 2011. In 2019, Viet Nam established “International One Village One Product Partnership (IOVOP)” as a non-profit, NGO with the objective to connect the talented and committed organizations and people globally to support the sustainable development of local communities through OVOP promotion, covering five different product groups: handicrafts, foods, beverages, herbs and natural cosmetics, and CBT.<sup>63</sup> In addition, in 2019, IOVOP organized an international OVOP conference and exhibition in Ho Chi Minh City, Viet Nam.

Indonesia took the lead in conducting a fact-finding, comparative study and workshop on the experiences and good practices of OVOP in ASEAN and

<sup>62</sup> See <https://diarioroatan.com/jica-apoya-5to-encuentro-de-comites-un-pueblo-un-producto-en-el-salvador/>.

<sup>63</sup> See <https://iovop.org/mdl/home/action/aboutus>.

Japan. Funded by the Japan–ASEAN Integration Fund (JAIF), the basis of the study was to prepare the guidelines on how to implement an OVOP programme.<sup>64</sup> It was endorsed by ASEAN member countries in 2014.

In Africa, JICA organized an international seminar for African countries in Malawi in 2008. Similar regional seminars were also held in 2010 and 2012 in Kenya. In addition, Kenya hosted a third-country training programme for 11 African countries three times between JFY2018 and JFY2020.<sup>65</sup>

Latin America and the Caribbean countries have been actively sharing knowledge among Spanish-speaking peers. JICA has assisted in organizing many seminars and trainings since 2012, while study visits are organized frequently. In addition, the Government of Luxembourg financed knowledge sharing seminars in 2018 and 2019 among five Central American and the Caribbean countries. Knowledge sharing is more frequent in Central America, particularly in El Salvador, Guatemala and Honduras, than in South America, but for example, Argentina is learning from Colombia through various manuals prepared by the Colombian OVOP and a training held in Colombia. Ecuador also received Colombian experts to conduct training in the northern part of the country.

The Japan International Cooperation Agency has prepared several knowledge packages concerning OVOP. Aside from various reports on the respective projects accessible from the JICA Library website,<sup>66</sup> visual aid materials were prepared and are accessible to the general public from the JICA-Net Library website and its YouTube website. The most recent publication “One Village, One Product Movement – The Challenge of Community Revitalization” was released in September 2021 in Japanese, English and Spanish.

JICA Library	<a href="https://libopac.jica.go.jp/top/index?method=change&amp;langMode=ENG">https://libopac.jica.go.jp/top/index?method=change&amp;langMode=ENG</a>
JICA-Net Library	<a href="https://www.jica.go.jp/english/our_work/types_of_assistance/tech/projects/distance.html">https://www.jica.go.jp/english/our_work/types_of_assistance/tech/projects/distance.html</a> <a href="https://www.youtube.com/c/JICANetLibrary">https://www.youtube.com/c/JICANetLibrary</a>
“One Village, One Product Movement – The Challenge of Community Revitalization”	<a href="https://www.youtube.com/watch?v=JZjov6oQ0m8">https://www.youtube.com/watch?v=JZjov6oQ0m8</a> (full version in English)

Source: Compilation by the author.

<sup>64</sup> Available at <https://asean.org/wp-content/uploads/2012/05/3.-OVOP-Guidelines.pdf>.

<sup>65</sup> Participating countries were Botswana, Ethiopia, Madagascar, Malawi, Mozambique, Namibia, Nigeria, Senegal, United Republic of Tanzania, Uganda and Zambia. A follow-up visit was made to Botswana, Mozambique and Namibia. In addition, officials from county governments in Kenya also participated.

<sup>66</sup> More documents are available in Japanese than in English.



IV

# PROCESS, INTERVENTIONS AND GOOD PRACTICES

## A. Flow

Each project is designed differently, according to the context of each country. When the OVOP concept is introduced, government officials often have a general viewpoint on how OVOP can address the particular issues of their country, and need to begin by

sensitizing fellow and higher officials. In addition, as the concept is a new idea or method, pilot projects tend to be conducted in selected locations prior to nationwide implementation. A JICA project usually goes through the process shown in Figure IV 1.

**Figure 8. Typical flow of a One Village One Product project**



Source: Compilation by the author.

### ***i. Sensitization***

Sensitize OVOP concept to the government officials. Normally, this is carried out by organizing a seminar or workshop. A concept note may be drafted by the initiator(s) to guide the discussion on such topics as the policy goals, target population, approach and governance framework.

### ***ii. Governance***

Assign responsible institution(s), section(s) and/or persons to lead OVOP implementation. It is common to establish the implementing structure, such as committees among related institutions, and worthwhile to involve various stakeholders, including the private sector and representatives of the target population.

### **iii. Conceptualization**

Decide the objectives and approach of OVOP in the country among the stakeholders involved in the previous step. There were cases in which a project focused on product development too much and support measures were oriented towards deploying hard-type infrastructure and equipment while less emphasis was placed on self-reliance and human resource development. It is very important to maintain and follow the OVOP principles.

Furthermore, Indonesia, Ministry of Cooperatives and SME (2014) asserts the following: "The success of this approach requires high commitment and strong development vision of the national government, as well as the sustainability of the policy supports and budget for adequate period, e.g. 10 years or more."

### **iv. Piloting**

Design and prepare the pilot projects. For the Thai D-HOPE project, the pilot implementation framework was aligned with the existing system of the Government of Thailand in terms of the budget process and operational procedures. This made it easier for the Community Development Department of Ministry of Interior to develop the budget plans.

The selection of pilot region(s) may be done by the national government, but the location(s) should be strategic in terms of the possibility to showcase the effectiveness of the approach within a specified period of time. Human, physical and financial factors need to be considered.

Human factors include whether potential target groups exist and are willing to carry out the initiatives and whether the coordinator/facilitator (such as the local government) is capable and supportive of the initiative. Physical factors include accessibility to the location and infrastructure, existence of businesses and service providers. Financial factors include budget allocation for facilitation and the financial capacity of the potential target groups.

As per the selection methodology of the target groups, various methods have been attempted in OVOP projects. Proposal-based screening was adopted in several African countries. Some of the benefits of this method are that (1) the opportunity is open to all within a set of criteria, (2) applicants' willingness to carry out the proposed projects can be confirmed and (3) the businesses/initiatives that were previously unknown can be identified. Some of the drawbacks are that (1) the process tends to be cumbersome and time-consuming, (2) applicants may not have sufficient capacity to write convincing proposals, and (3) accordingly, verification of proposals requires a significant amount of effort.

In the OVOP project in Viet Nam, the target groups were picked by counterpart organization, the leading institution in the recipient country responsible for implementing the project. This method may be rapid, but objectiveness may be compromised; however, the concern may be mitigated if objective screening of the candidate groups that are shortlisted by the counterpart organization is conducted.

For the Kyrgyz OVOP, the project team organized three intensive workshops

to identify producers and community-based organizations that were willing and self-reliant, and to confirm viable products. The workshop topics included processing techniques, design, packaging and standards, along with the evaluation of products. Participants were supposed to cover their own needs and attend all three workshops, including the overnight stay, which effectively eliminated producers who tend to rely on external support without striving to shape their own future. The willing participants funnelled in this process decided to form the OVOP Association.

Indonesia, Ministry of Cooperatives and SME (2014) describes the elements of consideration for target selection as follows:

Considering the limited government budget, the project-based approach is suitable for developing existing business groups or MSMEs that have potential to be developed to produce local main products and could penetrate global market.

The selection process should consider the following aspects: (1) the equalization and distribution project area; (2) the availability of supporting infrastructure for the success of OVOP business, such as roads, transportation and connectivity; (3) the availability of BDSPs, financial institutions, educational and research institutions; (4) the uniqueness of the products/services that could be developed as a strong product differentiation; (5) the presence of existing OVOP institutions; and (6) support from the district government.

The development of the action plan of the whole programme as well as that of the individual initiative/project should involve concerned stakeholders. Although drafts may be helpful, a participatory approach would be more effective in terms of generating ideas and inducing proactive commitment by the stakeholders. Frequently, unexpected matters arise in the course of implementation, which cause a delay in the execution and necessitate an adjustment to the plan. Accordingly, it is recommended to allow sufficient time as a buffer for the planned activities.

## **v. Services**

Following the action plan, identify service providers and design service contents. Business development services and financial services are necessary to strengthen firm-level capacity, as is the case for SME development as a whole. Such services are targeted to address matters related to various aspects of business management, starting with financing/bookkeeping and marketing and, when possible, covering others, such as business planning, organizational management, operational management and product development. OVOP projects have provided such services and attempted to strengthen the capacity of the service providers and the target groups. The importance of capacity development in such areas is applicable to all OVOP projects, regardless of the orientation towards economic development or social development.

Nevertheless, when the OVOP approach is introduced in developing countries, in rural areas in particular, BDS and financial services may not

be sufficiently available. If so, as Ueda (2021) claims, OVOP projects need to promote them by advocating these requirements to the government, social enterprises, and donors, among others, as well as create them as is the case for the Kyrgyz OVOP, which established OVOP+1 and has continuously tried to strengthen its capacity.

In any case, OVOP is characterized by community development and collaboration among various stakeholders. Uchikawa (2021) emphasizes local branding as a tool to add value to a community. As depicted in Figure IV 2, specialty products, tourism resources and cultural and environmental resources, all of which are viewed as value added to raw resources, can collectively exhibit an attractive, positive image of the particular local area. For this to materialize, the shared value has to be digested and respected among the

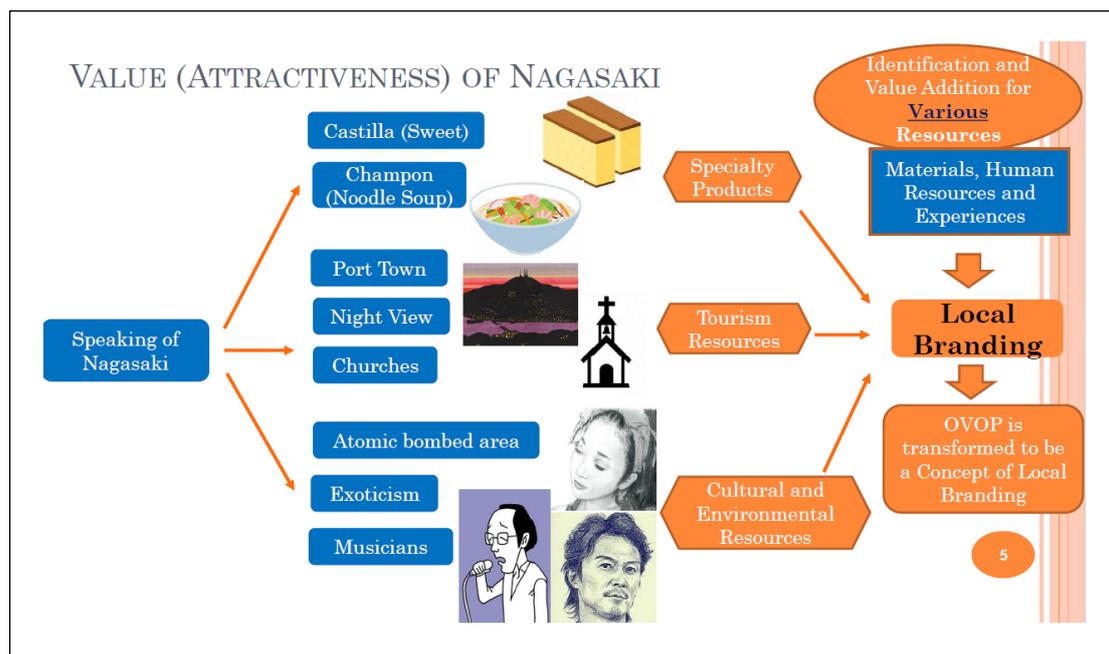
stakeholders concerned, and products and services need to be refined to meet the brand image. This is the point in which various stakeholders as well as service providers are expected to put forth their strengths.

One way to prove the refined quality is certification, such as the star system implemented in Thai OTOP and in OVOP programmes in El Salvador, Guatemala and Kyrgyzstan. In addition, proper brand marketing is necessary to raise awareness of the local brand. As more people recognize and appreciate the brand image, the perceived value of the community increases, along with the values of individual products and services.

#### vi. Monitoring and evaluation

Measure effectiveness through data collection. For a pilot project,

**Figure 9. Path to local branding (example of Nagasaki)**



Source: Uchikawa (2021).

it is critically important to generate measurable outputs in order to show the effectiveness of the approach used and how it should be modified to the policymakers who have the authority to decide if the project should be expanded or terminated. Indicators should be set during the designing stage. They should be realistic from the beginning, but if they are to be less suitable in the course of implementation, it is better to review them than leaving them irrelevant.

Sharing the experiences and managing knowledge gained cannot be overlooked, as explained in an earlier chapter. Site visits, review meetings, compilation into documents and visual aid and seminars are common methodologies taken in OVOP projects.

## **B. Agricultural production and post-harvest handling**

Whereas the majority of products developed under OVOP are agriculture-based, OVOP projects supported by JICA have not usually assisted farm production and post-harvest handling directly. The primary reason behind this is most likely that when OVOP is adopted, the policy focus tends to be more on value addition on farm produce than the development of the whole agricultural value chain. Focusing on product development has occurred predominantly in African and Asian countries. Another reason may be that agricultural production is not the mandate of the ministry in charge of the economy, trade and/or industry, which typically takes the main implementing role for OVOP projects.

Nonetheless, there are cases in which OVOP initiatives have contributed towards agricultural production. Some

examples of this from Ethiopia are given in Box IV 1. According to JICA (2010), in Chile, a former participant of the training in Japan in 2009, who was in charge of the Local Development Program (PRODESAL) in Lautaro city, developed an action plan during the training course and started implementing it after he returned from Japan. The plan was aimed at strengthening the agricultural value chain through contract-based farming for the agricultural produce made by indigenous people. The farm produce in the plan included fava bean, cilantro (*Eryngium foetidum*), lupine and flaxseed. Sales contracts with food processors enabled the farmers to focus on increasing and stabilizing production, which, in turn, strengthened the value chain, and become aware of the necessity to form an association. The plan also facilitated farmers to visit the partner food processors so that they could become more conscious of how their produce is used and the quality required.

In July 2010, the agricultural association "Amley" was formed by 35 indigenous families engaged in agriculture. The members began to cultivate raspberries, and by September 2010, a total of 11 hectares of land was used for the production. A soil study was conducted on farm plots funded by cost-sharing between the programme and farmers. In addition, 15 out of the 35 families succeeded in receiving a subsidy from the Social Investment Fund (FOSIS) and installed irrigation facilities on their farm. In addition, two families benefited from a subsidy from Technical Cooperation Service (Servicio de Cooperación Técnica) for the same purpose. Furthermore, under the coordination of PRODESAL, excavators owned by Lautaro city were lent to the farmers to promote the use

of underground water. These support measures of the city and the national government, such as FOSIS, were utilized strategically and effectively.

Additionally, in Chile, farmers were trained on vegetable production in a programme to promote farm tourism. Member farmers of the vegetable production association in Ancud city in the Chiloe department served local cuisine. They also provided accommodations and boat rides, and organized an oyster farming experience, among other activities. (JICA, 2010).

In other countries, INFOTEP of the Dominican Republic trained farmers on pest management, organic farming and greenhouse farming (JICA, 2013). As explained in Box III 1, their produce was supplied to local restaurants in the Maimón municipal district of San Felipe de Pureto Prata, which endeavoured to develop “only one” specialty menu for each restaurant targeted for tourists. In the Lao People’s Democratic Republic, a rattan product group began to plant rattan seedlings in order to protect rattan resources (JICA, 2012). They also planned to purchase rattan from

neighbouring villages where rattan product manufacturing had decreased.

In several countries where beekeeping was promoted under OVOP, such as Ethiopia, Kenya and Malawi, technical training to the groups covered proper beekeeping techniques and beehive construction. In Malawi, an expert of the Maluso Cooperative Union passed the knowledge of beekeeping to the farmers under the projects of a tobacco company and a forest conservation initiative, according to Okada, a Malawi OVOP expert, who indicated this in an interview conducted on 14 October 2021. The Maluso Cooperative Union has purchased the honey harvested in those projects.

As for post-harvest, a few OVOP groups in Ethiopia have washed and dried ginger. In the past, farmers were individually producing ginger, drying it on the soil without washing it and selling it to aggregators. They lacked price-setting power. The OVOP project supported them to organize cooperatives, wash and dry ginger on sunbeds, in addition to linking them to potential buyers and exporters.

### **Box 7. Impact on farming from promotion of value addition through One Village One Product in Ethiopia**

As the groups continued to use various raw materials for their businesses, the impact had begun to influence the supply side of such raw materials. Impetus for increasing production and productivity was observed. The market outlets for local products, which were created inside and outside of the kebele (village)/woreda (district) by OVOP businesses, have played a pull role for increasing production and productivity. This applies not only for OVOP group members, but also for non-members.

- One Village One Product group members are diligent about supplying more raw materials to their groups than before and/or the local market after becoming aware that they can generate more income through a

value-addition process done by their groups than by simply selling the raw materials to traders in their locality.

- Consequently, the OVOP group and the members individually as farmers have taken measures to increase their farm production and productivity. For example, a group in Lanfaro (LF G5) looked for crossbred cows to increase milk supply, while in Arbaminch, a group (AR G2) increased the land (e.g. acquiring communal land) to augment chili production for datta (chili paste). This effect was also observed at the individual level. Many of the group members in Andracha purchased additional modern beehives to increase the harvest of crude honey, while members of the cassava groups (AR G8) increased cassava planting in their backyard.
- In conjunction, OVOP groups requested technologies from the government (extension services), such as modern beehives and crossbred cows, linkage with credit services and other types of support, more than in the past. This is the basis for transforming subsistence agriculture to a business and market-oriented one, which is one of the main objectives of the Growth and Transformation Plan (GTP).
- Non-members also took step to increase their farm production (e.g. barley in Geta and, moringa tree in Arbaminch).
- In Andracha, as the demand for processed bulla increased in local and other markets,<sup>67</sup> the issue of expanding enset production was brought up as an agenda item at the Woreda Council meeting, and a decision was made to expand the production of it.

Source: JICA project team (2015).

## C. Processing

Ideas of products and services are usually presented by OVOP groups, but they are often supplemented by advice from the project team or concerned experts from the perspectives of opportunity, demand and feasibility. Views from outsiders are very important for product development in order to bridge

the gap in knowledge arising from information asymmetry.<sup>68</sup> In addition to seeking advice from outside people with different backgrounds and exposures, groups can gain knowledge on markets, products and services through interaction with, for example, other community people in different businesses, site visits and trips to other locations, and participation in exhibitions. Facilitation by supporting institutions is necessary and effective

<sup>67</sup> Bulla is starch powder or dough made from enset (false banana).

<sup>68</sup> Outsiders here include those who are from the community but gained experience and exposure to the environment outside the community. Harumi Yahata (1912–1993), the leader of the local community movement in Oyama town, studied outside before coming back to Oyama and had several exposure visits to the United States of America in the early days of the movement. Hiramatsu was from Oita city and accumulated his experiences in Tokyo and METI before coming back to Oita to serve as deputy governor in 1975.

## Box 8. Product development in the Kyrgyz One Village One Product

For product development, we decided to develop products using only local resources that can be grown, cultivated, and harvested in the Issyk-Kul region, and proceeded with the development from the following four perspectives: (1) whether there is a story (unique episode, fact, etc.); (2) changing one material into various products; (3) utilizing the potential of the material; and (4) products that can be used in daily life.

Products were developed by adding a bit of culture, tradition, history and sightseeing points to these development perspectives. We have developed more than 100 types of products and more than 750 types of designs. The items developed are tested at the Issyk-Kul brand shop, and the products that are expected to have a certain level of sales are presented to the brand committee for selection and then mass-produced.

Source: Haraguchi (personal communication, 2021).

to give a nudge to the producers and MSMEs.<sup>69</sup> Product development in the Kyrgyz OVOP has been dynamic, as explained in the Box IV 2.

The OVOP projects usually entail technical support for agroprocessing and food processing. In Kenya, technical training was provided by subsectors to applicable producer groups at the same time. Although customization may not be thorough, this method seems to be efficient. For example, 43 people from 23 dairy cooperatives/MSMEs were trained to produce better-quality milk and process dairy products, such as yogurt, mala (fermented milk) and cheese, while 48 people from 25 fruits and vegetable processing MSMEs were trained to produce products, such as juice, jam and sauce (OVOP Secretariat, 2014). Tailor-made, individual support was also extended in the projects in

Armenia, Mozambique and Senegal, among other countries.

Technical service providers are typically governmental research/technical institutions, NGOs, private socially oriented enterprises and buyers. In the Dominican Republic, INFOTEP conducted various trainings on such areas as organic farming and soap making.<sup>70</sup> In Ethiopia, a private firm trained the groups on mango jam production. Additionally, matching with BDSPs enabled not only technical advice, but also the purchasing of machinery and equipment.<sup>71</sup> However, service provision by non-governmental entities may face financial challenges after the project due to higher costs, unless the beneficiaries have the financial capacity and/or the government allocates a budget for such service provision.

<sup>69</sup> For example, the Kenya OVOP provided OVOP MSMEs opportunities to meet service providers and buyers, which was considered less likely to occur without facilitation.

<sup>70</sup> Such training sessions evolved to become the entrepreneurship programme offered by INFOTEP.

<sup>71</sup> In Mozambique, two partner SMEs purchased sealing machines at a business matching session in 2016, according to JICA (2017c).

Kaizen and 5S also have been applied to producer groups.<sup>72</sup> In Armenia, Kaizen has improved hygienic conditions, productivity and the quality of products. Similar results were observed in Chile, the Dominican Republic and Mozambique, among other countries. To supplement Kaizen and 5S, technical training in OVOP projects often involves conformity to standards by inviting officials from relevant authorities and facilitating the process for acquiring appropriate certification.

Processing machineries and equipment were provided as part of government programmes through grants or in-kind loans in countries, such as Mozambique and Malawi. In addition, there are cases, for example in Ethiopia, the Lao People's Democratic Republic and Senegal, in which the OVOP project provided machineries and equipment through cost sharing with the target groups.<sup>73</sup> In Peru, the Embassy of Japan provided machineries to three local NGOs (International Development Center of Japan, 2012), while in Malawi, a Japanese NGO, which received a grant from the Ministry of Foreign Affairs, provided the Maluso Cooperative Union a screw press for baobab oil extraction along with training on production and machine maintenance.<sup>74</sup> In the other countries,

facilitating access to finance from existing financial institutions was arranged.

Machineries provided by donors are sometimes left unused when the recipient is rent-seeking, out for personal gain or lacks business management skills, or when the functions and specifications of the machineries do not fit the needs of the recipient. In Kyrgyzstan, the project team found unused machineries at community-based organizations, and sometimes repaired or adjusted them for another use.<sup>75</sup>

Processing activities usually take place at the factory or workshop of the producer groups. In Kyrgyzstan, community workshops were established, as explained in Box II 2, which are shared by different producer groups. Food items are particularly sensitive to safety standards, especially when the products are intended for a formal outlet or quality-conscious/export markets. Often, producer groups, especially those with limited capital, face difficulties in setting up a factory/workshop that fulfils all the required standards.<sup>76</sup> A viable, cost-effective solutions would be to establish a shared processing facility, as long as the complexity

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<sup>72</sup> "Kaizen" means "change for the better" in Japanese, and is a management philosophy and know-how that brings about continuous improvement of productivity and quality ([https://www.jica.go.jp/english/publications/brochures/c8h0vm0000avs7w2-att/japan\\_brand\\_02.pdf](https://www.jica.go.jp/english/publications/brochures/c8h0vm0000avs7w2-att/japan_brand_02.pdf)). "5S" is a basic set of work environment improvement methodology, covering five aspects: Seiri (Sort), Seiton (Set in Order), Seiso (Shine), Seiketsu (Standardize) and Shitsuke (Sustain). JICA has promoted Kaizen and 5S across the world especially in the manufacturing and health sectors.

<sup>73</sup> Many OVOP projects face challenges of demand for hardware support from both the target groups and the governments, especially in Africa. Contrary to more advanced countries in Asia and Latin America, subsidy programmes are limited and access to a loan is difficult, especially for small-scale producers who do not have assets and the financial capacity, as well as proper skills to record business transaction and prepare business plans. Cost sharing is attempted as much as possible in respect of the self-reliance principle of OVOP, although the portion to be borne by the project usually dominates.

<sup>74</sup> See <https://www.ganas.or.jp/20180314baobab/>.

<sup>75</sup> Haraguchi in his interview (26 October 2021) gave an example of a small canning machine which had been supplied by a multilateral donor but remained unused. The project team converted it to a retort packaging machine for French beans that were off-specifications for fresh export.

<sup>76</sup> In Malawi, obtaining product accreditation from Malawi Bureau of Standards has been a daunting issue.

in the management system is controlled.<sup>77</sup>

The Armenian OVOP prepared the Guidebook for Food Hygiene from Basic to Advance, and the Hazard Analysis and Critical Control Point (HACCP) guidelines for potential exporters. The Senegal OVOP helped OVOP groups obtain authorization for manufacturing and the sale of their goods,<sup>78</sup> while the Kenya OVOP facilitated the standardization mark acquisition.

OVOP extends various support measures, as summarized in Table IV 1. Marketing-related training and services provided by OVOP projects commonly include the basics of marketing (e.g. 4 Ps: Place, Price, Product and Promotion), market research, linkage with buyers and provision of sales opportunities. Packaging is another key area, as it serves as the interface between the product and the users/consumers in addition to providing protection, containment and convenience functions. Promotion activities use materials, media and events.

## D. Marketing and promotion

Marketing and promotion are indispensable parts of any business.

Common misperceptions about OVOP exist among producers and government officials. Sometimes, they think that if they make something, it is already

**Table 11. Marketing and promotion support in One Village One Product**

Category		Contents	
Marketing	Training	Basics (e.g. 4Ps)	
		Market research	
		Customer service	
		Packaging	
	Services	Market research	
		Linkage with buyers and sales opportunities	Business matching
			Antenna shop
Online shop			
Exhibition/fair			
Packaging materials			
Promotion	Materials (e.g. brochure, booklet, banners, stationery)		
	Media (e.g. printed, TV/radio, documentary, website, social media)		
	Events (e.g. exhibition/fair)		

Source: Author.

<sup>77</sup> Many issues need to be sorted out, such as ownership structure, maintenance of a facility and equipment, liability for defect, contamination and theft. A sense of mistrust among people needs to be overcome through open discussion, impartial rules and enforcement. Establishment and operation by the public sector can be an option, as long as the investment is justified by a reasonable demand projection and measures to ensure operational efficiency are taken.

<sup>78</sup> By the end of the project, 14 groups obtained authorizations for manufacturing and sale (FRAs) and 25 were in the pipeline.

value addition and it will sell easily. This type of “product-out” mind may be somewhat inherent to OVOP, as OVOP begins with and emphasizes the use of local resources. However, sales are not made unless the products are sold, and value is not added unless sales are made.

Another misperception is that if they make something, the project team will sell it on behalf of the producers. In some projects, the project team or the implementing agency did this by operating sales shops that are commonly referred to as “antenna shops” in Japan. It is a good platform if used for learning, test marketing and promotional purposes, and operated in a commercial spirit. Otherwise, the shops may not check product viability and quality as strict as it should be at procurement,<sup>79</sup> and not take proactive measures to attract customers and make sales, such as improving the appearance, atmosphere, display and attitude at the store as well as disseminating information. There was even a case in which the shop was exploited by the government officials.<sup>80</sup>

Accordingly, marketing training is important in order to infuse a “market-in” approach and practical skills to the producers. Marketing training is not just lectures and workshops. Exhibitions and fairs are often used to equip the producers with practical skills. For example, when Salvadorians participated in a fair in New York, they were tasked with conducting a questionnaire survey to the visitors

to identify business needs, issues and hints for new products. Similarly, in Ethiopia, product display and customer service were taught and coached at exhibitions, while lessons learned were compiled into a video clip. The Armenian OVOP prepared a guidebook for effective participation in international exhibitions.

Packaging is also one of the elements of marketing training. In addition to that, hands-on support is provided to the producers by the project team and, in many countries, by JICA volunteers. Such support includes designing, labelling, sourcing and/or selection of packaging materials. In some African countries, procurement of certain packaging materials, especially glass bottles and jars, also needed to be addressed through collective purchasing.

Regarding market research, the OVOP Business Management Seminar held in Kenya was designed to cover it, in which group members actually visited supermarkets and other retailers to check competing products in terms of such factors as product type, appearance, size, price, packaging and labelling. Similar sessions were organized in the other countries, such as Ethiopia.

In terms of linkage with buyers and the provision of sales opportunities, modalities include business matching, antenna shops, exhibitions and fairs. The OVOP Business Management Seminar held in Kenya mentioned above

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<sup>79</sup> In Kyrgyzstan, OVOP+1 takes care of product development, training and marketing functions. Based on market research, it develops products that it is confident to sell, provides training to community-based organizations, checks conformity to the specifications and pays for goods immediately upon purchase. This system gives the producers the incentive to maintain a high level of craftsmanship and to fulfil the required specifications.

<sup>80</sup> According to an interview, products were taken as gifts by higher officials, which not only reduced the profitability of the shop, but also the morale of the shopkeepers.

also included a business matching session with potential buyers. In Malawi, the Maluso Cooperative Union was established in 2015 in order to strengthen these types of services.<sup>81</sup> Learning from OVOP+1 of Kyrgyzstan, it was established by OVOP groups, which were primary cooperatives. The

Union took over the marketing support functions from the OVOP secretariat, such as operation of an antenna shop, logistics support for wholesale and exports, and product development along with technical support. According to the interview with Nedie (22 October 2021),<sup>82</sup> it has seven employees with 16

**Table 12. Operating performance of the Maluso Cooperative Union in Malawi**

	2017	2018	2019
No. of members	8	11	15
Sales (MWK 1 000)	39 942	41 376	110 436
Purchase (MWK 1 000)	24 532	27 142	87 770
Net profit (MWK 1 000)	234	591	2 133

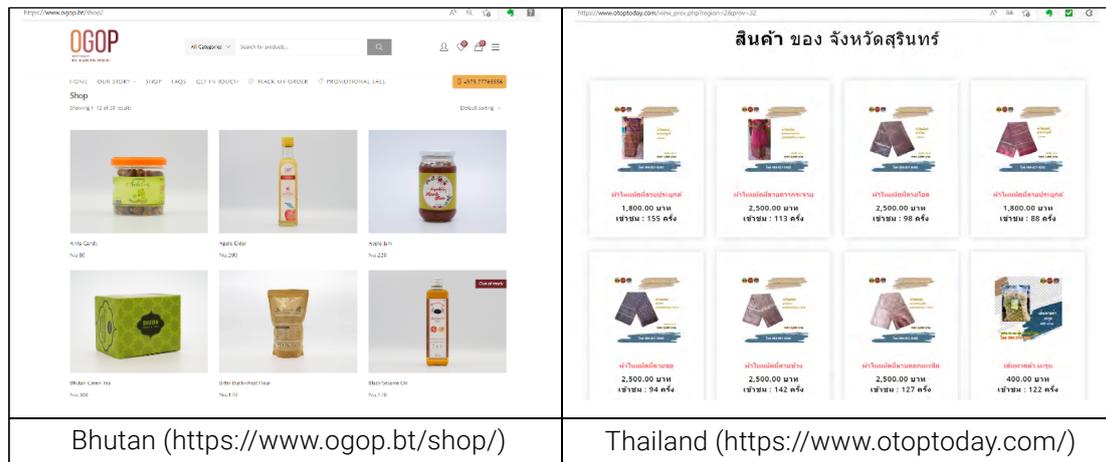
Source: JICA (2019a).

Note: USD 1 was about 730 Malawi kwacha (MWK) in 2019.

member cooperatives, as of 2021. As indicated in Table IV 2, its sales amount had increased to a level equivalent to

approximately USD 150 000 in 2019, before the COVID-19 pandemic affected the business significantly.<sup>83</sup>

**Figure 10. Examples of the online One Village One Product shop**



Sources: Respective websites.

<sup>81</sup> It was established in October 2015 based on the OVOP National Strategy that had been approved in December 2014, and registered with the Malawi Revenue Authority in January 2017 (JICA, 2019a).

<sup>82</sup> Nedie is the business manager (chief executive officer) of the Maluso Cooperative Union.

<sup>83</sup> According to Nedie, foreigners decreased and domestic sales went down because of the pandemic. Sales amount in 2020 declined to MWK 22 million (USD 21 500). Maluso is facing a cash shortage and cannot afford to supply supermarkets from which payment is due in 30 days, while it often has to pay producers within a shorter period.

Antenna shops are operated physically, but they are also increasingly available online. Countries, such as Bhutan and Thailand, have opened an online OVOP shop, as shown below, along with the original OVOP in Oita, Japan. The Thai OTOP has a comprehensive website with items and price information to guide visitors to the respective producers.<sup>84</sup>

Products are displayed and put on sale at various exhibitions held locally, nationally and internationally. For example, in El Salvador, municipal OVOP committees organized fairs by themselves, without financial support from the central government nor the project team.<sup>85</sup> The national OVOP network also organized a national fair with their own financing, but the project team negotiated with the owner of the venue (i.e. shopping mall) to waive the rental fee.<sup>86</sup> Exhibitions and fairs are effective platforms for not only making sales but also for obtaining new business leads. The Armenian OVOP participated in the FOODEX Japan exhibition in Tokyo in 2018. In addition, after participating in the Food and Hotel Asia 2018 in Singapore, an OVOP SME began to export pine cone jam and syrup. Meanwhile, the Kyrgyz OVOP participated in exhibitions in Europe. Baobab oil from Malawi was exported to Japan after inquiries had been made about it at an exhibition in Japan.

Promotion activities are conducted by utilizing media and events. Collective promotion is beneficial for OVOP producers that may not necessarily have sufficient resources to promote their products. On top of

that, promotion also works internally; visibility augments the self-esteem of the producers.

According to Uchikawa (personal communication, 2021), promotion visualizes intangible values inherent in the OVOP concept, which thereby attracts people and justifies the prices of OVOP products and services. Booklets, brochures, stationery, clothing items, banners and other promotional materials are often created for promotion and sensitization purposes. Media coverage in printed media and mass media are also common, and some OVOP projects have created documentaries and animation. Websites and social media are also common for information dissemination. However, maintenance and frequent updates of digital media are the inherent challenge of a project-based approach.

In Armenia, the “market platform” concept has been developed and operated, as explained in Box IV 3. Information dissemination through social media has attracted many fans, which enables collecting data through online questionnaires. During the first phase of the project, consumer preference was researched from 200 consumers in the capital city for nine products/services. Furthermore, at exhibitions, participants conducted research on market information and competitors, as well as matching with potential buyers. Reflection sessions among participants were organized, and lessons learned were shared with those who did not participate in the exhibitions.

<sup>84</sup> It is accessible at <https://www.otoptoday.com/>.

<sup>85</sup> E.g. San Lorenzo, San Vicente, Santa María Ostuma and San Juan Opico.

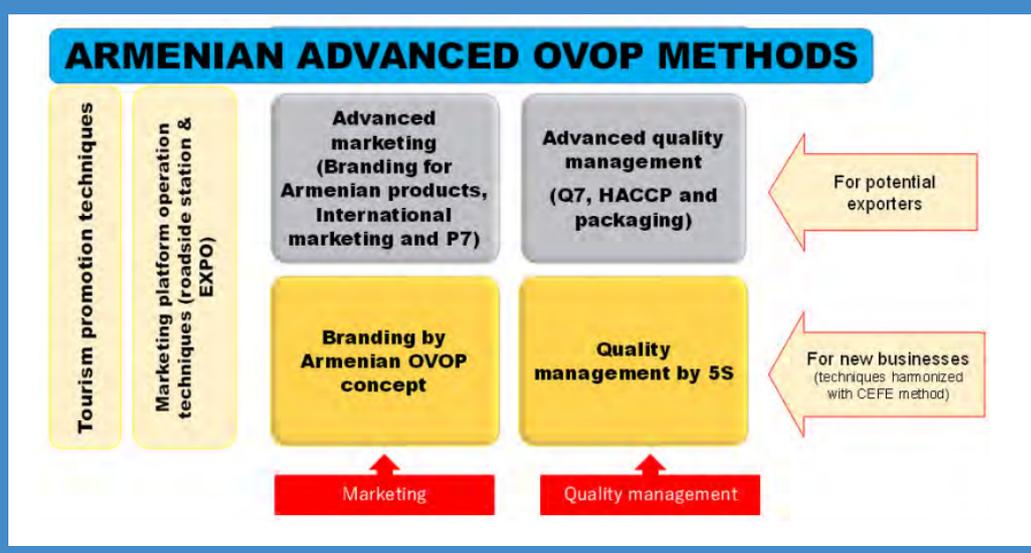
<sup>86</sup> Uchikawa in his interview (11 October 2021) pointed out that national network leaders' participation in international fair stimulated the activities of the network, which led to organizing this national fair.

## Box 9. Marketing platform in the Armenian One Village One Product

The Armenian OVOP has introduced a concept of the “marketing platform”, which is defined as “a system in which local enterprises obtain information on their clients’ needs and intend to apply it for improving and/or developing their products and services”. It consists of three types: event type (exhibitions of local products in the festival); monitor type (Facebook marketing and consumer market survey by questionnaire); and shop type (mini-antenna shops at bed and breakfast (B&b)).

The marketing platform is part of the Advanced Armenian OVOP method, which is a package of promotion and support measures useful for BDSPs. It consists of (1) a marketing platform operation, including a roadside station (Michi-no-Eki), (2) knowledge of the international market demand on Armenian products, including basic knowledge on food packaging and standards and (3) tourism promotion methods, besides the basic OVOP method, including branding, merchandizing and Kaizen.

The Advanced Armenian OVOP method has two pillars (marketing and quality control) in two levels (one for entrepreneurs and microenterprises, and the other for export-oriented SMEs). It has been enriched and adjusted by taking in lessons learned from the implementation. A guidebook kit was prepared and is used for training of SMEDNC staff and BDSPs. It includes seven textbooks and guidebooks (OVOP methods for entrepreneurs/micro enterprises; advanced OVOP method for potential exporters; tourism development; food hygiene; effective participation in international trade fairs; international exhibition; and HACCP),<sup>87</sup> two videos (one on good practices at an international exhibition and one on food safety), good practices, roadside station operational guidelines, and brochures/leaflets on Armenian products and tourism.



Sources: JICA (2016; 2019b).

<sup>87</sup> Available in English at [https://libopac.jica.go.jp/images/report/12345195\\_02.pdf](https://libopac.jica.go.jp/images/report/12345195_02.pdf).

For tourism-related projects, such as the one in the Dominican Republic, promotion tools, such as brochures, posters and maps, were prepared, displayed and distributed in every corner of a city, including tourist information facilities. Such information facilities in different cities were also linked with each other, so that information across the region could be accessible easily by tourists and local residents.

D-HOPE projects have printed many catalogues. It is said that a paper-based catalogue has an advantage over its online equivalent.<sup>88</sup> In Thailand, the project organized FAM Trips for travel agents located in Bangkok.<sup>89</sup> The travel agents were invited to Surin province to experience hands-on programmes under D-HOPE. Another session was organized online due to the pandemic. Such opportunities increased awareness and understanding of the programmes and enabled online tours for the Japanese people on a

commercial basis. As tourism returns, real visits can be expected.

## E. Distribution and consumption

Distribution is usually left to the producers, that is, no intervention is extended from the OVOP project. Major exceptions are OVOP+1 in Kyrgyzstan and the Maluso Cooperative Union in Malawi, both of which also function as distributors and exporters. OVOP groups sell their products to both consumers (BtoC) and/or institutional buyers (BtoB). In the case of BtoC, they may have their own retail windows. Online sales are also practiced, formally or informally.

A type of antenna shop is Michi-no-Eki, which is explained in footnote 28. It was introduced in different countries, as listed in the table below, primarily in Asian countries, such as Cambodia,

**Table 13. Countries where Michi-no-Eki has been introduced or planned**

Region	Countries
Africa	Kenya, Mozambique, Rwanda
Latin America	El Salvador, Honduras
Asia	Armenia, Bangladesh, Bhutan, Cambodia, China, India, Indonesia, Lao People's Democratic Republic, Mongolia, Thailand, Viet Nam

Source: Iwata, Matsuda and Ogasawara (2020).

<sup>88</sup> Okabe in her interview (4 November 2021) explains that community people appreciate the printed catalogue more than the online catalogue. People can feel the achievement physically with a sense of "unusual" experience, and see themselves and others easily by flipping pages. The online version can be updated quickly and is accessible from anywhere, but it may be easily forgotten in the abundance of digital information, and faces the challenge of continuous maintenance.

<sup>89</sup> FAM trip stands for "familiarization trip", which is an exclusive educational trip for travel agents, media personnel and resellers to experience the services offered and the destinations (<https://cww.travel/blog/what-you-should-know-about-a-fam-trip/>).

Thailand and Viet Nam. JICA has disseminated the Michi-no-Eki concept in conjunction with OVOP to Central Asian countries, Central American and the Caribbean countries.

In Central America, the first Michi-no-eki was opened in July 2017 by the municipal OVOP committee in Bálsamo (la Microrregión del Bálsamo) in El Salvador.<sup>90</sup> It utilized its own finance and a government fund. Another facility and a prototype were also opened. In Honduras, the first one was opened in 2019 in San Marcos

by the municipal OVOP committee, supported by the Sugar Industry Foundation (FUNAZUCAR), an ex-training participant in Japan and JICA. Approximately 30 entrepreneurs are selling their products at the shop.<sup>91</sup> In Guatemala, attempts to establish a Michi-no-Eki were made in the past, but it has not materialized yet. However, an existing private facility in the municipality of Tecpán was set up to sell OVOP products and organize OVOP fairs regularly. Meanwhile, an OVOP antenna shop was opened in the middle of the municipality of Sololá.

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<sup>90</sup> According to personal communication with Uchikawa (2021).

<sup>91</sup> See <https://hondudiario.com/negocios/jica-inaugura-troco-san-en-la-estacion-de-carreteras-en-san-marcos/>.



V.

# SUCCESS FACTORS

## A. Governance of the One Village One Product programme

**Full inclusion of producers, the private sector and outsiders.** This is recommended to foster dynamism and sustainability as government leaders and staff change. Synergy is possible by involving external supporters, such as civil society, NGOs and donors. El Salvador and Guatemala are doing well in this regard.

**Commitment of government leaders.** Political leadership is required to drive proactive engagement of various branches of the public sector. It is particularly important at the initial stage to mobilize resources. Commitments demonstrated in El Salvador, Malawi and Thailand are some good examples of this.

**Selection of the main implementing organization.** In Thailand, making the Community Development Department the main implementing organization of D-HOPE was strategic and effective, as it has a strong coordinating function and coverage down to the village level. The Department is also in charge of the other key policy measures, such as OTOP, OTOP Village and OTOP Nawatwithi; therefore, synergy and integration were relatively easier. The best scenario may be to select organization(s) with outreach down to the local level and with a coordinating function or authority at the national level. Colombia has attempted to do this with the National Planning

Department (DNP) at the national level and the National Training Service (SENA) having a presence at national and local levels.

**Inclusion in government policy and plans.** This is crucial for budget allocation. A budget is needed for programme management and service provision (e.g. subsidized services). Access to finance by producers needs to be considered as well.

**Utilization of existing support programmes and tools.** As OVOP needs to cover various aspects that stretch across different ministries, it is much more effective to use various support measures than to create a stand-alone support programme for OVOP. Thailand uses various programmes, such as the Thai Women Empowerment Fund to provide subsidized loans. Chile also has made use of different policy instruments from national to local levels. Limited financial space and expertise can be supplemented with partnerships with donors and NGOs. Donors other than JICA have also played effective roles in implementing OVOP, such as the European Union and Luxembourg in Central American countries.

**Persistent facilitation for consensus building.** In Honduras, JICA experts had diligently facilitated linkage and cooperation between the government-led OTOP and a private fund-led OVOP, which eventually led to the establishment of a unified brand “Un Pueblo Un Producto”.

## B. Human resource development

**Utilizing training in Japan and the third country.** Ex-trainees have been the driving force of OVOP, especially in Asian and Latin American countries. For Thai D-HOPE, training contents in Japan for each of the three years were designed to fit the profile of the trainees, while trainees were selected strategically from the policy to operational levels.<sup>92</sup> One of the training participants was responsible for OTOP Nawatwithi, which led to the adoption of D-HOPE in this national CBT policy. Observing OVOP in leading countries, such as Colombia, El Salvador, Kenya, Kyrgyzstan and Thailand, has been instrumental for the other countries, especially when their local situation and policy objectives resemble those in the leading countries.

**Training those who are less likely to leave.** To deal with knowledge drain in the government and other supporting institutions, Colombia is strategically nurturing highly knowledgeable persons who are less likely to leave the organization and can train others.

**Strengthening frontline staff.** In Mozambique, staff at the district office (SDAE), who were the first liaison with producers, but had little knowledge about business support, gained the ability to perform basic diagnosis of SMEs, provide basic advice and connect producers to appropriate BDSPs. This improved the provision of services to

local SMEs. In Malawi, the government assigned liaison officers at the district level to carry out the similar duties as SDAE staff in Mozambique.

## C. Knowledge management

**Documenting guiding materials.** User-friendly guidelines and manuals can be useful resources. The CaDUP Guideline, CaDUP Operation Manual (video) and SME Support Kit developed by Mozambique OVOP have been updated by incorporating actual experiences and the perspectives of users. Frontline officers can use them without difficulties. Videos are also helpful. In addition, preparation and revision of the support kit helps to build the capacity of the staff members involved in the process.

**Access to up-to-date information.** Printed media are handy, but hard to replace due to cost implications. Electronic media are easy to update with little cost. In Mozambique, the BDS directory was updated every year and posted on the website. The Colombia OVOP has posted strategic documents and manuals available online.

**Networking among initiatives.** Knowing about the other groups or initiatives has been facilitated by many OVOP projects. This networking facilitates learning and sharing of knowledge, and sometimes new activities or business linkages begin from it. Experiencing ONPAKU

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<sup>92</sup> Initially, the officials at the policy level were trained in order to shape the direction for the adoption of D-HOPE in Thailand. Operational-level staff were trained in the subsequent years with the objective to equip them with practical knowledge and skills to implement and disseminate the D-HOPE approach.

was conducted as part of a learning process in El Salvador. Additionally, El Salvador and Guatemala instituted a national network of municipal OVOP committees, which facilitates knowledge sharing and enables dealing with common issues that are beyond the capacity of OVOP committees individually.

**Networking across borders.** OVOP has evolved into a global concept that is localized to fit the setting of the respective host countries. Learning from the other countries with similar characteristics is highly effective, as understanding the background and issues as well as finding the appropriate application for a specific country can be relatively easy. El Salvador, Guatemala and Honduras are closely linked through seminars and adopting lessons learned from each other.

## D. Selection of the target population

**Self-reliance mind first.** Rent-seeking from government or donor programmes and even from other producers is one of the risks. The Kyrgyz OVOP dealt with this issue by screening the target population to identify truly committed producers with a self-reliant attitude, while checking product potential.

**Business capacity.** OVOP entails business activities. The groups and MSMEs with business records are more likely to generate intended outputs.

Accordingly, it is better to target such people for entities, if the policy objective is economic-oriented.<sup>93</sup>

### **Accommodating a wider population.**

The approach taken in Central and South American countries, i.e. establishing an OVOP committee at the municipal level that embarks on various activities under a common theme is effective to converge a wide range of people for community development.

### **Project design incorporating a gender perspective.**

In Armenia, interviews were conducted with the beneficiaries of Phase 1 during the planning of Phase 2. The project ensured inclusion of the businesses that are often managed by women, such as accommodation. More than a half of entrepreneurship training participants and trainers were women.

**ONPAKU/D-HOPE to scan and rediscover local resources.** This helps to find hidden, unknown or unrecognized resources, which is the entry point of OVOP. Taking a “positive approach” focuses on looking into “what we have” rather than “what we don’t have”. In addition, revealing such resources can stimulate people to recognize their potential to be entrepreneurs, and consequently expanding the entrepreneurial base.

## E. Support system

### **Providing business development services and financial services.**

A large gap between demand and supply in business-related services

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<sup>93</sup> If the target population has limited business experiences and/or educational background, an entrepreneurship or start-up programme would be suitable, into which the OVOP concept can be incorporated.

is often observed in developing countries, especially in rural areas. As asserted above, effective utilization and/or upgrading of existing support programmes must be considered during the planning phase.<sup>94</sup> Utilizing existing but underutilized personnel is an option, as was the case in Mozambique. When government institutions have limited outreach and capacity, and service providers are limited, the Issyk-Kul Model of Kyrgyzstan is a viable option.

**Appointing pilot SMEs as “partner SMEs.”** Due respect to such leading SMEs in Mozambique enabled and motivated them to share good practices with the other SMEs. Consequently, they also have contributed towards filling the BDS gap.

**Removing the burden of product development, marketing and logistics from producers.** This is a distinct model that is adopted in Kyrgyzstan. As explained in Box II 2, OVOP+1 reduces the hurdle of starting income generation activities for rural women who also need to embark on the other duties and tend to have a limited educational background.

## F. Organizational management within One Village One Product groups

**Capable leaders, enforcement of rules and profit.** Cooperatives and associations are more susceptible

to conflict among members than enterprises, which tend to have a clear line of command from the boss. Groups with strong leaders that enforce rules impartially and create positive atmosphere among members tend to be united more on the condition that profit is generated. When group members lack managerial capacity, it is better to engage a professional manager.

**Transparency.** The Kenya OVOP has stressed the importance of bookkeeping. This is critical to understand the business situation not only by producers/members themselves but also by financial institutions. It is also construed as a proxy to basic business management capacity.

## G. Product development

**Customer first.** Product quality should meet the expectation of the targeted customers. To develop products, the Kyrgyz OVOP considers whether the product is high-quality, storytelling (e.g. traditional, cultural), functional (e.g. daily use), differentiated and diversified, as it targets high-end customers within the country, including tourists, and in developed countries. One way of assurance or proof of this is the star system employed by some OVOP programmes, such as the Thai OTOP. Meeting the standards and certifications also upholds the quality objectively.<sup>95</sup>

<sup>94</sup> Financing should be left to the financial institutions, although BDSPs can supplement financial education and skills upgrading, such as financial literacy training, bookkeeping and accounting.

<sup>95</sup> Marketing strategy, in consideration of the requirements by the clients and/or the destination countries, should determine which standards to fulfil by taking into account the balance between cost and benefits.

**Utilizing outsiders.** The Kyrgyz OVOP has used foreigners (outsiders) to provide candid opinions about products, which is effective to benchmark the quality level in order to compete in high-end markets.

**Utilizing business partners.** The Ethiopia OVOP requested buyers to train OVOP groups. This approach has key advantages, namely (1) quality requirements to sell are clear, (2) training contents are tailored to meet the requirements and (3) the market is generally assured as long as the group produces the items in conformity to the requirements.

**Product diversification.** If operational capacity allows, it is better to make different products from a commodity in order to optimize sales and reduce waste. Trial and errors are enabled by curiosity, knowledge of markets and products, technical skills, perseverance and financial capacity. This is demonstrated by OVOP+1 in Kyrgyzstan. Trial marketing helps to confirm the demand and viability of the respective products.

## H. Operational management

**Kaizen.** In several OVOP projects, basic kaizen methodologies, including 5S, have been taught and applied to OVOP groups with the objective to improve product quality and productivity.

**Quality control system.** Setting up a system to control quality, including documentation, is necessary to compete in global markets, as demonstrated by the Kyrgyz OVOP

effort to supply products to a global retail company.

## I. Marketing and promotion

**Antenna shops and exhibitions.** Attending exhibitions and fairs is undoubtedly meaningful to make sales, but also to, for example, meet new clients, learn market trends, understand customer demand and know competitors. Such direct interface with buyers and consumers makes it possible to communicate and discuss not only the product characteristics, but also the unique stories behind the products and user experiences. Explicit and implicit feedbacks from the customers and visitors are also sources for new product/service development. To maximize the benefits, guidance is needed in areas, such as pricing, product display, demonstration, customer service, advertising and distribution of business cards.

**Exposure.** D-HOPE catalogues were printed in large quantities and distributed/displayed in many different types of places, e.g. in hotel rooms and shops. By combining this with other media, including social media, awareness and a sense of excitement about the event increases.

**Visibility to self-esteem.** A catalogue in printed form is more appreciated by community members than the online equivalent, as the former shows their value tangibly and is easily accessible.



**VI.**

**CASE STUDIES**

Photo: © iStock.com

In this chapter, cases are presented from the following five countries: Colombia (UMIC); El Salvador (LMIC); Kenya (LMIC); Kyrgyzstan (LMIC); and Peru (UMIC). In Colombia, a geographical identification has been granted to Paipa cheese, which gives the protection of designation of origin (geographical indication: GI) and provides a strong basis for branding, differentiation and unity of the producers and the community. Loroco in El Salvador has grown to be a source of pride of the local people through product development and market penetration. This shows that the value of “ordinary” items can be augmented through concerted efforts by local government and people, along with assistance from outsiders.

Natural honey in Kenya is providing an alternative source of income to

local people and is being exported to Japan, which presents an example of local supporters realizing the market potential of a subsistence product of the community. Felt products in Kyrgyzstan based on local tradition have been refined to become globally competitive products and support the livelihood of many local women. This exemplifies how stringent, diligent efforts have paid off to seize international market opportunities, while ensuring a friendly environment for local producers. Last but not least, a cooperative in Peru is playing a major role to enable local quinoa farmers in the highlands to access international markets. This demonstrates the importance of an intermediary to link farmers with international buyers and fulfil the requirements, such as organic certification.

## A. Paipa cheese (Colombia)

Paipa is a municipality in Boyacá department, located in the eastern ranges of the Colombian Andes. Historians claim that cheese was initially produced in the Sotaquirá valley as early as the seventeenth century with the arrival of the first Normande cows. The valley, which connects the central Boyacá highlands with the eastern plains and skirts Tota lake, was popular with traders heading to Los Llanos, who needed to stock up in the valley with cheese, cacao and maize (Emblin, 2014). By 1930, there was already an official dairy factory in Paipa that produced and marketed the product in the region and in the country’s capital (Colombia, Departamento Nacional de Planeación, 2010).

Paipa cheese, or queso Paipa, is a medium fat, semi-ripened hard cheese manufactured in the Paipa and Sotaquirá municipalities without the addition of starter cultures, relying on the artisanal experience of cheesemakers, which are passed down from one generation to another. It is recognized as the only semi-mature cheese in the country, and is only consumed by the producers and the upper-class population in large cities as finger food with wine.<sup>96</sup>

<sup>96</sup> Interview with Matsuki (9 November 2021).

The production process is summarized as follows (Castellanos-Rozo et al., 2020; López-Córdoba, 2021). After milk collection, the floating cream is removed manually and the milk is coagulated enzymatically. Kneading, pressing and moulding are carried out manually according to a traditional process. The cheese is allowed to ripen on wooden shelves at ambient temperatures (which may range between 12 and 20 °C), at a relative humidity of 60–80 percent. The standard ripening time (21 days) can be extended up to 28 days. The final pH and moisture content of the cheese should be approximately 5.2 and 47.4 percent, respectively.

### **Before One Village One Product**

The production of the cheese by small producers varies depending on the amount of milk available. For example, those who have more milk bring to the market between 60 and 70 pounds (30 and 35 kg) of cheese per week, while those who have less milk make and bring five cheeses weekly (Carvajal, 2021).

By 2010, approximately 370 people were engaged in the production value chain in the region (Colombia, Departamento Nacional de Planeación, 2010). Producers were planning to form a producer organization, which would enable them to channel resources to access advanced technology in order to improve production processes and standardize the product to meet requirements to enter new markets nationally and internationally. Accordingly, the Government started the process to register and therefore protect Paipa cheese by obtaining GI status. Local governments and authorities also supported this initiative. This origin-linked cheese was already recognized as being a unique and traditional product. However, written specifications defining the product's characteristics and method of production and information defining the clear links with its origin (influence of environment or local producers' know-how) were not available. Consequently, the research department of la Universidad de la Salle carried out research projects to document the production process and the product's main characteristics scientifically, which enabled Paipa cheese to become one of the 12 OVOP initiatives selected by the Government in 2010. The next step was the filing and approval of the registration of Paipa cheese as GI by Resolution No. 0070802 of the Superintendence of Industry and Commerce in December 2011.<sup>97</sup>

### **Formation of a producer association**

In 2011, OVOP leaders attended a training course in Japan and drafted the action plan. They also requested the Mayor's Office of the municipality to

<sup>97</sup> See [https://www.sic.gov.co/sites/default/files/files/Denominacion%20de%20Origen/Agro%20-%20Alimenticios/Queso%20Paipa/queso\\_paipa.pdf](https://www.sic.gov.co/sites/default/files/files/Denominacion%20de%20Origen/Agro%20-%20Alimenticios/Queso%20Paipa/queso_paipa.pdf).

publicize the OVOP movement and to include it in government programmes for the period 2012–2015 (Colombia, Departamento Nacional de Planeación, 2012). With the support of the municipalities, in 2012, a producers association was established comprised of 13 medium-sized producers (Carvajal, 2021).

The manufacture of Paipa cheese has reached approximately 35 tonnes/month, valued at approximately USD 280 000 per annum (quoted in Carvajal, 2021).

### **Expansion from cheese processing along the value chain<sup>98</sup>**

The producers association was the only participant in the OVOP initiative for Paipa cheese at the beginning. Meanwhile, in 2016, a cooperative of approximately 80 families comprised of small-scale dairy farmers and cheesemakers was established. The members were small farmers in a remote rural area and classified as a population in extreme poverty, possessing up to two dairy cows. More than 60 percent of the members were female and some of them were single mothers. A majority of them were older than 40 years. The association immediately started to fret about the business due to the poor sanitary conditions for production, and distrusted the cooperative at the beginning. However, having learned that the cooperative was working hard to improve the sanitary conditions, the association gradually recognized the importance of working together. Consequently, the cooperative joined the producers association, along with 15 semi-industrial cheese manufacturers.

In addition, the OVOP project provided project cycle management training in September 2016 with the intention to link Paipa cheese with tourism and groups from the dairy, tourism, and business sectors, representatives of local municipalities of Paipa and Sotaquí, and universities. It was considered important to expand the network and increase the beneficiaries of the initiative outside of cheese processors, partly because of the necessity to avoid a sense of inequality.<sup>99</sup> Perhaps the pride associated with Paipa cheese being a renowned GI helped spur them to participate in the OVOP initiative.

### **Community development**

Sensitization about Paipa cheese to young people was conducted, along with community cohesion facilitation by the municipal government. Research on the social aspect of Paipa cheese and a census of cheese processors and retailers was also conducted (JICA, 2017b).

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<sup>98</sup> This subsection is according to Carvajal (2021) and JICA (2017b).

<sup>99</sup> Interview with Matsuki (9 November 2021).

## **Milk production<sup>100</sup>**

The cooperative received technical and financial support. The municipal government provided training on appropriate milk production. Support to producers in distant communities was provided by the municipal and department governments. Productivity improvement was supported in terms of feed for cow.

## **Processing**

Various training and instructions were provided. For example, a Dutch expert extended technical support to milk processing. A workshop on improved coagulation process was conducted, while the ripening process was improved. In addition, researches were conducted on bacteria and packaging. In terms of packaging, a JICA volunteer introduced packaging materials, while packaging with natural wax was introduced. Traceability for artisanal processors was also attempted.

## **Product and service development**

The “Paipa Cheese Route” was prepared as a tourism project of the department government. Recipes that included Paipa cheese were prepared by the cooking school of the Pedagogical and Technological University of Colombia, and a JICA volunteer, among others.

## **Marketing and promotion**

A series of marketing trainings were conducted, while good marketing strategies from the other OVOP initiatives were shared. Paipa cheese was promoted by the municipal and department governments. The department government and other public institutions prepared promotion videos, and radio, brochures and social media were utilized along with the slogan of the department, “Boyacá es para vivirla (Boyacá is for living)”. Handicrafts of Colombia (ADC)<sup>101</sup> supported the cooperative with brand logo preparation. Department government and the chamber of commerce and industry provided space at fairs. Producers attended various exhibitions and fairs, nationally and locally, in addition to “El Salón del Queso (The Cheese Fair)” and “Vino y Agroexpo (Wine and Agro-exposition)” with snacks made of Paipa cheese.

To promote the products of the department, the government of Boyacá launched the “Soy Boyacá (I am Boyacá)” programme to acknowledge, for example, excellent products, services, and events, and confer the local brand

<sup>100</sup> The information on milk production, processing, product and service development, marketing and promotion, and consolidation, pride and capacity development is from JICA (2017b), unless otherwise stated.

<sup>101</sup> It is a mixed economy society linked to the Ministry of Commerce, Industry and Tourism and is tasked with rescuing, preserving and protecting crafts and the tradition of artisans of the country. The society promotes inclusive productive development programmes to increase competitiveness.

mark.<sup>102</sup> As of December 2021, six Paipa cheese manufacturers are among the 112 companies acknowledged under this programme, according to its website.<sup>103</sup> The programme has also organized a fair called “Feria de Soy Boyacá” since 2018 as part of the promotion campaign (Matsuki, personal communication, 2021).

### **Consolidation, pride and capacity development**

Currently, 16 producers with sales outlets and/or national distributions and two artisanal producers and three dairy farms are recognized as producers, according to the Paipa cheese website.<sup>104</sup> Paipa cheese is sold at major supermarkets, and five to six local restaurants serve food items made of Paipa cheese.<sup>105</sup>

Paipa cheese stakeholders feel they are more united than before. Cheese processors have become confident by being able to explain their traditional cheese in the public and becoming known by the general public through media. They are now able to communicate with public institutions with confidence, and also have become more attentive to sanitation, quality and regulations. They feel that OVOP is different from other local development models, in terms of focusing on and utilizing local resources. In addition, they are now able to set appropriate costing and pricing.<sup>106</sup>

The government officials also feel that their planning capacity has increased. In the past, there was no place to discuss the whole value chain of Paipa cheese comprehensively. Now, in the OVOP committee, discussions pertaining to the value chain among stakeholders are possible, which have led to the implementation of a wide range of activities that benefit the wider population of the department.

### **Issues<sup>107</sup>**

While some producers are actively marketing their products, other producers remain hesitant and are not very active in the marketing and market research. Counterfeit products are not necessarily controlled well. One drawback of being protected for designation of origin may be limiting the space for improvement in terms of the quality of cheese to improving the quality of milk.

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<sup>102</sup> In addition to this programme, the government of Boyacá established a programme in 2012 to support food processing industries under “Boyacá Territorio de Sabores (Boyacá Territory of Flavours)”. This programme extends various services, such as technical support for food sanitation, administrative and accounting training, and labelling support, including nutrition table and barcodes. Among the beneficiaries are six Paipa cheese manufactures, posted on the website (<https://www.boyacaterritoriodesabores.com>).

<sup>103</sup> See <https://soy.boyaca.gov.co/>.

<sup>104</sup> See <https://quesopaipa.co/productores/>.

<sup>105</sup> Interview with Matsuki (9 November 2021).

<sup>106</sup> According to Matsuki (9 November 2021), such training was provided to the cheese producers. In the past, when they attended a fair, their cheese was very popular and sold well. However, they found out later that they had incurred losses from the sales because the prices were set too low.

<sup>107</sup> Interview with Matsuki (9 November 2021).

## B. Loroco (El Salvador)

San Lorenzo is a municipality in the western part of the country, bordering Guatemala. It has approximately 10 000 people.

According to UMASS Center for Agriculture, Food and the Environment (2021), loroco (*fernaldia pandurata*) is a vine native to Central America that used to be called quilite, which in the indigenous language means “edible herb.” It is a perennial plant that produces flowers from May to October in El Salvador, but with irrigation can produce flowers year-round. Loroco is a tropical plant that grows best with average temperatures between 20 °C and 32 °C.

The flowers are harvested and used in the cuisine of El Salvador and other countries in Central America. It has a unique, pungent flavour that is used in pupusas, a corn-based food popular in El Salvador. Loroco is propagated principally by seed, but can also be propagated by cuttings. It takes about three to four months from seed to flowering.

### **Before One Village One Product**

The cultivation of loroco began approximately 30 years ago. Prior to that, it grew naturally. San Lorenzo municipality saw the marketing possibility of loroco, along with jocote fruits (*spondias purpurea*), to improve the livelihood of the people, and began to encourage the planting of them.

### **Adoption in One Village One Product**

At the start of the OVOP project in 2010, JICA and CONAMYPE selected San Lorenzo as a suitable target municipality for the project. The key factors supporting this were the marketing potential of loroco and jocote, and the institutional basis which the municipality had already set up to promote those products (Takashima, 2019).

The president of the municipality committee, who belonged to the producer cooperative, was one of the local residents impressed by “Local yet Global,” one of the OVOP principles. He said the following: “We have managed to articulate our efforts by making all the local options but also thinking globally, in terms of how our products can reach the market, including export markets” (Takashima, 2019). The OVOP committee as well as the municipality took full ownership of the initiative, while local people joined the movement as they realized the dynamism loroco and jocote were bringing to their society and economy.

### **Product and services developed**

In addition to exporting loroco by targeting Salvadorians living in the United States of America who miss the taste of their hometown product, the

producers commercialized processed products to target a wide range of customers, domestically and internationally. A local private company began to manufacture products using loroco, such as seasonings and pasta sauces.

## **Marketing**

In addition to providing advice on branding and marketing, the OVOP project supported the producers to attend fairs domestically and even outside the country in, for example, Guatemala and the United States of America (JICA, 2020b), which enabled them to effectively establish connections with foreign buyers.

The loroco and jocote festival has also become widely known among tourists. By positioning San Lorenzo as “the land of jocote and loroco” to promote local branding, the annual festival began in 2013 with approximately 100 participants, including visitors, producers and vendors. It has grown to attract 15 000 visitors by 2018 (Takashima, 2019).

In addition, in March 2018, producers participated in a trade fair at a shopping mall in San Salvador, the capital of El Salvador. This fair was managed by the national OVOP network, an umbrella body of the municipal OVOP committees. The members covered all expenses. Fourteen municipalities displayed their products, which included spices and other products made of loroco. As many as 15 000 people visited this one-week event, and sales topped USD 14 000 (Uchikawa, personal communication, 2021).

## **Human resource development**

Jorge Ortiz, a former president of the municipal OVOP committee, emphasized the importance of human resource development among the three principles of OVOP. He explained that community capacity had been developed through continuous training opportunities to learn new things, making them open-minded to exchange experiences and bring knowledge (Takashima, 2019). Omar Fajardo, a member of the committee, also pointed out that through the OVOP movement, the people had overcome their resistance to change, which had been prevalent in the municipality (Takashima, 2019).

## **Impacts**

Thanks to loroco and jocote, San Lorenzo has become very famous and has improved its security level. By developing the municipality into a clean, safe tourist destination, the residents now take pride in their locality and enjoy self-esteem, feeling that they have something of their own that they can highlight and that differentiates them from others in the country (Takashima, 2019).

This positive mindset has mobilized the younger generations to join the movement. As Ortiz dubs it as “the wheel of development,” San Lorenzo is managing to integrate young people from 18 to 30 years old, considered as

the third generation of the movement evolving around loroco and jocote, to participate in local development (Takashima, 2019). San Lorenzo is expected to become a model for local development in the country.

### C. Honey (Kenya)

Loitokitok is in Kajiado county in the southern part of Kenya adjacent to the United Republic of Tanzania. According to Kombo and Ekisa (2015), the climate is arid, with annual rainfall of 700-800 mm, and there are small areas with water availability adjacent to vast, dry grasslands. The hydrology of the region is heavily influenced by Mt. Kilimanjaro in terms of both rainfall received and the presence of groundwater. Bush lands and open grasslands (Acacia Commiphora mosaic) are the dominant vegetation of the area. In recent years, the vegetation composition has changed significantly due to farming and animal grazing activities, which are converting woodlands, wetlands and grasslands into farms, irrigated farms and bush lands. Agriculture accounts for more than a half of land use and the income source, followed by pastoralism.

#### **Before One Village One Product**

Ilkisonko SACCO is a community-based saving and credit institution established in 2004 and registered in 2005.<sup>108</sup> Members of this SACCO are mainly pastoralist households, whose livelihood strategies were to increase livestock population or persistent utilization, or exploitation, of natural resources. The consequences were environmental degradation and climate change.



When a drought hit the area, many members lost their livestock and crops, resulting in default. SACCO staff visited its clients to investigate the livelihood situation. They realized that there were families who were engaged in beekeeping, though primarily for domestic use.<sup>109</sup> This prompted SACCO to initiate a pastoralist community empowerment programme by purchasing honey from them so that they could earn income to pay for their

<sup>108</sup> According to its website (<https://ilkisonkosacco.co.ke/>), SACCO stands for savings and credit cooperative. The concept originated in Europe in the nineteenth century, and spread to African countries after being introduced to Ghana in 1955 (<https://blog.websacco.com/2021/03/15/the-history-of-saccos-in-europe-and-africa/>).

<sup>109</sup> The majority of the residents in this area are the Maasai people. Honey is one of their important diet items and medicines. It comprises bride price and is used to brew honey beer for the traditional wedding ceremony.

basic necessities and also repay the dues, aiming eventually to increase the resilience of the people to climate change. Grace Awuor worked on this project with a Voluntary Services Overseas volunteer, who was assigned to SACCO at that time.

### **Under One Village One Product**

At one point, a Ministry of Industrialization staff member stopped by the SACCO office and introduced OVOP. Being accepted by the OVOP programme, the staff of Ilkisonko, including Awuor, received business management training covering topics, such as bookkeeping, packaging and marketing, in addition to technical training on commercial beekeeping, including proper processing of honey. Those staff members passed the knowledge obtained to the local residents. The transition from traditional to modern beehives increased the harvest, and the proper processing improved the quality of the honey. At least 35 families acquired new skills. The number of beehives per family varies significantly, between 15 and 500.

One Village One Product provided various opportunities to participate in exhibitions. The exhibitions effectively increased sales leads. Visitors, including buyers, recognized the quality of their honey and placed inquiries. SACCO benefited greatly from these activities. Also, a buyer from Japan visited Kenya in 2014, which led to the exportation of 300 kg of honey to Japan in 2014–2015, and 200 kg in 2016.

### **Transition**

The enforcement of laws made it necessary for SACCO to concentrate on its core functions, i.e. provision of savings and credit services, which incidentally forced the institution to abandon the honey business. Consequently, Awuor established a company in 2015 as an agricultural advisory arm of Ilkisonko SACCO.

### **Business model**

Her company's vision is "a healthy and sustainable environment where people are self-supporting in their livelihoods" and its mission is "to be the ultimate supplier of authentic natural food products to our clients." The company aims for trade instead of aid through a community-based, bottom-up approach, which utilizes local human and materials as much as possible while enhancing human capital and protecting the ecosystem and local culture.

The company is targeting high-end consumers so that the high quality of its honey, which has a low sucrose content (less than 3 percent), is appreciated and valued as much as possible. Honey is mainly from acacia. It is essentially natural and organic, although it has yet to attain an organic certification. Awuor is considering whether the benefits of acquiring and maintaining an

organic certification would justify the cost, which is approximately USD 1 000 per annum.

### **Operation and processing**

The company purchases semi-processed and crude honey. The former is produced by families, who were trained under OVOP on how to strain and remove foreign matters while processing honey. The latter is unstrained honey, which, therefore, contains impurities, such as honeycomb and other particles. A total of 2 000 kg of semi-processed and crude honey was purchased in 2020.

Purchased honey is gently heated and filtered using a pasteurized, clean white cloth at the workshop of her company. After that, pure honey is packed in glass jars, properly capped and labelled ready for the market. The workshop and the products are certified by the Kenya Bureau of Standards.

### **Products**

In addition to natural honey, beeswax is produced. Flavoured honey is also produced with mango or ginger. Recently, Awuor began to purchase and sell mangrove black honey, which is harvested along the coastal area of Kenya. Croton honey is another product. Propolis is purchased from outside the county, mostly from Nakuru, as it is not harvested very much in the Loitokitok area.

### **Market channel**

Honey is sold to luxury safari camps within or nearby the famous national parks and national reserves, such as Amboseli, Tsavo East and Masai Mara. A golf club and a community-based organization in Mombasa also buy it. However, the COVID-19 pandemic has hit the business severely, as the number of foreign tourists has declined.

The export of honey to Japan initially stopped after 2016 when SACCO could no longer engage in such commercial activities. Over a five-year period, Awuor slowly and gradually developed her business and in 2021, she managed to export 200 kg of pure honey in two shipments. The honey is exported in 20-Litre containers. It is packaged in Japan and sold through a sales outlet and online by the honey businessperson based in Yokohama.

### **Challenges, issues and future plan**

As explained above, the COVID-19 pandemic has severely affected the business. Nonetheless, Awuor purchases honey from producers and resells it to other manufacturers, so that the relationship with the producers can continue and their income is also ensured.

Awuor wants to increase the export of honey to one ton/year and also strengthen domestic sales with a diversified product line-up. At the same time, she is helping to organize the beekeepers into an association, as it enables them to have more opportunities to receive services from the government and other entities.

Sources: Shunny Natural Products Enterprises (2021); Interview to Awuor (13 December 2021); Matsushima (personal communication, 2021).

## D. Wool felt (Kyrgyzstan)

Issyk-Kul is one of the seven regions in the country, located in the northeastern area. The economy of Kyrgyzstan is led by mining of gold, and 70 percent of the population resides in rural areas, where the majority of them are engaged in agriculture. Issyk-Kul is famous for its wool and wild berries. The region's population is 496 100.<sup>110</sup>

### Joint project

A global retail company of household and consumer goods based in Japan approached JICA in 2010 to explore the possibility of collaborating to develop ethical Christmas gifts as part of the company's support for addressing social challenges. JICA recommended 80 products globally. Two items – felt from Kyrgyzstan and soapstone from Kenya – were selected in 2011 for this project. In the first year, 252 people from 29 community-based organizations that belonged to the OVOP Association across five districts produced three items: phone cases, eyeglass cases and a set of planet-shaped ornaments (the Earth and Jupiter).<sup>111</sup> The company provided the design and production training to the producers, while the JICA project team and JICA volunteers followed up on the production to make sure it was in accordance with the specifications. The first sales, which were made in 2011, accounted for USD 55 434 (KGS 2 511 160) from 11 350 pieces in total. In the 11 years of the business relationship shown in the figure below, cumulative sales have exceeded USD one million.

### Production process<sup>112</sup>

The production process is summarized as follows:

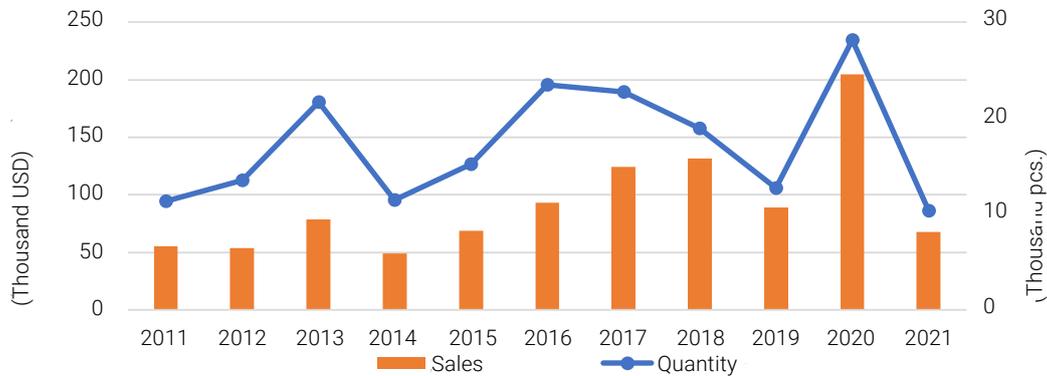
Harvesting raw wool → washing → carding → dying (natural) → mixing to adjust colours → manufacturing and quality control at the community

<sup>110</sup> See <https://invest.gov.kg/issyk-kul/>.

<sup>111</sup> According to the report by the retail company contained in JICA (2011), 57 percent were women aged between 23 and 50 who did not have a permanent job but had traditional skills to make felt products. Those between 50 and 80 years of age accounted for 38 percent of the members, financially insecure by being pensioners, yet kept up with the Kyrgyz traditions. The remaining 5 percent were young people between 15 and 23 years of age, mostly university and school students helping their families during the summer and highly interested in quality improvement.

<sup>112</sup> Interview with Haraguchi (26 October 2021); information obtained from Haraguchi (25 November 2021).

**Figure 11. Sales made by the Kyrgyz One Village One Product in the joint project**



Source: Prepared by the author based on Haraguchi (2021).

workshop → pick-up by OVOP+1 → quality check with metal detector in Karakol by OVOP+1 → packaging → shipping (→ customs clearance, inspection, final packaging at the destination)

OVOP+1 controls the quality from the source of raw wool. It procures raw wool from a public Merino sheep farm and local individuals. The quality is checked before and after washing, and recorded. Washing is done by an old-yet-functioning large machine from the Soviet era. Carding is outsourced, but the equipment is owned by the OVOP Association. The wool is cleaned after washing so that foreign materials are removed.

The wool is dyed naturally with walnut, madder, woad, onions, holy and clover, among other products.<sup>113</sup> The Japanese traditional *Aizome* dyeing technique is also introduced.<sup>114</sup> OVOP+1 manages the lists of dyeing plant suppliers and materials. Temperature and moisture are also controlled.

Each community-based organization receives orders from OVOP+1, and members of the organization make the products by following the steps described in Box VI 1. Skilled persons check the quality. The division of labour and work sharing are also observed. For example, some community-based organizations are engaged in some part of the production, and half-made items are completed by other community-based organizations. When a community-based organization is behind in production, other community-based organizations fill the order. Currently, OVOP+1 staff is assigned to oversee each community-based organization, and upon completion, the staff in charge inspects the products on site and, if satisfactory, makes a payment and picks up the finished products. Producers are able to access cash without waiting for months.

<sup>113</sup> See <https://www.muji.com.hk/campaign/foundmuji/en/kyrgyzstan.html>.

<sup>114</sup> See [https://www.jica.go.jp/kyrgyz/english/office/topics/190706\\_en.html](https://www.jica.go.jp/kyrgyz/english/office/topics/190706_en.html).

## Box 10. Production of felt products

1. Preparation of felt (dirt is washed away; felt is washed and dried for approximately one week);
2. Shaping (a felt mould that is approximately 1.4 times the size needed is prepared; it is folded over twice, horizontally and vertically, moistened with soap water and held down);
3. Shaping (step 2 is repeated three times for each side; the wool is laid down and shaped: one hour);
4. Size adjustment (to attain the specified size of the final product from the original size, it is rubbed continuously and the fibre is shrunk together: three hours);
5. Removal of fluff (when the right size has been achieved, the fluff is carefully removed);
6. Drying in the sun; and
7. Patterns embroidered and buttons attached.

Source: MUJI website (<https://www.muji.net/lab/found/kyrgyz/en/>).

### Quality control

Initially, training was extended to five representatives of the OVOP Association at a production group in the capital, Bishkek, which is famous for its high-quality felt products. Those five people functioned as the trainers to the community-based organizations in Issyk-Kul region.

The Japan International Cooperation Agency and OVOP+1 prepared several production manuals. OVOP+1 assigns every community-based organization a technical supervisor, who conducts technical training in felt products for the artisans in the group. The training is conducted regularly to help the artisans develop and improve their skills and to ensure that the products meet the buyer's quality requirements.

Product specifications are detailed in a specification sheet. A technological map of each item, which describes the details, including the size and weight, with actual work-in-progress samples, is prepared to show each step of the production process. The scale used can measure wool to 0.01 g. In addition, practical yet simple tools are prepared to enable producers to check the shape and size easily in order to achieve consistency.

The safety of producers and consumers is important. Accordingly, stringent safety measures have been set.<sup>115</sup> Each community-based organization is required to manage needles and other potential hazardous tools, such as

<sup>115</sup> Information obtained from Haraguchi (25 November 2021).

scissors. Needle detection is one of the critical control points. With the support of the Embassy of Japan, a metal detector was installed at the central factory of OVOP+1 in Karakol. When metal is detected at the point of receipt, it is traced back to a particular producer and proper instruction is given to the producer. Cleared items are transferred to another room for adjustment and inspection. After packaging, the products go through the metal detector once again. Stocks of final products are controlled in terms of, among other aspects, temperature and humidity and entry of persons to the storeroom (using a video camera).

Each step is documented properly, so traceability to the sources of wool and the other inputs is established. These efforts enabled the central factory in Karakol to be registered as a certified factory of the retail company in 2016, making possible direct shipping to Europe (IFC, 2021).<sup>116</sup>

### **Flexible work system**

This is one of the characteristics of Kyrgyz OVOP. Producers can decide the workload at their own discretion, depending on the situation of individuals, and are paid according to the output volume. Producers come to work at one of nine felt workshops nearby, which are furnished with tools and equipment. This flexibility balances convenience for producers and quality control.

The workshops were established and refurbished with support from local governments and a local gold mining company.<sup>117</sup> Governments have made available unused schools and office space.

### **Success factors**

**Shared value:** The retail company values simple design, craftsmanship, environmental and human consciousness, and traceability. These characteristics are equally appreciated by the Kyrgyz OVOP and the producers.

**Consistency:** Despite changes in the staff in charge, the retail company's values has remained unchanged. In addition, its production manager, designers and merchandisers visit Kyrgyzstan once a year to share their ideas about quality and offer guidance to the producers (IFC, 2021).

**Mutual trust:** The staff of the retail company have become fans of Kyrgyzstan and care about the people and the products coming from the country. The producers in Kyrgyzstan and OVOP+1 also have confidence in the retail company as their partner, and try to respond to the requests, which may not necessarily be easy to fulfil. The company understands the challenges faced

<sup>116</sup> Prior to registration, all products had to be shipped to Japan for inspection before being re-exported to other countries. Shipping directly to Europe from Kyrgyzstan can reduce the cost significantly.

<sup>117</sup> See <https://www.kumtor.kg/en/production-facilities/>.

by developing countries, such as Kenya and Kyrgyzstan, and have taken an accommodating attitude to build the relationship, while protecting their required quality standards to compete in the global market (IFC, 2021).

**Technical support:** The retail company provides technical training and feedback from the perspectives of buyers and users. In addition to close follow-up on site by OVOP+1, the JICA project team and volunteers have been an indispensable component of the success of the project.

**Utilization of external support:** A value chain was established by involving public institutions and private enterprises. Community workshops were established with financial support from the gold mining company which provided funds to refurbish buildings that belonged to the public sector to use as production facilities.

### **Impacts**

IFC (2021) stated the following: “The skills they [the artisans] had gained through tradition were not sufficient to produce products that satisfied consumers in developed countries, but through continued efforts in improving their skills in design, production, monitoring, and product and quality control, they reached the level required” by the client. It is also worth noting that such technical transfer has enabled the producers to make as many as 750 different felt products, and to sell the products in other markets.

According to research conducted in 2018,<sup>118</sup> this project provided opportunities for artisans to increase their income. More than 80 percent of the people interviewed reported an increase in their household net incomes. Among poor artisans (33 percent of the total interviewees), 87 percent experienced an increase in their income, indicating that the work had a positive impact on the poor. In this joint project, the amount of work a person performs is directly linked to the amount of income received (as long as it meets certain standards), which means that the more they work, the more income they make. The research indicated the poorer the person was, the more hours per week she would work, and the less likely she was to have another job. Approximately 30 percent of the respondents were selling their final products for this joint project only. In 2017, approximately 20 percent of the total net household income of artisans came from craftwork, of which more than half came from the joint project. In addition, 68 percent of the artisans allocated their income from craftwork to regular household expenses, such as their children’s tuition, food or clothes, and 14 percent used their income from craftwork for personal business or to refurbish their houses.

<sup>118</sup> It was conducted by IFC in July 2018 to 119 female artisans in Issyk-Kul region, who participated in the joint project.

The quality standards of the retail company, which are applied internationally, hold artisans accountable for developing their skills and managing product quality. They also encourage artisans to develop self-discipline and a sense of responsibility for meeting the requirements set out in their contracts, including the delivery of products by specific deadlines. The artisans view the standards as goals and find meeting them rewarding. According to the team leader for the JICA project, a change in attitude was noticeable among many of the producers. The producers believed that they had something more than a routine job in making felt products, and were willing to learn to make products that were satisfying and appealing to their clients and end-users.

The respondents also gave positive feedback about the collaboration between the retail company and OVOP+1, making statements such as “I now have marketable skills” and “this project requires me to challenge myself to produce high-quality products every year, and this constantly gives me opportunities to grow.” Artisans joined the felt project voluntarily. Those who had other income sources participated because (1) they were interested in making felt handicrafts, which reflected their culture and tradition (24 percent), and (2) the project offered flexible working conditions, including the option to work from home, which allowed them to strike a good balance between domestic work and other side businesses (13 percent).

The project helped 76 percent of the respondents to develop more self-confidence and self-esteem, and 80 percent said that this bolstered their bonds to society or the community. In response to questions about specific changes in their lives, 90 percent reported increased appreciation and encouragement from family members, while about 20 percent felt “getting respect from my family and the community”, followed by “earning more money” (18 percent), “learning new skills and how to make felt handicrafts” (16 percent), “learning to comply with the contract or to meet a delivery deadline, and developed time management skills” (13 percent), and “getting to meet more people” (11 percent).

Sources: Haraguchi (2021); JICA (2011).

## E. Quinoa (Peru)

**Puno** is the fifth largest department (region) in southern Peru. Located on the western shore of Lake Titicaca, which borders Plurinational State of Bolivia, this area is considered to be the birthplace of quinoa. The Puno region “the Altiplano” is between 3 812 and 5 500 m above sea level and has a cold but temperate climate because of nearby Lake Titicaca. The rainy season of the region, which determines the cultivating season, is from December to March (Mercado and Ubillus, 2017).

**Quinoa** is an annual plant with a wide diversity of cultivars and varieties, which has been consumed for many years by the Andean people by roasting and

milling into flour to bake different types of breads.<sup>119</sup> It is regarded as a super food, being rich in protein and micronutrients. The United Nations declared 2013 as the International Year of Quinoa, as it can “play an important role in eradicating hunger, malnutrition and poverty” (FAO Regional Office for Latin America and the Caribbean, 2013).



Source: <https://www.fao.org/quinoa-2013/en/>.

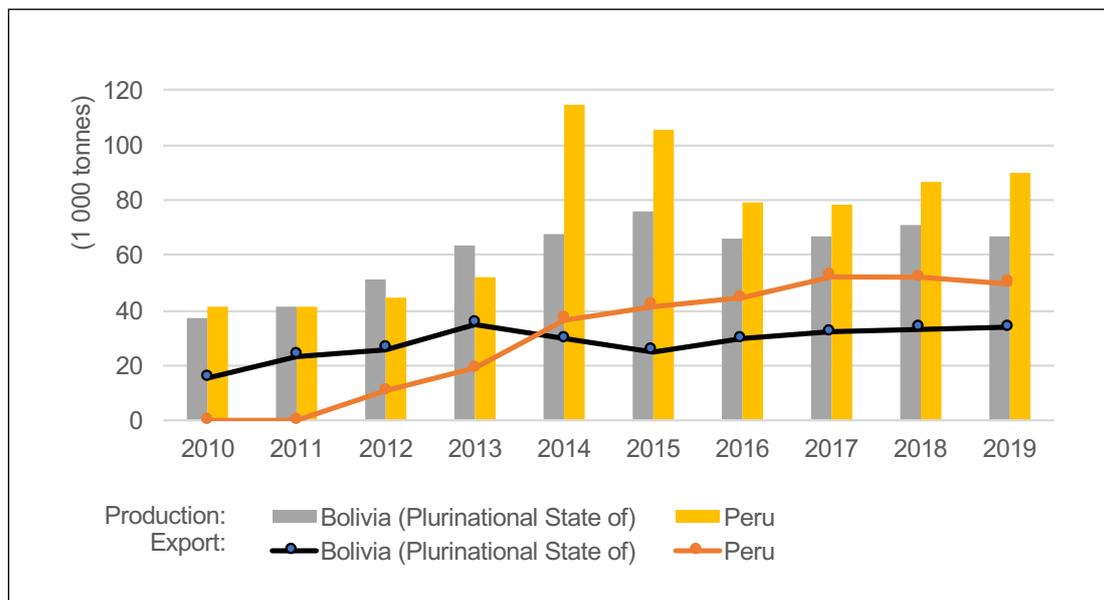
According to Bazile, Bertero and Nieto (2015), quinoa is cultivated from sea level to an altitude of 4 000 m above sea level. The primary area of cultivation is between 2 500 and 4 000 m above sea level in microclimates that, while varied, are generally cool to temperate with frequent freezes, and where cultivation relies on rainfall. It is said that domestication of quinoa in Peru dates back 5 000 years. Quinoa was considered sacred by the Inca and was called *chisiya mama*, meaning “mother grain” in Quechua language.

Quinoa production in 2019 was 161 415 tonnes globally, of which Peru and Plurinational State of Bolivia produced 89 775 tonnes and 67 135 tonnes respectively, accounting for 97.2 percent of the world supply (FAO, 2021). Since 2014, Peru has surpassed the Plurinational State of Bolivia in terms of export of the product, shipping 49 498 tonnes in 2019, as shown in Figure VI 2. Figure VI 3 depicts the quinoa value chain, which is complicated in the domestic market and relatively simple for export.

Quinoa was selected as one of the Peruvian OVOP products.

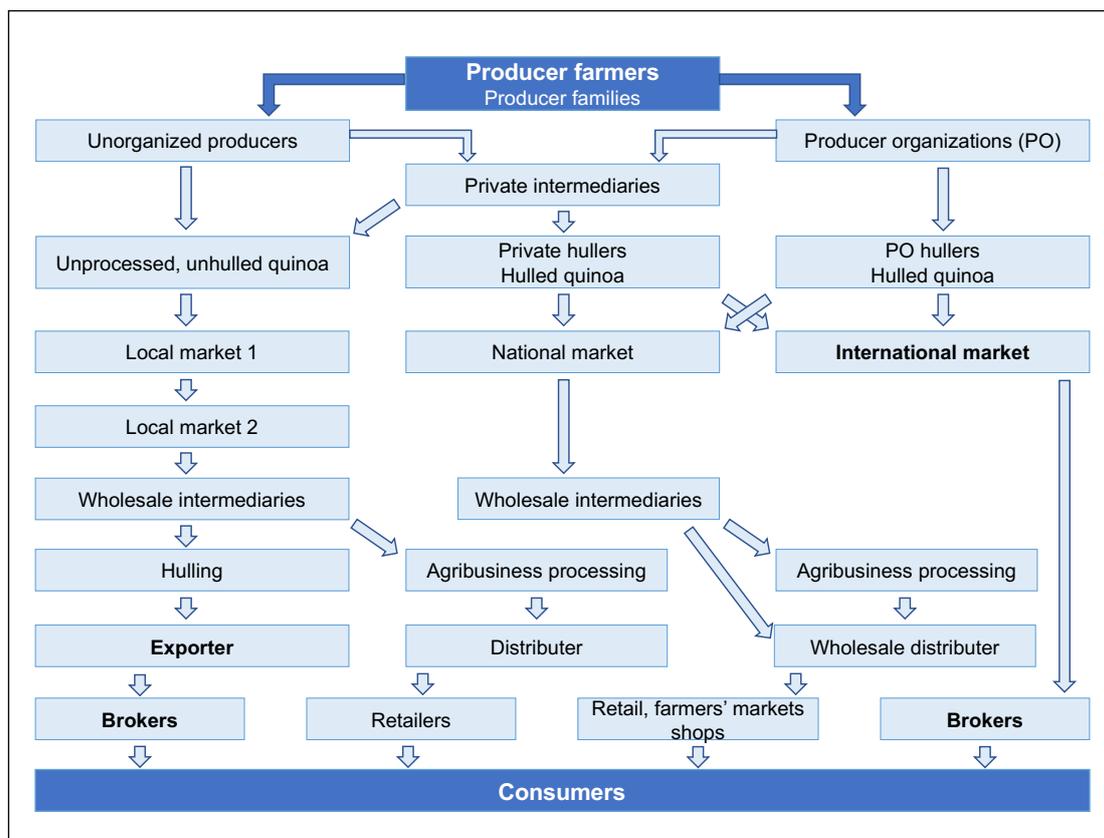
<sup>119</sup> See <https://www.fao.org/quinoa-2013/en/>.

**Figure 12. Production and export of quinoa**



Source: FAO. 2021. FAOSTAT: Food and Agricultural Data. In: FAO. Rome. [Cited 27 November 2021]. <https://www.fao.org/faostat/en/#home> and remove bold for FAO

**Figure 13. Economic actors in the quinoa value chain**



Source: Bazile, Bertero and Nieto (2015).  
 Note: This is the case of southern Altiplano of Bolivia (Plurinational State of).

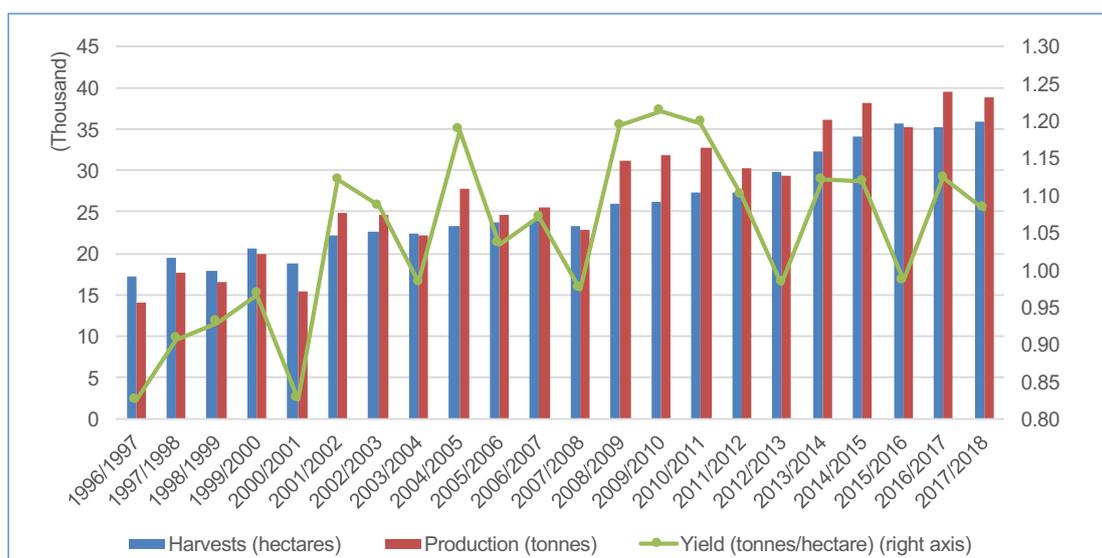
## Production

There are more than 10 000 producers of quinoa in Puno region, according to Dirección Regional Agraria Puno (2021b), which produce almost 40 000 tonnes of quinoa annually. Quinoa is planted between August and November and harvested from April to May. As shown in Figure VI 4, the production volume increase is more attributed to the expansion of the land cultivated than yield increase, which ranges between approximately 1 and 1.2 tonnes per hectare. Yield is affected by rain patterns and other geophysical risks, such as the mountainous terrain and high altitude that restrict drastic changes in production.<sup>120</sup>

Improved seeds are not used widely. According to a study conducted in 2014 by Mercado and Ubillus (2017), 91 percent of the farmers interviewed in two provinces in Puno produced traditional quinoa and 9 percent produced certified organic quinoa. In San Román province, one of the studied provinces in Puno region, 35 percent of the farmers produced certified organic quinoa and 65 percent produced traditional quinoa. Regarding seeds, 96 percent of the producers in Puno obtained them from previous production processes and only 4 percent bought them from the National Institute of Agricultural Innovation (INIA). Some farmers also exchanged seeds among themselves.

Although 82 percent of the farmers use machinery, such as tractors, mostly by renting them, they have limited access to finance and technical assistance, in contrast to farmers in Plurinational State of Bolivia and Argentina. Only 16 percent of the farmers have received training and only 6 percent have received technical assistance.

**Figure 14. Production area and quantity of quinoa in Puno region**



Source: Compilation by the author based on Dirección Regional Agraria Puno (2021a).

<sup>120</sup> According to Mercado and Ubillus (2017), in Puno and Junin regions from 2008 to 2016, quinoa production grew by 1.7 percent on average and the yield decreased by 2.7 percent annually. According to National Institute of Agricultural Innovation (INIA) interviewees, this can be attributed to the delayed rains that resulted in postponed sowing. The yield in Puno is particularly influenced by climate and applied technology.

## Farmer organizations

According to Bazile, Bertero and Nieto (2015), organizing farmers was not practiced in the past. However, the formation of associations backed by local NGOs and regional governments have emerged. In 1992, the Natural Resources and Environment Research Centre (CIRNMA) supported the establishment of a quinoa producers association and supported it with technical training and livelihood improvement for 12 years.<sup>121</sup> In Puno, there were 130 organizations at the provincial level and an association at the regional level, according to the information at Ministry of Foreign Trade and Tourism (MINCETUR) in 2006 (Bazile, Bertero and Nieto, 2015).

One remarkable agricultural cooperative is in Cabana, San Román province in Puno region. It started as an association in 2001 to tackle the issue of low prices of quinoa, and was changed to its current status as a cooperative in July 2010. It consists of 600 members, of which 70 percent are women farmers.<sup>122</sup> Having 15 member organizations underneath, it is the leading organization of quinoa producers and has its own plant in Puno (Bazile, Bertero and Nieto, 2015). It has 4 000 hectares of organic farmland, which is used in crop rotation for quinoa, potato, legume/cereal and as a rest area (Gonzales, personal communication, 2022).

## Post-harvest

Farmers thresh, sift and winnow quinoa after harvest. They bring their produce to the cooperative and are paid after it is weighed and recorded (Andrews, 2017).<sup>123</sup>

## Processing

As of 2013, four factories in Puno processed quinoa for export.<sup>124</sup> Quinoa contains mildly toxic saponins, which destroys red blood cells and affects digestion, giving it a bitter taste.<sup>125</sup> Accordingly, saponins have to be removed prior to consumption by washing and abrasing quinoa with soap water. Farmers typically wash it for home use just before cooking in order to avoid germination and save water, but the cooperative carried out this time-consuming washing process and sorting by colour with machines (Andrews, 2017). Afterwards, sun-dried quinoa is packed, stored, and sold to domestic

<sup>121</sup> See [https://www.jetro.go.jp/ext\\_images/jetro/activities/contribution/oda/export\\_promotion/peru/s06\\_06.pdf](https://www.jetro.go.jp/ext_images/jetro/activities/contribution/oda/export_promotion/peru/s06_06.pdf).

<sup>122</sup> According to personal communication with Gonzales, former General Manager of COOPAIN Cabana (2022).

<sup>123</sup> There was market stagnation in 2015 which reduced and delayed purchases from farmers and led to a reduction in prices. Increased competition was one of the major reasons for this challenge, as the other regions in Peru expanded irrigated cultivation of quinoa and production of it increased in other countries.

<sup>124</sup> Bazile, Bertero and Nieto (2015) lists Altiplano SAC, Agroindustrias CIRNMA (both of which are the private wing of NGOs), ASAIGA and COOPAIN Cabana. COOPAIN Cabana received finance from FOGAL (Fondo de Garantía Latinoamericana) and SOS-FAIM of Belgium for the construction of the quinoa processing plant. FOGAL also supports COOPAIN Cabana with guarantees and direct loans as working capital (<https://fogalgarantia.org/story/cooperativa-agro-industrial-cabana-ltda/>).

<sup>125</sup> Andrews (2017) states that the presence of saponins in quinoa is probably one of the reasons that Spaniards did not adopt quinoa into their diet. They were uninformed about the need to remove saponin from quinoa prior to eating it.

and foreign markets. The cooperative also processes it into pearl quinoa, flour and flake.

### **Marketing**

According to Mercado and Ubillus (2017), the market destinations of quinoa from Puno are as follows: (1) the regional market in Puno, accounting for 10.7 percent (including the quantities consumed by the producer and set aside for seeds) of the total; (2) markets in other regions (Arequipa Cusco and Tacna), representing 4.4 percent of the total; (3) the national market in Lima, which receives 24.4 percent for urban consumption or processing for later sale to consumers; and (4) international market accounting for 19.5 percent. The rest, 41.0 percent, is stored for later sale.

According to Bazile, Bertero and Nieto (2015), export of quinoa from Peru began in 2005. In 2011, the country exported approximately 7 991 tonnes of quinoa to 36 countries worth USD 25 million. This value rose to more than USD 30 million in 2012. The main market for Peruvian quinoa is the United States of America. Sierra Exportadora, a public organization, actively promotes quinoa and fosters relations between the different actors in the chain.

The cooperative exports organic quinoa to Canada, France, Germany, the Netherlands and the United States of America. In the foreign markets, demand for the black-coloured quinoa is higher than for the white-coloured one due to the higher medicinal values of the former. Accordingly, in 2015, the cooperative paid farmers PEN 95 (USD 28.60) per arroba (equivalent to 11.5 kg) for red and black quinoa, while they paid PEN 60 for white one (Andrews, 2017). A price drop in 2015 was mainly for white quinoa, and the farmers who were practicing agrodiversity benefited from it. In the 2021–2022 season, 1 200 tonnes of organic quinoa, consisting of 70 percent white, 20 percent black and 10 percent red-coloured quinoa, are expected to be harvested (Gonzales, personal communication, 2022).

### **Organic certification**

According to Bazile, Bertero and Nieto (2015), in Peru, organic certification began in the 2000s, as producers aimed to access markets that were more lucrative than the domestic market, and more open than national institutional markets. In Puno, certification was promoted mainly by NGOs: the Juliaca Urban-rural Promotion Centre; and the Natural Resources and Environment Research Centre (CIRNMA). Thanks to the technical and financial support of these NGOs, organic certification was obtained by 300 producers from various districts in the provinces of San Román (Caracoto, Vilque, Mañazo), Chucuito (district of Juli) and Azángaro.

Organic matter is required for organic quinoa farming, to maintain or improve soil fertility. Among the types of matter recommended are guano and green

manure. Also recommended for organic farmers are the following practices: adoption of crop rotation; use of light or pheromone traps for preventive noctuid pest management; and the use of biofertilizers and biocide plant extracts for pest control. It should be noted that a main requirement of organic farming is to keep records of all practices to ensure traceability. These records must be certified by accredited companies and the entire process must be approved to obtain the corresponding certification.

The cooperative has certifications for organic, fair trade, and kosher requirements, among others, including HACCP and Good Manufacturing Practice, as shown in Figure VI 5. It trains their member farmers to abide by the requirements. Gonzales points out that sustainability is ensured by the organizational nature as a cooperative in which the principles and values are shared and practiced by the members (personal communication, 2022).

Farmers either purchase seeds from the National Institute of Agricultural Innovation (INIA), or legitimately reproduce seeds from those originated from the Institute (Andrews, 2017). Another source of seeds is semillistas (local seed experts), who are well regarded as having specialized knowledge in seed selection, though their capability may not necessarily be substantiated. The cooperative selected seven semillistas, comprised of four men and three women, in 2015–2016.

**Figure 15. Examples of certifications**



Source: COOPAIN Cabana website (<http://coopaincabana.com/>).



WII

# IMPLICATIONS AND RECOMMENDATIONS FOR ONECOUNTRY - ONE PRIORITY PRODUCT

Photo: © iStock.com

The OVOP movement begins with identifying various local resources. In OCOP, this process is essentially left to the implementing countries and the scope of the resources is limited to an agricultural commodity. Although numerous commodities may be produced across the country, identifying one important commodity may not be so difficult as analyses may have already been conducted in terms of such factors as production volume, employment and export receipt. Oyama town in Oita prefecture focused on plums and chestnuts in the 1960s,<sup>126</sup> as it found a good market potential for them and more value against labour input, although it soon moved towards diversification.

In OVOP, the project is not restricted to one commodity, in contrary to the notion its name implies. Similarly, the geographic unit does not have to be a village; many OVOP programmes are implemented at the second or third-tier subdivision level of the local administration, such as a municipality (e.g. Guatemala) or a tambon (e.g. Thailand). The terminology “local” in

the first principle of OVOP – Local yet Global – usually refers to those subdivision levels.

In OCOP, one specialty agro-product is selected in each country. The selected product may be widely grown, but concentrated in some part of the country. For example, cashew is an important cash crop for the United Republic of Tanzania, and the producing areas are predominantly along the coastal regions. In that sense, OCOP may be considered as a larger version of ordinary OVOP in terms of the geographic area concerned. In the future, it may be relevant to identify the second, third and more specialty agro-products in a country to cover wider geographic areas and population. Diversification of commodities is also a vital risk-aversion strategy to cope with seasonality and shocks associated with disease, climate change and price.

The analysis conducted in this study on the global application of OVOP has drawn several implications and recommendations for OCOP, as summarized in Box VII 1.

### Box 11. Recommendations for the countries that implement One Country–One Priority Product

1. Diversify products/services from a commodity towards local branding.
2. Tourism is important.
3. Clarify the policy goals and ensure consistency among policy measures.
4. Consider the approach and the governance system through assessment of the target groups and the support system.
5. Existing businesses/organizations with management capability are more ideal as a target population than starting from organizing farmers.
6. Capacity development and trust building along the value chain need to be addressed.
7. A wide range of BDS and financial services are needed along the value chain.

Source: Author.

<sup>126</sup> It does not mean that other commodities were abandoned. The idea was to consider the revenue from plums and chestnuts as bonus income on top of the base income from ordinary farm produce.

## A. Application of the One Village One Product concept

Product/service diversification from a commodity is recommended, as explained in chapter III-D. For example, pineapples can be exported fresh, whole or cut, but also processed into different kinds of products, not only food items but also as industrial items. The product value chain can continue and branch out, as one product becomes an ingredient of another product. This is when creativity plays a role, fuelled by human resource development.

As mentioned in chapter VI-A, if the benefits of development are skewed towards a handful of beneficiaries (e.g. pineapple farmers and traders), it may result in social tension. A suggestion to avoid this is to carry out an initiative in a geographical area that accommodates various small projects.<sup>127</sup> Tourism-related initiatives are recommended to be incorporated into OCOP activities. Community-based tourism and ONPAKU/D-HOPE approaches can even augment the value of a specialty agro-product, and by attracting people to the production areas, more benefits will be gained by farmers, enterprises and the surrounding communities. For example, pineapple farms can host agrotourism. A harvest experience can be developed into a hands-on experience programme. Farmers with excellent skills to judge sweetness can share their tips to visitors in another hands-on programme. Local restaurants can develop cuisine and confectionery out of pineapple to entertain visitors. With

such experience-oriented services, related population increases, more money circulates, and the community becomes vital. Attracting (foreign) tourists to local areas can bring in similar effects as exporting local products and earning foreign exchange. Collectively, a local brand image can be created and strengthened. Once a positive image spreads out, product value can also acquire a premium.

Tourism is particularly important for small island countries. Schumann (2016) claims that OVOP has great potential as an alternative to large-scale development in small island developing States in the Pacific. Those countries have been reliant on external financing, yet they are facing an uncertain future in the sustainability of their economies because of a decrease in funding from external sources. OVOP can “help create new jobs and expand tourism and tax revenue through cultural capital-induced productions. OVOP projects can also improve revenue retention in small communities through the multiplier effect where direct, indirect, and induced spending, along with the taxes generated from these spending, can remain to improve the local economy” (Schumann, 2016).

It is also recommended to clarify the whole policy goals and ensure consistency among policy measures implemented. Recognizing the types of motive (i.e. economic or social-oriented) and approach (i.e. top-down or bottom-up) to be taken, the profile of the target population (e.g. levels of business experience and education) and the availability

<sup>127</sup> That means, various small projects can ensure a diversity of the people involved. If, for example, the initiative is to accumulate and export a large volume of fresh pineapple, involved people may not be diverse as much.

of support measures (e.g. contents and geographic coverage) is helpful to design the governance structure and implementation methodologies. It is possible to pursue both economic and social motives in balance, as has already been done in Colombia.

## **B. Dynamic or systematic approach**

Ueda in JICA (2012) suggests that the approach to take should be adjusted based on a careful assessment of the support provision capacity. Especially when the target groups are not so experienced or sophisticated in terms of business and the support system is not established well, it is more suitable to take a dynamic, trial-and-error approach than a systematic, top-down approach. If the latter approach is taken, the constituted system, which usually begins with setting up committees across different ministries or directorates, might not work simply due to lack of operational capacity of the target groups and supporters. For some projects the JICA project team worked hard on product development but there was not much commitment or engagement by the main implementing organizations of the partner country. Whereas the target groups may still gain skills and knowledge and continue their business activities, the support system and the governance system do not survive.

The systematic, top-down approach would probably work when the support

system is available, at least to a certain extent. Such an example is Thailand where existing, capable support institutions have been mobilized under the leadership of the prime minister.

The dynamic, trial-and-error approach takes time, but it can command a sustainable path if pilot activities could show tangible results to the community people and the policymakers, and if business opportunities are captured well. For example, the Kyrgyz OVOP changed the course of the project closer to the end of the first phase from a systematic approach – with the project implementation unit trying to strengthen the selected community-based organizations – to an alternative approach, i.e. opening the door to willing producers and community-based organizations while separating the business planning and management functions from them. As the OVOP Association and OVOP+1 have shown tangible outputs, the government has recognized the effectiveness of the approach, and supporters, both public and private, have been willing to participate in OVOP.

In any case, the OVOP approach cannot disregard the business aspect. OVOP+1 has been attentive to business opportunities by stringently screening products of producers from the marketing perspectives, and continuously trying to develop new products.<sup>128</sup> If individual producers, or a group of producers, are eager and capable to do so by themselves, it is good. However, if it is not so easy, an intermediary is critically important. In Oyama town in Oita prefecture,

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<sup>128</sup> OVOP+1's functions are explained in Box II 2.

agricultural cooperative has been playing such an intermediary role.<sup>129</sup> Farmers detect market signals through the cooperative, which has a strong marketing function, to produce and supply the fresh produce and processed items that are accepted by the market.

## C. Governance

Achieving horizontal coordination and dynamic collaboration across ministries is not easy. Many OVOP projects have struggled to do so. Although it is generally less difficult at the local level, OCOP is most likely managed from the central level. It is ideal if an institution, which has the authority to coordinate different ministries takes the lead in a project. Thailand is a good example of this. The Bhutan OGOP, which is supported by Thailand, is managed by the Queen's Project Office.

When a sectoral ministry takes a lead, coordination at the central level may not be easy. However, if a sufficient budget is secured, soliciting assistance and cooperation from the other ministries should be possible. If a budget is not sufficient, one option to overcome this is to start small at the local level and focus on making a successful case for showcasing.

When the turnover is high in the government, the model taken in Colombia, El Salvador and Guatemala

may be suitable. That is, OVOP committees at the municipal level and its national umbrella body take the lead. These committees are managed in PPPs. The private sector is the driving force and the public sector facilitates it, although the latter presides. As long as the private sector members are vocal and active, the negative effects of governmental change can be overcome.

## D. Target selection

Starting from organizing farmers and enabling them to gain sufficient operational capacity to manage a business – including preparation of a viable business plan, financing for investments, bookkeeping, technical skills for manufacturing and packaging, marketing skills, among other tasks – is not simple. As Indonesia, Ministry of Cooperatives and SME (2014) suggests, working with the existing organization is probably suitable for OCOP. In any case, the existence of professional management in the farmer association/cooperative is indispensable if the association/cooperative is expected to grow.

As the Kyrgyz OVOP did, taking steps to screen for a self-reliance mindset is recommended. When the D-HOPE approach is taken, this issue is not so critical because participation is totally voluntary from the beginning.

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<sup>129</sup> The cooperative in Oyama has been so strong that it has managed to provide useful services to the members without merging with other cooperatives. Oita prefecture used to have 58 agricultural cooperatives in 1990 (Harashima, 2006), but the number declined to four as of December 2021. In developing countries where cooperatives may not necessarily be strong in terms of managerial and financial capacities, alternatives may be necessary, such as an NGO, an association, a private enterprise or an enterprise established in PPP, among others.

## E. Capacity development

It is recommended to involve various stakeholders along the value chain and provide capacity development support. In order to do so, as mentioned above, collaboration across different ministries is necessary. Moreover, trust building among stakeholders is critically important. Inherent distrust among and within the stakeholders has to be overcome through interaction for mutual understanding, engagement in joint projects and events, for example. Site visit and exchanges are effective to facilitate mutual understanding and requirements for a business relationship.

In addition, as stated above, farmer associations or cooperatives with a limited business backgrounds and without professional management are less likely to succeed in running a business. It is probably better for them to focus on agricultural production, although gradually they can learn other matters to develop their capacity.

## F. Service provision

In OVOP, difficulty in the procurement of raw materials is sometimes a constraint to increase the processing volume. Agricultural production should not be overlooked in OCOP. Similarly, poor quality raw materials result in processed products of poor quality. Accordingly, the quality of farm produce is also very important. Caution may be needed, however, concerning the selection of the variety and post-harvest

handling, which must be suitable for the intended usages. In this regard, “market-in” mind and careful planning of production are crucial.

In conjunction with the “market-in” mind, the selection of farm produce can be considered along with the possibility of acquiring certifications, such as those for organic products or that indicate fair trade and GI, as tools for value creation. Individual businesses need to weigh the balance between cost and benefits. If the area has a distinct advantage to qualify for GI, for example, it is worth consideration.

Improving productivity is necessary not only in agricultural production but also in every aspect of the value chain. In OVOP projects, usually firm-level productivity improvement was attempted through 5S/kaizen. Creating space, improving layout and flow and reviewing production procedures are among the common topics. In Armenia, wine tourism was conceived and implemented, and hygiene and space utilization were improved at B&B facilities.

Basic business support needed by farmer groups and MSMEs in the value chain could include simple advice on business models and plans, bookkeeping, costing, financing and referral to appropriate service providers. It is better if such resource persons are available closer to those groups and MSMEs, as it makes it easier physically and mentally to approach and interact with each other. Along with private BDSPs, government staff, such as agricultural extension officers, can play such a facilitating role. For example, the Mozambique OVOP took a similar approach, which was successful. As

Ueda (2021) advises, BDS needs to be promoted if it is not available.

Except for some OVOP projects that provided financial support with an in-kind grant for machinery and equipment, OVOP projects normally have facilitated linkage with financial institutions. This approach is recommended for OCOP. The OVOP groups often have faced difficulties to expand their business. One of the reasons behind this was the lack of finance for investment and working capital.

Marketing support, especially exhibition and fairs, should also be adopted in OCOP, as they provide opportunities to learn about the markets, customers, new technology and service providers, on top of making sales. Depending on the business model, an antenna shop

could be useful. Nonetheless, a viable and operational system for it needs to be carefully examined.

## **G. Technical issues related to the agricultural value chain**

The Japan International Cooperation Agency has conducted research projects and provided technical cooperation in order to address various issues related to agricultural value chains. Appendix E contains a summary of the Agency's strategy and projects for a food value chain in Southeastern Asia, along with some examples of such projects. Similarly, appendix F provides examples of digital solutions that JICA has experimented with.

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# APPENDICES

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## A. Categories of questions to the interviewees

The questions to the interviewees were modified according to the respective situation and the findings from the desk review. Generally, the questions covered the following topics:

Category	Question components
Project history/ background	<ol style="list-style-type: none"> <li>(1) Situation at (and progress up to) the beginning of the project(s)</li> <li>(2) Characteristics (e.g. motive, approach)</li> <li>(3) Comparison with other countries</li> </ol>
Governance	<ol style="list-style-type: none"> <li>(1) Implementation structure at the national and local levels</li> <li>(2) Actual function/performance, reasons, issues, (attempted) solutions</li> <li>(3) Roles of the JICA project team/experts</li> <li>(4) Human resource development of the supporters (including training in Japan, etc.)</li> <li>(5) M&amp;E system</li> </ol>
Target population	<ol style="list-style-type: none"> <li>(1) Profile, theme/product/service</li> <li>(2) Selection method</li> <li>(3) Expectation from OVOP</li> </ol>
Implementation strategy	<ol style="list-style-type: none"> <li>(1) Framework of pilot projects, method of outreach</li> <li>(2) Dissemination strategy</li> </ol>
Activities/services	<ol style="list-style-type: none"> <li>(1) Grouping, organizational management, business planning, financing, operational management (e.g. production, quality control), marketing, promotion, etc.</li> <li>(2) Exhibitions, antenna shop</li> <li>(3) Export</li> <li>(4) Knowledge management (e.g. guidelines, manuals)</li> <li>(5) Success factors</li> </ol>
Agricultural value chain	<ol style="list-style-type: none"> <li>(1) Good examples for a case study, from production to consumption</li> </ol>

## B. List of One Village One Product programmes around the world

Region	Subregion	Country/area	Category	Year of initiation	Title of the programme	Orientation	Approach	Implementing agency	Main objective	Website
Asia	Central Asia	Afghanistan	LMIC	2014	One Village One Pride			Ministry of Rural Rehabilitation and Development (MRRD)	Empowerment of local entrepreneurs and farmers living along the Afghan-Tajikistan border	<a href="https://www.facebook.com/ovopafghanistan/about/">https://www.facebook.com/ovopafghanistan/about/</a>
Latin America	South America	Argentina	UMIC	2019	One Village One Product	Social	Top-down	Ministry of Social Development (MDS)	Inclusive local development	
Asia	Western Asia	Armenia	LMIC	2013	One Village One Product	Economic	Top-down	Small and Medium Entrepreneurship Development National Center (SMEDNC)	Integrated efforts to promote local economy, small enterprises, products and services in a coordinated manner	<a href="https://www.facebook.com/ovop.arm">https://www.facebook.com/ovop.arm</a>
Asia	Southern Asia	Bangladesh	LDC	2008	One District One Product (ODOP)	Economic	Top-down	Export Promotion Bureau	Alleviate problems generated by rural to urban migration	
Asia	Southern Asia	Bhutan	LDC	2014	(D-HOPE)	Social	Bottom-up	Ministry of Economic Affairs		
Asia	Southern Asia	Bhutan	LDC	2015	One Gewog One Product (OGOP)	Economic	Top-down	Queen's Project Office	Development of the community and the private sector by focusing on rural grassroots economies	<a href="https://www.ogop.bt/">https://www.ogop.bt/</a>

Region	Subregion	Country/area	Category	Year of initiation	Title of the programme	Orientation	Approach	Implementing agency	Main objective	Website
Asia	Southeastern Asia	Brunei Darussalam	HIC	1993	Satu Kampung Satu Produk (1K1P)	Social	Top-down	Ministry of Home Affairs (MOHA)	Inclusive capacity development, unity and integration of the community	
Asia	Southeastern Asia	Cambodia	LDC	2006	One Village One Product Movement	Economic	Bottom-up	OVOP National Committee chaired by Deputy Prime Minister	Local development and expanding export basket	<a href="https://ovopnationalcommittee.gov.kh/">https://ovopnationalcommittee.gov.kh/</a>
Latin America	South America	Chile	HIC	2010?	One Village One Product	Economic	Bottom-up	Ministerio del Interior (SUBDERE; Undersecretary of Regional and Administrative Development)	Community development and productivity improvement	
Asia	Eastern Asia	China (Hainan province)	UMIC		One Village One Product					
Asia	Eastern Asia	China (Jiangsu province)	UMIC	1984	One Community, One Product movement					
Asia	Eastern Asia	China (Jiangsu province)	UMIC	1984	One Town, One Product movement					
Asia	Eastern Asia	China (Jianxi province)	UMIC		One Village, One Product movement					

Region	Subregion	Country/area	Category	Year of initiation	Title of the programme	Orientation	Approach	Implementing agency	Main objective	Website
Asia	Eastern Asia	China (Shaanxi province)	UMIC		One Village, One Product movement					
Asia	Eastern Asia	China (Shanghai)	UMIC	1983	One Hamlet, One Product movement				Poverty alleviation in rural agriculture-based area based on brand agriculture	
Asia	Eastern Asia	China (Shanghai)	UMIC		One Town, One Product movement					
Asia	Eastern Asia	China (Shanghai)	UMIC		One Region, One Vista movement					
Asia	Eastern Asia	China (Wuhan)	UMIC	1985	One Village, One Treasure movement					
Asia	Eastern Asia	China	UMIC	2016	One Town One Product	Economic		CCPNT OTOP Industrial Promotion Center	Building advantageous regional brands through a scientific industrial upgrading system	<a href="http://www.otopchina.org/index.html">http://www.otopchina.org/index.html</a>
Latin America	South America	Colombia	UMIC	2009	Otra Villa, Otro Producto (OVOP) "Mi Pueblo, Mi Producto, Mi Orgullo"	Social	Bottom-up	National Department of Planning (DNP) → National Training Service (SENA) since 2018	Pursuit of product/service competitiveness and social inclusion	<a href="https://www.sena.edu.co/es-co/sena/Paginas/ovop_colombia.aspx">https://www.sena.edu.co/es-co/sena/Paginas/ovop_colombia.aspx</a>
Latin America	Central America	Costa Rica	UMIC	2015	Un Pueblo, Un Producto	Economic	Top-down	Ministry of Economy, Industry and Trade (MEIC)	Local economic development	

Region	Subregion	Country/area	Category	Year of initiation	Title of the programme	Orientation	Approach	Implementing agency	Main objective	Website
Latin America	Caribbean	Dominican Republic	UMIC	2009	(TURISOPP)	Social	Bottom-up	Ministry of Tourism (MITUR)	Community-based tourism	
Latin America	Caribbean	Dominican Republic	UMIC	2014	One Village One Product	Economic	Top-down	Ministry of Industry, Commerce and MSME (MICM)	Development of artisanal products	<a href="https://www.micm.gob.do/noticias/tag/ovop">https://www.micm.gob.do/noticias/tag/ovop</a>
Latin America	South America	Ecuador	UMIC	2009	Un Pueblo, Un Producto			Several	Poverty alleviation in rural agriculture-based area	
Latin America	Central America	El Salvador	LMIC	2010	Un Pueblo Un Producto	Social	Bottom-up	Comisión Nacional de la Micro y Pequeña Empresa (CONAMYPE)	Local economic and social development led by the private sector	<a href="https://m.facebook.com/OvopSV/?ref=page_internal&amp;mt_nav=0">https://m.facebook.com/OvopSV/?ref=page_internal&amp;mt_nav=0</a>
Africa	Eastern Africa	Ethiopia	LDC	2010	One Village One Product	Economic	Bottom-up	Ministry of Agriculture	Agriculture commercialization through business training	
Africa	Northern Africa	Egypt	LMIC	2013	One Village One Product	Social	Bottom-up	Ministry of International Cooperation	Socioeconomic empowerment of disadvantaged women and young people	<a href="https://www.undp.org/egypt/projects/egypt-network-integrated-development-enid#:~:text=The%20Egypt%20Network%20for%20Integrated,of%20Investment%20and%20International%20Cooperation">https://www.undp.org/egypt/projects/egypt-network-integrated-development-enid#:~:text=The%20Egypt%20Network%20for%20Integrated,of%20Investment%20and%20International%20Cooperation</a>
Latin America	Central America	Guatemala	LMIC	2010	Un Pueblo Un Producto (OVOP) "Mi Pueblo Mi Producto"	Social	Bottom-up	Ministry of Economy (MINECO)	Local economic and social development led by the private sector	<a href="https://ovopguatemala.org/">https://ovopguatemala.org/</a>

Region	Subregion	Country/area	Category	Year of initiation	Title of the programme	Orientation	Approach	Implementing agency	Main objective	Website
Latin America	Central America	Honduras	LMIC	2012	One Town One Product (OTOP) → Unified to “Un Pueblo Un Producto” in 2020.	Economic	Top-down	Secretaría de Estado de la Presidencia (SEP)	Development of cultural and creative industries	<a href="https://www.facebook.com/ProyectoOTOPHonduras">https://www.facebook.com/ProyectoOTOPHonduras</a>
Latin America	Central America	Honduras	LMIC	2013	2013 (OVOP) → Unified to “Un Pueblo Un Producto” in 2020.	Social	Bottom-up	(FUNAZUCAR)	Community development	<a href="https://funazucar.org/ejes-accion/un-pueblo-un-producto">https://funazucar.org/ejes-accion/un-pueblo-un-producto</a>
Asia	Southern Asia	India	LMIC	2020	One District One Product (ODOP)	Economic	Top-down	Ministry of Food Processing Industries (MOFPI)	Enhancing the competitiveness of existing microenterprises and formalization in food processing	<a href="https://www.mofpi.gov.in/pmfme/one-district-one-product">https://www.mofpi.gov.in/pmfme/one-district-one-product</a>
Asia	Southern Asia	India (Uttar Pradesh)	LMIC	2018	One District One Product (ODOP)	Economic	Bottom-up	Government of Uttar Pradesh state	Transforming every district into an export hub based on traditional and famous products/crafts	<a href="http://odopup.in/en">http://odopup.in/en</a>
Asia	Southeastern Asia	Indonesia	LMIC	2007	Gerakan Satu Desa Satu Produk (One Village One Product)	Economic	Top-down	Ministry of Industry	Economic development through flagship products	<a href="http://ikm.kemenperin.go.id/programmes/capacity-building/one-village-one-product-ovop/">http://ikm.kemenperin.go.id/programmes/capacity-building/one-village-one-product-ovop/</a>
Asia	Southeastern Asia	Indonesia (East Java)	LMIC	1995	Gerakan Kembali ke Desa (GKD)	Economic	Bottom-up			
Asia	Eastern Asia	Japan	HIC	1983	(similar initiatives across Japan)		Bottom-up		Local economy development, community development, etc.	

Region	Subregion	Country/area	Category	Year of initiation	Title of the programme	Orientation	Approach	Implementing agency	Main objective	Website
Asia	Eastern Asia	Japan (Oita)	HIC	1979	One Village One Product	Social	Bottom-up	Oita prefectural government	Reverse rural depopulation, increase regional autonomy and reduce dependency on central government	<a href="https://www.ovop.jp/en/">https://www.ovop.jp/en/</a> ; <a href="https://www.oita-isson-ippin.co.jp/">https://www.oita-isson-ippin.co.jp/</a>
Africa	Eastern Africa	Kenya	LMIC	2011	One Village One Product	Economic	Bottom-up	Ministry of Industrialization and Enterprise Development (MOIED)	Develop and grow MSMEs to increase employment and industrialization	
Asia	Central Asia	Kyrgyzstan	LMIC	2006	One Village One Product	Economic	Bottom-up	Ministry of Economy	Small business and local business promotion	<a href="https://www.facebook.com/ovop.kg/">https://www.facebook.com/ovop.kg/</a>
Asia	Southeastern Asia	Lao People's Democratic Republic	LDC	2008	Neung Muang Neung Phalittaphan Movement (One District One Product: ODOP)	Economic	Bottom-up	Ministry of Industry and Commerce; Department of Industry and Commerce (in province)	Promote local small business and improve the livelihood of local residents	
Africa	Eastern Africa	Malawi	LDC	2003	One Village One Product	Economic	Top-down	Ministry of Industry and Trade	Income and wealth creation for the Malawian society through community mobilization, poverty alleviation	<a href="https://www.facebook.com/malawiovp/">https://www.facebook.com/malawiovp/</a>
Asia	Southeastern Asia	Malaysia	UMIC	2003	Satu Daerah Satu Industri (SDSI; One District One Industry)	Economic	Top-down	Implementation Coordination Unit (ICU) of the Prime Minister's Department	Develop local industries to produce commercially viable products	<a href="https://www.facebook.com/SDSIMalaysia">https://www.facebook.com/SDSIMalaysia</a>

Region	Subregion	Country/area	Category	Year of initiation	Title of the programme	Orientation	Approach	Implementing agency	Main objective	Website
Asia	Southeastern Asia	Malaysia (Kedah)	UMIC	1992	Satu Kampung Satu Produk (SKSP)	Economic	Bottom-up			
Asia	Eastern Asia	Mongolia	LMIC	2005	Neg Baag Neg Shildeg Buteegde khuun (One Village One Product Movement)	Economic	Bottom-up	Office of the Deputy Prime Minister	Develop rural entrepreneurial capacity and facilitate a business-conducive environment	
Asia	Eastern Asia	Mongolia (Bayan khongor)	LMIC	2002	Neg Baag Neg Shildeg Buteeg dekhun (One Village One Product Movement)	Economic	Bottom-up	Bayankhongor provincial government	Develop rural entrepreneurial capacity and facilitate a business-conducive environment	
Africa	Eastern Africa	Mozambique	LDC	2010	CaDUP (Cada Distrito Um Produto; Each District One Product)	Economic	Bottom-up	Institute for Promotion of Small and Medium Sized Enterprises (IPEME)	Business development of local enterprises	
Asia	Southeastern Asia	Myanmar	LDC	2000?	One Town One Product	Economic	Bottom-up	Ministry of Commerce, Ministry of Cooperatives and Ministry of Industry		<a href="https://www.mbemyanmar.org/news/one-town-one-product-myanmar-otop/">https://www.mbemyanmar.org/news/one-town-one-product-myanmar-otop/</a>
Africa	Southern Africa	Namibia	UMIC	2011	One Region One Initiative (OROI)	Economic	Bottom-up	Ministry of Urban and Rural Development (MURD)	Income generation by developing a distinct product or industry	

Region	Subregion	Country/area	Category	Year of initiation	Title of the programme	Orientation	Approach	Implementing agency	Main objective	Website
Asia	Southern Asia	Nepal	LDC	2006	One Village, One Product	Economic	Top-down	Federation of Nepalese Chamber of Commerce and Industries (FNCCI), Ministry of Agriculture Development (MoAD)	Engage local skills and resources in creating enterprises and employment opportunities for balanced economic growth	<a href="https://www.aec-fncci.org/Project">https://www.aec-fncci.org/Project</a>
Latin America	Central America	Nicaragua	LMIC	2013	(D-HOPE)	Social	Bottom-up	Nicaraguan Institute for Municipal Development (INIFOM)	Community development	
Latin America	Central America	Nicaragua	LMIC	2018	One Town One Product (OTOP)	Economic	Top-down		Social and community development through the craft industry	
Africa	Western Africa	Nigeria	LMIC	2009	One Local Government One Product (OLOP)	Economic	Top-down	SMEs Development Agency of Nigeria (SMEDAN)	Poverty alleviation, employment generation, wealth creation and value reorientation	<a href="https://smedan.gov.ng/programmes/?csrt=10414035449190348713">https://smedan.gov.ng/programmes/?csrt=10414035449190348713</a>
Asia	Southern Asia	Pakistan	LMIC	2007	Aik Hunar Aik Nagar	Economic	Bottom-up	Ministry of Industries and Production	Increase exports and reduce rural poverty	
Latin America	Central America	Panama	UMIC							
Latin America	South America	Paraguay	UMIC	2014	(D-HOPE)	Social	Bottom-up	Administración Nacional de Electricidad (ANDE)	Utilize D-HOPE approach for environment conservation	

Region	Subregion	Country/area	Category	Year of initiation	Title of the programme	Orientation	Approach	Implementing agency	Main objective	Website
Latin America	South America	Peru	UMIC	2009	Un Pueblo, Un Producto			Ministry of Foreign Trade and Tourism (MINCETUR)	Local entrepreneurship promotion and agricultural employment creation	<a href="https://www.mincetur.gob.pe/wp-content/uploads/documentos/comercio_exterior/Sites/ovop/index.htm">https://www.mincetur.gob.pe/wp-content/uploads/documentos/comercio_exterior/Sites/ovop/index.htm</a>
Latin America	South America	Peru	UMIC	2012	De Mi Tierra, Un Producto			Ministry of Foreign Trade and Tourism (MINCETUR)	Development of local products and services linked to tourism	
Asia	Southeastern Asia	Philippines	LMIC	1993	One Barangay One Product Movement	Economic	Top-down			
Asia	Southeastern Asia	Philippines	LMIC	2004	One Town One Product	Economic	Top-down	Department of Trade and Industry	Local entrepreneurship promotion and agricultural employment creation	<a href="https://www.dti.gov.ph/tag/one-town-one-product/">https://www.dti.gov.ph/tag/one-town-one-product/</a>
Africa	Eastern Africa	Rwanda	LDC	2009	One Village One Product	Economic	Top-down	Ministry of Trade and Industry (MINICOM)	Development of local entrepreneurs and MSMEs	
Africa	Western Africa	Senegal	LDC	2009	Un Village Un Produit	Economic	Top-down	Ministry of Craft Industry	Increase income of local producers	<a href="https://www.facebook.com/boutik.dakar">https://www.facebook.com/boutik.dakar</a>
Asia	Central Asia	Tajikistan	LMIC	2014	One Village One Pride			Ministry of Economic Development and Trade (MEDT)	Empowerment of local entrepreneurs and farmers living along the Afghan-Tajikistan border	<a href="https://www.facebook.com/profile.php?id=100057221358759">https://www.facebook.com/profile.php?id=100057221358759</a>

Region	Subregion	Country/area	Category	Year of initiation	Title of the programme	Orientation	Approach	Implementing agency	Main objective	Website
Africa	Eastern Africa	United Republic of Tanzania	LDC	2011	One District One Product (ODOP)	Economic	Bottom-up	Small Industries Development Organization	Promotion of enterprises engaged in product development through value addition	
Asia	Southeastern Asia	Thailand	UMIC	2001	One Tambon One Product (OTOP)	Economic	Top-down	Office of the Prime Minister	Local entrepreneurship and (rural) stimulus programme	<a href="https://otop.cdd.go.th/">https://otop.cdd.go.th/</a>
Asia	Southeastern Asia	Thailand	UMIC	2006	OTOP Village	Economic	Top-down	Office of the Prime Minister	Tourism site development as OTOP Village Champion (OVC)	
Asia	Southeastern Asia	Thailand	UMIC	2018	OTOP Nawatwithi	Social	Bottom-up	Office of the Prime Minister	Community tourism and local product development	
Africa	Eastern Africa	Uganda	LDC	2008	One Village One Product	Economic	Top-down	Ministry of Trade Industry and Cooperatives	Integrated community development	<a href="https://www.mtic.go.ug/one-village-one-product-ovop/">https://www.mtic.go.ug/one-village-one-product-ovop/</a>
North America	North America	United States of America (Guam)	HIC		One Village One Product					<a href="https://www.facebook.com/guamOVOP/">https://www.facebook.com/guamOVOP/</a>
North America	North America	United States of America (Los Angeles)	HIC	1988	One Village One Product Day			Several	SME development	
North America	North America	United States of America (Louisiana)	HIC		One Parish One Product Movement					

Region	Subregion	Country/area	Category	Year of initiation	Title of the programme	Orientation	Approach	Implementing agency	Main objective	Website
Asia	Central Asia	Uzbekistan	LMIC	(2021)				Ministry of Economic Development and Poverty Reduction	Enhancement of income generation opportunities of the affected population in the Aral Sea region	<a href="https://www.undp.org/uzbekistan/projects/building-resilience">https://www.undp.org/uzbekistan/projects/building-resilience</a>
Asia	Southeastern Asia	Viet Nam	LMIC	2006	One Village One Craft (OVOC)	Economic	Bottom-up	Ministry of Agriculture and Rural Development	Developing SME/village centres to produce handicrafts	
Asia	Southeastern Asia	Viet Nam	LMIC	2018	One Commune One Product (OCOP)	Economic	Bottom-up	National Coordination Office of the National Target Programme on New Rural Development	Rural economic development (income growth, job creation, human resources, cultural diversity)	<a href="http://ocop.gov.vn/">http://ocop.gov.vn/</a>
Asia	Southeastern Asia	Viet Nam (Quang Ninh)	LMIC	2013	One Commune One Product (OCOP)	Economic	Bottom-up	Steering committees under the Standing Vice Chairman of Provincial People's Committee	Developing economic and organizational forms of production of traditional products	<a href="https://www.facebook.com/NongSanVietNam.net.vn/">https://www.facebook.com/NongSanVietNam.net.vn/</a>
Africa	Eastern Africa	Zambia	LDC	2014	One Village One Product	Economic	Bottom-up	Ministry of Commerce, Trade and Industry	Rural economic development for inclusive growth	

## C. Contents of selected One Village One Product-related training courses (Japan International Cooperation Agency Knowledge Co-Creation Program)

The contents of four recent training courses related to OVOP are summarized as follows. JICA Kyushu has been the centre of OVOP courses, as Oita prefecture is in its territory, as shown in the fifth example, although the course titles have not included OVOP since JFY2016.

<b>Title</b>	Regional agribusiness promotion by value chain-building in the Asian region – For high value-added local food supply		
<b>Objective</b>	The ability to plan, promote and coordinate the supply of competitive food based on the concept of the value chain to be strengthened for the organizations involved in the promotion, production, distribution or sales of agricultural products.		
<b>Target countries</b>	Bangladesh, Malaysia, Mongolia, Myanmar, Thailand, Timor-Leste, Viet Nam		
<b>Eligible participants</b>	Private companies, public sector, producer organizations or exemplary farmers		
<b>Period; course number</b>	Online (12 days) + Japan (1–2 weeks)		201902241J001
<b>Organizer</b>	JICA Hokkaido (Obihiro)	Offered since	JFY2020
	<b>Expected module output</b>	<b>Subjects/agendas</b>	<b>Methodology</b>
<b>1</b>	To be able to explain the effectiveness of the value chain for a competitive food supply (safety, high quality, taste).	(1) Outline of the value chain (2) Outline of agriculture in Tokachi (3) Organization and role of agricultural cooperatives (4) Quality supervision standard (5) Roles of the administrative agency	Lecture, site visit, group discussion (online and in Japan)
<b>2</b>	To be able to explain the planning of the production of agricultural products that meets the needs of the consumer.	(1) Agricultural management guidance by agricultural cooperatives (2) Activities of agricultural production associations (3) Sixth Industrialization (farmers are engaged from farming to processing and sales) (4) Agriculture as an economic activity	Lecture, site visit, group discussion (online and in Japan)
<b>3</b>	To be able to analyse and arrange the viewpoints, which can lead to high value-added agricultural products by processing and distributing raw materials and products that meet the needs of the consumer.	(1) Obihiro Wholesale Market (2) Agriculture done by enterprise (3) Processing by regional companies (4) Direct sales of agricultural products (5) Efforts of good farmers	Lecture, site visit, group discussion (online and in Japan)

<b>4</b>	To be able to analyse and arrange the viewpoints, which can lead to high value-added agricultural products by following a sales strategy, such as pricing or branding of products based on the marketing analysis.	(1) Consideration of processed goods (2) Strategy of agricultural cooperatives on processing and shipment (3) Road station (4) Antenna shop (5) Business development (6) Branding (7) Agricultural events (8) Market analysis method	Lecture, site visit, group discussion (Online and in Japan)
<b>5</b>	To be able to analyse one's own situation and make a plan for the improvement based on the knowledge attained in the training.	(1) Problem analysis method (2) Programme review (3) Reporting (4) Report presentation	Lecture, group discussion, practices

<b>Title</b>	Local industry development in agricultural regions by strengthening capacity of management and marketing		
<b>Objective</b>	Practical local industry promotion strategy to increase revenue is set up in the countries of the course participants.		
<b>Target countries</b>	Albania, Kyrgyzstan, Micronesia (Federated States of), Nepal, North Macedonia, Pakistan, Turkey, Viet Nam		
<b>Eligible participants</b>	Central and local government officers for rural development or SME promotion, staff of chambers of commerce, NGOs, leaders of agricultural cooperatives and managers of food-related companies		
<b>Period; course number</b>	Online (11 days) + Japan (1–2 weeks)		201902237J001
<b>Organizer</b>	JICA Hokkaido (Obihiro)	Offered since	JFY2015
	<b>Expected module output</b>	<b>Subjects/agendas</b>	<b>Methodology</b>
<b>1</b>	To understand the concept of management for SMEs	(1) Entrepreneurship, business strategies (innovation, vision, value chain, five forces, and SWOT analysis) (2) Managerial accounting (cashbook, break-even point analysis) (3) Operation and organization management (5S) and organization management (learning organization).	Lectures and exercises
<b>2</b>	To understand marketing strategies to promote agricultural products and processed foods	(1) Understand marketing basics (2) Market analysis (macro and micro) (3) Product development (design thinking approach)	Lectures and exercises
<b>3</b>	To understand the concept and strategies of sustainable development	(1) Sustainable development goals (2) Permaculture basics (3) Sustainable farming (organic and natural)	Lectures and exercises
<b>4</b>	Project idea formulation (interim report) on promotion for rural industries	(1) Project management basics (2) Project idea formulation guidance (3) Presentation of project idea	Workshop, consultation, presentation

<b>Title</b>	Development of marketable local products – Implementation of One Village One Product approach		
<b>Objective</b>	To formulate support strategies for marketable local products develop such products.		
<b>Target countries</b>	Afghanistan, Albania, Bhutan, Iran (Islamic Republic of), Kosovo, Madagascar, Paraguay		
<b>Eligible participants</b>	Personnel of public/private organizations that support the promotion local businesses (non-profit organizations, cooperatives, chamber of commerce, among others) or organizations engaged in OVOP projects.		
<b>Period; course number</b>	Online (11 days) + Japan (1–2 weeks)	201902238-J001	
<b>Organizer</b>	JICA Hokkaido (Obihiro)	Offered since	JFY2018
	<b>Expected module output</b>	<b>Subjects/agendas</b>	<b>Methodology</b>
<b>1</b>	To identify marketable local products, and determine how to develop them and what must be done to do so. To gain knowledge and ideas on how to develop and sell attractive local products using local resources with unique stories.	<ol style="list-style-type: none"> <li>(1) Planning and selection of local products: product development, marketing, and business strategies based on local resources</li> <li>(2) Outline of a value chain</li> <li>(3) Introduction to marketing strategies and various means for local agribusiness-related promotion (roadside stations, antenna shops, etc.)</li> <li>(4) Introduction to best practices for facilitating and mobilizing local existing resources and actors: agricultural diversification (the so-called sextiary sector, rural tourism, etc.)</li> <li>(5) Practices of effective publicity and sales promotion for local products</li> </ol>	Online lecture, virtual field trip, online workshop, digital promotion
<b>2</b>	To understand the roles and importance of the public sector in the promotion of community business development through the effective use of local resources.	<ol style="list-style-type: none"> <li>(1) Local industry development through collaboration between private companies and local governments</li> </ol>	Online lecture, online practices, virtual field trip
<b>3</b>	To make realistic and feasible proposals in developing marketable local products based on what has been learned from the programme	<ol style="list-style-type: none"> <li>(1) Inception report presentation (discussion aimed at solving issues/problems participants face in their home countries)</li> <li>(2) Programme review</li> </ol>	Online instruction, online practice, online workshop, online presentation

<b>Title</b>	Strategic management and marketing for sustainable local industry development (A)		
<b>Objective</b>	To obtain various innovative ideas to transform sustainable agricultural communities and regions.		
<b>Target countries</b>	Afghanistan, Bhutan, India, Iraq, Kyrgyzstan, Malaysia, Micronesia (Federated States of), Turkey		
<b>Eligible participants</b>	Central and local government officers for rural development or SME promotion, the staff of chambers of commerce, NGOs, leaders of agricultural cooperatives and managers of food-related companies		
<b>Period; course number</b>	Japan (18 days)		202003068J001
<b>Organizer</b>	JICA Hokkaido (Obihiro)	Offered since	JFY2021
	<b>Expected module output</b>	<b>Subjects/agendas</b>	<b>Methodology</b>
<b>1</b>	To understand the basic idea of sustainable regional industrial development	<ul style="list-style-type: none"> <li>(1) The concept of the sustainable development</li> <li>(2) The cluster development and the forest regeneration by Obihiro city</li> <li>(3) Regional human resource development project through industry-academia-government collaboration</li> </ul>	Lectures, exercises, and virtual site visit
<b>2</b>	To understand strategic management theory for sustainability	<ul style="list-style-type: none"> <li>(1) Social entrepreneurship</li> <li>(2) Strategic management for sustainable development</li> <li>(3) Case discussion of sustainable management</li> </ul>	Lectures and exercises
<b>3</b>	To understand the concept and strategic marketing theory and practices for sustainability	<ul style="list-style-type: none"> <li>(1) Marketing 3.0</li> <li>(2) Permaculture basics</li> <li>(3) Sustainable farming (organic and natural)</li> <li>(4) Community supported agriculture (CSA)</li> </ul>	Lectures, exercises and virtual site visit
<b>4</b>	Project idea formulation (interim report) on promotion for rural industries	<ul style="list-style-type: none"> <li>(1) Project management basics</li> <li>(2) Project idea formulation guidance</li> <li>(3) Presentation of project idea</li> </ul>	Workshop, consultation and presentation

<b>Title</b>	Community capacity and rural development – Focusing on One Village One Product movement – (A)		
<b>Objective</b>	To clarify issues on rural development policy (Community-based One Village One Product Movement and the Decentralized Hands-on Exhibition approach) in the central, provincial, and rural government, and to draft an action plan that suits the local context.		
<b>Target countries</b>	Albania, Bosnia and Herzegovina, Former Yugoslav Republic of Macedonia, Georgia, Kosovo, Namibia, Rwanda, United Republic of Tanzania, Yemen and Zimbabwe		
<b>Eligible participants</b>	Central/rural governmental organizations involved in the planning, promotion and evaluation of regional development and local industry promotion projects		
<b>Period; course number</b>	Japan (19 days)		J1504040
<b>Organizer</b>	JICA Kyushu	Offered since	JFY2015
	<b>Expected module output</b>	<b>Subjects/agendas</b>	<b>Methodology</b>
<b>1</b>	(Prior to training in Japan) Inception report	(1) Preparation in PowerPoint	Self
<b>2</b>	To understand the conceptual framework of community capacity development for rural development and planning and evaluation	(1) Concept of community capacity development (2) Concept of planning and evaluation (3) Concept of community-based OVOP policy approach model based on the systematic value-addition (4) Concept of Decentralized Hands-on Exhibition policy approach model for rural entrepreneurs and development promoters	Lectures, discussion and observation
<b>3</b>	To understand Japanese experiences in community capacity and rural development (Oyama systematic value-addition, Beppu ONPAKU, Soja Michikusa Komichi, etc.)	(1) Study tours of Oyama town experiences and Decentralized Hands-on Exhibition experience, etc. (2) Group discussion based on study tours	Lectures, discussions and observations
<b>4</b>	To formulate an action plan for rural industrial promotion with community capacity development	(1) Presentation of inception report (2) Group discussion based on inception report (3) Formulation and presentation of interim report (action plan)	Lectures and discussions
<b>5</b>	(After training in Japan) Action plan and/or revised strategic plan and guideline approved by the participant's organization	(1) Application and implementation of interim report (2) Submission of progress report (3) Formulation and presentation of interim report (action plan)	Self

## D. One Village One Product projects supported by the Japan International Cooperation Agency

Region	Country <sup>1</sup>	Name of projects	Period	Instruments <sup>2</sup>	Remarkable characteristics	Main implementors	Target population	
Africa	Eastern Africa	Ethiopia <i>LDC</i> <i>2010</i>	One Village One Product Promotion Project	2010–2015	TCP	Focus on value-addition activities of rural farmers	Ministry of Agriculture (federal level) Bureau of Agriculture (regional level)	Farmer groups, cooperatives. 42 groups (463 male, 378 female, 841 total)
		Kenya <i>LMIC</i> <i>2008</i>	(1) One Village One Product (2) Project for Improving OVOP Services (3) OVOP Third Country Training	(1) 2009–2011 (2) 2011–2014 (3) JFY2018–2020	(1) Expert (2) TCP (3) Training in Kenya	Business matching among producers and BDSPs, financial institutions and buyers	(1) Ministry of Industrialization (MOI) (2) Ministry of Industrialization and Enterprise Development (MOIED)	Cooperatives, community-based organization, self-help groups, registered enterprises (altogether called "OVOP MSMEs") (1) 58 groups, 6 764 people (March 2011) (2) 202 OVOP MSMEs in 23 counties
		Malawi <i>LDC</i> <i>2003</i>	(1) Participatory local development (OVOP) (2) OVOP Movement Seminar (3) Project on Institutional and Human Resource Development for One Village One Product Programme (OVOP) (4) Project for Strengthening the Capacity of OVOP Programme for Delivering Services to OVOP Activities in Malawi (5) Private Sector Development Advisor	(1) 2000–2002 (2) JFY2002 (3) 2005–2010 (4) 2011–2017 (5) 2020–2022	(1) Expert (2) JPP (3) TCP (4) TCP (5) Expert	Precursor to African OVOP; establishment of a cooperative union functioning as a marketing hub	(3) Ministry of Local Government and Regional Development (MLGRD) (OVOP Secretariat was transferred from the Ministry of Agriculture in 2005) (4) Ministry of Industry and Trade (MIT) (transferred from MLGRD in 2009)  Ministry of Industry and Trade split in 2020. OVOP Secretariat is now under the Department of Value Addition within the Ministry of Industry.	Cooperatives, community based associations  (4) OVOP groups (approximately 100 groups, 1 000+ persons)

<sup>1</sup> Given in italics below the country name are the categories based on the OECD-DAC list for 2021 (except Chile which is a high-income country) and the year when OVOP was initiated.

<sup>2</sup> (DP) Technical Cooperation for Development Planning; (F/U) Follow-up; (JPP) JICA Partnership Program; (TCP) Technical Cooperation Project.

Region	Country <sup>1</sup>	Name of projects	Period	Instruments <sup>2</sup>	Remarkable characteristics	Main implementors	Target population	
Africa	Eastern Africa	Mozambique <i>LDC</i> 2010	(1) One Village One Product (2) Project for Development of Local Industry through One Village One Product Movement	(1) 2010–2012 (2) 2013–2017 (3) 2022–2027 (planned)	(1) Expert (2) TCP (3) TCP	Utilization of operation manual and SME support kit, which were developed with valuable inputs from frontline officers	(1) and (2) Institute for Promotion of Small and Medium Sized Enterprises (IPEME)	MSMEs, including informal individual businesses and associations. 445 SMEs registered to CaDUP in five provinces
		Rwanda <i>LDC</i> 2009	(1) Capacity Development for One Village One Product Program (2) Advisor for Micro, Small and Medium Enterprises (MSMEs) Development	(1) 2010–2012 (2) 2014–2015	(1) Expert (2) Expert	OVOP utilized for MSME development	(1) Rwanda Development Board (2) Ministry of Trade and Industry (MINICOM)  In (2), JICA expert was assigned to the Business Development Fund	Enterprises, cooperatives, NGOs.  62 application forms were received (25 enterprises, 33 cooperatives, one NGO and one unknown), of which, 14 were farming and 34 were processing (21 food processing)
		Uganda <i>LDC</i> 2008	(1) Promotion of OVOP (2) Enhancement of Capacity for Promotion of One Village One Product Program in Uganda	(1) 2009–2012 (2) JFY2012	(1) Expert (2) Training in Japan and Thailand	Implementation supported by JICA volunteers in pilot districts	(1) and (2) Ministry of Tourism, Trade and Industry.  It was split in June 2011 to the Ministry of Trade, Industry and Cooperatives (MTIC) and Ministry of Tourism, Wildlife and Antiquities (MTWA).	MSMEs, farmer groups
		Zambia <i>LDC</i> 2014	Advisor for Rural Micro, Small and Medium Business Entities Development (One Village One Product Program)	2014–2015	Expert	OVOP considered as an approach for rural industrialization	Ministry of Commerce, Trade and Industry (Directorate of Industry)	MSMEs

Region	Country <sup>1</sup>	Name of projects	Period	Instruments <sup>2</sup>	Remarkable characteristics	Main implementors	Target population	
Africa	Southern Africa	Namibia <i>UMIC</i> 2011	(1) Adviser of OVOP/OROI Promotion (2) Capacity Building for Rural Development Practitioners	(1) 2013–2015 (2) JFY2013–2014	(1) Expert (2) Training in Japan	Support to the initiatives of ex-training participants	Ministry of Regional and Local Government, Housing and Rural Development	Community groups
		Nigeria <i>LMIC</i> 2009	Technical Cooperation for Development Planning on One Local Government One Product Programme for Revitalizing the Rural Economy in the Federal Republic of Nigeria	2010–2011	DP	OLOP concept paper reviewed through pilot projects	Federal Ministry of Commercial and Industry, SMEs Development Agency of Nigeria (SMEDAN)	MSMEs
	Western Africa	Senegal <i>LDC</i> 2009	Project for Promotion of Artisanal Activities through One Village One Product Programme	2011–2014	TCP	Three selection steps (to be candidate, OVOP group, excellent OVOP group) with built-in capacity building system	Directorate of Craft Industry (DA), Ministry of Vocational Training, Apprenticeship and Craft Industry	Economic Interest Group (GIE), micro enterprises, cooperatives, association  GIE consists of two or more persons and is often informal. The project targeted GIE with a minimum of five persons and registration at the Chamber of Craft Industry (Chambres de Métiers).  40 groups in the first cycle;  30 groups in the second cycle

Region	Country <sup>1</sup>	Name of projects	Period	Instruments <sup>2</sup>	Remarkable characteristics	Main implementors	Target population
Latin America and the Caribbean	Caribbean	Dominican Republic <i>UMIC 2014 (OVOP)</i>	(1) 2009–2013 (2) 2016–2021 (3) 2017–2019	(1) TCP (2) TCP (3) Training in Japan and follow-up	Community tourism based on PPPs in which community members play key roles and benefit from it	Municipality government, working group members, community member  Population (Puerto Prata province): 322 000 (2010)	(1) & (2) Ministry of Tourism (MITUR), National Institute of Technical Vocational Training (INFOTEP) (3) Ministry of Industry, Commerce and MSME (MICM)
	Central America	El Salvador <i>LMIC 2010</i>	(1) 2010–2012 (1) 2012–2013, 2013–2018 (2) 2015 (3) 2018–2020	(0) Volunteer (Senior) (1) Expert (2) F/U (3) Expert	Nationwide expansion enabled by strong leadership of the main implementing organization.  Municipal OVOP committees led by producers, and national umbrella body established	(1) and (2) National Commission of Micro and Small Enterprises (CONAMYPE) (3) Ministry of Economy (MINECO) CONAMYPE split from MINECO in November 2017. Has 33 locations, including nine provincial offices and 14 CDMYPE offices with 220 staff, as of March 2018.	Enterprises, cooperatives, informal groups. Registered producers: 774 in 2016, 954 in 2017, 1 158 in 2018, 618 in 2019. OVOP activity participants: 5 060 in 2016, 13 417 in 2017, 15 263 in 2018, 5 498 in 2019. Female share was 64% (average for 2016–2019 period)
		Guatemala <i>LMIC 2010</i>	(1) 2010–2013 (2) 2018–2020	(1) TCP (2) Expert	Top leadership to drive local industrial development using OVOP and learning with El Salvador	(1) and (2) Ministry of Economy (MINECO)	Local industries (MSMEs), NGOs and local industrial organizations (1) 313 local industries (MSMEs) benefited from the project. They participated in ONPAKU fairs implemented as a part of the pilot projects. (2) Female share was 53.3%, average for 2018–2019 period.

Region	Country <sup>1</sup>	Name of projects	Period	Instruments <sup>2</sup>	Remarkable characteristics	Main implementors	Target population	
Latin America and the Caribbean	Central America	Honduras <i>LMIC</i> 2012 ( <i>OTOP</i> ) 2013 ( <i>OVOP</i> )	Regional Advisor for One Village One Product Movement	2018–2020	Expert	Coordination between public-led OVOP ( <i>OTOP</i> ) and private-led OVOP ( <i>FUNAZUCAR</i> )	Secretary of State of the Presidency ( <i>SEP</i> )	Female share was 51.7%, average for 2018–2019 period
		Nicaragua <i>LMIC</i> 2013 ( <i>D-HOPE</i> ) 2018 ( <i>OTOP</i> )	(1) Training in Japan ( <i>OVOP</i> ); Nicaragua <i>OVOP</i> Promotion Project Follow-up Investigation/ Rural Development Expert (2) Advisor for Local Economic Development ( <i>Asesor Para el Desarrollo Económico Local: ADEL</i> ) (3) Advisory for the Promotion of the Revitalization of Local Economies through roadside stations	(1) JFY2012–; JFY2013–2014 (2) 2015–2017 (3) 2020–2022	(1) Training in Japan and follow-up (2) Expert (3) Expert	Training in Japan led to <i>D-HOPE</i> implementation and marketplace establishment plan, along with <i>OTOP</i> as a separate initiative	(1) and (2) Nicaraguan Institute for Municipal Development ( <i>INIFOM</i> )	Community residents  (1) and (2) 800 persons in 25 cities of three departments
	South America	Argentina <i>UMIC</i> 2019	Project for Development of Inclusive Value Chains Oriented to the Market with <i>OVOP</i> Argentina Concept	2019–2024 (Planning in 2019–2021; Implementation in 2021–2025)	TCP	Seeking Colombia-type two-pillar approach by emphasizing ownership, human resource development and being market-oriented	Ministry of Social Development ( <i>MDS</i> ), Social Economy Secretariat ( <i>SES</i> )	Social economy groups ( <i>economía social: ES</i> ) and Popular economy ( <i>economía popular: EP</i> )  ES: Cooperatives, producer networks, informal groups engaged in production/ service activities with emphasis on mutual assistance and participation  EP: Individuals engaged in economic activities

Region	Country <sup>1</sup>	Name of projects	Period	Instruments <sup>2</sup>	Remarkable characteristics	Main implementors	Target population	
Latin America and the Caribbean	South America	Chile <i>HIC</i> <i>2010?</i>	Project for Enforcement of Regional Administrative Function for the Local Industrial Promotion in the Republic of Chile	2008–2010	TCP	Community development and productivity improvement initiatives implemented. Leadership and knowledge sharing provided by training participants in Japan	Ministry of Interior, Undersecretary of Regional and Administrative Development (SUBDERE)	
		Colombia <i>UMIC</i> <i>2009</i>	(1) Local Development (2) Promotion of OVOP Movement (4) One Village One Product “OVOP” Colombia Project	(1) 2010? (2) 2012? (3) 2012 (4) 2014–2018, 2018–2020	(1) Expert (2) Expert (3) F/U (4) TCP	Balanced pursuit of strengthening of product/service competitiveness and community participation/social inclusion. Utilization of TVET with nationwide coverage and service provision capacity.	(4) National Department of Planning (DNP), with eight other institutions.  During the extension period (2018–2020), National Training Service (SENA) became the main C/P. SENNA has national coverage with 33 regional offices and 117 training centres.	Producer groups, such as community-based organizations, cooperatives, and enterprises  A total of 43 initiatives (as of November 2021). Approximately 15 persons/initiative (approximately 640 direct beneficiaries)
		Ecuador <i>UMIC</i> <i>2009</i>	Expert for Local Development Promotion through One Village One Product Movement	2010–2011	Expert	JICA adviser-supported OVOP in early part of the implementation		
		Paraguay <i>UMIC</i> <i>2014</i> <i>(D-HOPE)</i>	(1) OVOP Movement leaders (2) Project for Strengthening Integrated Management of Yguazu Lake Watershed	(1) JFY2002 (2) 2013–2017	(1) JPP (2) TCP	Utilized D-HOPE approach for environment conservation	(2) National Electricity Administration (ANDE)	Community residents
		Peru <i>UMIC</i> <i>2009</i>	(1) Local development adviser (2) OVOP adviser (3) Advisor for Application and Development of OVOP Projects in Peru	(1) 2009–2010 (2) 2012–2012 (3) 2012–2012	(1) Expert (2) Expert (3) Expert	Government-initiated “De Mi Tierra, Un Producto” in 2012 Japan supported through JICA, JETRO and the Embassy	Ministry of Foreign Trade and Tourism (MINCETUR)	

Region	Country <sup>1</sup>	Name of projects	Period	Instruments <sup>2</sup>	Remarkable characteristics	Main implementors	Target population	
Asia	Central Asia	Kyrgyzstan <i>LMIC</i> 2006	(1) Community Empowerment Project in the Issyk-kul Oblast (2) Community Empowerment Project through Small Business Promotion by One Village One Product Approach in Issyk-Kul Region (3) Project for Dissemination of OVOP Issyk-Kul Model to Other regions of the Country	(1) 2007–2011 (2) 2012–2017 (3) 2017–2020, 2020–2023	(1) TCP (2) TCP (3) TCP	Limited reliance on public sector, division of labour between producers and NGO functioning as a trading house	(1) Issyk-Kul Oblast state government (2) Ministry of Economic Regulation; Issyk-Kul Oblast State Administration (3) Ministry of Economy (Department of Strategic Planning and Regional Development)	Community-based organizations, business associations, cooperatives, local enterprises, producers/farmers. Open to any person who wants to engage in production activity. Number of persons: 1 700 of 176 community-based organizations as of 2016; 2 749 of 260 community-based organizations, as of 2021; Approximately 90% are women. Most of the 800 Issyk-Kul felt producers are women
	Eastern Asia	Mongolia <i>LMIC</i> 2002	(1) OVOP Movement local revitalization promotion project (2) Local revitalization pilot project in Bayankhongor Province	(1) 2003–2004 (2) JFY2005	(1) JPP (2) JPP	Initiated through local diplomacy of Oita prefecture, expanded through multilateral organization	Bayankhongor province office (Under UNDP-supported Enterprise Mongolia Project, Ministry of Industry and Trade, followed by SME Agency and Ministry of Labour)	Enterprises, cooperatives, individuals
	Southeastern Asia	Lao People's Democratic Republic <i>LDC</i> 2008	(1) One District One Product Pilot Project in Savannakhet and Saravanh Provinces (2) ODOP promotion project through regional model in southern Lao People's Democratic Republics	(1) 2008–2012 (2) 2012–2015	(1) TCP (2) JPP	Product development of handicrafts and food products attempted by farmers	(1) National Economic Research Institute (NERI) under Ministry of Industry and Commerce (MIC) (2) NERI	Farmers, MSMEs

Region	Country <sup>1</sup>	Name of projects	Period	Instruments <sup>2</sup>	Remarkable characteristics	Main implementors	Target population	
Asia	Southeastern Asia	Thailand <i>UMIC</i> 2001 ( <i>OTOP</i> ) 2012 ( <i>D-HOPE</i> )	(1) Rural Development Project through Community Capacity Development in Surin Province Thailand (2) Project for Community-based Entrepreneurship Promotion	(1) 2012–2015 (2) 2017–2021	(1) JPP (2) TCP	D-HOPE approach integrated into OTOP Village and OTOP Nawatwithi for quick expansion nationwide	(1) Surin Province Community Development Department (CDD) (2) Community Development Department of the Ministry of Interior (CDD)	Producers (individuals, groups), service providers “Community Entrepreneurs” (1) More than 300 community entrepreneurs (2) In total, 7 772 community entrepreneurs
		Viet Nam <i>LMIC</i> 2013	Project on Capacity Development on Artisan Craft Promotion for Socio-economic Development in Rural Area	2008–2011	TCP	Focus on product development of mainly tea and brocade in 4 northwestern provinces	Department of Processing and Trade for Agro-Forestry, Fisheries Product and Salt Production, Ministry of Agriculture and Rural Development (MARD-DPT)	Social organizations and community members (enterprises and cooperatives)  Four enterprises and four cooperatives
	Southern Asia	Bhutan <i>LDC</i> 2014 ( <i>D-HOPE</i> ) 2015 ( <i>OGOP</i> )	(1) Project on Community Entrepreneurial Capacity and Rural Enterprise Development (2) Project on Community Entrepreneurial Capacity and Rural Enterprise Development (Phase 2)	(1) JFY2014–2016 (2) JFY2017–2019	(1) and (2) Training in Japan and Thailand	As Bhutan requested technical cooperation to Thailand, OGOP follows the Thailand models. JICA supported the decision to use the D-HOPE approach through training in Japan and Thailand	Ministry of Economic Affairs (Department of Cottage and Small Industry)	Entrepreneurs in the community
Western Asia	Armenia <i>LMIC</i> 2013	(1) Project for Development of Local Production and Promotion of Local Brands (2) Project for Development of Local Production and Promotion of Local Brands Phase2	(1) 2013–2016 (2) 2016–2019	(1) TCP (2) TCP	Strong commitment of SMEDNC, market-oriented approach for products and services, including tourism	(1) and (2) Small and Medium Entrepreneurship Development National Center of Armenia (SMEDNC)	SMEs and entrepreneurs In total, 106 SMEs (including nine pilot SMEs) and 800 persons received entrepreneurship training	

Region		Country <sup>1</sup>	Name of projects	Period	Instruments <sup>2</sup>	Remarkable characteristics	Main implementors	Target population
Europe	Southern Europe	Bosnia and Herzegovina <i>UMIC 2016 (D-HOPE)</i>	The Project for Confidence-Building through Rural Development	2014–2017	TCP	D-HOPE approach utilized to assist trust building, along with agricultural and rural development activities	Ministry of Agriculture, Forestry and Water Management, Republic of Srpska  Bratunac Municipality, Rogatica Municipality, Srebrenica Municipality	

## E. Japan International Cooperation Agency projects for the food value chain in Southeastern Asia

In recent years, JICA has accelerated its cooperation to develop food value chains. It launched the JICA Platform for Food and Agriculture (JiPFA) in 2019 as a framework to enhance collaboration in a comprehensive range of fields, including food value chains at a global scale.<sup>1</sup> In 2019–2020, JICA conducted a study on food value chains for ASEAN countries,<sup>2</sup> and a regional cooperation programme is being formulated.<sup>3</sup>

The Japan International Cooperation Agency has set a basic policy for its support for a food value chain in Southeastern Asia as follows:

Countries	Basic policy
Cambodia, Lao People's Democratic Republic, Myanmar (and Timor-Leste)	<ul style="list-style-type: none"> <li>Focus on poverty reduction and market-oriented agriculture</li> <li>Combination of financial assistance, technical cooperation and proposal-based projects<sup>4</sup></li> </ul>
Indonesia, Philippines, Viet Nam	<ul style="list-style-type: none"> <li>Market-oriented value chain, evolving to formation of production area</li> <li>Model building for return migration of foreign workers</li> <li>Technical cooperation along with financial assistance and proposal-based projects</li> </ul>
Indonesia, Malaysia, Philippines, Thailand	<ul style="list-style-type: none"> <li>Co-creation of cooperation models between local and Japanese technologies</li> <li>Technical cooperation along with proposal-based projects</li> </ul>

Source: Compilation by the author based on JICA (2020c).

Based on the basic policy, JICA has extended cooperation related to food value chains to ASEAN member countries. A summary as of 2021 is provided below. Technical cooperation is combined with an ODA loan, supplemented by the research projects under the Science and Technology Research Partnership for Sustainable Development (SATREPS).<sup>5</sup> In addition, projects with the private sector are also implemented to strengthen various food value chains.<sup>6</sup>

<sup>1</sup> JiPFA website is prepared in Japanese (<https://www.jica.go.jp/activities/issues/agricul/jipfa/index.html>). Introductory slide is available in English: [https://www.jica.go.jp/activities/issues/agricul/jipfa/ku57pq00002jx83-att/jipfa\\_brief\\_description\\_en.pdf](https://www.jica.go.jp/activities/issues/agricul/jipfa/ku57pq00002jx83-att/jipfa_brief_description_en.pdf).

<sup>2</sup> The report is available in English at <https://libopac.jica.go.jp/images/report/12358297.pdf>.

<sup>3</sup> According to personal communication with JICA (9 December 2021).

<sup>4</sup> JICA calls for proposals from the Japanese private businesses in order to address specific development issues with the expertise/technology that those businesses possess. Those projects can be searched in Japanese from the JICA website ([https://www2.jica.go.jp/ja/priv\\_sme\\_partner/index.php](https://www2.jica.go.jp/ja/priv_sme_partner/index.php)).

<sup>5</sup> More information about SATREPS is found in its website (<https://www.jst.go.jp/global/english/index.html>). The project list is also available: <https://www.jst.go.jp/global/english/kadai/list.html>.

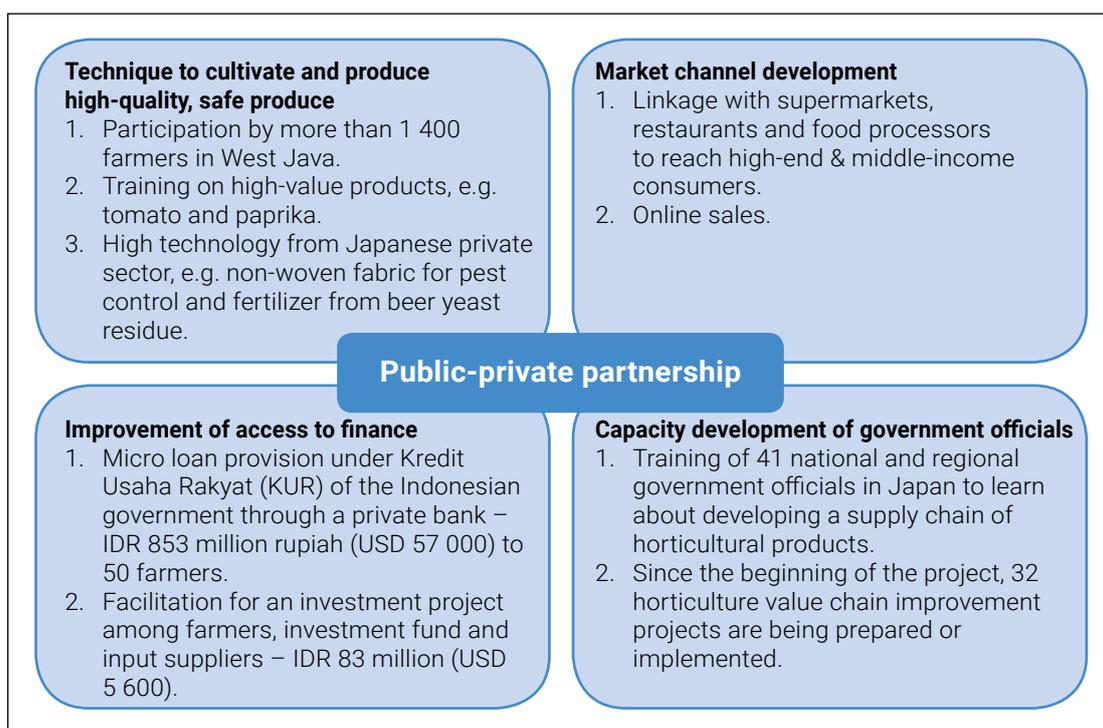
<sup>6</sup> Aside from the proposal-based projects, JICA approved a USD 75 million loan in 2018, co-financing with ADB, which approved a USD 88 million loan, to a Vietnamese subsidiary of Olam International Limited to establish a coffee processing plant through the Leading Asia's Private Infrastructure (LEAP) Fund (<https://www.adb.org/news/adb-jica-support-20000-smallholder-farmers-163-million-inclusive-agribusiness-deal>). LEAP Fund was established by ADB and JICA in 2016, and more information is available at the ADB website (<https://www.adb.org/what-we-do/funds/leap>). In addition, JICA signed a loan agreement (USD 56 million) with Olam International Limited in 2020, co-financed with IFC, to expand cacao processing in Indonesia (JICA, 2020d).

Rice value chain	Diversification/Horticulture value chain	Food safety	Others
(MMR) Irrigation development: Infrastructure: Loan: Irrigated agriculture <a href="https://www.jica.go.jp/oda/project/MY-P7/index.html">https://www.jica.go.jp/oda/project/MY-P7/index.html</a> <a href="https://www.jica.go.jp/oda/project/MY-P25/index.html">https://www.jica.go.jp/oda/project/MY-P25/index.html</a> <a href="https://www.jica.go.jp/oda/project/MY-P18/index.html">https://www.jica.go.jp/oda/project/MY-P18/index.html</a> <a href="https://www.jica.go.jp/oda/project/140082/index.html">https://www.jica.go.jp/oda/project/140082/index.html</a>		(KHM) Pesticide residue analysis	(MMR) Yezin Agricultural University <a href="https://www.jica.go.jp/oda/project/1300629/index.html">https://www.jica.go.jp/oda/project/1300629/index.html</a>
(MMR) Rice genome <a href="https://www.jica.go.jp/oda/project/1700523/index.html">https://www.jica.go.jp/oda/project/1700523/index.html</a>	(MMR) Horticulture food value chain		(KHM, THA, VNM) Cassava pest management <a href="https://www.jica.go.jp/oda/project/1500605/index.html">https://www.jica.go.jp/oda/project/1500605/index.html</a>
(MMR) Rice certified seed <a href="https://www.jica.go.jp/oda/project/1600371/index.html">https://www.jica.go.jp/oda/project/1600371/index.html</a>	(MMR) Seed		(VNM) Development planning in Nghe An <a href="https://www.jica.go.jp/oda/project/1500372/index.html">https://www.jica.go.jp/oda/project/1500372/index.html</a>
(MMR) Foot-and-Mouth Disease control <a href="https://www.jica.go.jp/oda/project/1700391/index.html">https://www.jica.go.jp/oda/project/1700391/index.html</a>	(LAO) Clean agriculture <a href="https://www.jica.go.jp/oda/project/1600278/index.html">https://www.jica.go.jp/oda/project/1600278/index.html</a>		Policy advisers on various matters
(LAO) Participatory agriculture <a href="https://www.jica.go.jp/oda/project/1600283/index.html">https://www.jica.go.jp/oda/project/1600283/index.html</a>	(LAO) Food value chain planning		(IDN) Agricultural insurance <a href="https://www.jica.go.jp/oda/project/1600631/index.html">https://www.jica.go.jp/oda/project/1600631/index.html</a> <a href="https://www.jica.go.jp/oda/project/1600534/index.html">https://www.jica.go.jp/oda/project/1600534/index.html</a>
(KHM) Rice seed <a href="https://www.jica.go.jp/oda/project/1600188/index.html">https://www.jica.go.jp/oda/project/1600188/index.html</a>	(VNM) Safe vegetable <a href="https://www.jica.go.jp/oda/project/1400627/index.html">https://www.jica.go.jp/oda/project/1400627/index.html</a>		(IDN) Biomass <a href="https://www.jica.go.jp/oda/project/1500642/index.html">https://www.jica.go.jp/oda/project/1500642/index.html</a>
(KHM) Irrigation development <a href="https://www.jica.go.jp/oda/project/CP-P23/index.html">https://www.jica.go.jp/oda/project/CP-P23/index.html</a>	(PHL) Agribusiness <a href="https://www.jica.go.jp/oda/project/PH-P264/index.html">https://www.jica.go.jp/oda/project/PH-P264/index.html</a>		(THA) D-HOPE <a href="https://www.jica.go.jp/oda/project/1600394/index.html">https://www.jica.go.jp/oda/project/1600394/index.html</a>
(VNM) Water management <a href="https://www.jica.go.jp/oda/project/VN17_P2/index.html">https://www.jica.go.jp/oda/project/VN17_P2/index.html</a>			SATREPS projects <a href="https://www.jica.go.jp/oda/project/1600394/index.html">https://www.jica.go.jp/oda/project/1600394/index.html</a>
(IDN) Irrigation development and planning <a href="https://www.jica.go.jp/oda/project/17-374/index.html">https://www.jica.go.jp/oda/project/17-374/index.html</a> <a href="https://www.jica.go.jp/oda/project/1P-573/index.html">https://www.jica.go.jp/oda/project/1P-573/index.html</a> <a href="https://www.jica.go.jp/oda/project/1600864/index.html">https://www.jica.go.jp/oda/project/1600864/index.html</a>	(PHL) Horticulture food value chain		(IDN) Indonesia, (LAO) Lao People's Democratic Republic, (KHM) Cambodia, (MMR) Myanmar, (PHL) Philippines, (THA) Thailand, VNM (Viet Nam)
	(IDN) Agricultural marketing and distribution <a href="https://www.jica.go.jp/oda/project/1400678/index.html">https://www.jica.go.jp/oda/project/1400678/index.html</a>		Notes: SATREPS (Science and Technology Research Partnership for Sustainable Development) promotes international research in conjunction with Japanese ODA. FVC related projects in other Asian countries are implemented/planned in Bangladesh, India, Mongolia, Nepal, Timor-Leste, Uzbekistan, etc.
	(IDN) Mariculture by big data <a href="https://www.jica.go.jp/oda/project/1600542/index.html">https://www.jica.go.jp/oda/project/1600542/index.html</a>		
	(IDN) Irrigation development planning <a href="https://www.jica.go.jp/oda/project/1600684/index.html">https://www.jica.go.jp/oda/project/1600684/index.html</a>		
	(THA) Fish farming <a href="https://www.jica.go.jp/oda/project/1600877/index.html">https://www.jica.go.jp/oda/project/1600877/index.html</a>		
	(THA) Coffee value chain		
	(THA) Livestock production and food safety <a href="https://www.jica.go.jp/oda/project/1600278/index.html">https://www.jica.go.jp/oda/project/1600278/index.html</a>		

Source: Compilation by the author based on JICA (2020c) and JICA website.

Some examples of the projects are as follows:

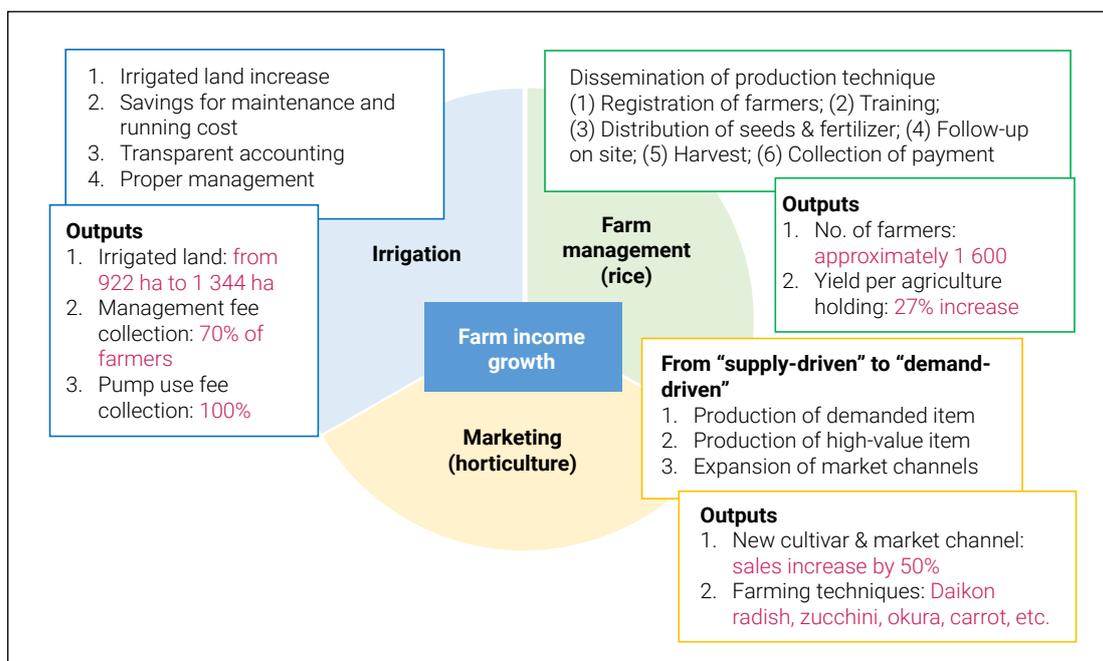
1. **Indonesia:** Public-Private-Partnership Project for the Improvement of the Agriculture Product Marketing and Distribution System (March 2016–March 2021)



Source: Author, based on JICA (2020c).

Note: Project website: <https://www.jica.go.jp/oda/project/1400678/index.html>.

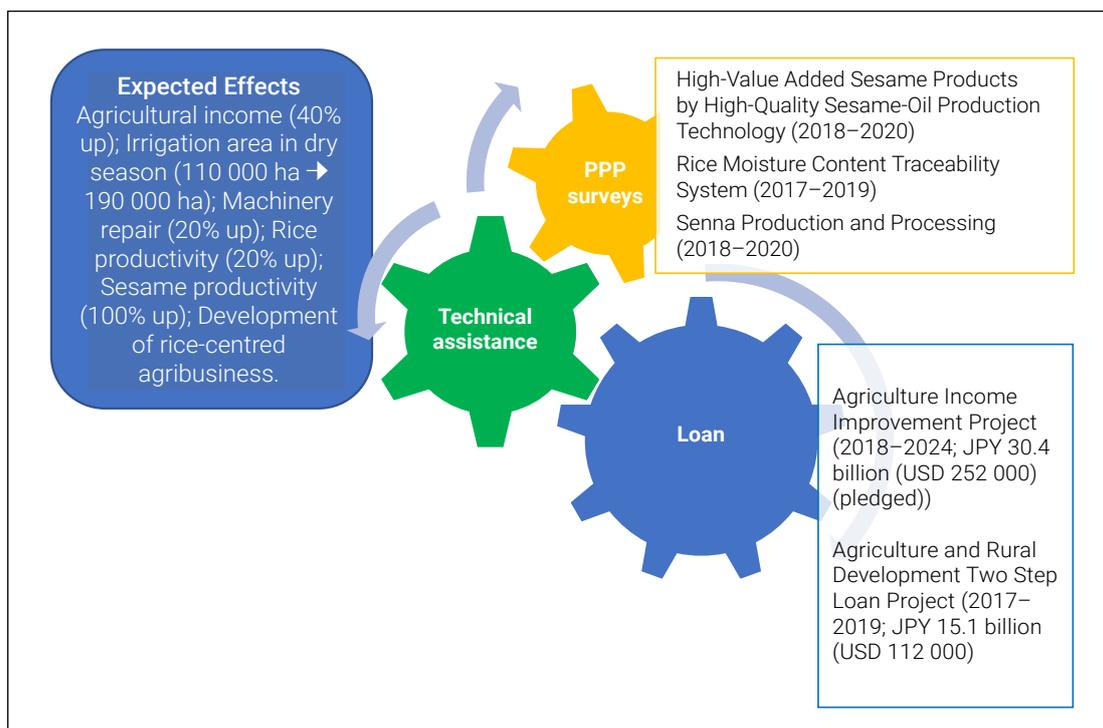
2. **Lao People's Democratic Republic:** The Project for Development and Implementation of New Damage Assessment Process in Agricultural Insurance as Adaptation to Climate Change for Food Security (June 2017–May 2022)



Source: Author, based on JICA (2020c).

Note: Project website: <https://www.jica.go.jp/oda/project/1600283/index.html>.

3. **Myanmar:** Agriculture Promotion Sub-program in Shwebo Area (2017–2024)



Source: Adjusted by the author based on JICA (2019c).

Note: Preparatory survey report on the whole programme is available at: <https://openjicareport.jica.go.jp/pdf/12250759.pdf>.

## F. Japan International Cooperation Agency projects for smart food chain development

In conjunction with the development of food value chains, JICA has promoted the adoption and utilization of digital technology, such as genome technology, sensor technology, smartphone applications, drone, remote sensing with satellite data,<sup>1</sup> horticulture with state-of-the-art technologies and cold chain.<sup>2</sup> Some examples are presented below.

Category	Achievements
Genome technology (Viet Nam)	Kyushu and Nagoya Universities introduced 186 genetic resources to Vietnam National University of Agriculture (VNUA) from 2010 to 2011. Utilizing the introduced resources, 228 genetic resources carrying useful traits were developed at VNUA by July 2015.  A high-throughput genotyping system was introduced to VNUA in July 2012. As of July 2015, a total of 16 genes applicable for the high-throughput genotyping system with two genetic backgrounds (IR24 and KD18) were identified (16 x 2 = 32).
	Project for the Development of Crop Genotypes for the Midlands and Mountain Areas of North Vietnam ( <a href="https://www.jica.go.jp/oda/project/1000268/index.html">https://www.jica.go.jp/oda/project/1000268/index.html</a> )
Sensor technology (Colombia)	Rice production was optimized by using an artificial intelligence-powered sensing system, which effectively reduced fertilizer input and water use by 20 percent.  Optimized production methodologies were compiled into manuals.
	Project for Development and Adoption of Latin American Low-input Rice Production System through Genetic Improvement and Advanced Field- Management Technologies ( <a href="https://www.jica.go.jp/oda/project/1300777/index.html">https://www.jica.go.jp/oda/project/1300777/index.html</a> )
Smartphone application (Myanmar)	Mobile applications for irrigation management and pest control were developed.
	Project for Profitable Irrigated Agriculture in Western Bago Region ( <a href="https://www.jica.go.jp/oda/project/1400822/index.html">https://www.jica.go.jp/oda/project/1400822/index.html</a> )
Drone (Mozambique)	Soil fertility was analysed from photos taken by a drone, along with simple analysis techniques. Farming methodology was optimized based on the data obtained.
	The Project for Breakthrough in Nutrient Use Efficiency for Rice by Genetic Improvement and Fertility Sensing Techniques in Africa ( <a href="https://www.jica.go.jp/oda/project/1600509/index.html">https://www.jica.go.jp/oda/project/1600509/index.html</a> ; <a href="https://www.jircas.go.jp/en/satreps">https://www.jircas.go.jp/en/satreps</a> )
Satellite technology (United Republic of Tanzania)	Satellite images were utilized for mapping paddy areas and monitoring rice-growing stages. The data were used to monitor and evaluate how the irrigation system functioned.
	<a href="https://www.jica.go.jp/activities/issues/agricul/jipfa/ku57pq00002kzmox-att/smart_01_03.pdf">https://www.jica.go.jp/activities/issues/agricul/jipfa/ku57pq00002kzmox-att/smart_01_03.pdf</a>

Sources: JICA (2021); the respective websites.

<sup>1</sup> Other than in agriculture areas, satellite technology has been utilized for environmental protection (forest resources) in countries such as Brazil, Indonesia and Peru, and for disaster prevention in Bangladesh, etc.

<sup>2</sup> JICA is undertaking a study on smart food chain development from 2021 to 2022 in 12 countries, including Bangladesh, India, Indonesia, Thailand, Turkey and Viet Nam in Asia; Ethiopia, Nigeria and the United Republic of Tanzania in Africa; and Brazil, Costa Rica and Mexico in Latin America.



For further information please contact:  
FAO Regional Office for Asia and the Pacific  
[FAO-RAP@fao.org](mailto:FAO-RAP@fao.org)  
<http://www.fao.org/asiapacific/en/>

**Food and Agriculture Organization of the United Nations**  
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