



# ICA/Japan Training Course on Fostering Core Leaders of Agricultural Co-operatives - 2012(I & II)



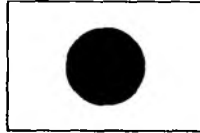
## COURSE REPORT



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ICA/JAPAN TRAINING COURSE ON  
**FOSTERING CORE LEADERS OF  
AGRICULTURAL COOPERATIVES – 2012 (I&II)**  
INDIA – JAPAN

August 25, 2012 - November 03, 2012  
&  
February 2, 2013 - April 12, 2013

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## **COURSE REPORT**

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**International Co-operative Alliance**

Global Office: 150 Route de Ferney, C.P. 2100 - 1211, Geneva 2, Switzerland  
ICA-Asia & Pacific: 9 Aradhana Enclave, R.K. Puram, Sector 13, New Delhi-11006



**Report of the  
ICA/Japan Training Courses on  
Fostering Core Leaders of Agricultural Cooperatives-2012 (I&II)**

**India – Japan**

August 25, 2012 - November 03, 2012

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February 2, 2013 - April 12, 2013

*Report compiled by:*

**ASHOK KUMAR TANEJA**

Project Coordinator, ICA/Japan Training Course  
**International Cooperative Alliance – Asia & Pacific**  
9, Aradhana Enclave, R.K. Puram, Sector 13,  
Ring Road, New Delhi 110066. India

Telephone : [91-11] 2688 8250

Telefax : [91-11] 2688 8067

E-mail : taneja@icaroap.coop

Website : www.ica-ap.coop

**ICA Global Office:**

**International Cooperative Alliance**

150, Route de Ferney - P.B. 2100

1211 Geneva 2, Switzerland

Telephone: [41-22] 929-8838

Telefax: [41-22] 798-4122

E-mail: ica@ica.coop

Website: www.ica.coop

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## **REPORT**

of the ICA/Japan Training Courses on  
**Fostering Core Leaders of Agricultural Cooperatives-2012 (I&II)**  
India-Japan  
August 25, 2012 - November 03, 2012  
&  
February 2, 2013 – April 12, 2013

Submitted to

**The Ministry of Agriculture, Forestry and Fisheries-MAFF**  
Government of Japan

By

**The International Co-operative Alliance**  
May 2013





## *Preface*

**T**his is the Report of the **1st & 2nd ICA/Japan Training Courses on “Fostering Core Leaders of Agricultural Co-operatives-2012”**, held in India and Japan, from August 25, 2012 until November 03, 2012 and from February 2, 2013 to April 12, 2013. The International Co-operative Alliance [ICA] expresses its highest appreciation and gratitude to the Ministry of Agriculture, Forestry and Fisheries [MAFF], Government of Japan, for the generous financial assistance and the most active collaborative support extended by the Central Union of Agricultural Cooperatives of Japan [JA-Zenchu], and the Institute for the Development of Agricultural Co-operation in Asia [IDACA], Tokyo, in the execution of this important training activity. The ICA wishes to convey its sincere thanks to all its member-organizations in India and Japan and other collaborating agencies and institutions for their assistance, advice, guidance and logistic support in the successful implementation of these training programs. The most significant cooperation was provided by, among others, the Institute of Rural Management Anand (IRMA), the Indian Farmers’ Fertilizer Cooperative Limited (IFFCO), National Co-operative Union of India (NCUI), and other specialized agencies in the field of agriculture in Japan.

The ICA takes this opportunity to thank its member-organizations/Ministry of Agriculture, Forestry & Fisheries of the Governments in the Asia-Pacific Region for sponsoring suitable candidates for participation in these training programs, which, I hope, will contribute significantly to the development of agricultural cooperatives as well as enhancing their human resource development base. The overall objective of the training programs under this project is to assist fostering of the core leaders who are expected to play the leading roles in agricultural cooperatives and farmers’ groups that will contribute to the improvement of agricultural production and income of the farmers in the LDCs of Mekong river countries, ASEAN and the South Asian Countries.

The ICA is extremely grateful to Mr. Hiraoka Keiji, Executive Director of the IDACA and his staff members, for conducting Part-II of the programs at IDACA and for organizing study visits to important agricultural co-operatives in Japan and taking good care of them. These visits enabled the participants to meet the leaders and members of these successful institutions as well as leaders from the national, prefectural and primary level agricultural cooperatives.

I would like to commend the sincere efforts made by my colleagues in the Asia-Pacific office, especially, Dr. Chan Ho Choi, Regional Director and Mr. A.K. Taneja, Project Coordinator, in organizing and conducting these training programs in a satisfactory manner.

**Charles Gould**  
Director-General

International Cooperative Alliance  
Geneva, Switzerland

May, 2013



## *Foreword*

**W**ith great pleasure and satisfaction, I am submitting herewith the Report of the **1st & 2nd ICA/Japan Training Courses on “Fostering Core Leaders of Agricultural Cooperatives-2012”** to the Director-General, ICA Geneva, for onward formal submission to the Ministry of Agriculture, Forestry and Fisheries [MAFF], Government of Japan. The main focus of the Training Course was on “Agri-coop. Business Management, Leadership and Planning – (farm guidance and strengthening of joint collection and shipment), Human Resource Management, Project Management, Marketing Management and Financial Management.

I would like to take this opportunity to express my sincere thanks to the Ministry of Agriculture, Forestry and Fisheries (MAFF), Government of Japan, for their continued financial support, and to the JA-ZENCHU and IDACA for their active collaboration and inspiration for the successful implementation of these programs. My special thanks also go to Mr. Hiraoka Keiji, Executive Director, IDACA and his able staff for supporting and taking care of the participants during their stay in IDACA.

I would also like to make a special mention of the valuable support extended by the Institute of Rural Management Anand [IRMA] in making Part-I of the program a grand success. I would also place on record my sincere thanks and gratitude to our member-organizations/Ministry of Agriculture, Forestry and Fisheries of the Governments in Asia-Pacific Region for nominating suitable candidates for these Training Programs.

Before I conclude, I would like to thank my colleague, Mr. Ashok Kumar Taneja, Project Coordinator of this Training Course, for his hard work and successfully handling the training courses.

**Chan HO CHOI**  
Regional Director  
[Asia-Pacific]

International Cooperative Alliance - Asia & Pacific  
9 Aradhana Enclave, R.K. Puram, Sector 13,  
New Delhi-110066. India

May 2013

# REPORT OF THE ICA/JAPAN TRAINING COURSES ON “Fostering Core Leaders of Agricultural Cooperatives-2012 (I&II)”

India-Japan: August 25, 2012-November 03, 2012

&

February 2, 2013 – April 12, 2013

## COURSE REPORT

### Introduction

The International Cooperative Alliance (ICA) is an independent non-governmental association which unites, represents and serves the cooperatives worldwide. It exists to provide an effective and efficient global voice and forum for knowledge, expertise and coordinated action for and about co-operatives. Founded in London on 18th August 1895 by the International Cooperative Congress, the ICA is headquartered in Geneva. ICA is a member-based organization with national and international cooperative organizations in more than 98 countries active in all sectors of the economy including agriculture, banking, consumer, fisheries, health, housing, insurance, tourism and worker cooperatives. ICA's four offices in Africa, the Americas, Asia & Pacific and Europe, together, serve more than 275 member organizations from 98 countries, representing over one billion cooperative members around the world.

The ICA-Asia & Pacific Office is operating from New Delhi since 1960, serves 80 national level organizations from 25 countries, representing over 500 million cooperative members. Main activities include: Coordination of cooperative development efforts within the Region and promotion of exchange and experiences; Project identification, formulation and evaluation; Promotion of the establishment and development of national cooperative apex organizations; and organization of seminars, conferences and technical meetings on specific subjects including support for programs aimed at the involvement of women and youth in cooperative activities.

The ICA enjoys Category-I Consultative Status with the United Nations Economic and Social Council (UN/ECOSOC) and has active working relations with the UN and other international organizations. **The year 2012 has been declared as International Year of Cooperatives by the United Nations (UN).**

### Background

The ICA was earlier chosen by the Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Government of Japan to implement its Training Project on “Strengthening Management of Agricultural Cooperatives in Asia” for 20 years beginning 1986-87. The overall objective of the training program under this Project was “to help strengthen and improve agricultural cooperatives’ performance in the Asian region in order to bring about a qualitative and quantitative improvement in cooperative services to member-farmers at the grass-root levels with the ultimate objective of increasing members’ income and ensuring their active participation in cooperative business”. At the end of 20th training course (2005-2006), 291 participants from 16 countries consisting of senior to middle level managers responsible for the agricultural cooperative development, both men and women, had successfully participated in this program.

At the completion of the 20th training program under the theme “Strengthening Management of Agricultural Cooperatives in Asia”, a training course on “Enhancement of Farmers’ Income and Poverty Reduction through Cooperatives” had been developed and agreed upon for implementation through the ICA in 2006, with focus on the strengthening of farm guidance methods, joint collection, shipment, safety and improvement in quality of farm products aimed at increasing farmers’ income as a new development for the training course.

Under this project, five Training Courses on “Enhancement of Farmers’ Income and Poverty Reduction through Cooperatives” were held between 2006 and 2010, with 12 participants in each course. The training programs were implemented by the ICA-Asia Pacific office with the collaboration of well-known institutions e.g. the Institute for the Development of Agricultural Cooperation in Asia (IDACA), Tokyo, Japan; the Institute of Rural Management Anand (IRMA), Gujarat; and the ICA member-organizations.

The user-organizations in the Region have appreciated the contribution made by the MAFF and the ICA and found the program effective and useful.



In these trainings for the last 26 years, the participants have produced 348 grass-root development project proposals in the agricultural cooperative sector “aiming at enhancing the participation and income of grass-root level farmer-members”. A number of these projects have already been implemented in various countries.

On the basis of these achievements, a new Training Course on “**Fostering Core Leaders of Agricultural Cooperatives**” has now been developed and agreed upon for implementation through the ICA for three years, beginning from 2011, with a view to assist fostering of the core leaders of agricultural cooperatives, who are expected to play the leading roles in agricultural cooperatives and farmers' groups that will contribute to improvement of agricultural production and income of the farmers in the LDCs of Mekong River countries, ASEAN and the South Asian Countries. This training course will focus on Human Resource Development, Agri-Coop. Business Management (farm guidance and strengthening of joint collection and shipment), Leadership and Planning, based on the discussions held between the International Cooperative Alliance [ICA], the Central Union of Agricultural Cooperatives of Japan [JA-ZENCHU] /IDACA and the Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan. Two Training Programs will be held each year and there will be two parts in each Training Course – Part-I will be held at IRMA, Gujarat (India) for about one month and Part-II will be held in Japan in collaboration with the Institute for the Development of Agricultural Cooperation in Asia (IDACA) for another one month.

Under this Project, the 1st & 2nd Training Courses on “**Fostering Core Leaders of Agricultural Cooperatives-2012**” were held in **India** and **Japan**. Part-I of the Training Courses was held at New Delhi/IRMA, Gujarat from **08 September 2012 to 08 October 2012 and from 17 February 2013 to 17 March, 2013**. Part-II of the Training Courses were held in Japan in collaboration with the Institute for the Development of Agricultural Cooperation in Asia (IDACA) from **9th October 2012 to 3rd November 2012 and from 18 March, 2013 to 12 April, 2013**. The program was funded by the Ministry of Agriculture, Forestry and Fisheries (MAFF), Government of Japan, and implemented by ICA.

#### **Financial Support to the Project from the MAFF-Government of Japan**

The Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan contributed funds to the 1st & 2nd ICA/Japan Training Courses-2012, which was followed by a grant for its implementation. The ICA is highly appreciative of the contribution made and grateful to the Government of Japan for this gesture.

#### **Acknowledgements**

In the implementation of the 1st & 2nd ICA/Japan Training Courses in 2012, the ICA received full support and cooperation from the JA-Zenchu, the International Cooperation Division of the Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan; the Institute for the Development of Agricultural Cooperation in Asia [IDACA] in Japan; the Institute of Rural Management Anand [IRMA] in Gujarat, India; the Ministry of Agriculture, Department of Agri. & Cooperation, Government of India, New Delhi and other ICA Member-Organisations in the Region. The ICA is grateful to its member-organisations.

#### **Administrative Arrangements for the Project**

Mr. Ashok Kumar Taneja, Project Coordinator, ICA/Japan Training Course, was responsible for the conduct of the 1st & 2nd ICA/Japan Training Courses-2012. Both the Training Courses were coordinated and implemented by him for its full duration, under the guidance/direction of Dr. Chan Ho Choi, Regional Director [ICA Asia & Pacific].

Part-II of the training programs held in Japan at IDACA were conducted under the direction and guidance of Mr. Hiraoka Keiji, Executive Director of IDACA. Mr. Usui Takeshi, Co-ordinator (Training), was designated by the IDACA as the Program Co-ordinator for this part.

## Summary of the Time Table

The following was the summary of the time-table for the 1st & 2nd Training Courses of 2012:

### Time-table for the 1st Training Course of 2012:

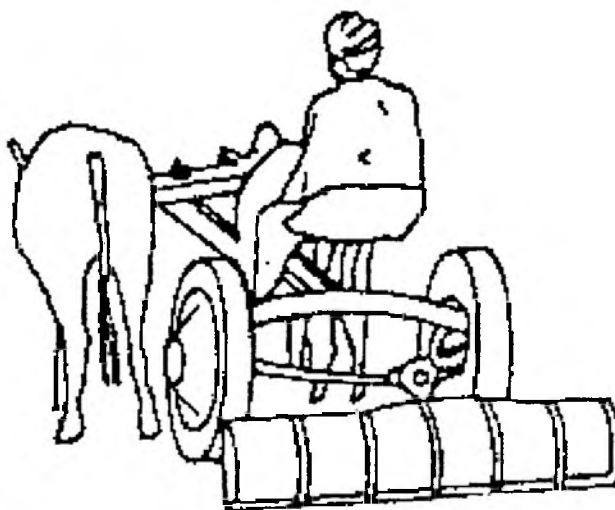
Home Country Assignments (HCAs)	:	25th August to 07th September 2012
Arrival of Participants in India	:	08th September 2012
Part-I: IRMA Module in India	:	10th September to 07th October 2012
Arrival of Participants in Japan	:	09th October 2012
Part-II: IDACA Module in Japan	:	10th October to 02nd November 2012
Departure of Participants from Japan	:	03rd November 2012.

### Time-table for the 2nd Training Course of 2012:

Home Country Assignments (HCAs)	:	2nd to 16th February 2013
Arrival of Participants in India	:	17th February 2013
Part-I: IRMA Module in India	:	19th February to 16th March 2013
Arrival of Participants in Japan	:	18th March 2013
Part-II: IDACA Module in Japan	:	19th March to 11th April 2013
Departure of Participants from Japan	:	12th April 2013.

### Reporting and Evaluation

The period from the end of the 2nd Training Course in Japan (April 12, 2013) to the end of May 2013 was utilized to prepare the course report and financial statements for submission through the ICA Secretariat in Geneva to the MAFF, Government of Japan.



**EXECUTIVE SUMMARY**

**1st ICA/JAPAN TRAINING COURSE**

**On**

**“Fostering Core Leaders of Agricultural  
Cooperatives-2012”**

**India-Japan: August 25, 2012 - November 03, 2012**

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## SECTION – I

### Executive Summary of the 1st ICA/Japan Training Course on “Fostering Core Leaders of Agricultural Cooperatives-2012”

India-Japan: August 25, 2012-November 03, 2012

A total of 12 participants was selected from among the candidates nominated by the ICA member-organizations/ Ministry of Agriculture, Forestry and Fisheries from the following countries – Afghanistan-1, Bhutan-2, Cambodia-2, Lao PDR-2, Myanmar-1, Nepal-1, Sri Lanka-1 and Vietnam-2. The Afghanistan participant could not attend due to unavoidable circumstances. A list of Course participants is placed in **Annex-II**.

After having completed their Home Country Assignments at their respective organizations and in their respective countries, all the participants got together in India on the 8th of September, 2012. On 9th September, 2012, a sightseeing program was arranged by ICA-AP to Agra to see Taj Mahal. On 10th September, the participants visited the office of the ICA-AP in New Delhi. Dr. Chan Ho Choi, Regional Director, briefed the participants about the ICA's activities. The same day, the participants left for IRMA via Ahmedabad.

#### **Inaugural Session of Part-I of the Program:**

The IRMA module on “**Agricultural Cooperative Business Management, Leadership and Planning**” was inaugurated at the Executive Training and Development Centre (ETDC) of IRMA on 11th September 2012.

**Prof. Jeemol Unni**, Director of IRMA, formally inaugurated the program at the Conference Hall of IRMA by welcoming the participants. Prof. Jeemol Unni, Director of IRMA, dwelled on the importance of Cooperatives in the changing global environment and complimented ICA for choosing a very apt theme “**Fostering Core Leaders of Agricultural Cooperatives**”, particularly in this international year of Cooperatives. She explained how vital it was to strengthen the leaders in order to make cooperatives more beneficial to members who were increasingly subjected to the vagaries of the market forces. Prof. Jeemol Unni also remembered Dr. Verghese Kurien, the man behind the White Revolution and the creation and replication of the Amul pattern of Cooperatives all over India, who passed away on September 9, 2012, just two days before the inauguration of the program.

**Mr. Ashok Kumar Taneja**, representative of ICA, in his briefing recalled the long association between IRMA and ICA in conducting programs on such themes and explained about the keen interest and commitment shown by the Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Govt. of Japan, the sponsor of the program. He also gave a brief account of the background of this training course.

**Prof. Hitesh Bhatt**, Coordinator, Management Development Programs (MDP) at IRMA, welcomed the participants and gave them an overview of programs, services and facilities at IRMA.

**Prof. Madhavi Mehta**, Coordinator of this part of the program, in her address gave the details of the course framework and how it has been designed keeping in mind the training needs of leaders in cooperative organizations. She also hoped that the participants would have a wonderful learning experience at IRMA. She thanked the ICA for its continued support, and the participants' organizations for sending them to this training program.

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In the afternoon, each participant made a presentation of their draft Action Plans, made by them during Home Country Assignments in their respective organizations and in their respective country before joining the Training Course in India. Concerned Faculty Members advised them as to how to improve their Draft Action Plans. One Faculty Guide was assigned to one country.

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### Teaching Modules/Faculty

The program was segmented into teaching modules covering different subjects, which were handled by designated faculty members under the overall coordination of Prof. Madhavi Mehta. Prof. Hitesh Bhatt, Prof. Paresh Bhatt, Prof. Shiladitya Roy, Prof. Preeti Priya, Prof. K.V. Raju, Prof. S.N. Biswas, Prof. Nivedita Kothiyal and Prof. Asmita Vyas constituted the faculty team.

### Detailed Module Designs

The module at IRMA consisted of segments, which focused on improving the conceptual, analytical and leadership capabilities of managers of agricultural co-operatives to help in developing their skills in improving the management of their co-operatives using a project approach. The main topics taught at the Institute were: [01] Governance and Management of Agricultural Cooperatives (GMAC), [2] Business Development Planning (BDP), [3] Leadership and Team Building (L&TB), [4] Financial Accounting, Budgeting and Costing (FABC), [5] Project Planning and Management (PM); [06] Financial Management (FM); [07] Marketing Management (MM); [08] Human Resource Management in Agricultural Cooperatives (HRM), [09] Individual and Group Behavior (IGB), and [10] Comparative field study visits to primary, district, state and national level cooperative institutions.

A brief description of the topics taught at the Institute of Rural Management Anand [IRMA] is as follows:

#### Topic-01

##### **Governance and Management of Agricultural Cooperatives (GMAC)**

[Prof. K.V. Raju] – 07 Sessions of 90 Minutes each

**Focus :** Coop. Principles; Theories of Cooperation; Integrated Package and Services – credit, input, value addition (farm guidance and strengthening of joint collection and shipment); Participatory Decision Making; Design of Cooperatives – membership, Governance and Operations; Approaches – appreciative inquiry and learning, process approaches, new generation cooperatives.

#### Topic-02

##### **Business Development Planning (BDP)**

[Prof. K.V. Raju] – 08 Sessions of 90 Minutes each

**Focus :** Why BDP – Resource mobilization, Business diversification, Enhancing members' participation, Dealing with inactive members, Promote marketing of the village produce.

How BDP – Stages in the participation of BDP of PACs, Preparation of various sub plans for the business plan, such as credit, input, storage, consumer services, deposits, welfare activities.

BDP in Action – Business Plan and linkages to be established at various levels. Tools for monitoring (quantitative and qualitative information). Performance indicators related to different business activities, management and member participation. Role of various support agencies and their responsibilities.

#### Topic-03

##### **Leadership and Team Building (L&TB)**

[Prof. S.N. Biswas] – 10 Sessions of 90 Minutes each

**Focus :** Attitudes and Values relevant to cooperatives; Effective Cooperative Management through participatory decision-making process; Effective Governance through Cooperative Leadership; Responsibility of Cooperative Leaders (preparation of second line in leadership).

#### Topic-04

##### **Financial Accounting, Budgeting and Costing (FABC)**

[Prof. Asmita Vyas] – 05 Sessions of 90 Minutes each

[Prof. Paresh J. Bhatt] – 05 Sessions of 90 Minutes each

**Focus :** Introduction to financial accounting, Budgeting, variance analysis, Profit and Loss accounting, Balance Sheet, ratio analysis, costing and pricing of products and services in agricultural cooperatives, breakeven analysis, Cost Volume and Profit Relations.

#### Topic-05

##### **Project Planning and Management (PM)**

[Prof. Hitesh Bhatt] – 09 Sessions of 90 Minutes each

**Focus :** An overview of Project Management; Project Identification; Project Analysis and Selection; Project Appraisal; Project Implementation; Project Review (Monitoring and Evaluation). PERT/CPM, Planning and Scheduling, Logical Framework Analysis.

Topic-06

**Financial Management (FM)**

[Prof. Shiladitya Roy] – 08 Sessions of 90 Minutes each

**Focus :** Working Capital Management; Time Value of Money; Estimating relevant cash flows; Financial Criteria for investment decisions in agricultural cooperatives; Importance of member's capital.

Topic-07

**Marketing Management (MM)**

[Prof. Preeti Priya] – 07 Sessions of 90 Minutes each

**Focus :** Market and Competition; Cooperative Marketing Concept; Marketing Mix, Market Intelligence, Product Life Cycle and new Product Development.

Topic-08

**Human Resource Management in Agricultural Cooperatives (HRM)**

[Prof. Nivedita Kothiyal] – 06 Sessions of 90 Minutes each

**Focus :** Selection, Recruitment and Matching Skills and Knowledge with the Role Profile Planning, Development of Employees to meet the requirements of a growing organization.

Topic-09

**Individual and Group Behavior (IGB)**

[Prof. Madhavi Mehta] – 08 Sessions of 90 Minutes each

**Focus :** Personal Effectiveness, Communication and inter- personal effectiveness; making an effective oral presentation.

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## BRIEF PROFILE OF THE FACULTY MEMBERS, IRMA



**Prof. KV Raju ([kvr@irma.ac.in](mailto:kvr@irma.ac.in))**, PGDRM (IRMA), joined IRMA in 1994 after having a decade long work experience in the field of development co-operation. He worked with Samakhya and Multi Co-ops' Association enabling farmers organize themselves under co-operative structures to collectively pool, process and market their produce. He assisted them in designing and managing cooperatives through comprehensive business counseling, management training, member education and field based action research activities. His current interests include governance and management of producers' organizations, community based interventions in enhancing livelihoods, social entrepreneurship, and the role of ethical leadership in development co-operation.



**Dr. SN Biswas ([saswata@irma.ac.in](mailto:saswata@irma.ac.in))** (Ph.D.) has over 20 years of experience in teaching, executive training, and consulting. He has been a consultant to several NGOs, government development organizations, co-operatives, educational institutions in the areas of institutional development, executive selection, consumer education, rural banking, etc. He has trained several managers from India and abroad. He has also conducted team building programs in Australia and Afghanistan. He has been a visiting faculty member with many institutions of repute. He has authored several research papers in organizational behavior, human resource management, and rural development management. His present areas of interest are leadership, empowerment and team building.



**Prof. Asmita H. Vyas ([asmita@irma.ac.in](mailto:asmita@irma.ac.in))** is a Fellow of the Institute of Chartered Accountants of India and a law graduate. She has over 15 years of experience in teaching courses in financial accounting and auditing. Taxation and Commercial laws are other areas of her interest. She has been associated with KBS, Vapi, and has served as a visiting faculty at various institutions including the study centres in Gujarat of ICAI of India and ICWA. Prof. Vyas also has exposure to the industry as a chartered accountant. She has presented papers at several national and international conferences.



**Prof. Paresh J. Bhatt ([paresh@irma.ac.in](mailto:paresh@irma.ac.in))** is a Fellow of the Institute of Cost Accountants of India. He is also a Certified Management Accountant from IMA-USA. His core area of teaching is cost and management accounting. He has worked with various industrial organizations in public and private sectors in the areas of finance management, financial accounting, cost and management accounting, management advisory functions under complex and strategic requirements, management of commercial activities and handling of taxation. He has been associated as a visiting faculty member with many prestigious management institutes. Prior to joining IRMA in October 2007, he was General Manager-Finance and Accounts at M/s. UPL EE Ltd., Vadodara.



**Prof. Hitesh Bhatt ([hiteshvbhatt@irma.ac.in](mailto:hiteshvbhatt@irma.ac.in))**, B.Tech. (IIT Delhi), M.S. (Georgia Tech). Prior to joining IRMA again in 2010, he was head of the Centre for Management Studies at Dharmsinh Desai University in Nadiad, Gujarat. He has 18 years of industrial experience - of which 8 years is as CEO/ Country Head of large organizations in India and Tanzania. He started his academic career in 1995 with IRMA and since then, he has been involved in teaching, training, and consulting in diverse areas. He has trained different cadres of persons in a variety of organizations. His current areas of interest are quality management, operations management, project management, individual and organizational effectiveness and developing soft skills.



**Prof. Shiladitya Roy ([sroy@irma.ac.in](mailto:sroy@irma.ac.in))**, a Mechanical Engineer from Calcutta University, is a qualified cost and management accountant, and fellow member of the Institute of Cost and Works Accountants of India. He has over 37 years of experience in industry and academia. His management experience has been principally in the area of project appraisal and finance, initially with the State Bank of Hyderabad and later with the National Dairy Development Board. He has been a member of a sub-committee constituted by the Bank of Baroda at the instance of RBI for a review of the inventory and receivables financing norms for the edible oil and hydrogenated oil industry.



**Dr. Preeti Priya ([preeti@irma.ac.in](mailto:preeti@irma.ac.in))** holds a Ph.D. in Management from Sardar Patel University, Gujarat. She has developed a comprehensive model to measure private label proneness of consumers in organized retail as part of her doctoral study. Dr. Preeti has around 11 years of experience in academia, research, and industry. Prior to joining IRMA, at Nielsen, she was involved with various market modeling projects related to brand share prediction, decomposition of market shares, marketing mix strategies, retail tracking of modern retail, exit points, tourist centres, etc. Her current research interests are market modeling and analytics, consumer choice processes, consumer well-being measurement, brand management and market based solutions for poverty alleviation.



**Dr. Nivedita Kothiyal ([nivedita@irma.ac.in](mailto:nivedita@irma.ac.in))** holds a Ph.D. in Human Resource Management from Institute of Management, Nirma University of Science and Technology, Ahmedabad. She has over nine years experience in academics, consultancy, research, and training with specialization in human resource management, organizational development, industrial relations, and negotiations. Her research interests include work and employment which include gender issues in management such as work-life balance, diversity management including disability, workforce development and intimidation, issues of decent work, and corporate social responsibility and development. She has presented papers at international and national conferences, workshops, seminars, and symposia.



**Prof. Madhavi Mehta, Coordinator of this Training Course ([madhavi@irma.ac.in](mailto:madhavi@irma.ac.in))**, Fellow, XLRI, Jamshedpur, and Academy of HRD, Ahmedabad, has been a researcher, teacher, trainer, and consultant for over 17 years. She has been involved in designing and assessing various HRD systems including performance management and compensation restructuring in NGOs and cooperatives. Organization design and restructuring is another area of her interest. She has conducted/co-ordinated several training programs for enhancing managerial effectiveness and development of HRD systems in co-operatives and development organizations. Her areas of interest include leadership, organization development, capacity building, managerial effectiveness, and HRD.



**Dr. Jeemol Unni, Director of IRMA ([jeemol@irma.ac.in](mailto:jeemol@irma.ac.in))** holds a Ph.D. and an M.Phil. in Economics. She undertook postdoctoral research at the Economic Growth Centre, Yale University, USA. She was the RBI Chair Professor in Economics at IRMA during 2009-2011. She is on the Board of Governors of Women in Informal Employment, Globalizing and Organizing, UK, and on the editorial board of the Indian Journal of Labor Economics, New Delhi. She was an ILO consultant with the National Commission for Enterprises in the Unorganized Sector, New Delhi. Her research interests are in labor economics, informal sector, education economics, social policy, and gender. She has several papers and books to her credit.



## SECTION – II

### Comparative Field Study Visits in India

One of the core elements of the training program was the exposure of the participants to actual and practical situations in the cooperative sector and to enable them to exchange views and opinions with cooperative leaders, managers and members. These visits enabled the participants to observe for themselves the activities of the cooperative organizations at primary, secondary and national levels.

Study visits to cooperative institutions in India were organized in Delhi/Gujarat State. The participants visited the following institutions:

- **International Cooperative Alliance [ICA] – Asia & Pacific, New Delhi.** The participants visited the office of the ICA-AP on 10th September, 2012. Dr. Chan Ho Choi, Regional Director, ICA-AP, briefed about the activities of ICA-AP. The ICA-Asia & Pacific Office is operating from New Delhi since 1960, serves 80 national level organizations from 25 countries, representing about 500 million cooperative members. Main activities include: coordination of cooperative development efforts within the Region and promotion of exchange and experiences; Project Identification, formulation and evaluation; promotion of the establishment and development of national cooperative apex organizations; and organization of seminars, conferences and technical meetings on specific subjects including support for programs aimed at the involvement of women and youth in cooperative activities.
- **Institute of Rural Management Anand [IRMA], Gujarat:** The participants left New Delhi on 10th September for Anand, Gujarat. They stayed at the campus of the Institute of Rural Management Anand (IRMA), Gujarat, from 10th September to 7th October 2012. Here they mainly studied the Agri-Coop. Business Management, Leadership & Planning.

The Institute of Rural Management Anand (IRMA) established in 1979, is the pioneering academic institution in rural management education and research. It is committed to pursuing excellence along with creativity and integrity. The unique strength of IRMA lies in its ability to integrate development and management in all its endeavors and activities. This sets IRMA apart from other management and rural development institutions, which are largely concerned with either management or development, but not with both. IRMA's educational and training programs provide state-of-the-art pedagogically with emphasis on experiential learning. The faculty comprises experienced academicians and practitioners of national and international repute.

- **Chikhodra Primary Milk Producers' Cooperative Society Ltd:** On 11th September, the participants visited the Chikhodra Primary Milk Producers' Cooperative Society Ltd. and observed its operations. The Society was established on 30th November, 1949. At present, it has 1926 members (1569 men and 359 women). Average milk procurement per day is 9,500 liters. The salient features of the society are as follows – The transparency in collection, quality testing and payment at the village level cooperative society, supply of animal feed at concessional rate to members.
- **AMUL Dairy [Kaira District Co-operative Milk Producers' Union Ltd.,] Anand, Gujarat:** The participants visited the Plant and Office of Amul Dairy on 12th September 2012. They were briefed by its Public Relation Officer about the activities of Amul Dairy. The participants also observed its plant in Anand. The role of the Union at the district level in processing milk and other products and the collective marketing of the Gujarat Cooperative Milk Marketing Federation is unique.

It was registered on 14th December 1946. Under this union, there are 1163 villages and a total membership of 6,34,675. It has a total milk handling capacity of 2,400,000 liters per day. It has following production units: Dairy Plant, Anand, Food Complex, Mogar, Cheese Plant, Khatraj, Amul Satellite Dairies. It has one Research Centre and one Cattle Feed Factory at Kanjari. It has the following variety of milk and milk products – Amul Fresh Milk, Butter, Cheese, Infant Milk Food, Milk Powers; Sterilized Homogenized Flavored Milk; Sterilized Homogenized Fruit based Milk; Energy Drinks; Curd; Ghee; Butter Milk; Cocoa Products; Cooking Chocolate; Malted Milk Food; Extruded Food; Bread Spread; Table Margarine; Avsar Sweets; Bakery Products, etc.

- **IFFCO Production Unit at Kalol, Gujarat:** On 15th September, the participants visited the office and

the plant of IFFCO Production Unit at Kalol, Gandhi Nagar, Gujarat. They were briefed and were apprised of the plant's activities, including the activities of CORDET.

Kalol Unit is a first plant of IFFCO which was commissioned in 1974. It was established with the aim of quality fertilizer supply and to give strong growth to Indian agriculture during green revolution and boost to the Indian economy.

- **Co-operative Rural Development Trust – CORDET:** IFFCO has created this Trust with a renewed outlook for integrated rural development of villages. To undertake different activities for farming, cattle management, self-employment, water conservation, rural health, educational and youth development activities is the main motive of CORDET.
- **Dudhsagar Dairy, Mehsana:** The same day i.e. on 15th September, the participants visited Dudhsagar Dairy in Mehsana. As with any success stories, Dudhsagar had its' humble beginning in the year 1960. With only 1125 producer members, it has grown to become the Asia's largest cooperative dairy with 4,79,996 milk-producing members as of 31-03-2008, among whom 2,00,000 members are women. From 2.2 lacs kg of milk collection in the initial year of its' existence, the milk procurement has reached 6251 lacs kg during 2007-08.

Dudhsagar, as cooperative organization, believe in economic empowerment of its milk-producing members to whom this organization belongs. Milk production constitutes the major source of their daily earnings. They are assured of a fair price be it flush or lean season.

Dudhsagar Dairy Cooperative inherent strength lies in the loyalty of its members and the emotional bonds that keep blooming throughout all the periods of its existence. There has always been - Trust – Mutual help – Fellowship among all involved in the processes.

It has three Dairy Plants – one in Mehsana, Gujarat State, one in Gurgaon, in Haryana State and one in Vijapur, Gandhinagar, Gujarat State. It owns three cattle feed plants - all in Mehsana District of Gujarat. It has five chilling centres – two in Mehsana District, Gujarat; two in Patan District of Gujarat and one in Gandhinagar, Gujarat and also has 26 Animal Health Centres in Gujarat State.

- **Gujarat Cooperative Milk Marketing Federation (GCMMF):** On 25th September, the participants visited the office of the Gujarat Cooperative Milk Marketing Federation (GCMMF). Its Public Relation Officer briefed the participants about its activities. Its Managing Director interacted with the participants. GCMMF is marketing the milk products under the brand name of AMUL. The GCMMF was formed in 1973. It is the Apex Marketing Federation of 17 District Cooperative Milk Unions in Gujarat. It operates its own marketing and distribution network. GCMMF has achieved the 2 billion US\$ milestones. The Federation's network of 45 sales offices ensures that its products reach the remotest parts of the country. The Federation also expanded the export business to major markets in the world.
- **Gambhira Coop. Farming Society, Gujarat:** In the morning of 25th September, the participants visited the office and field of Gambhira Coop. Farming Society. They were briefed about its activities by one of the Directors of the society. Prof. Hitesh Bhatt of IRMA interpreted in English. The participants also met the farmer-members of the Society. Joint farming and collective marketing to maximize the income of the members was an important lesson from Gambhira visit.

Gambhira cooperative farming society, formed in response to a distress situation, was born of small farmers whose individual efforts at cultivation on small private holdings proved unviable. The society was formed in 1953 as a pooled effort on the part of its 176 members who combined 201 acres of private land. Over time, both the area and society membership swelled to 526 acres and 291 members respectively, owing to reclamation and purchase of land along with membership growth. The entire land, pump sets, tube wells, tractors and other assets belong to the society with individual members having no ownership rights either on assets or cultivation decisions.

The land is collectively cultivated by forming 30 small groups with a number of members in each group varying between eight and fourteen. The groups execute the crop plan decided by the Managing Committee in consultation with their group leaders. The society is managed by the Managing Committee, President, Manager and other employees.

- **Self Employed Women's Association (SEWA):**

On 28th September, the participants visited the Head Office and facilities created by SEWA. SEWA was started in 1972 by Smt. Elaben Bhatt. It is a single largest union of self employed women in the informal economy. SEWA's presence is in 9 States of India and 14 districts in Gujarat. Its current membership is 13,51,493 in India and 8,26,871 in Gujarat State. Its rural membership is 4,50,146 in 14 districts of Gujarat State. Its urban membership is 3,76,726 in Gujarat State, mainly in Ahmedabad.

SEWA's Goal - Full Employment; (i) security of work, income and food; (ii) Social Security; Healthcare, Childcare; (iii) Insurance and Shelter.

- Self Reliance – Leadership; Assets; Self Sufficiency.

For achieving its goals, SEWA follows an integrated approach.

**SEWA's Integrated approach:**

- ✓ Demand driven and need based programs;
- ✓ Participatory approach;
- ✓ Coping up with the calamities through long term livelihood security programs;
- ✓ Linkages with markets – Gram Haat, STFC, Design Sewa, Sewa Kalakruti;
- ✓ Livelihood promotion;
- ✓ Capital formation – SEWA Bank, Saving Groups, Self-help Groups;
- ✓ Social Security – Health Care; Child Care; Insurance; Housing;
- ✓ Training – Capacity building trainings, vocational trainings; management trainings, ICT
- ✓ Research and documentation – communication – print/electronic media;
- ✓ Economic & social development – Community Learning Centers and Village Resource Centers.

**Members Profile:**

- Home based workers – working from their homes for a trade contractor, piece rate workers e.g. Bidi, Agarbatti, ready-made garments, embroidery; etc.
- Vendors or Hawkers – who invest their labor in vending and earn their living;
- Manual laborers and service providers – like agricultural laborers, construction workers, contract laborers, handcart pullers, head-loaders, domestic workers and laundry workers.
- Producers – who invest their labor, skill and resources and take the risk of production and marketing to earn their living, small and marginal farmers, snack makers, etc.

The participants also visited some facilities of SEWA, as follows:

**Shri Mahila Sewa Sahakari Bank Ltd. (SEWA BANK):** Sewa Bank came into being in the year 1974 and was established at the initiative of 4000 self-employed women – each of whom deposited Rs. Ten as their share in the new venture – is an offshoot of the SEWA movement, and today, the very backbone of the parent organization.

While the objectives of SEWA BANK are manifold – from inculcating the habit of saving to providing credit and promoting insurance benefits; as also enabling members to get out of the clutches of unscrupulous money lenders, building their own assets and capital; equipping them with technical and managerial capabilities; and more, the motto has remained the same – to make the poor self-employed, economically strong, safe, sound and self reliant. While the parent organization SEWA brings the self-employed poor women together, thus enabling them to bargain for their just dues and rights, Sewa Bank elevates their status in economic terms.

Today the Sewa bank stands out as the only bank of its kind in the country and is still growing by attempting to reach out to the maximum number of poor women engaged in the unorganized sector. That 96% of all women workers in India is in this sector, speaks of the long journey ahead.

Mission: "Sewa Bank exists to reach to the maximum number of poor women workers engaged in the unorganized sector and provide them suitable financial services for their socio-economic empowerment and self development, through their own management and ownership".

**VIDEO SEWA:** The Gujarat Women's VIDEO SEWA Information and Communication Co-operative Society Ltd. are the first cooperative of its kind in the whole of India of poor, illiterate, working women, which has used technology to empower women from the grassroots. Currently, VIDEO SEWA has seven full time staff who work in all areas of production – script writing, filming, editing, sound recording and audio dubbing. VIDEO SEWA Co-operative's members are self employed workers – vendors, handcart pullers, body workers, garment workers, block printers, dye workers, agricultural laborers, housewives and childcare workers.

Since its inception in 1984, VIDEO SEWA has been working towards bringing technology into the hands of common people and using video as a tool for development communication. It has been instrumental in forging the SEWA ideology, capturing the various facets of the SEWA movement, informing its members, bringing their voices to the fore and initiating changes. It has learned, experienced, assimilated, voiced and also taught others to do the same in the past twenty years. From a modest beginning, VIDEO SEWA now produces professional, broadcast quality video programs. Women workers themselves are the producers, camera and sound persons, editors and shareholders.

**Gujarat State Women's SEWA Co-operative Federation:** Gujarat State Women's SEWA Co-operative Federation is the direct result of SEWA's conviction of women's participation in the Co-operative movement. The federation is a part of a larger family of SEWA sponsored organizations. The Gujarat State Women's SEWA Co-operative Federation was registered in 1992. It is an important milestone in the cooperative movement in Gujarat. The Federation's main task is to ensure the active participation of the poor. Self employed women in the cooperative movement enables them obtain regular work and steady income through the cooperatives. Any primary women's cooperative in Gujarat can become a member of the Federation. It also provides services to its members in cooperative registration and organizing exhibitions. The Federation represents the interest and concerns of the women's cooperatives at the state level with policy makers. Issues, including access to raw materials, marketing and working capital for production, tools/equipment and workplace are raised on behalf of member cooperatives of the Federation.

The main objectives of the Federation are to provide comprehensive training in cooperative education, management and leadership. Its main objectives are – (i) to enhance the economic and the social development of its present and potential members; (ii) to encourage and organize the participation of self employed women in the cooperative movement; (iii) to enhance their skills by providing education and training in entrepreneurship; (iv) to provide advisory services; & (v) to provide training and technical support services to its members.

At present 103 cooperatives are members of the Federation. They can be categorized as follows – Artisan's Cooperatives; Land based Cooperatives; Livestock Cooperatives; Trading Cooperatives; Service Cooperatives and Credit Cooperatives.

**Design SEWA Centre:** The Federation has set up Development Design SEWA Centre, popularly known as Design SEWA. It was set up in 1992 to help artisans meet the demands of design update and link them to the global market by upgrading and developing their skills. The marketing cell is attached to the Design SEWA centre.

It was felt that the way the professionals and the literates have access to information, technique and knowledge, the artisans should also have access to information related to techniques of designing and crafting their own traditional skills so that the knowledge and information related to techniques of their exquisite traditional designs are not confined to coffee tables, museums and elite homes.

This innovative step is taken to provide an alternative to Professional Designers and provide information on design-techniques and market potential through design development, product diversification and awareness towards market trends. Design SEWA also gives training in photography, up scaling of traditional skills and screen printing.

DESIGN SEWA collects, preserves, catalogues and classifies their own traditional treasure into a storehouse for the use of the artisans. The center collects samples, prepares reports on feasible designs, develops new ones, facilitates exchange of design ideas between artisans. Design inputs are given through the Design SEWA Centre.

The main objectives of Design SEWA are: (a) to identify craft pockets that are relevant and related to the ongoing craft groups and cooperatives; (b) to organize the participation of women in craft and cooperatives already formed or those that are at the pre-cooperative stage; (c) to improve the marketability of products of craftswomen by assisting them to adopt and adapt contemporary market trends through access to Design SEWA; (d) to identify the new groups of crafts women who have potential to develop their skills; and (e) to make artisans into Master craft-women and Master craft-women into designers.

**Shop at APMC Market:** With the larger mission of economic empowerment of SEWA women who are engaged in growing vegetables as well as those who are involved in distribution of vegetables, the federation has acquired shop No. 40 at Agriculture Producers Marketing Committee in Jamalpur. It has over 1000 members.

It links rural vegetable producers and vegetable vendors by eliminating exploitative intermediaries. This eliminates hidden financial cost charge by the commission agents in the existing system.

It introduced an efficient system of marketing resulting in enhancement of income for both vegetable growers and vendors. It provides support services like technical input, credit facilities and transport facilities.

Detailed write-ups on the main features of the cooperatives visited were prepared and distributed among the participants in advance. During actual visits, their leaders and officials briefed the participants about the functions of their cooperatives.



## SECTION – III

### Closing Session at IRMA

The valedictory function of the IRMA module on “Agricultural Cooperative Business Management, Leadership and Planning” for the training program on “Fostering Core Leaders of Agricultural Cooperatives-2012(I)” was held at the Executive Training Development Centre (ETDC) of IRMA, Anand, in the afternoon of October 6, 2012. Prof. Jeemol Unni, Director, IRMA, presided over the function. Prof. Madhavi Mehta, Coordinator, IRMA module of the program and concerned faculty members, attended besides Mr. A.K.Taneja of the ICA-AP.

**Prof. Jeemol Unni** distributed the certificates to the participants on their successful completion of the program. In her brief address she hoped that they would have an enriching stay in Japan as part of this training and that the learning from this program would give a fresh impetus to their thinking for organizing cooperative business on a stronger foundation in their home countries.

**Mr. A.K. Taneja** expressed satisfaction over the smooth conduct of the program and thanked IRMA as a reliable ally in carrying out the progressive work.

**Prof. Madhavi Mehta**, coordinator of the IRMA module of the program thanked the participants, their organizations and ICA-AP for their continued engagement with IRMA through the series of programs. Prof. Mehta acknowledged the involvement of the IRMA team in the successful completion of the IRMA module for the program. She also welcomed the participants to the alumni network of the larger IRMA community.

On 7th October, the participants returned to New Delhi in transit to go to Japan. On 8th October in the evening the participants left New Delhi for Japan, reaching IDACA, Tokyo on 9th October, in the evening.





Participants during sightseeing tour at Taj Mahal, Agra.



Dr. Chan Ho Choi, Regional Director, ICA-AP, addressing the participants at the office of ICA-AP, New Delhi.



A group photograph of the participants with Dr. Choi Ho Choi at the office of the ICA-AP.



The inaugural ceremony at IRMA, Gujarat.



A group photo of the participants with concerned Faculty Members at IRMA.



A classroom session in progress at IRMA.



Participants at Chikodra Primary Milk Producers' Cooperative Society Ltd.



Chikodra Primary Milk Producers' Cooperative Society Ltd.



Participants at Amul Dairy.



Participants being briefed at Amul Dairy.



Participants at Cooperative Rural Development Trust (CORDET) of IFFCO at Kalol.





The participants at IFFCO's production unit at Kalol.



Participants at Dudhsagar Dairy, Mehsana, Gujarat



Participants being briefed at Dudhsagar Dairy, Mehsana.



Participants at the office of the Gujarat Cooperative Milk Marketing Federation (GCMMF).



Briefing session at Gambhira Coop. Farming Society, Gujarat.



A group photo of the participants at Gambhira Coop. Farming Society, Gujarat.



Participants at the office of the Self Employed Women's Association (SEWA)



Briefing Session at SEWA



Sewa Cooperative Bank for Women



Design Sewa Centre



SEWA Shop at APMC Market, Ahmedabad



Briefing at Gujarat State Women's SEWA Cooperative Federation.



Workers at Women's SEWA Cooperative Federation.



Closing Ceremony at IRMA



Director, IRMA awarding the Certificate of Participation to the participants



A group photo after the closing ceremony at IRMA.



A farewell dinner hosted by ICA at the end of IRMA Module



Participants with Director and concerned Faculty Members of IRMA after the dinner.



Participants attended the Condolence Meeting convened by IRMA in respect of Dr. V. Kurien, father of White Revolution in India.



Participants during sightseeing tour in Gujarat.



Participants during sightseeing tour in Gujarat



A farewell party hosted by ICA in New Delhi.

## SECTION – IV

### INAUGURATION OF PART-II OF THE TRAINING PROGRAMME IN JAPAN

#### Inaugural Session

The Part-II of the 1st ICA/Japan Training Course of 2012 was formally inaugurated on 10th October, 2012 by Mr. Hiraoka Keiji, Executive Director of IDACA, and Mr. A.K. Taneja, Manager, ICA-AP, also addressed the inaugural session. Mr. Terunuma Hiroshi, Manager, Training Department, Mr. Y. Abe, Sr. Consultant, Mr. Toru Nakashima, Deputy Manager (Training) and other officers of IDACA were present.

Welcoming Mr. Hiraoka Keiji and other senior officers of IDACA, **Mr. A.K. Taneja** congratulated the participants for successfully completing the first part of the training program held in India. He also conveyed his sincere gratitude to MAFF, Government of Japan, for their valuable contribution to the development of agricultural cooperatives in Asia. He mentioned about the longstanding collaboration between ICA, JA-Zenchu and IDACA.

**Mr. Hiraoka Keiji** expressed his hearty welcome to all the participants for their cooperation during the training course. He extended his sincere appreciation to Mr. A.K. Taneja of ICA-AP for successfully handling the training course. He wished the participants a comfortable stay in Japan. He hoped that the participants will gain the required knowledge and experience to play leading roles in their respective agricultural cooperatives and farmers' groups. With that objective in mind, the training program and field visits have been designed by IDACA. He further hoped that the knowledge and experience gained by the participants at IRMA and IDACA will contribute immensely to the development of the participants' ideas for implementation of their Action Plans.

He further said, "this program was being inaugurated on 10th of October. It is a memorial day for all of us. Same day, 48 years back in 1964, opening ceremony of Tokyo Olympic took place in Tokyo, which was the first ever organization of Olympics in Asia. This day is being observed as "Health and Sports Day" in Japan. It is a national holiday in Japan. On this day, in Japan, the idea of the Happy Monday System was introduced. It means national Holiday is moved to Monday whereby a three-day weekend is created."

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Part-II of the program was located in Japan and held in collaboration with the IDACA. Class-room teaching, field study visits and orientation on various aspects on the development of agricultural cooperatives in Japan were arranged by IDACA.

The program included the following components:

- Practice of Japanese Agricultural Cooperatives on farm guidance, joint collection, shipment, safety and improvement of quality of farm products;
- Business management methods of the Japanese Agricultural Cooperatives;
- Direct interaction with agricultural cooperative leaders and farmer-members.

The following topics were covered under above components:

- General Information on Japan – Economy and Society.
- Historical Development of Japanese Agriculture and Agricultural Cooperatives
- Organizations and Business Activities of Agricultural Cooperatives.
- Distribution System of Agricultural Products and Marketing Business of JAs.
- Functions of Wholesale Market – Marketing and Purchasing Business of JAs
- Case Study on Distribution of Agricultural Products in Asia – Analysis of the situation and exchange of Information.

- Ways to promote Agro-processing Business – Basics for starting and operation of Agro-processing business.
- Human Resource Development and Leadership of Agricultural Cooperatives.

A brief description of the topics taught at IDACA is as follows: Hard copies and soft copies of the presentations were delivered to all the participants.

**(1) General Information on Japan – Economy and Society**

*by Mr. Yukio. Abe, IDACA.*

Under this topic, a brief history of Japan was explained. The participants were also told about the following characteristics of Japan – Land and climate of Japan, its 4 major islands: Hokkaido, Honshu, Kyushu, Shikoku; its 4 distinct seasons – spring, summer, autumn and winter. Japan's population (127 million); etc. In addition, he explained about the Implementation of Land Reforms; Historical Development of Japan's Agriculture; Present Condition of Japan's Agriculture; Major problems of Japan's Agriculture; Factors responsible for the development of Agriculture; SWOT Analysis on the Strength & Weakness of Japan's Agriculture

**(2) Historical Development of Agricultural Cooperative Organizations in Japan**

*by Mr. Nakashima Toru, IDACA.*

Under this topic, the resource person tried to explain about the development of agricultural cooperatives before and after world war-II. He covered the following subjects – cooperatives upto world war-II (the process of transforming Japan from a feudalistic society to a modern state; in 1900 the 1st cooperative law based on the Raiffeisen model was enacted; first revision of the law in 1906; the following revision of the law in 1909 and 1921; agricultural panic in the 1930s; agricultural association law enacted in 1943; agricultural cooperative law passed in 1947; stagnation of agricultural production during 1960s; the basic law on agriculture in 1961; problems in the agricultural sector at the time of the oil crisis in 1973. Meanwhile, the National Congress of Agricultural Cooperatives is held every three years to cope with the changing situations and also give directions to the JA group for three years.

**(3) Organization and Business Activities of Agricultural Cooperatives**

*by Mr. Nakashima Toru, IDACA.*

Mr. Nakashima covered following features of Agricultural Cooperative System in Japan – Features of Japan Agricultural Cooperatives (JAs); History of Development of Agricultural Cooperatives; Types of Agricultural Cooperatives (Multipurpose and Single purpose); Organization of Multipurpose Agricultural Cooperatives; Three-tier system of Agricultural Cooperative Organizations (Primary, Prefecture and National Level); Business of Multipurpose Agricultural Cooperatives (Economic, social and better living activities); Guidance-related Features of Multipurpose of Agricultural Cooperatives; etc.

**(4) Distribution System of Agricultural Products and Marketing Business of JA & Functions of Wholesale Market – Marketing and Purchasing Business of JA**

*by Mr. Koh HARADA, Expert.*

In this paper, Mr. Harada explained the following subjects in detail – Development of the Food System; Value Chain; Supply Chain Management; Purchasing behavior of Japanese consumers; Change in farm product distribution due to the emergence of the Supermarkets; Break-even point; Management of Supermarket; Numerical Management of all operations – Point of Sale (POS) System; Mechanism of Wholesale Market; Measures taken by Agricultural Cooperatives to distribute Farm Products; Marketing Business of Agricultural Cooperatives in Japan; Expansion of size in livestock farming; Purchasing Business of Agricultural Cooperatives in Japan; New attempt in distribution and marketing of farm products. In addition, he also explained the historical development of wholesale markets. etc.

**(5) Case Study on Distribution of Agricultural Products in Asia – Analysis of the situation and exchange of the information**

*by Mr. Kiyohide KASUGA, President Sunalfa Development Co. Ltd.*

In his presentation, Mr. Kiyohide Kasuga touched three main topics (1) Promotion of Production, Processing and Export of Agricultural Products; (2) Recycling Agriculture & Organic Farming; and (3) Livestock Waste Composting System. Under first topic – Promotion of Production, Processing and

Export of Agricultural Products, he explained the following subjects: (I) Selection of appropriate product (Research; Product Selection; Production; Processing including Packing); (II) Marketing (Marketing through Agricultural Cooperatives; Organize own marketing facilities; Tying up with commercial firm on contract basis; jointly establish marketing firm with trading company; buyers/importers; logistics; technical guidance; assistance by financial and technical guidance; Human Resources; one crop one village movement (OVOP)); (III) Potential Products (Farm Products; Fruits; Animal Products; Others – seeds, seedlings, handicrafts and processed foods. Under second topic – Recycling Agriculture & Organic Farming (Production of clean vegetable by organic fertilizer recycled and produced from wastes), he explained (I) background (production of safe food; preservation of healthy environment; minimize food waste by dehydrating, drying, fermentation, carbonization); (II) Effects of Eco-friendly agriculture (Environmental conservation; converting waste into energy; production of fertile soil and organic farm products; establishment of energy self-sufficiency; training individuals; creating employment; dissolution of economic inequality between urban and rural areas; (III) Garbage Recycling for Compost Production; (III) Organic Farming. Thirdly, he explained about Livestock Waste Composting System (what is composting – aerobic composting; Composted and Uncomposted manure; purpose of composting; Composting Process; Easy Processing System; etc.

**(6) The Ways to Promote Agro-processing Business – Basics for Starting and Operation of Agro-processing Business**

*by Mr. Okuma Keiki, Nagano Agricultural Cooperative Institute for Research and Development*

In his presentation Mr. Okuma Keiki explained about the Agriculture in Nagano prefecture – locational conditions in Nagano prefecture, agricultural areas, agricultural output – fruits, vegetables, floriculture, mushroom and special products, grains, animal husbandry, etc. In addition, he explained the objectives, motives and system of Agro-processing business to revitalize rural areas.

He also distributed two papers entitled (1) "History of Rural Industry and Agro-processing Business of Agricultural Cooperatives – Case study of Nagano Prefecture; and (2) Development of "6th Industry" in Agriculture Sector and the Rural Areas. In this paper, he explained following subjects – New "Basic Law on Food, Agriculture and Rural Areas" – *to aim at support to rich functions and value of agriculture and rural areas by all the people of Japan*; The Situation of Food, Agriculture and Rural Areas; Scale of Economy in Agricultural Production and Food Industry (2005); Development of 6th Industry in Farming and Fishing Villages – *Fusion of Activities in Rural Areas, Secondary Industry and Tertiary Industry to create new additional value*; For Revitalization and Restoration of Farming and Fishing Villages – *Fusion of Activities in Rural Areas, Secondary Industry and Tertiary Industry to create new additional value*; For Revitalization and Restoration of Farming and Fishing Villages - *Need to support the regional communities by securing employment opportunities and income through development of "6th Industry"*; Main Measures for assistance to increase of income through promotion of 6th Industry in Agriculture and Rural areas; Government Budget for comprehensive measures to create 6th Industry for the future; Measures for assistance to promote 6th Industry – *Measures for promotion of processing and marketing by people engaged in the primary industry*; Project for comprehensive promotion measures of 6th Industry – *Measures for promotion of processing and marketing by people engaged in the primary industry*; Supporting measures for 6th Industry in Farming and Fishing Villages – *Introduction of the government supporting measures of FY 2010 for promotion of 6th Industry*; Supporting Measures for "Local Production and Local Consumption in promoting 6th Industry in Farming and Fishing Villages; Support to Agriculture-Commerce-Industry collaboration – *new business to be developed in meeting between Agriculture-Forestry-Fisheries, Commerce and Industry*. Strategy of "6th Industry" – *Fusion with secondary and Tertiary, create new added value and human resource in the local area with agriculture as a base.*

**(7) Human Resource Development and Leadership of Agricultural Cooperatives:**

*by Mr. Ogane Yoshiaki, JICA expert.*

Mr. Ogane Yoshiaki started his presentation with a question as to why do we need Agricultural Cooperatives today ? He explained his viewpoint by giving various types of illustrations. He also gave an example of the working of the JA Shin Fukushima for one year. Then he presented his paper on "Leadership and Management" in order to improve the unifying power of the Cooperatives. He explained, what is good cooperative and what is bad cooperative. Sub-themes of his paper were as follows – (I)

Review of Management Resources; (2) Thorough practice of RPDCA cycle; (3) What are attractive business and activities ?; (4) Improvement of the educational activities of the officials, employees and the members. He also presented another paper entitled "Successful Approach in Group Management Leadership and Communication. He suggested in his presentation to share the basic concept and issues (or tasks) of the group among the members, such as what you can do ? what you can use ? what you want to do ? whom you want to work with ? what do you wish to happen ? where to start ? when to start ? how to do it ? where to do it ? what will be the result ? etc.





## BRIEF PROFILE OF SPEAKERS AT IDACA:



**Mr. Yukio ABE** (abe-idaca@j.email.ne.jp)

Yukio ABE, formerly Manager, in-charge of training department for a number of years at the Institute for the Development of Agricultural Cooperation in Asia (IDACA), is currently serving as a Senior Consultant-cum-Coordinator at IDACA. He has got over 30 years of teaching experience on cooperative development and motivation domains, mainly to participants from developing countries and also to local cooperative personnel. Over the years, he has widely travelled as a JICA expert and also as NGO consultant to impart training to cooperative leaders and government officials in the following foreign countries - Afganistan, Jordan, Palestine, Gaza, Israel, Egypt, Ghana, Bhutan etc. Besides this, he has been invited to a number of international conferences and seminars as resource person by various institutions including the Kasetsart University of Thailand.



**Mr. Toru NAKASHIMA** (nakashima-idaca@j.email.ne.jp)

Toru NAKASHIMA is currently a Deputy Manager of the training department at IDACA. He joined IDACA after serving an organization in the field of training for overseas participants as Field Coordinator and Interpreter not only on agriculture-related subjects but also other industries-related, management-related and welfare-related subjects. At the office of IDACA, he is mainly engaged in the training programs, not only of ICA but also of JICA. He has travelled in and out of Japan as a Resource Person and short-term Expert for various kinds of programs - training courses, seminars, conferences and overseas projects.



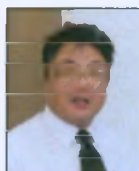
**Mr. Koh HARADA** (harada\_kou@nifty.com)

Koh HARADA graduated from Department of Agricultural Economics, Faculty of Agriculture, Tokyo University of Education, in 1961. He joined Zenhanren (National Marketing Federation of Agricultural Cooperatives) and gained much experience in its head office in various departments, such as Farming Section of Agricultural Department, Shibaura Livestock Sales Center of Livestock Department, Poultry Farming Section of Poultry Farming Department, Omiya Livestock Sales Center of Livestock Department, Personnel Department, etc. In March 1972, Zenhanren merged with Zenkoren (National Purchasing Federation of Agricultural Cooperatives) to form JA Zen-noh (National Federation of Agricultural Cooperative Association). In this newly established Federation, he successively held various important posts from 1972 to 1993, such as Section Chief of Marketing Promotion Section of Fruit & Vegetable Department in Tokyo Center of Metropolitan Area Marketing Department, Manager of Horticulture & the Farming Department in Osaka Branch Office, Deputy Manager of Horticulture Department and General Planning & Policy Dept. and Manager of Better Living Dept. In 1993, he assumed the position of Managing Director in JA Zen-noh and served for 3 years. Resigning in 1996, he was appointed as CEO of 2 subsidiaries under JA Zen-noh - Zen-noh Fuel Terminal Inc. and Zen-noh Techno Inc. After resigning from those companies in 1999, he became the President of JA Distribution Research Institute. In 2002, he retired from the front line of the business world to start his new career as part-time lecturer in Koibuchi Academy (Vocational school to teach about food & agriculture, located in Mito City, Ibaraki Pref.). There, he put his efforts into training young people eager to establish a career in agricultural sector from 2001 to 2009. He also established a nonprofit organization - AICA (Association for International Promotion of Agricultural Cooperatives) in 2003, aiming to support the farmers and agricultural coops in the developing countries by making good use of his rich knowledge and experience.



**Mr. Kiyohide KASUGA** (kasuga-k@kb4.so-net.ne.jp)

Kiyohide Kasuga received a master's degree in agricultural economics at Tokyo University of Education. He had been in charge of export-import business in trading company under JA Zen-noh (National Federation of Agricultural Cooperative Association). For his overseas experience, he was dispatched to Thailand and had been engaged in export trade of Thai Maize to Japan in cooperation with ACFT. Also he was dispatched to Australia and had been engaged in export trade of foodstuffs, beef cattle and their meats. After retirement, he established a trading company of his own. In parallel with managing his company, he has been acting as a JICA expert and has been engaged in many projects related to fostering of agricultural cooperatives and marketing promotion of farm products in Indonesia, Romania and Bangladesh. He also delivered many lectures on marketing promotion of farm products in IDACA.



**Mr. Keiki OKUMA** (ookuma.ird@nn-ja.or.jp)

Keiki OKUMA joined Nagano Agricultural Cooperative Institute for Research Development in April, 1984 and has been continuously engaged in local community revitalization activities centering on research activities to find new usage of local resources or new energy source. Currently, he has been enrolled in Bio Resource Science Department of Nihon University Graduate School as a research student. He is also working on R&D activities on food and biomass using local resources. Besides, he has been commissioned to play a role as Special Advisor and Farm Management Consultant by the Agriculture Revitalization Council of Nagano Prefectural Government. In addition, he had held the following important posts - Vice Chairperson of Nagano Prefectural Study Group of Local Food Resource Utilization, Member of JA Zenchu (Central Union of Agricultural Cooperatives) Study Committee on Training Program for Managers of Quality Management, Member of JA Zenchu Farmers' Market Study Committee, Chairperson of Study Committee for Establishment of Nagano City Agriculture Public Corporation, etc. In such a project led by the Ministry of Agriculture, Forestry and Fisheries like "New Product & New Technology Development Project" and "Ecological Technology Revolution Project of Greenery & Water", he has experience as a coordinator for developing new products in various parts of Nagano Prefecture and supporting projects concerning biomass. Currently, he is playing a pivotal role specialist in the Small and Medium Enterprise Agency's project for "Strengthening coordination among support system of S&M enterprises" and is busy working in Nagano as a supportive coordinator in another Small and Medium Enterprise Agency's project to create "Local Power Collaboration Center". And in "Entrusted Project of Kanto Regional Agricultural Administration Office for Comprehensive Promotion of 6th Industry 2011", he holds total responsibility of "Nagano Support Center for 6th Industry".



**Mr. Yoshiaki OGANE** (yoshiakiogane@yahoo.co.jp)

Yoshiaki OGANE is a free-lance journalist, specialized in the agricultural cooperative movement, education & cultural activities of JA (Japanese agricultural cooperatives), human resource development, history of Japanese rural women after World War II and so on and so forth. He was born in 1945 and graduated from the Faculty of Law at Waseda University. He had been engaged in activities like editing monthly magazine and holding various kinds of cultural events as a staff of the Ie-no-Hikari Association (Organization in charge of publishing & cultural activities in JA Group). Before he retired from the office, he successfully held the position of chief editor and director-general of the cultural center. He is also a writer and has contributed many articles to newspapers and magazines. His major literary works are as follows - "Renaissance of Women", "History of Rural Women after World War II", "Great Top-Down Approach shall save the JAs" and so forth. In addition, he has delivered more than 1,700 lectures for JA officials and staffs, JA members and members of JA Youth and Women's Associations all around Japan. In JTEPA (Japan- Thailand Economic Partnership Agreement) Projects, he stayed in Bangkok to play a role as a JICA specialist in-charge of "Development and Fostering of Human Resource in Agricultural Cooperatives in Thailand".

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## SECTION – V

### COMPARATIVE FIELD STUDY VISITS IN JAPAN [Tokyo, Aomori and Kanagawa Prefectures]

#### Field Study Visits in Japan

During Part-II of the Training Course in Japan, study visits was arranged in Aomori and Kanagawa Prefectures and two cooperative institutions in and around Tokyo. The participants visited the following institutions during their stay in Japan:

- Institute for the Development of Agricultural Cooperation in Asia-IDACA, Tokyo
- Visit to Akigawa Agricultural Cooperative (JA Akigawa), Tokyo Prefecture.
- Visit to Akigawa Farmers' Centre
- Visit to Wholesale Market in Tokyo
- Visit to JA Zen-noh Aomori "Agri-Shop, Tokyo Store"
- Visit to Hachioji Rice Milling Plant, ZEN-NOH Pearl Rice East Japan Corporation
- Visit to JA Aomori Prefectural Union
- Visit to Yuuki Agricultural Cooperative (JA Yuuki Aomori)
- Visit to the Farm Village Industry Federation of Aomori Prefectural Agricultural Cooperatives (JA Aoren)
- Visit to Road Side Station Hirosaki "Sunfesta Ishikawa" – operated by JA Tsugaru Mira
- Visit to the Education Centre of JA Kanagawa Prefectural Union
- Visit to JA Zen-noh Agricultural Research & Development Centre, Kanagawa Prefecture

#### **The Institute for the Development of Agricultural Cooperation in Asia (IDACA):**

IDACA was established on July 8, 1963 with funds raised among agricultural co-operatives, led by the Central Union of Agricultural Cooperatives of Japan (JA-Zenchu) and also with the support of the Government of Japan.

The Institute, established on the basis of the recommendations of the First Asian Agricultural Cooperative Conference held in Tokyo in April 1962, imparts training to overseas agricultural cooperators.

During the last 50 years, the IDACA has trained more than 5870 participants from 115 countries drawn from Agricultural Cooperative Movements and Governments from different countries of Asia, Latin America and Africa. It has active collaboration on technical assistance programmes with the ICA Asia & Pacific.

The participants stayed at IDACA from 9th October to 03rd November 2012.

#### **Visit to Akigawa Agricultural Co-operative (JA Akigawa):**

The participants visited JA Akigawa on 17th October 2012. Agricultural activities in the JA operational area are observed in the western part of Tokyo covering one city, one town and one village (Akiruno city, Hinode town and Hinohara village) along Aki river and Hirai river. Featuring an urban-type agriculture combined with mountainous and hilly-based agriculture, the area has various production activities such as paddy farming, flower and ornamental plant cultivation, fruit cultivation, mushroom cultivation, poultry farming and pig raising including combined farm management.

Akiru Plateau is a basis for marketing business of the JA, where three direct sales shops - Akigawa Farmers' Centre, Itsukaichi Farmers' Centre, Hinodemachi Fureai Direct Sales shops are operated.

Another feature about the area is bipolarization – while the number of farm successors and new entrants into farming, in a so-called "U-turn" from company work, has increased in the urban-based agricultural area, the population in hilly and mountainous areas has shown aging, which has affected agricultural production volume and marketing has shown little increase.

Total No. of farm households in Akiruno city is 806, in Hinode town it is 267 and in Hinohara village, it is 188. Local speciality products are potato; Akigawa Corn and Akiruno Chestnut.

At the end of FY 2011, JA Akigawa has 3981 regular members and 7080 Associate members. The value of one share is 1,000 yen and limit of holding shares (max.) per member is 5,000 shares.

At the end of FY 2011, it has 18 Directors and 4 Auditors. Out of 18 Directors, 4 are full-time Directors – President (1); Chief Executive Director (1) and Managing Director (2). It has 174 general employees, 3 Farm Advisors and 3 Better Living Advisors.

JA Akigawa has following member-organizations:

Crop Farming Group has 241 members; Livestock Farming Group = 10 members; Youth Association = 54 members; Women's Association = 1294 members; Asset Management Study Group = 130 members; Committee for Promotion of Health Management and Welfare for the Elderly = 27 members; Group for Welfare for the Elderly = 17 members; Association for Users of Daily Farming Helpers = 7 members; Liaison Council for Direct Sales Shops = 271 members; Study Group for Blue Form for Income tax Return = 299 members.

It has Credit Business; Mutual Insurance Business; Purchasing Business; Marketing Business and Business of Akigawa Farmers' Centre.

**Akigawa Farmers' Centre:**

The Akigawa Farmers' Centre was established as a part of the TAMA LIFE 21 Project (100th Anniversary Project to celebrate the transfer of jurisdiction of the Tama District from Kanagawa Prefecture to Tokyo). At this turning point, Akigawa City Government, JA Akigawa, farmers and Tokyo Metropolitan Government worked together to propel the "Movement to create Brand-New Tama area". In line with this movement, these cooperators decided to establish facilities where farmers and non-farmers can mingle and exchange. The total construction expenses of the facilities cost 550 million yen.

It was opened on August 7th, 1993. Its total land area is 8,323 square meters. It has following business activities – Direct Sales Section; JA Section; Travel Information & Local Products Section; Restaurant; Barbecue Facilities; Community Garden. It has 118 members as of September FY 2012.

In addition, it has the following features:

POS System – This system enables farmers to check their sales information and tendency of best-selling farm products while they are in their homes or at their fields through internet or cell phone.

Touch Screen – Consumers can obtain production information by using this device in the store.

At this centre, the member-farmers bring their produce in the morning, fix the rates of the produce themselves and if any product is not sold, they take it back in the evening. The Centre provides market information to the farmers. Annually, the center receives more than 361,000 customers.

After that the participants met and interacted with two farmer members – Mr. Tanaka and Mr. Mori, who explained about their activities.

**Visit to Wholesale Market in Tokyo:** Early morning the participants visited Ota Wholesale Market in Tokyo on 18th October 2012.

**History:** The very beginning of a Tokyo Market dates back to the days of Tokugawa Ieyasu, when he commenced Edo government; he brought in the fishermen from Tsukuda, Osaka City to Edo to let them purvey seafoods to Edo castle and at the same time gave them permission to sell near the Nihonbashi bridge. The vegetable and fruit markets also developed spontaneously around the same period. After the Meiji Restoration, these markets dwindled under drastic social changes, and under the new Tokyo City Government, private markets were permitted to open, which contributed to the stable supply of daily food necessary for the residents.

However, through the experience of Rice Riots attributed to the rice shortage in social unrest in 1918, the "Central Wholesale Market Law" was enacted in March 1923, which became the governing law for the opening of the public markets nationwide. While the construction plan of the Central Wholesale Markets in Tokyo was under consideration, the Great Kanto Earthquake occurred in September of the same year and the private markets, then operating, suffered devastating damages. The implementation of the construction plan was accelerated, and three Central Wholesale Markets – Tsukiji, Kanda and Koto – were established in 1935, and then Ebara, Toshima, Adachi, Omori, and Shokuniku markets were opened one by one in succession.

After World War-II, the great changes in the environment surrounding the markets with the high growth of the Japanese economy and concentration of urban population in Tokyo in the late 1960s and 70s, resulted in the revision of the Law in the current Wholesale Market Law in April 1971. Under this new law, Tokyo Metropolitan Government opened markets. Itabashi, Setagaya, Kita-Adachi, Tama New Town, Kasai

(integrating Koto Market and its 3 branches consolidated). Ohta (integrating Kanda Market, Ebara Market and its Kamata branch and Ohmori Market). For the opening of Flower markets, the flower market section was opened in 1988 at Kita-Adachi Market for the first time and then opened in Ohta, Itabashi, Kasai, Setagaya Markets. Tokyo Metropolitan Government will move forward the market administration policy from the point of view of the citizens as consumers with an aim to realize comfortable Metropolitan life.

#### Functions of the Central Wholesale Market:

- **Collection:** A wide variety of produce in vast quantity from all over the country and from abroad is gathered.
- **Fair pricing:** Prices are determined by auction as a basic rule, which means the price will be reasonably determined as the highest bid price will be the price of the goods, reflecting the day's supply and demand of the goods.
- **Distribution:** Produce gathered is divided into smaller quantities and sizes and sold to a number of stock purchasers.
- **Sound settlement of accounts:** Payment of charges is done quickly and properly under a fixed rule.
- **Reduction in distributing costs:** By buying and selling goods in large quantity at one place, transportation and other costs incurred in distribution can be reduced.
- **Providing information:** Prompt information on what and how much farm and marine products are delivered in the market, as well as on the wholesale prices on the day is available, avoiding confusion.
- **Hygiene inspection:** Hygiene checks on the goods are conducted by the Sanitation Inspection Station, and also guidance is given to the dealers to adhere sanitation standard, as required. Efforts are being made in maintaining that foods are checked in reliable conditions, and also in keeping the market facilities clean and sanitary.

**General Information:** Ota Market was built as a general market for farm produce (fruit & vegetables), marine products and flowers in 1981 under the 3rd wholesale market construction plan of Tokyo Prefecture. It integrated the farm produce markets from Kanda, Ebara and Kamata and absorbed the marine products market from Omori, to become a regional wholesale market. The flower market integrated 9 privately operated markets in the Jonan area.

The daily planned handling of farm produce is 3,000 tons, for marine products 300 tons and flowers 2,451 million when converted into cut stalks. The farm produce and flower markets are amongst the largest in Japan in terms of facility scale and handling volume, and are ranked first among the marine products market in Tsukji Market as a prime market of Japan with a supply area that covers all of eastern Japan.

Many shipping organizations have offices on the premises, which makes distribution information readily available. For visitors, there is a display room and a specially marked course that make the market a familiar part of metropolitan Tokyo.

**JA Zen-noh Aomori "Agri-Shop, Tokyo Store":** The same day i.e. on 18th October, the participants visited the "Agri-Shop, Tokyo Store, being run by JA Zen-noh Aomori. The purpose of this store is to enhance the popularity and competitive edge of safe and reliable farm products of Aomori prefecture and expand marketing business volume. To fulfil this objective, this shop is promoting Aomori products to consumers in Tokyo metropolitan area and sending feedbacks of consumers' needs to production area.

This shop was opened on December 22, 2011. Its store floor area is 60 square meters and it has 6 employees. Its business turnover in FY 2011 was 38 million yen. Its major handling items are apples and vegetable, rice, processed meat, processed agricultural and livestock products and other products of Aomori prefecture.

#### Visit to Hachioji Rice Milling Plant, Zen-noh Pearl Rice East Japan Corporation:

In the afternoon of 18th October, the participants visited the campus of the Hachioji Rice Milling Plant. This plant was completed in March 1991. It has 61 employees (49 plant workers and 12 Order receiving & Distribution Section). Its milling capacity for non-glutinous polished rice is 18 tonnes per hour and of glutinous polished rice, 4 tonnes per hour. Whole polished rice milling capacity is 2 tonnes per hour and selected brown rice 1 tonne per hour. Its daily production volume is 150 to 200 tonnes per day. Its production capacity of wash-free rice is 10 tonnes per hour. It has following major separating machines – Pre-sorter (brown rice separation); Multi-sorter (polished rice separation); Magic sorter (polished rice separation); Rotary sifter (polished rice separation); Metal detector (polished rice separation) and Rice bran ball remover (polished rice separation). It has following packaging machines – Nexus Packer; Intelligent Packer; Zippered Stand Packer; Auto Sucker and Flexible container packing machine.

Production: Contract manufacturing system – continuous production without resting on the weekends (however, the plant is shut down on the second Sunday of the month, which is designated as a day for total cleanup and inspection). Its product destination is 70% for ordinary home-users (for mass retailers, co-op stores, general retail stores); and 30% for professional-use (rice cooking business, the restaurant industry, etc.).

#### **Study visits to Aomori Prefecture:**

The participants visited Aomori Prefecture on 22nd October for a field study. Aomori Prefecture is located to the East of the Asian Continent. Japan consists of four major islands (Hokkaido, Honshu, Shikoku and Kyushu) and small islands around them. Aomori prefecture is in the northernmost part of Honshu Island, at almost the same latitude as New York and Rome. Aomori Prefecture has four distinct beautiful seasons. It has a cold climate. In winter, moist air hitting mountains bring snow, and in summer, areas along the Pacific Ocean sometimes have days of low-temperature because of easterly winds. As on October 1, 2005, Aomori Prefecture's population was 1,436,657 (according to the census). The prefecture has the 28th largest population among prefectures in the country and the third largest population after Miyagi and Fukushima prefectures among six prefectures in the Tohoku region. The participants visited the following places in Aomori Prefecture and returned to IDACA, Tokyo on 25th October.

#### **Visit to the office of JA Aomori Prefectural Union:**

##### **Outline of Agriculture and Agricultural Cooperative Organizations in Aomori Prefecture:**

Aomori prefecture is one of the most active farm production prefectures in Japan. It ranks No. 8 among 47 prefectures in FY 2009. Also, the production volume of items like apple, Japanese Yam, Garlic and Burdock rank No. 1 which makes Aomori prefecture a major farm production prefecture nationwide.

There are 10 Multi-purpose JAs in Aomori prefecture – JA Aomori; JA Goshotsugaru; JA Tsugaru-Nishikita; JA Soma-mura; JA Tsugaru-Hirosaki; JA Tsugaru-mirai; JA Towada Oiase; JA Yuuki Aomori; JA Oirase and JA Hachinohe. Considering that there are 40 municipalities within Aomori prefecture, the size of each JA seems to be large and their business areas spread over several municipalities.

JA Aomori Group has a total number of 104,249 members; out of which 70,679 are regular members and 33,570 Associate Members.

It has 44 full-time Directors; 171 part-time Directors; 9 full-time Auditors; 55 part-time Auditors; 53 full-time officials and 224 part-time officials. In addition, it has 6 Managers, 260 Farm Advisors; 28 Better Living Advisors and 2,542 General Employees.

JA Aomori Group has a total marketing turnover of farm products 113,357 million yen. Its purchasing business turnover is 59,042 million yen. Credit Business – Total amount of savings retained by JAs in Aomori Prefecture is 483.7 billion yen, the total amount of loans is 157.6 billion yen. Savings have increased by 21.2 billion yen since FY 2007 in terms of average balance. Mutual Insurance Business: Outstanding contracts of long term insurance are of approximately 3.2 trillion yen.

There are following Prefectural level JA organizations in Aomori Prefecture – Unions and Federations:

JA Aomori Prefectural Union of Agri. Coops; JA Aomori Prefectural Credit Federation (Aomori Branch Office of the Norinchukin Bank/Central Cooperative Bank for Agriculture, Forestry, Fisheries); Zen-noh (National Federation of Agricultural Cooperative Association) Aomori Prefectural Headquarters; Zenkyoren (National Mutual Insurance Federation of Agricultural cooperatives) Aomori Prefectural Headquarters; Aomori Prefectural Rural Industry Federation.

##### **Outline of JA Yuuki Aomori:**

JA Yuuki Aomori business offices are located in three towns and one village, namely Tohoku town (in the east of Kamikita); Shichinohe town (former Tenmabayashi village); Noheji town and Rokkasho village. Dairy farming and livestock business are active in Aomori city (excluding Namioka area), Hirosaki city (excluding Iwaki town and Soma village), Hiranai town and Yokohama town, including those in the municipalities having no offices of JA.

It has following local speciality products – Garlic, Naga-imo; Apios; Small turnip with its leaves and Dairy Farming.

JA Yuuki has 3,069 Regular Members and 790 Associate Members. At the end of March 2012, JA has 17 Directors and 4 Auditors. It has 174 employees.

JA Yuuki has following Member-Organizations – Vegetable Production Promotion Group, which has 876 members; Paddy Production Group (342 members); Dairy and Livestock Production group (190 members); Study Group for Organic Farming (62 members); Political League of Farmers (381 members); Youth Association (144 members); Women's Association (450 members); Group for assisting filing Blue Form for Income Tax Return of Farmers (323 members); Pensioners' Friendship Club (2,759 members). In the operation area of Noheji Branch Office, it has following member-organizations – Council for "Mochi-no-Satozukuri" (13 members); Noheji Council for Promotion of Marketing of Vegetables (33 members). In the operation area of Rakuno Branch Office, it has following member-organizations – Group for assisting filing Blue Form for Income Tax Return of Farmers (93 members); Users' Association of Dairy farming Helper (91 members); Daisyo-Kai group (42 members).

JA Yuuki has a marketing turnover of 13,943 million yen.

In the afternoon, the participants observed its facilities – Production material facilities; Gas Station, A-Coop. Store. Participants also visited the Tohoku Farm Management Centre and observed Japanese Yam cleaning, grading and storage facilities. After that the participants had an Exchange Meeting with JA officials, members of Youth Association and Members of Women's Association at the Tohoku Farm Management Centre.

**Visit to the office of The Farm Village Industry Federation of Aomori Prefectural Agricultural Cooperatives (JA Aoren):** On 24th October, the participants visited the office of The Farm Village Industry Federation of Aomori Prefectural Agricultural Cooperatives (JA Aoren).

**Outline of The Farm Village Industry Federation of Aomori Prefectural Agricultural Cooperatives (JA Aoren):**

The Farm Village Industry Federation of Aomori Prefectural Agricultural Cooperatives (JA Aoren) was established in 1971. In 1989, the JAAoren equipped storage tank for 100% pure apple juice for the first time in the world and paved the new way in expansion of 100% pure fruit juice consumption. In 1991, typhoon No. 19 hit the Aomori prefecture and it caused damage to apple related business up to 74.2 billion yen. JA Aoren processed raw material more than twice its capacity and contributed to alleviate the damage of producers.

Today the number of its members is 13, which includes JAs and JA Prefectural Federations within the Aomori prefecture. Its total share capital is 768 million yen. Its main business activities are production and marketing of apple juice. Its facility is one of the largest apple processing plants in Japan and produce Aoren brand – named juices in cans and plastic bottles and also provide raw material juices to other beverage producing companies.

The JA Aoren plant processes apples, European pears, grapes, carrots and other farm products produced in Aomori prefecture.

After the briefing, the participants paid a visit to the new Apple Juice Processing Plant and observed its operations.

**Outline of Road Side Station Hirosaki "Sunfesta Ishikawa" – operated by JA Tsugaru Mira:**

In the afternoon of 24th October, the participants visited the road side station Hirosaki "Sunfesta Ishikawa".

This club is organized to enhance the production techniques of members through their mutual efforts. In order to do so, the club hosts study meetings and lectures. The main purpose of the club is to contribute to the town planning according to its own image, "Sunfuji-no-furusato (Home of Sanfuji = variety of apple)" and creation of vigorous local community.

It was established on 4th April 1995. Its Direct Sales Shop was opened on April 20th, 1995.

Following are the business activities of Sunfesta Ishikawa: (i) Support the town planning according to its image as a "Sunfuji-no-furusato; (ii) Production and marketing of farm products and processed farm products in their facilities; (iii) study meeting and lectures on production of farm products and development of processed products; (iv) training for members; (v) introduction and advertisement of producers (farmers); and (vi) other necessary matters.

Sunfesta Ishikawa Friendship Club has 137 members (as on October 2012). Its main functions are marketing of farm products and processed farm products produced by farmers' wives; marketing of fresh just-harvested vegetables, fruits, flowers, edible wild mountain plants, cereals, etc. It also processes and sell pickles, rice cakes, confectioneries, tofu, processed fruits, dried vegetables, dried flowers, handicrafts, etc. It also has a restaurant corner, rice cake sales corner, side-dish corner.

After the briefing, the participants observed the facilities of “Sanfesta Ishikawa” – Direct Sales Shop, Agro-processing facilities, etc.

On the sidelines of the Study visit to Aomori Prefecture, the participants observed and enjoyed famous sightseeing spots in Aomori prefecture, such as observation of Seikan Memorial Ferry “Hakkoda-Marun” and visit to Sannai-Maruyama site. On 25th October, the last day in Aomori, the participants visited the Hirosaki Castle site and Hirosaki Apple Park.

#### **Visit to the Education Centre of JA Kanagawa Prefectural Union:**

In the morning of 29th October, 2012, the participants visited the Education Centre of JA Kanagawa Prefectural Union. Mr. Yoshigai, Deputy Manager (Trg.) briefed the participants about the Centre’s activities.

Establishment of the Education Centre followed by a resolution adopted at the 19th Kanagawa Prefecture Meeting of Agricultural Cooperatives as a Project for 20th anniversary of enactment of Agricultural Cooperative Law. All JAs and the Business Federations at prefecture level contributed the funds and the Centre was completed in 1969. The main purpose of its establishment was to improve the capacity of officials and employees for more advanced JA business; Kanagawa Prefectural Union of Agricultural Cooperatives assumes responsibility for management of the Education Centre. The cost for the education programs is covered by the fee charged for participation and the administrative cost is covered by the budget of the JA Kanagawa Prefectural Union.

The following Training Programs are offered at the Education Centre:

Training for officials – Basic Program and Specialised Program; Training for Employees – Basic Training, Training by Position, Training for Managers, Training for General Employees, Training by Business for newly assigned employees, Training by Business for currently assigned employees; Training by Specific Subjects – Basic Training, Training for Financial Planners and Training for Qualification Exam., etc.

#### **Visit to JA ZEN-NOH Agricultural Research & Development Centre, Kanagawa Prefecture:**

In the afternoon of 29th October, the participants visited the Research and Development Centre of JA Zen-Noh, Kanagawa Prefecture. Mr. Hideya Adachi, Manager of the Centre briefed the participants.

The role of the R & D Centre is to supply materials and equipment needed for agricultural production and necessities of daily life; Development of new variety, Development of new pesticides; Inspection of handling goods; Technical Training and Exercises; R & D Centre of Zen-noh spreads over an area of 27,440 square meters. It has a Solar System or PV system to aim at the promotion of an eco-friendly environment. Zen-noh Agricultural Research & Development Centre has following sections – General Management and Coordination Section – in charge of the general affairs and the management and coordination of R & D centre; Agricultural Products Development Section – develops a new variety, cultivation technology and processed products, using domestic agricultural and livestock products; Fertilizers Research Section – surveys of Fertilizers (including materials), soil amendments, nursery soil which Zen-noh deals, develops new fertilizers, effective fertilizer application and soil testing technology; Pesticides Research Section – it has 3 keywords – Low-cost, Labor-saving, Security; Pesticide Residue Inspection Section – supports the sales business of JA Group by certifying the safety; Fuels Research Section – it has two main functions – provide technical training and exercises; and products inspection and quality control; Consumer Goods Q.C. Section – working on developing and inspecting A-coop Mark products for supporting customers better living; and Agricultural Materials, Machinery and Facilities Department – develops and spreads best products to meet the diversified needs and demands for higher function and provide training and guidance for members to these situations. In 1962, Agricultural Technical Centre was established and in 2010 new R&D Centre of Agricultural Research & Development Centre was set-up.



## SECTION-VI

### Action Plans Proposed by the Participants

In view of the experience gained by the participants through classroom lectures, field study visits in India and Japan, interaction among themselves and based upon their own work environment, the participants were able to develop brief outlines of their Action Plans, which they would recommend to their organizations after their return to their home countries. These plans were developed through organising group discussions and on the basis of their discussions with their seniors before joining the Training Course. Brief outlines of their Action Plans are given below:

Name of Country	:	<b>Bhutan</b>
Name of the Participants	:	<b>(1) Mr. Chewang Gyeltshen (2) Mr. Karma Wangdi</b>
Position	:	<b>ADAO/EO Trongsa &amp; Gasa District, Bhutan.</b>
Name of Organization	:	<b>Department of Agricultural Marketing &amp; Cooperatives (DAMC),</b>
Title of the Proposal	:	<b>Promotion/Development of Vegetable based farmers' groups to enhance the income of the village.</b>
Target Group	:	<b>Small scale vegetable growers and other potential farmers.</b>
Implementing Agency	:	<b>Dzongkhag Administration Trongsa/Gasa and Dept. of Agriculture Marketing and Cooperatives (DAMC), Ministry of Agriculture &amp; Forest, Bhutan.</b>
Duration of the Plan	:	<b>One year - January 2013 to December 2014.</b>

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Name of Country	:	<b>Cambodia</b>
Name of the Participant	:	<b>(1) Mr. Kong Pyseth (2) Mr. Bunry Kanharith</b>
Position	:	<b>Vice Chief of Training Office, Extension Worker</b>
Name of Organization	:	<b>Department of the Agricultural Extension of GDA, Ministry of Agriculture, Forestry and Fisheries (MAFF), Cambodia.</b>
Title of the Proposal	:	<b>To improve &amp; strengthen the Financial Management of Coops in Samrong District, Takeo Province.</b>
Target Group	:	<b>65 farmers living in Trapang Poun village, Kvav Commune, Samrong District, Takeo Province.</b>
Implementing Agency	:	<b>Department of Agricultural Extension, General Department of Agriculture, Ministry of Agriculture, Forestry and Fisheries.</b>
Duration of the Plan	:	<b>Six months – June 2013 to December 2013</b>

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***1st TRAINING COURSE OF 2012***

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Name of country: **Lao PDR**

Name of the Participant : **(1) Mr. Boun Gnang Souphan Amath  
(2) Mr. Xaythongnoth Nammavongsa**

Position : **Agriculture and Forestry Extension Officers**

Name of Organization : **Department of Agriculture and Forestry of Vientiane Capital and Champasak Province, Ministry of Agriculture, Forestry and Fisheries.**

Title of the Proposal : **Training of farmers of rice production groups to form Agricultural Cooperatives in Lao PDR.**

Target Group : **Rice Production Groups, Makhiey of Pakngum District in Vientiane Capital; Rice Production group of Thin Thaxang Group of Hatxayfong District in Vientiane Capital; Rice Production Group of Thintientai of Pakngoum District in Vientiane Capital; Rice Production Group of Champasak of Champasak District in Champasak Province; and Rice Production group of Pathoumphone of Pathoumphone District Champasak Province.**

Implementing Agency : **Department of Agriculture and Forestry, Vientiane Capital; and Chapasak Province.**

Duration of the Plan : **Three Years – January 2013 to December 2015**

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Name of Country : **Myanmar**

Name of the Participant : **Mr. Naing Htoo Aung**

Position : **Assistant Manager**

Name of Organization : **Central Co-operative Society Ltd.**

Title of the Proposal : **Increasing productivity of dry cool season crops of pulses (peas & beans) after paddy crops in Ayeyarwaddy region.**

Target Group : **Society's Farmers in Danuphyu Township in Ayeyarwaddy Region.**

Implementing Agency : **Ayeyar Thanlwin Oo, and Hla Myo Swe Agricultural Co-operative Society.**

Duration of the Plan : **12 months – November 2012 to October 2013.**

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Name of Country : **Nepal**  
 Name of the Participant : **Mr. Baikuntha Mishra**  
 Position : **Executive Chairman**  
 Name of Organization : **District Cooperative Union Ltd. (DCU) Nuwakot.**  
 Title of the Proposal : **Introduction of Modern Farming System including Effective Management to improve the income of the farmers of Nuwakot District.**  
 Target Group : **100 Farm Household Members of Gosaikunda MPCS, Kabilash-2 in Nuwakot, Nepal.**  
 Implementing Agency : **District Cooperative Union Nuwakot.**  
 Duration of the Plan : **One year – December 2012 to November 2013.**

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Name of Country : **Sri Lanka**  
 Name of the Participant : **Gunaratna, P.M. Mahinda**  
 Position : **Chairperson**  
 Name of Organization : **Sri Lanka Cooperative Marketing Federation Ltd.**  
 Title of the Proposal : **To increase the production of liquid milk in North Central Province by 350,000 liters per day.**  
 Target Group : **Rural cattle farmer-members of the MPCS in the North Central Province of Sri Lanka.**  
 Implementing Agency : **Sri Lanka Cooperative Marketing Federation (MARKFED) with MPCS in the North Central Province of Sri Lanka.**  
 Duration of the Plan : **12 months – January 2013 to Nov. 2014.**

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Name of Country : **Vietnam**  
 Name of the Participant : **(1) Mr. Phan Xuan Thang  
(2) Mr. Phung Hoang Long**  
 Position : **Science and Research Manager, Institute of Coop. Economy Dept., Official, Policy and Law Department,**  
 Name of Organization : **Vietnam Co-operative Alliance.**  
 Title of the Proposal : **To strengthen Cooperative System for supply of pork, poultry, rice, vegetable, fertilizer and to propagate these Cooperatives in 25 provinces of Vietnam.**  
 Target Group : **Members of 5 Vietnam Agricultural Cooperatives, providing 5 main products, as above.**  
 Implementing Agency : **Institute of Cooperative Economy Development; Vietnam Co-operative Alliance and Cooperative Alliances in 63 provinces of Vietnam.**  
 Duration of the Plan : **Three Years – May 2013 to April 2016.**

## SECTION-VII

### END-OF-THE-COURSE EVALUATION SUGGESTIONS AND RECOMMENDATIONS

#### - A Summary

#### Introduction

Evaluation and assessment have been a continuous process during the term of the training course. However, at the termination of the training course at IRMA and IDACA, an End-of-the-Course Evaluation form was designed and given to the participants to obtain their feedback on the total conduct of the program.

#### Evaluation Objectives

The main objectives of the Evaluation were to:

- i. Assess the level of understanding of various aspects brought to the participants;
- ii. Assess the utility and relevance of the training program itself; and
- iii. Enable the ICA to further improve the quality of future training programs.

#### Summary of the Evaluation:

##### IRMA Module on “Agri-Coop. Business Management, Leadership & Planning”

September 11 – October 06, 2012

11 participants attending the Course had participated in the Evaluation exercise, and returned their Evaluation Forms duly filled in. The Project Coordinator, ICA-AP, compiled the results of the End-of-the-Course Evaluation. Given below is a **brief summary** of the evaluation:

**Rating Pattern: 5 = Excellent; 4 = Very Good; 3 = Good; 2 = Fair; 1 = Poor**

Module Title	Excellent	Very Good	Good	Fair	Poor	No	Response
			(5)	(4)	(3)	(2)	(1)
Use and relevance of the training for you			4	3	-	-	-
<b>Program Design:</b>							
a) Extent of coverage			2	8	1	-	-
b) Conceptual framework			5	5	1	-	-
c) Time allotted to the topics			1	3	5	-	-
d) Orientation of the program			3	6	2	-	-
e) Reading material			4	6	1	-	-
Overall effectiveness of the program			4	5	2	-	-
<b>Module-wise Feedback:</b>							
Governance & Management of Agri. Coops. – 7 Sessions (Prof. KV Raju)			3	8	-	-	-
Business Development Planning – 8 Sessions (Prof. KV Raju)			5	4	2	-	-
Leadership and Team Building – 9 Sessions (Prof. S.N. Biswas)			6	5	-	-	-
Financial Accounting, Budgeting and Costing – 5 Sessions (Prof. Paresh Bhatt)			5	4	2	-	-
Financial Accounting, Budgeting and Costing – 5 Sessions (Prof. Asmita Vyas)			4	5	2	-	-

Project Planning and Management – 9 Sessions (Prof. Hitesh Bhatt)	8	3	-	-	-	-
Financial Management – 8 Sessions (Prof. Shiladitya Roy)	5	6	-	-	-	-
Marketing Management – 7 Sessions (Prof. Preeti Priya)	3	6	2	-	-	-
Human Resource Management in Agri- Cultural Coops. – 6 Sessions (Prof. Nivedita Kothiyal)	3	6	2	-	-	-
Individual and Group Behaviour –8 Sessions (Prof. Madhavi Mehta)	7	4	-	-	-	-
Ice Breaking Session 1 Session (Prof. Hitesh Bhatt)	8	3	-	-	-	-
Beads Experiment 1 Session (Prof. Hitesh Bhatt)	10	1	-	-	-	-
Session on Maverick 1 Session (Prof. Hitesh Bhatt)	7	4	-	-	-	-
<b>Field Visits:</b>						
Chikhodras Milk Producers' Coop. Society	4	4	3	-	-	-
Amul Dairy, Anand	7	3	1	-	-	-
Gujarat Coop. Milk Mktg. Fedn. Ltd.	5	5	1	-	-	-
IFFCO Kalol Plant, Gandhi Nagar	6	3	1	-	-	-
Dudh Sagar Dairy, Mehsana	1	5	1	2	-	2
Gambhira Collective Coop. Farming	2	6	3	-	-	-
Self-Employed Women's Assn. (SEWA)	2	4	5	-	-	-
<b>Support Services:</b>						
Program Office	6	1	3	1	-	-
Accommodation	2	8	-	1	-	-
Food	2	3	5	1	-	-

### IDACA MODULE: 09 October to 03 November, 2012

#### Summary of the Evaluation:

##### Program Coverage:

Out of the 11 participants, 9 said the program coverage was **very good** and 2 said it was **good**. One participant made the following comments:

The Program is able to hold a linkage between lectures and field study. It is a good practice that the functions and activities of each field study subject are explained and given before every visit.

##### Most Beneficial Subject for you:

Different participants gave different opinions about the subjects they were benefitted. Following were the comments of the participants:

- All the subjects are very much important and related to each other;

- As I am an agriculturist, all the subjects are important to me;
- Distribution System of Agricultural Products and Marketing Business of Agricultural Cooperatives & Functions of wholesale market – marketing and purchasing business of Agricultural Cooperatives.
- Human Resource Development and Leadership of Agricultural Cooperatives; Organization and Business Activities of Agricultural Cooperatives; The Ways to promote Agro-processing business – basics for starting and operating Agro-processing business;
- Japanese people very helpful, successful – a developed country; very good marketing business of JA and wholesale market is very good.
- Human Resource Development and Leadership of Agricultural Cooperatives;
- All subjects are good and most beneficial;

**Study visit to JAs.**

- All subjects are necessary for me. We did not have many lectures in Japan. We spent most of time on study visits.
- Distribution system of Agricultural Products; Marketing Business of JAs; Functions of wholesale market.

**Any subject(s) to be added or deleted and the reasons ?**

The replies were:

- Mushroom cultivation subject should be added because it is easy to develop and need to learn more of the techniques that is applied by Japanese farmers;
- Additional Lectures on Human Resource Development should be added;

**Presentation by Lecturers (way of presentation and materials, etc.):** Most of the participants wrote that presentation by Lecturers were good or Very Good. Some offered the following comments:

- Lecturers are professional, the way of presentation is good. May be sometimes we feel tired/sleepy and don't concentrate into lecture and lecturer speaks Japanese and they have one interpreter, so we don't pay enough attention.
- Study material supplied was very good, we appreciate;

**Study Visits in Aomori & Kanagawa Prefectures:** 11 of the 11 participants have expressed their opinion that the study visits to Aomori and Kanagawa Prefectures were very good. Some participants have offered the following comments:

- A long but very important study visits in order to understand how the JA system works in Japan.
- We can get experience from Apple Garden; JA's processing and marketing business can be used in our country.

**Other Observation Tour (1-day observation in and around Tokyo – JA Akigawa, Wholesale Market, Antenna shop of JA Zen-noh Aomori; Hachioji Rice Milling Plant; the Training Centre of JA Kanagawa Prefecture Union; JA Zen-noh Agricultural R & D Centre):**

09 participants wrote that it was very good while 02 said it was good.

**Administration and Management:** Almost all the participants said that it was very good. Following remarks were offered by some of the participants:

- IDACA is a good place. We hope many more training courses will be held here to help underdeveloped countries get knowledge, skill and experience;

**Facilities:** All the participants appreciated the facilities provided by IDACA. Some participants said it is excellent.

**Meals:** All the participants appreciated the food provided at IDACA.

**Other Services:** Other services like washing, ironing, transportation to Station, etc. were appreciated by all the participants. Most of them have offered no comments.

**Suggestions and requests:** Following comments/suggestions were received from some of the participants:

- Some economy should be done like we need only one hotel room for two participants;
- Training program is very good and useful for the government officers; We could get good experience from this visit of developed countries. We will try to replicate what we have learned from here and will share our experiences with our colleagues upon return to our home country. However, it seems that time was too short for us to learn. It should be at least up to 3 months so that we have time to apply what we have learned. We should be provided time to practice after the training and share our ideas among other participants.
- Please continue this program for the benefit of many other people from different countries, as this is an important experience for us for the development of our coop. activities in our country.



## SECTION - VIII

### COURSE CONCLUDING SESSION AND AWARD OF CERTIFICATES OF PARTICIPATION

The concluding session of the 1st ICA/Japan Training Course-2012 was held at IDACA, Tokyo on November 02, 2012. The session was attended by Mr. Yoshio Ishizaki, Deputy Director, International Cooperation Division, International Affairs Department, MAFF, Mr. Hiraoka Keiji, Executive Director of IDACA, including all his senior staff and Mr. A.K. Taneja, Project Coordinator of the ICA-AP, New Delhi.

**Mr A.K. Taneja**, Project Coordinator, ICA-AP, presented a summary report of the Training Course and congratulated the participants on their successful completion of the training course. He also appealed to the participants to make better use of their training by implementing the Action Plans prepared by them at IRMA/IDACA and disseminate this knowledge among their colleagues.

**Mr. Yoshio Ishizaki**, on behalf of MAFF, extended hearty congratulations to all the participants on successful completion of the training course. He hoped that the participants were very satisfied with the course contents for their needs including a visit to Aomori Prefecture and they learned many new things about agricultural cooperatives in order to overcome various obstacles in the agricultural field of their respective country. He further said that this Capacity Building Training Project is aimed at food security in developing countries of Asia. He believed that the knowledge gained by the participants from this training course would be disseminated among their co-workers and farmers through implementation of Action Plans. Thus, it will improve the agricultural production and income of the farmers in the region and increase in agricultural production and income generation leads to the food security. He further hoped that the participants will remember their stay in Japan and the hospitality extended by the Japanese during this training course for bearing all the expenditure. He hoped that the participants must have enjoyed the food and hospitality of IDACA. He also said that in the near future all the participants would involve in some international business with Japan. He further expressed his gratitude on behalf of MAFF to ICA-AP and IDACA for conducting the course effectively.

**Mr. Hiraoka Keiji**, Executive Director of IDACA, congratulated all the participants on successful completion of the training course. He was happy that the training course was completed successfully. He appreciated the behavior of the participants during the training course and said that it was a closely-knit and a well organized group of 11 participants. He advised the participants to make good use of their knowledge and information received by them during the training course. He was happy that the experience the participants gained at IDACA would be a light of "Kaizen" or improvement in their heart. He further advised the participants to get in contact with IDACA staff, as they have become members of IDACA family. They can visit IDACA's Facebook web site.

**Mr. Mahinda Gunaratna**, the participant from Sri Lanka extended a vote of thanks on behalf of the participants. He expressed the highest gratitude of all the participants from the seven Asian countries to MAFF for supporting this training course financially. He said, "we were able to expand our knowledge and skills in cooperative development through this training course. That is a golden opportunity for us and our organizations who contributed to make this happen for us."

He thanked ICA and its Asia-Pacific office for organizing this valuable training program for the benefit of its member-organizations associated with the development of Agricultural Cooperatives. Each and every segment of the training program was well planned and well executed. IRMA module was a unique management course. In addition to classroom lectures, field visits arranged by IRMA were really important. He also appreciated the role of well organized cooperative movement in Japan. He thanked IDACA for its remarkable hospitality and appreciated the role of Mr. Taneja during the 2-month training course.

The **Certificates of Participation** from the ICA as well as from the IDACA were awarded to the participants at the end of the concluding session. Mr. Charles Gould, Director-General, ICA and Dr Chan Ho CHOI, the Regional Director, ICA-AP, signed the ICA Certificates of Participation while Mr Hiraoka Keiji, Executive Director of the IDACA, signed the IDACA Certificates.

*(After completing the IDACA training program, the participants left Japan for their home countries on 3rd November, 2012).*





Mr. Hiraoka Keiji addressing the participants at the inauguration of the program at IDACA, Tokyo, Japan



A view of the inaugural ceremony at IDACA



Group photo of the participants after the inaugural ceremony at IDACA



A classroom session in progress at IDACA, Japan



Participants at JA Akiyawa



Officials of JA Akiyawa briefing the participants



Participants at Akiyawa Farmers' Centre of JA Akiyawa



Participants during sightseeing tour of Tokyo

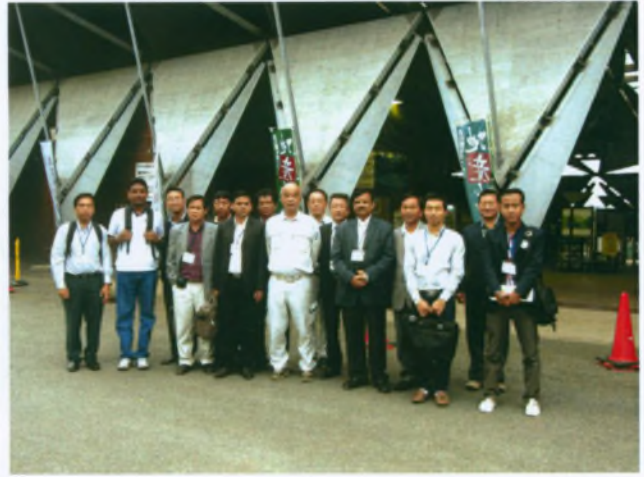


Participants during sightseeing tour of Tokyo, Japan

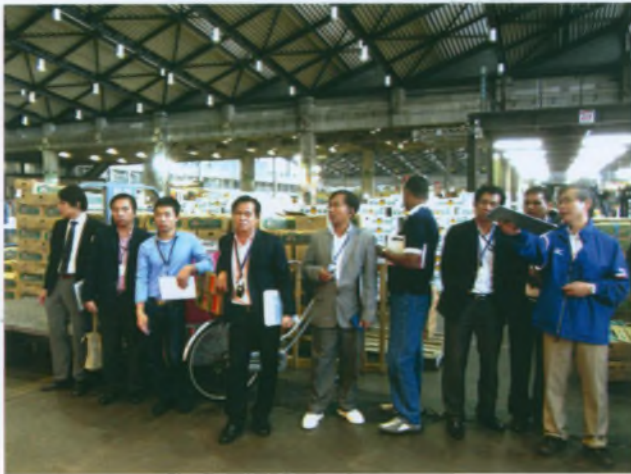




Participants interacting with the farmer-Members of JA Akigawa



Group Photo of the participants with officials of Farmers' Centre of JA Akigawa



Participants at the Wholesale Market in Tokyo



A view of the wholesale market in Tokyo



A scene of wholesale market in Tokyo



Participants visited the Hachioji Rice Milling Plant, Zen-noh Pearl Rice East Japan Corporation



Group photo of the participants with the officials of Hachioji Rice Milling Plant



Participants at the JA Zen-noh Aomori "Agri-Shop, Tokyo Store".



President of JA Aomori Prefectural Union briefing the participants



Participants at the office of the JA Aomori Prefectural Union



Participants observing the facilities of the JA Yuuki Aomori





Workers at the facilities of JA Yuuki Aomori



Participants at the A-Coop store of JA Yuuki Aomori



Participants in interaction with the members of Youth Association and Members of Women's Association at the Tohoku Farm Management Centre



Participants at a briefing session at the Educational Centre of JA Kanagawa Prefectural Union



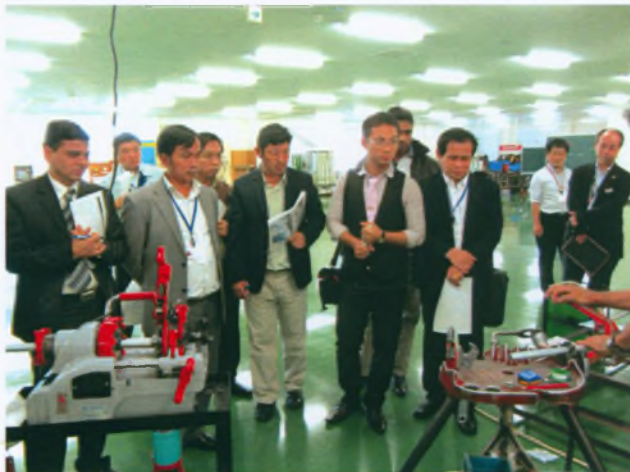
Briefing session at JA Aoren



Briefing Session at Hirosaki "Sunfesta Ishikawa"



Participants at the Hirosaki Apple Park



Participants observing facilities at JA Zen-noh Agricultural Research & Development Centre.



Mr. Hiraoka Keiji, Executive Director of IDACA, awarding the Certificate of Participation to the participants at the closing ceremony at IDACA.



Mr. Mahinda Gunaratna, participant from Sri Lanka, extending a vote of thanks on behalf of all the participants at the closing ceremony at IDACA.



Participants at the farewell dinner after the closing ceremony at IDACA.

**ICA-Japan Training Course on  
"FOSTERING CORE LEADERS OF AGRICULTURAL COOPERATIVES-2012(I)"  
IRMA Module on 'Agri-Cooperative Business Management, Leadership & Planning'  
September 11 – October 6, 2012  
Venue: Conference Room, ETDC, IRMA**

**Session Plan**

Date	09.15 – 10.45	11.15 – 12.45	14.00 –15.30	16.00 – 17.30
11.09.2012 (Tue.)	Inauguration & Orientation	Ice Breaking (Prof. Hitesh Bhatt)	Presentation of Country Papers Visit to DCS, Chikhodra	
12.09.2012 (Wed.)	FABC-1	MM-1	PM-1	Visit to AMUL Dairy
13.09.2012 (Thurs.)	FABC -2	IGB-1	PM-2	Documentary on Gambhira & Prayer Meeting for Dr. V Kurien
14.09.2012 (Fri.)	FABC -3	IGB-2	PM-3	MM-2
15.09.2012 (Sat.)	Visit to IFFCO, Kalol & Dudhsagar Dairy, Mehsana			
16.09.2012 (Sun.)	Free			
17.09.2012 (Mon.)	FABC -4	GMAC-1	PM-4	IGB-3
18.09.2012 (Tues.)	FABC -5	MM-3	PM-5	GMAC-2
19.09.2012 (Wed.)	FM-1	IGB-4	PM-6	GMAC-3
20.09.2012 (Thurs.)	FM-2	FABC -6	PM-7	GMAC-4
21.09.2012 (Fri.)	FM-3	FABC -7	PM-8	GMAC-5
22.09.2012 (Sat.)	FM-4	FABC -8	MM-4	PM-9
23.09.2012 (Sun.)	Free			
24.09.2012 (Mon.)	L&TB-1	L&TB-2	MM-5	IGB-5
25.09.2012 (Tues.)	Visit to Gambhira & GCMMF		MM-6	HRM-1
26.09.2012 (Wed.)	FABC -9	Red Beads Experiment (Prof. Hitesh Bhatt)	MM-7	L&TB-3
27.09.2012 (Thurs.)	FM-5	IGB-6	L&TB-4	HRM-2
28.09.2012 (Fri.)	Visit to SEWA			
29.09.2012 (Sat.)	GMAC-6	GMAC-7	Manthan	BDP-1
30.09.2012 (Sun.)	Free			
01.10.2012 (Mon.)	FM-6	L&TB-5	HRM-3	FABC -10
02.10.2012 (Tues.)	BDP-2	BDP-3	L&TB-6 (Maverick) (Prof. Hitesh Bhatt)	BDP-4
03.10.2012 (Wed.)	FM-7	HRM-4	BDP-5	IGB-7
04.10.2012 (Thurs.)	Workshop on Team Building (Sessions 7-10)			
05.10.2012 (Fri.)	FM-8	HRM-5	BDP-6	BDP-7
06.10.2012 (Sat.)	HRM-6	BDP-8	IGB-8	Feedback & Valedictory

## WRAP-UP SESSION, ICA ASIA & PACIFIC, NEW DELHI

October 07 – 08, 2012

- Oct. 07, Sun.** Return to New Delhi via Ahmedabad;  
Collect baggage from ICA-AP;  
Stay at Hotel Vikram, New Delhi
- Oct. 08, Mon.** Sight-seeing in Delhi in the forenoon  
Farewell Dinner in the evening  
20.00 Lv. Delhi TG 316 23:30
- Oct. 09, Tue.** Ar. Narita, Japan TG 676 15:45
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**ICA-Japan Training Course on  
"Fostering Core Leaders of Agricultural Cooperatives in FY 2012"**

**October 9 - November 3, 2012**

**Institute for the Development of Agricultural Cooperation in Asia (IDACA)**

Month	Date		Program	
October	9	Tue		Arrival of participants
	10	Wed	Orientation/ Opening Ceremony	(L) General Information on Japan~ Economy and Society (Mr. Yukio ABE, IDACA )
	11	Thu	Presentation of Draft of Action Plan (1)	Presentation of Draft of Action Plan (2) /Guidance for Its Finalization
	12	Fri	(L) Historical Development of Japanese Agriculture and Agricultural Coops. (Mr. Toru NAKASHIMA, IDACA)	(L) Organizations and Business Activities of Agricultural Cooperatives (Mr. Toru NAKASHIMA, IDACA )
	13	Sat	Sight-seeing of Tokyo by Bus	
	14	Sun	Free	
	15	Mon	(L) Distribution System of Agricultural Products and Marketing Business of Agricultural Cooperative & Function of Wholesale Market~Marketing and Purchasing Business of Agricultural Cooperative (Koh HARADA, Expert)	
	16	Tue	(L) Case Study on Distribution of Agricultural Products in Asia Region ~ Analysis of the Situation and Exchange of the Information (Mr. Kiyohide KASUGA, Sunalfa Development Co.,Ltd.)	
	17	Wed	(V) Visit to JA Aki-gawa (Primary Agricultural Cooperative) ~ Subject: Management of Agricultural Cooperative	cont. Visit member farmers of JA Aki-gawa ⇒ Observation of Direct Sales Shop
	18	Thu	(V) Visit to Tokyo Metropolitan Central Wholesale Market (Ohta Market) ⇒ Visit Antenna shop of JA Zen-noh Aomori	(V) Visit to Zen-noh Pearl Rice Hachioji Rice Milling Plant
	19	Fri	Group Discussion on the issues related to the first half of the Program ( & Guidance for finalizing Action Plan )	
	20	Sat	Free	
	21	Sun	Free	
	22	Mon	Move to Aomori Prefecture for Study Visit	(V) Aomori Pref. Union of Agricultural Cooperatives ~ Outline of Agriculture and Agricultural Cooperatives in Aomori Pref.
	23	Tue	(V) JA Yuki Aomori Agricultural Coops. ~ Outline of Agricultural Cooperatives, Observation of their facilities	cont. Exchange meeting with JA Officials & Staffs, Members of JA Youth Association, and Members of Women's Association
	24	Wed	(V) Cultural Observation in Aomori City Hakkoda Maru (Aomori-Hakodate Ferry Memorial Ship) ⇒ Sannai-Maruyama Ruins	(O) JA Aoren (JA Aomori Rural Industry Federation) ~ Observation of Apple Juice Factory (O) Observation of Roadside Station "Sanfesta Ishikawa"(Direct Sales Shop, Farmer's Restaurant, Agro-processing Center run by JA Tsugaru Mirai)
	25	Thu	(V) Cultural Observation in Hirosaki City Hirosaki Castle ⇒ Apple Park	(Return to IDACA)
	26	Fri	(L) The Ways to Promote Agro-processing Business - Basics for Starting and Operation of Agro-processing Business (Mr. Keiki OKUMA, Nagano Pref. Regional Development Inst. of Agricultural Cooperatives)	
	27	Sat	Free	
	28	Sun	Free	
	29	Mon	(V) Visit to Training Center of JA Knagawa Pref. Union	(V) Visit to JA Zen-noh Agricultural Research & Development Center
	30	Tue	(L) Human resource development and Leadership of Agricultural Cooperatives (Mr. Yoshiaki OGANE, Expert)	
	31	Wed	Preparation of Action Plan	
November	1	Thu	Presentation of Action Plans	Presentation of Action Plans
	2	Fri	Presentation of Action Plans	Evaluation Meeting / Closing Ceremony / Farewell Dinner
	3	Sat	Leave IDACA to home counties	

ICA-JAPAN TRAINING COURSE ON  
"FOSTERING CORE LEADERS OF AGRICULTURAL COOPERATIVES - 2012(I)  
INDIA - JAPAN

**LIST OF PARTICIPANTS**

**BHUTAN**

1. **Mr. Chewang Gyeltshen**  
Sr. Extension Officer  
Agriculture Sector, Gasa  
Department of Agricultural Marketing & Cooperatives (DAMC),  
Dzongkhag, Bhutan  
Tel : +975 16288120  
Fax : +975 688140; +975 688102  
Mobile : +975 17699889  
E mail : chewanggyeltshen@gmail.com  
tenzinleki@gmail.com
2. **Mr. Karma Wangdi**  
Assistant District Agriculture Officer  
Agriculture Sector, Dzongkhag Administration Trongsa,  
Bhutan.  
Tel : +975 03521164  
Fax : +975 03521159  
Mobile : +95717779032; 97577779032  
E-mail : karma252@yahoo.com

**CAMBODIA**

3. **Mr. Kong Pyseth**  
Vice Chief of Training and HRD Office,  
Department of Agricultural Extension,  
General Directorate of Agriculture,  
Ministry of Agriculture, Forestry and Fisheries  
#200, Preah Norodom Blvd, Sangkat  
Tonle Basac, Khan Chamkar Mon,  
Phnom Penh, Cambodia  
Tel : +855 23 210 948  
Fax : +855 23 210 948  
Mobile : +855 12 718 303, 97 7754111, 16 669 966  
E mail : pyseth.kong@gmail.com
4. **Mr. Bunry Kanharith**  
Extension Officer, Agricultural Extension Office,  
Provincial Department of Agriculture (PDA), Rattanakiri  
Balung City, Rattanakiri  
Tel : +(855) 75974164  
Fax : +(855) 75 974 164  
Mobile : +(855) 92839388  
E-mail : kanharithbunry@gmail.com

**LAO PDR**

5. **Mr. Bounnganh Souphanh Amath**  
Chief of Agriculture and Forestry of Pakngum District,  
Head Office of Agriculture and Forestry of Pakngum District,  
Department of Agriculture and Forestry of Vientiane Capital  
Ministry of Agriculture and Forestry  
PO Box 3176, Lanexang Avenue, Vientiane  
Lao PDR  
Tel : +(856) 21-890103  
Fax : +(856) 21-890103  
Mobile : +(856) 20-98722225

- 6. Mr. Xaythongnoth Nammavongsa**  
Deputy Director of Small-holder Development Project,  
Agriculture Extension Section,  
Department of Agriculture and Forestry of  
Champasak Province, P.O. Box 19  
Ministry of Agriculture and Forestry  
PO Box 3176, Lanexang Avenue, Vientiane  
Lao PDR  
Tel : +(856) 31-252413; 212590  
Fax : +(856) 31-252413; 212590  
Mobile : +(856) 20-960-34-970  
E-mail : xaythongnoth@hotmail.co.th

**MYANMAR**

- 7. Mr. Naing Htoo Aung**  
Assistant Manager,  
Central Co-operative Society,  
Sayasan Plaza, Junction of Sayasan Road  
and New University Avenue Road,  
Bahan Township, Yangon, Myanmar.  
Tel : +95-1-557640; 401396  
Fax : +95-1-553894  
Mobile : +95-9-420008270  
E-mail : ccscencoop@gmail.com  
ccscencoop@ccsmyanmar.com  
nainghtooaung.pp@gmail.com

**NEPAL**

- 8. Mr. Baikuntha Mishra**  
Executive Chairman,  
District Cooperative Union Ltd.,  
Bidur 3, Nuwakot, Nepal.  
Tel : +977 10 560009-10; 560966  
Fax : +977 10 561743  
Mobile : +977 9851134761  
E-mail : baikuntha.mr@gmail.com

**SRI LANKA**

- 9. Mr. Mahinda Pinnagala Muhandiramalage Gunaratna**  
Chairman,  
Sri Lanka Co-operative Marketing Federation,  
127, Grandpass Road,  
Colombo-14  
Tel. : +94-11-2384361  
Fax : +94-11-2433918  
Mobile : +94-71-4465619  
E-mail : mahinda@presidentsoffice.lk

**VIETNAM**

- 10. Mr. Phung Hoang Long**  
Officer of Policy and Cooperative Development Dept.,  
Vietnam Co-operative Alliance,  
77 Nguyen Thai Hoc Street, Ba Dinh Dist.,  
Hanoi, Vietnam  
Tel : +84-4-38431689 Ext.123  
Fax : +84-4-38431768  
Mobile : +84-966 365 555  
E-mail : chinhsachvca@gmail.com

**11. Mr. Phan Xuan Thang**

Science and Research Manager of the  
Institute of Cooperative Economy Development,  
No. 6, Nguyen Trung Ngan Street,  
Yen Hoa, Cau Giay,  
Hanoi, Vietnam

Tel : +84-666083035

Fax : +84-62812362

Mobile : +84-1216566868

E-mail : pxthang989@gmail.com

**ICA-AP COORDINATOR**

**Mr. Ashok Kumar Taneja**

Manager (Admin.)

International Co-operative Alliance - Asia & Pacific,  
9, Aradhana Enclave, R.K. Puram Sector-13,  
Ring Road, New Delhi-110066, India.

Tel : +91-11-2688 8250 Ext. 108

Fax : +91-11-2688 8067

Mobile : +91-9810781244

E-mail : taneja@icaroap.coop





## PARTICIPANTS

### ICA-Japan Training Course on Fostering Core Leaders of Agricultural Cooperatives-2012(1)



India-Japan: 25 August to 03 November 2012



**Mr. Chewang Gyeltshen**  
Dept. of Agricultural  
Marketing & Cooperatives  
Dzongkhag, Bhutan



**Mr. Karma Wangdi**  
Agriculture Sector,  
Dzongkhag Administration,  
Trongsa, Bhutan



**Mr. Kong Pyseth**  
Ministry of Agriculture,  
Forestry & Fisheries  
Phnom Penh, Cambodia



**Mr. Bunry Kanharith**  
Provincial Department of  
Agriculture  
Rattanakiri, Cambodia



**Mr. Boungnang S. Amath**  
Ministry of Agriculture and  
Forestry  
Lao PDR



**Mr. Xaythongnoth  
Nammavongsa**  
Ministry of Agriculture and  
Forestry, Lao PDR



**Mr. Naing Htoo Aung**  
Central Co-operative Society,  
Yangon, Myanmar.



**Mr. Baikuntha Mishra**  
District Cooperative Union  
Ltd.,  
Nuwakot, Nepal.  
**Mr. Mahinda Pinnagala**



**Muhandiramalage  
Gunaratna**  
Sri Lanka Co-op. Marketing  
Federation, Colombo



**Mr. Phung Hoang Long**  
Vietnam Co-operative Alliance,  
Hanoi, Vietnam



**Mr. Phan Xuan Thang**  
Institute of Cooperative  
Economy Development,  
Hanoi, Vietnam



**Mr. A.K. Taneja**  
Manager, ICA/JTC  
ICA - Asia & Pacific

**EXECUTIVE SUMMARY**

**2nd ICA/JAPAN TRAINING COURSE**

On

**“Fostering Core Leaders of Agricultural  
Cooperatives-2012”**

**India-Japan: February 2, 2013 - April 12, 2013**

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## SECTION – I

### Executive Summary of the 2nd ICA/Japan Training Course on “Fostering Core Leaders of Agricultural Cooperatives-2012”

India-Japan: February 2, 2013-April 12, 2013

#### Course Participants:

A total of 13 participants (men and women) was selected from among the candidates nominated by the ICA member-organizations/Ministry of Agriculture, Forestry and Fisheries from the following countries – Bangladesh-1, Bhutan-2, Cambodia-1, India-2, Lao PDR-1, Maldives-1, Myanmar-2, Nepal-1, Sri Lanka-1 and Vietnam-1. A list of Course participants is placed in **Annex-II**.

After having completed their Home Country Assignments at their respective organizations and in their respective countries, all the participants got together in India on the 17th February, 2013. On 18th February, 2013, a sightseeing tour was arranged by ICA-AP to Agra to see Taj Mahal. On 19th February, the participants visited the office of the ICA-AP in New Delhi. They were briefed about the ICA's activities. The same day, the participants left for IRMA via Ahmedabad.

#### Inaugural Session of Part-I of the Program:

The IRMA module on “Agricultural Cooperative Business Management, Leadership and Planning” was inaugurated at the Executive Training and Development Centre (ETDC) of IRMA on February 20, 2013. Prof. Madhavi Mehta welcomed the participants and requested Prof. Hitesh Bhatt Coordinator, Management Development Programs (MDP) at IRMA, to inaugurate the program by formally welcoming the participants. Prof. Bhatt welcomed the participants and gave them an overview of programs and services of IRMA and facilities at IRMA and thanked ICA as well as the organizations being represented in the program for nominating the participants.

Mr. A.K. Taneja, Manager, ICA-AP, in his briefing recalled the long association between IRMA and ICA in conducting programs on such themes and explained about the keen interest and commitment shown by the Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Government of Japan, the sponsors of the program. He also gave a brief account of the background of this training course.

Prof. Madhavi Mehta, Coordinator of this part of the program at IRMA, in her address gave the details of the course framework and how it has been designed keeping in mind the training needs of leaders in cooperative organizations. She also hoped that the participants would have a wonderful learning experience at IRMA. She thanked the ICA for its continued support, and the participants' organizations for sending them to this training program.

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In the afternoon, each participant made a presentation of the draft of their Action Plan, made by them during Home Country Assignments in their respective organizations and in their respective countries before joining the Training Course in India. Prof. Madhavi Mehta advised them as to how to improve their Draft Action Plans.

#### Teaching Modules/Faculty

The program was segmented into teaching modules covering different subjects, which were handled by designated faculty members under the overall coordination of Prof. Madhavi Mehta. Prof. Hitesh Bhatt, Prof. Paresh Bhatt, Prof. Preeti Priya, Prof. K.V. Raju, Prof. S.N. Biswas, Prof. Nivedita Kothiyal and Prof. Asmita Vyas constituted the faculty team.

#### Detailed Module Designs

The module at IRMA consisted of segments, which focused on improving the conceptual, analytical and leadership capabilities of managers of agricultural co-operatives to help in developing their skills in improving

the management of their co-operatives using a project approach. The main topics taught at the Institute were: [01] Governance and Management of Agricultural Cooperatives (GMAC), [2] Business Development Planning (BDP), [3] Leadership (LS), Team Building (TB), [4] Financial Accounting, Budgeting and Costing (FABC), [5] Project Planning and Management (PM); [06] Financial Management (FM); [07] Marketing Management (MM); [08] Human Resource Management in Agricultural Cooperatives (HRM), [09] Individual and Group Behavior (IGB), and [10] Comparative field study visits to primary, district, state and national level cooperative institutions.

A brief description of the topics taught at the Institute of Rural Management Anand [IRMA] is as follows:

Topic-01

**Governance and Management of Agricultural Cooperatives (GMAC)**

[Prof. K.V. Raju] – 05 Sessions of 90 Minutes each

**Focus :** Coop. Principles; Theories of Cooperation; Integrated Package and Services – credit, input, value addition (farm guidance and strengthening of joint collection and shipment); Participatory Decision Making; Design of Cooperatives – Membership, Governance and Operations; Approaches – appreciative inquiry and learning, process approaches, new generation cooperatives.

Topic-02

**Business Development Planning (BDP)**

[Prof. K.V. Raju] – 06 Sessions of 90 Minutes each

**Focus :** Why BDP – Resource mobilization, Business diversification, Enhancing members' participation, Dealing with inactive members, Promote marketing of the village produce, value-chain management perspectives; formation of co-operatives.

How BDP – Stages in the participation of BDP of PACs, Preparation of various sub plans for the business plan, such as credit, input, storage, consumer services, deposits, welfare activities.

BDP in Action – Business Plan and linkages to be established at various levels. Tools for monitoring (quantitative and qualitative information). Performance indicators related to different business activities, management and member participation. Role of various support agencies and their responsibilities.

Topic-03

**Team Building (TB)** - [Prof. S.N. Biswas] – 06 Sessions of 90 Minutes each

**Leadership (LS)** – [Prof. Hitesh Bhatt] – 04 Sessions of 90 Minutes each

**Focus :** Attitudes and Values relevant to cooperatives; Effective Cooperative Management through participatory decision-making process; Effective Governance through Cooperative Leadership; Responsibility of Cooperative Leaders (preparation of second line in leadership).

Topic-04

**Financial Accounting, Budgeting and Costing (FABC)**

[Prof. Asmita Vyas] – 05 Sessions of 90 Minutes each

[Prof. Paresh J. Bhatt] – 05 Sessions of 90 Minutes each

**Focus :** Introduction to financial accounting, Budgeting, variance analysis, Profit and Loss accounting, Balance Sheet, ratio analysis, costing and pricing of products and services in agricultural cooperatives, breakeven analysis, Cost Volume and Profit Relations.

Topic-05

**Project Planning and Management (PM)**

[Prof. Hitesh Bhatt] – 08 Sessions of 90 Minutes each

**Focus :** An overview of Project Management; Project Identification; Project Analysis and Selection; Project Appraisal; Project Implementation; Project Review (Monitoring and Evaluation). PERT/CPM, Planning and Scheduling, Logical Framework Analysis.

Topic-06

**Financial Management (FM)**

[Prof. Asmita Vyas] – 08 Sessions of 90 Minutes each

**Focus :** Working Capital Management; Time Value of Money; Estimating relevant cash flows; Financial Criteria for investment decisions in agricultural cooperatives; Importance of member's capital.

Topic-07

### Marketing Management (MM)

[Prof. Preeti Priya] – 07 Sessions of 90 Minutes each

**Focus :** Market and Competition; Cooperative Marketing Concept; Marketing Mix, Market Intelligence, Product Life Cycle and new Product Development.

Topic-08

### Human Resource Management in Agricultural Cooperatives (HRM)

[Prof. Nivedita Kothiyal] – 06 Sessions of 90 Minutes each

**Focus :** Selection, Recruitment and Matching Skills and Knowledge with the Role Profile Planning, Development of Employees to meet the requirements of a growing organization.

Topic-09

### Individual and Group Behavior (IGB)

[Prof. Madhavi Mehta] – 07 Sessions of 90 Minutes each

**Focus :** Personal Effectiveness, Communication and interpersonal effectiveness; making an effective oral presentation.

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## PROFILE OF THE FACULTY MEMBERS, IRMA



**Prof. KV Raju** ([kvr@irma.ac.in](mailto:kvr@irma.ac.in)), PGDRM (IRMA), joined IRMA in 1994 after having a decade long work in the field of development co-operation. He worked with Samakhya and Multi Co-ops' Association enabling farmers organize themselves under co-operative structures to collectively pool, process and market their produce. He assisted them in designing and managing cooperatives through comprehensive business counseling, management training, member education and field based action research activities. His current interests include governance and management of producers' organizations, community based interventions in enhancing livelihood, social entrepreneurship and the role of ethical leadership in development co-operation.



**Dr. SN Biswas** ([saswata@irma.ac.in](mailto:saswata@irma.ac.in)), (Ph.D.) has over 20 years of experience in teaching, executive training and consulting. He has been a consultant to several NGOs, government development organizations, co-operatives, educational institutions in the areas of institutional development, executive selection, consumer education, rural banking, etc. He has trained several managers from India and abroad. He has also conducted team building programs in Australia and Afghanistan. He has been a visiting faculty with many institutions of repute. He has authored several research papers in organizational behavior, human resource management, and rural development management. His present areas of interest are leadership, empowerment, and team building.



**Prof. Hitesh Bhatt** ([hiteshvhatt@irma.ac.in](mailto:hiteshvhatt@irma.ac.in)), B.Tech. (IIT Delhi), M.S. (Georgia Tech). Prior to joining IRMA again in 2010, he was head of the Centre for Management Studies at Dharmsinh Desai University in Nadiad, Gujarat. He has 18 years of industrial experience - of which 8 years is as CEO/ Country Head of large organizations in India and Tanzania. He started his academic career in 1995 with IRMA and since then, he has been involved in teaching, training, and consulting in diverse areas. He has trained different cadres of persons in a variety of organizations. His current areas of interest are quality management, operations management, project management, individual and organizational effectiveness and developing soft skills.



**Prof. Asmita H. Vyas** ([asmita@irma.ac.in](mailto:asmita@irma.ac.in)) is a Fellow of the Institute of Chartered Accountants of India and a law graduate. She has over 15 years of experience in teaching courses in financial accounting and auditing. Taxation and Commercial laws are other areas of her interest. She has been associated with KBS, Vapi, and has served as a visiting faculty at various institutions including the study centres in Gujarat of ICAI of India and ICWA. Prof. Vyas also has exposure to the industry as a chartered accountant. She has presented papers at several national and international conferences.



**Prof. Paresh J. Bhatt** ([paresh@irma.ac.in](mailto:paresh@irma.ac.in)) is a Fellow of the Institute of Cost Accountants of India. He is also a Certified Management Accountant from IMA-USA. His core area of teaching is cost and management accounting. He has worked with various industrial organizations in public and private sectors in the areas of finance management, financial accounting, cost and management accounting, management advisory functions under complex and strategic requirements, management of commercial activities and handling of taxation. He has been associated as a visiting faculty member with many prestigious management institutes. Prior to joining IRMA in October 2007, he was General Manager-Finance and Accounts at M/s. UPL EE Ltd., Vadodara.



**Dr. Preeti Priya** ([preeti@irma.ac.in](mailto:preeti@irma.ac.in)) holds a Ph.D. in Management from Sardar Patel University, Gujarat. She has developed a comprehensive model to measure private label proneness of consumers in organized retail as part of her doctoral study. Dr. Preeti has around 11 years of experience in academia, research, and industry. Prior to joining IRMA, at Nielsen, she was involved with various market modeling projects related to brand share prediction, decomposition of market shares, marketing mix strategies, retail tracking of modern retail, exit points, tourist centres, etc. Her current research interests are market modeling and analytics, consumer choice processes, consumer well-being measurement, brand management, and market based solutions for poverty alleviation.



**Dr. Nivedita Kothiyal** ([nivedita@irma.ac.in](mailto:nivedita@irma.ac.in)) holds a Ph.D. in Human Resource Management from Institute of Management, Nirma University of Science and Technology, Ahmedabad. She has over nine years experience in academics, consultancy, research, and training with specialization in human resource management, organizational development, industrial relations, and negotiations. Her research interests include work and employment which include gender issues in management such as work-life balance, diversity management including disability, workforce development and intimidation, issues of decent work, and corporate social responsibility and development. She has presented papers at international and national conferences, workshops, seminars, and symposia.



**Prof. Madhavi Mehta, Coordinator of this Training Course** ([madhavi@irma.ac.in](mailto:madhavi@irma.ac.in)), Fellow, XLRI, Jamshedpur, and Academy of HRD, Ahmedabad, has been a researcher, teacher, trainer, and consultant for over 17 years. She has been involved in designing and assessing various HRD systems including performance management and compensation restructuring in NGOs and cooperatives. Organization design and restructuring is another area of her interest. She has conducted/co-ordinated several training programs for enhancing managerial effectiveness and development of HRD systems in co-operatives and development organizations. Her areas of interest include leadership, organization development, capacity building, managerial effectiveness, and HRD.



**Dr. Jeemol Unni, Director of IRMA** ([jeemol@irma.ac.in](mailto:jeemol@irma.ac.in)) holds a Ph.D. and an M.Phil. in Economics. She undertook postdoctoral research at the Economic Growth Centre, Yale University, USA. She was the RBI Chair Professor in Economics at IRMA during 2009-2011. She is on the Board of Governors of Women in Informal Employment, Globalizing and Organizing, UK, and on the editorial board of the Indian Journal of Labor Economics, New Delhi. She was an ILO consultant with the National Commission for Enterprises in the Unorganized Sector, New Delhi. Her research interests are in labor economics, informal sector, education economics, social policy and gender. She has several papers and books to her credit.

## SECTION-II

### Comparative Field Study Visits in India

One of the core elements of the training program was the exposure of the participants to actual and practical situations in the cooperative sector and to enable them to exchange views and opinions with cooperative leaders, managers and members. These visits enabled the participants to observe for themselves the activities of the cooperative organization at primary, secondary and national levels.

Study visits to cooperative institutions in India were organized in the Delhi / Gujarat State. The participants visited the following institutions:

- **International Cooperative Alliance [ICA] – Asia & Pacific, New Delhi.** The participants visited the office of the ICA-AP on 19th February 2013. They were briefed about the activities of ICA-AP. The ICA-Asia & Pacific Office is operating from New Delhi since 1960, serves 80 national level organizations from 25 countries, representing about 500 million cooperative members. Main activities include: coordination of cooperative development efforts within the Region and promotion of exchange and experiences; Project Identification, formulation and evaluation; promotion of the establishment and development of national cooperative apex organizations; and organization of seminars, conferences and technical meetings on specific subjects including support for programs aimed at the involvement of women and youth in cooperative activities.

- **Institute of Rural Management Anand [IRMA], Gujarat:** The participants left New Delhi on 19th February for Anand, Gujarat. They stayed at the campus of the Institute of Rural Management (IRMA), Anand, Gujarat, from 19th February to 16th March 2013. Here they mainly studied the Agri-Coop. Business Management, Leadership & Planning.

The Institute of Rural Management Anand (IRMA) established in 1979, is the pioneering academic institution in rural management education and research. It is committed to pursuing excellence along with creativity and integrity. The unique strength of IRMA lies in its ability to integrate development and management in all its endeavors and activities. This sets IRMA apart from other management and rural development institutions, which are largely concerned with either management or development, but not with both. IRMA's educational and training programs provide state-of-the-art pedagogically with emphasis on experiential learning. The faculty comprises experienced academicians and practitioners of national and international repute.

- **Sandesar Primary Milk Producers' Cooperative Society Ltd.:** On 20th February, in the evening, the participants visited the Sandesar Primary Milk Producers' Cooperative Society Ltd. and observed its operations. The society was established in 1952. At present, it has 935 members (868 men and 67 women). Average milk procurement per day is 2786 liters. The salient features of the society are as follows – The transparency in collection, quality testing and payment at the village level cooperative society, supply of animal feed at concessional rate to members.
- **AMUL Dairy [Kaira District Co-operative Milk Producers' Union Ltd.,] Anand, Gujarat:** The participants visited the Plant and Office of Amul Dairy on 21st February 2013. They were briefed by its Public Relation Officer about the activities of Amul Dairy. The participants also observed its Plant in Anand. The role of the Union at the district level in processing milk and other products and the collective marketing of the Gujarat Cooperative Milk Marketing Federation is unique.

It was registered on 14th December 1946. Under this union, there are 1176 villages and a total membership of 6,69,546. It has a total milk handling capacity of 2,500,000 liters per day. It has following production units: Dairy Plant, Anand, Food Complex, Mogar, Cheese Plant, Khatraj, Amul Satellite Dairies. It has one Research Centre and one Cattle Feed Factory at Kanjari. It has the following variety of milk and milk products – Amul Fresh Milk, Butter, Cheese, Infant Milk Food, Milk Powers; Sterilized Homogenized Flavored Milk; Sterilized Homogenized Fruit based Milk; Energy Drinks; Curd; Ghee; Butter Milk; Cocoa Products; Cooking Chocolate; Malted Milk Food; Extruded Food; Bread Spread; Table Margarine; Avsar Sweets; Bakery Products, etc.

- **Gujarat Cooperative Milk Marketing Federation (GCMMF):** On 22nd February, the participants visited the office of the Gujarat Cooperative Milk Marketing Federation (GCMMF). Its Public Relation Officer briefed the participants about its activities. GCMMF is India's largest food products marketing organization. It is a state level apex body of the milk cooperative in Gujarat, which aims to provide remunerative returns to the farmers and also serve the interest of consumers by providing quality products which are good value for money. GCMMF is marketing the milk products under the brand name of AMUL. GCMMF has achieved the 2 billion US\$ milestones. The Federation's network of 45

sales offices ensures that its products reach the remotest parts of the country. The Federation also expanded the export business to major markets in the world. It was established in 1973. 17 District Cooperative Milk Producers' Unions are its members. It has 3.18 million producer members and 16,117 village societies. Its total milk handling capacity per day is 13.67 million liters.

- **IFFCO Production Unit at Kalol, Gujarat:** On 23rd February, the participants visited the office and the plant of IFFCO Production Unit at Kalol, Gandhi Nagar, Gujarat. They were briefed and were apprised of the plant's activities, including the activities of CORDET.

Kalol Unit is the first plant of IFFCO which was commissioned in 1974. It was established with the aim of quality fertilizer supply and to give strong growth to Indian agriculture during green revolution and boost to the Indian economy. Kalol Plant has a capacity of 1100 tonnes per day for Ammonia production and 1650 tonne per day for Urea production. Kalol Unit is having Certification for Quality, Safety, Occupational Health and Environment (ISO-9001:2008, OSHAS 18001:2007, ISO-14001:2004). IFFCO Township (Kasturinagar) is ISO-14001:2008 certified.

- **Co-operative Rural Development Trust – CORDET:** IFFCO has created this Trust with a renewed outlook for integrated rural development of villages. To undertake different activities for farming, cattle management, self-employment, water conservation, rural health, educational and youth development activities is the main motive of CORDET.
- **Banaskantha District Cooperative Milk Producer's Union Limited – Banas Dairy:** Same day i.e. on 23rd February, the participants visited Banas Dairy at Palanpur. Banas Dairy is a co-operative organization. It was registered in 1971. It has 1379 Village Dairy Cooperative Societies as its members. The 318,000 milk producers of the district are pouring the milk in their Village Dairy Cooperative Societies daily. All the village dairy cooperative societies are equipped with latest technology like AMCS–Automatic Milk Collection Stations. The current milk processing capacity of Banas Dairy is around 22,00,000 liters per day. Besides this, it has four chilling centres. Today Banas Dairy is the highest milk procuring organization in Asia. All the products manufactured by Banas Dairy are marketed through the apex body GCMMF. Banas Dairy is manufacturing various products like Milk powder, Ghee, Butter, Paneer, Cheese, Flavored Milk, Pouch Milk, UHT Milk etc. Banas Dairy has got ISO 9001 (Quality Management System) & ISO 22000 (Food Safety Management System) certification. The products are sold in domestic as well as export market.
- **Gambhira Coop. Farming Society, Gujarat:** On 28th February, the participants visited the field of Gambhira Coop. Farming Society. They were briefed about its activities by one of the Directors of the society. The participants also met the farmer-members of the Society. Joint farming and collective marketing to maximize the income of the members was the important lesson learnt from the Gambhira visit.

Gambhira cooperative farming society, formed in response to a distress situation, was born of small farmers whose individual efforts at cultivation on small private holdings proved unviable. The society was formed in 1953 as a pooled effort on the part of its 176 members who combined 201 acres of private land. Over time, both the area and society membership swelled to 526 acres and 291 members respectively, owing to reclamation and purchase of land along with membership growth. The entire land, pump sets, tube wells, tractors and other assets belong to the society with individual members having no ownership rights either on assets or cultivation decisions.

The land is collectively cultivated by forming 30 small groups with a number of members in each group varying between eight and 14. The groups execute the crop plan decided by the Managing Committee in consultation with their group leaders. The society is managed by the Managing Committee, President, Manager and other employees.

- **Amul Chocolate Plant, Mogar, Anand, Gujarat:** On 1st March, the participants visited the Amul Chocolate Plant at Mogar, near Anand, Gujarat, and observed its operations. Amul has 6 plants at Mogar, such as Chocolate plant, Bread spread plant, Malted Milk food, High Protein foods, Sweet manufacturing Plant & Bakery plant.

The chocolate plant was started in the year 1972 by Dr V Kurien to protect the exploitation of cocoa growing farmers in south India. The cocoa growers of south India were badly exploited by Multinational companies like Cadbury & Nestle etc. They were buying cocoa seeds at very low rates. As there was no buyer of Cocoa, therefore, Dr V Kurien thought of starting Cocoa processing plant to save the interest of farmers in Kerala. But the farmers of Kerala didn't support him to install the chocolate plant there. So, he started the chocolate plant at Mogar and made cocoa collection centers in Karnataka & Kerala to collect cocoa directly from Farmers to remove the middle men/traders of cocoa.

Another reason to start the chocolate plant at Mogar was to utilize the surplus Milk powder in chocolate manufacturing along with cocoa beans. Amul is manufacturing many variety of chocolates like dark chocolate, Milk chocolate, Almond bar & chocozoo etc. along with institutional chocolates like Milk/Dark chocoslabs etc.

There are 170 permanent employees working at Mogar along with 400 casual workers on daily wages.

- **Amalsad V.V.K. Sahakari Khedut Mandali Ltd.** On 2nd March, participants visited the complex of Amalsad V.V.K. Sahakari Khedut Mandali Ltd. It was registered on 11th December 1941. Its area of operation is 17 villages. It has 2892 active members and 4972 other members (non-producers). It has an authorized share capital of Rs. 15,00,000 and paid up share capital of Rs. 9,67,700. It has 17 branches. Its main activities are (a) agricultural credit; (b) Agri. Input Supply services; (c) Petrol, Diesel, Oil supply; (d) Marketing of Mango, Chikoo, Paddy, Elephant Fruit, Banana, etc.; (e) Agri. Extension Services, Special fruit Fly Project; (f) Supply of Consumer goods and services, including grocery, cement, textiles, ready-made garments, stationery, departmental store, firecracker, etc. It has consumer stores at 17 locations and Flour Mill at 4. It has been supplying agricultural implements to its members. It owns three godowns with capacity of 1500 M.T., 1000 M.T. and 1500 M.T. respectively.

In addition, the participants visited and observed the activities of Canning Factory (It is a producers' company), Ganadevi Co-operative Sugar Mill; Agricultural Produce Marketing Committee (APMC); etc. at Amalsad.

- **Ganadevi Co-operative Sugar Mill:** Ganadevi Sugar Cooperative factory was established in 1962 at Gandevi village in Navsari District of Gujarat. From the capacity to crush 400 metric tonnes of sugarcane coming from the fields of few hundred farmers; it has expanded. Now it has 18,000 farmers as members and the capacity to crush is 5000 tonnes per day. It had crushed 1.1 million tonnes of sugarcane in 2010-11. The recovery of sugar is a very impressive at 11.5 percent.
- **Indian Dairy Machinery Co. Ltd. – IDMC Limited:** Participants visited two units of IDMC on 12th March 2013. IDMC was set up in 1979 in the industrial town of Vithal Udyognagar, near Anand, Gujarat, India. Today, it is among the largest project engineering and equipment manufacturing companies in the dairy, beverages, pharmaceutical, healthcare, brewery, food processing, confectionery and industrial refrigeration sectors. In addition, the company has set up a top-of-the line packaging film plant for products such as vegetable oil, coffee, tea, salt, milk powder, sanitary napkins, etc. IDMC provides comprehensive process and project solutions under one roof with in-house equipment manufacturing and process automation facilities, which is best in class. Having completed more than 200 dairy projects, IDMC has emerged as a most preferred choice for providing highly customized solutions for dairy products as wide ranging as liquid milk, aseptic milk, butter, cheese, ice cream, curd, yogurt and paneer.

Detailed write-ups on the main features of the cooperatives visited were prepared and distributed among the participants in advance. During actual visits, their leaders and officials briefed the participants about the functions of their cooperatives.

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### SECTION-III

#### Closing Session at IRMA

The valedictory function of the IRMA module on “**Agricultural Cooperative Business Management, Leadership and Planning**” for the 2nd training program on “Fostering Core Leaders of Agricultural Cooperatives-2012” was held at the Executive Training Development Centre (ETDC) at IRMA, Anand in the afternoon of March 16, 2013. Prof. Hitesh V Bhatt, MDP Coordinator, IRMA, presided over the function. Prof. Madhavi Mehta, Coordinator, IRMA module of the program and concerned faculty members attended, besides Mr. A.K.Taneja of the ICA-AP.

**Prof. Hitesh V Bhatt and Prof. Madhavi Mehta** distributed the certificates to the participants on their successful completion of the program. In his brief address, Prof. Bhatt expressed his sense of satisfaction in the involvement and interest shown by the participants and the level of comprehension exhibited by the participants. He also welcomed the participants to the alumni network of the larger IRMA community.

**Mr. A.K. Taneja** expressed satisfaction over the smooth conduct of the program and thanked IRMA as a reliable partner in carrying out the progressive work.

**Prof. Madhavi Mehta**, coordinator of the IRMA module of the program, thanked the participants, their organizations and ICA-AP for their continued engagement with IRMA through the series of programs. Prof. Mehta acknowledged the keen interest with which the participants involved themselves with various modules. She also acknowledged the involvement of the IRMA team in the successful completion of the IRMA module for the program.

The participants expressed their sense of satisfaction at having been at IRMA and undergoing the module. They also expressed the realization that the true success of the training depended on their own ability to carry forward the learning and implement the same back home in their country.







Participants during sightseeing Tour at Sikandra, Agra



Participants during sightseeing tour at Taj Mahal, Agra



Participants at the office of the ICA-AP, New Delhi



Prof. Hitesh Bhatt formally inaugurating the IRMA Module



A group photograph of the participants after the inauguration of IRMA Module



A classroom session in progress at IRMA



Participants at the office of the Gujarat State Cooperative Milk Marketing Federation (GCMMF)



Participants at Sandesar Primary Dairy Co-operative Society, Anand, Gujarat



Collection of milk at Sandesar Primary Dairy Co-operative Society, Anand, Gujarat



Participants at Amul Dairy, Anand, Gujarat





Participants at Cooperative Rural Development Trust (CORDET), Kalol Plant of IFFCO.



Participants at Kalol production plant of IFFCO



Group photo of the participants with the Chairman of Banas Dairy



Participants at Gambhira Cooperative Farming Society, Gujarat



Participants along with office bearers at Gambhira Cooperative Farming Society, Gujarat



Office bearers of Amalsad Multi-Purpose Cooperative Society



Participants at a briefing session at the office of the Amalsad MPCS



Participants at a Consumer Store run by Amalsad MPCS



Participants at the Amul Chocolate Plant, Mogar, Anand, Gujarat



Participants at the briefing session at Ganadevi Cooperative Sugar Mill



Group photo of the participants at the office of Ganadevi Cooperative Sugar Mill



A view outside the Ganadevi Cooperative Sugar Mill



Workers at the canning factory of Amalsad MPCS.



Workers at collection and distribution centre at Amalsad Multi Purpose Cooperative Society



Auction of Spota at Agriculture Produce Market Committee (APMC), Amalsad, Gujarat



Participants at the factory of Indian Dairy Machinery Co. at Anand, Gujarat



The Closing Ceremony at IRMA



Prof. Hitesh Bhatt, MDP Co-ordinator, giving away the 'Certificate of Participation' to the participants.



Participants with concerned faculty members after the Closing Ceremony at IRMA



Women Day Celebrations – 8th March 2013



Participants during the sightseeing tour at Surat



Farewell Dinner hosted by ICA at IRMA

## SECTION - IV

### Inauguration of Part-II of the Training Programme in Japan

#### Inaugural Session

The Part-II of the 2nd ICA/Japan Training Course of 2012 was formally inaugurated on 19th March, 2013 by Mr. Hiraoka Keiji, Executive Director, IDACA and Mr. A.K. Taneja, Manager, ICA-AP, also addressed the inaugural session. Mr. Hideya Suzuki, Manager, GAD, Mr. Terunuma Hiroshi, Manager, Training Department, Mr. Yukio Abe, Sr. Coordinator, Mr. Toru Nakashima, Deputy Manager (Training), Mr. Usui Takeshi, Coordinator of this part of the program from IDACA and other officers of IDACA were present.

While briefing and introducing the training program, **Mr. Taneja** welcomed Mr. Hiraoka Keiji and other senior officers of IDACA to the inaugural function. **Mr. A.K. Taneja** congratulated the participants for successfully completing the first part of the training program held in India. He also conveyed his sincere gratitude to MAFF, Government of Japan, for their valuable contribution to the development of agricultural cooperatives in Asia. He mentioned about the longstanding collaboration between ICA, JA-Zenchu and IDACA.

**Mr. Hiraoka Keiji, Executive Director, IDACA**, extended a warm welcome to all the participants and wished them a comfortable stay at IDACA.

He extended his sincere appreciation to Mr. A.K. Taneja of ICA-AP for successfully handling the training course and he expected him to support part-II of the program at IDACA. He hoped that the experience gained by the participants at IRMA and IDACA will contribute to the development of their ideas and converting them into Action Plans. Looking at the objectives of the Training Program, IDACA has designed the program and planned the field visits in and around Tokyo. He hoped that all the participants will develop mutual understanding among themselves, while staying at IDACA together.

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Part-II of the program was located in Japan and held in collaboration with the IDACA. Class-room teaching, field study visits and orientation on various aspects of the development of agricultural cooperatives in Japan were arranged by IDACA.

The program included the following components:

- Practice of Japanese Agricultural Cooperatives on farm guidance, joint collection, shipment, safety and improvement of quality of farm products;
- Business management methods of the Japanese Agricultural Cooperatives;
- Direct interaction with agricultural cooperative leaders and farmer-members.

The following topics were covered under above components:

- General Information on Japan – Economy and Society from the view point of cooperatives;
- Historical Development of Japanese Agriculture and Agricultural Cooperatives;
- Organizations and Business Activities of the Japanese Agricultural Cooperative System;
- Focal Points for establishing Agricultural Cooperatives;
- Distribution of Agricultural Products and Marketing Business of Agricultural Cooperatives and functions of Wholesale Market – Marketing and Purchasing Business of Agricultural Cooperatives;
- Educational Activities of JA and Case Study of JA Kanagawa Training Centre;
- Fostering Agricultural Cooperatives in Developing Countries;
- Case Study on Distribution of Agricultural Products in South East Asia – “Personal History of my Agricultural Cooperative Movement” – short lecture delivered by Mr. Tobita;

- Human Resource Development of Agricultural Cooperatives and Leadership Reinforcement.

A brief description of the topics taught at IDACA is as follows: Hard copies and soft copies of the presentations were delivered to all the participants.

**1. General Information on Japan – Economy and Society – from the viewpoint of Cooperatives**  
- by Mr. Yukio ABE Sr. Coordinator, IDACA.

Under this topic, a brief history of Japan was explained. The participants were also told about the following characteristics of Japan Agriculture – Agricultural Production; Historical Development of Japan's Agriculture; Factors responsible for the development of agriculture and agricultural cooperatives in Japan; Characteristics of the Japanese people; Salient features of Japan Agricultural Cooperatives; Extension and Farm Guidance Services of JAs; Participation of Members; What is cooperation? Land and climate of Japan, its 4 major islands: Hokkaido, Honshu, Kyushu, Shikoku; its 4 distinct seasons – spring, summer, autumn and winter. Japan's population (127 million); its density; literacy rate and language; labor force; its economy after World War-II; politics; agriculture; housing; education; religions; household economy; living conditions and environment; social security system, etc.

**2. Historical Development of Japanese Agriculture and Agricultural Cooperatives; Organization and Business Activities in the Japanese Agricultural Co-operative System:**  
– by Mr. Toru NAKASHIMA, Dy. Manager (Trg.), IDACA.

Mr. Nakashima focused on the following points of Agricultural Cooperative System in Japan – Features of Japan Agricultural Cooperatives (JAs); History of development of Agricultural Cooperatives – how the post-war agricultural cooperatives were organized; Legal Framework; Type of Agricultural Cooperatives – Multi-purpose type and Single-purpose type; Three-tier system of agricultural cooperative organizations; Number of JAs as Multi-purpose Cooperatives (708); Business of Multi-purpose Agricultural Cooperatives; Joint Purchasing System; Facilities operated by Primary Cooperatives; Guidance-related features of Multi-purpose Agricultural Cooperatives; etc.

**3. Focal Points for Establishing Agricultural Cooperatives**  
– by Mr. Hiroshi TERUNUMA, Manager (Trg.), IDACA.

In his presentation, Mr. Terunuma explained about the characteristics of Agricultural Co-operative – what is an ideal Agricultural Co-operative for farmers?; Objectives of Agricultural Cooperative; unique features of Agricultural Co-operatives in Japan (Associate Membership system; Multiple Business); Members of JA; Members' Rights and Duties; Relationship between Members and Agri. Coop; various types of agricultural co-operatives; Share Capital; Management of Share Capital; Area of Operation; Bylaws of Agricultural Cooperative; Eligibility and election of Directors; Auditors; Importance of Audit; etc.

He further explained about the Management Plan of Agricultural Cooperatives in order to achieve economic benefit of members; importance of planning; procedures for formulation of long-term Management Plan; Commodity-wise Farm Guidance Plan; Plan for establishment of production facilities; Plan for purchasing of production materials; Business Plan of Agricultural Cooperatives; Joint Marketing System; Methods to establish Mutual Control System; What is Financial Administration in Agricultural Cooperatives? etc.

**4. Distribution of Agricultural Products and Marketing Business of Agricultural Cooperatives and functions of Wholesale Market – Marketing and Purchasing Business of Agricultural Cooperatives**

– by Mr. Koh Harada, Expert on Marketing by Agri. Coop.

In this paper, the author explained the following subjects – Development of the Food System; Value Chain; Supply Chain Management; Purchasing behavior of Japanese Consumers; Change in Farm Product Distribution due to the emergence of supermarkets; Management of Supermarkets; Mechanism of Wholesale Markets; Measures taken by Agricultural Cooperatives to distribute Farm Products; Marketing Business of Agricultural Cooperatives in Japan; Purchasing Business of Agricultural cooperatives in Japan, etc.



**5. Educational Activities of JA and Case Study of JA Kanagawa Training Centre**

– by Mr. Kigasawa Tadafumi, former JICA expert.

Under this topic, Mr. Tadafumi explained about the ICA's 7 Principles of Cooperation; How important is education for cooperative members? Development of Japanese Agricultural Cooperative Movement; What are the new Agricultural Cooperatives (JA)? Types of agricultural cooperative education – Education for cooperative members; education for officers; education for staff; education for youth and regional residents. In addition, he explained about the Plan of Kanagawa Pref. Education Centre of Agricultural cooperatives and Implementation of Systematic Cooperative Education.

**6. My Experience on Fostering Agricultural Cooperatives in Developing Countries**

– by Mr. Hideo YAMAUCHI, Expert.

In his presentation, Mr. Yamauchi narrated his experience as a JICA (Japan International Cooperation Agency) short-term Expert to strengthen the agricultural cooperatives in Paraguay at the request of the Paraguayan government. As a JICA Expert, he recommended following points to Paraguayan government in order to strengthen the agricultural cooperatives in Paraguay – (1) Necessity of training and education for the development of cooperative movement; (2) Introduction of Associate Member System to reinforce the organization of agricultural coops; (3) Reinforcement of credit business, such as long-term low interest loans; and (4) Strengthening of quality control and improvement of the distribution system.

**7. Case Study on Distribution of Agricultural Products in South East Asia**

– by Mr. Koh Harada, Expert on Marketing by Agri. Coop.

In his presentation, Mr. Harada gave a Macro Viewpoint on the Distribution of Farm Produce in the Asian region. The distribution of farm produce in the Asian region has developed on a scale beyond the border of a nation and the poor political performance in the nations in the region has caused a gap in the economic development, which has made people's life, especially those poor people, harder. He further explained the distribution of Agricultural Products in Asia; forming farmers' groups as countermeasures; the role of producers' groups (Cooperative); how to organize a cooperative; what cooperatives can do – Marketing on a consignment basis and Procurement of Materials.

**8. "Personal History of my Agricultural Cooperative Movement"**

– by Mr. Toshiaki TOBITA, Vice President, JA-Zenchu.

At the outset, Mr. Tobita explained the position of Agriculture of Hokkaido in Japan. In Hokkaido, with one-fourth of cultivated area of Japan, land-scale merit-based agriculture is promoted by paddy, upland and dairy farming; Agricultural production in value in 2011 is 1,013 billion 700 million yen or about 12% of the total production in Japan; cultivated area per farm household in Hokkaido is 22.0ha or 15 times larger than the other prefectures, and the ratio of commercial farmers whose income mainly comes from agriculture is 72%, while the one in the other prefectures, on an average is 21%. Hokkaido has achieved 173% in food self-sufficiency in 2010 and supplied about 20% of total calorie intake in Japan, which shows Hokkaido has played an important role for a stable food supply of foods in Japan.

Further, he gave an outline of JA Makubetsu-cho, where he is the Chairman. Makubetsu-cho is located in the centre of Tokachi Plain and is adjacent to Obihiro-shi. In the operation area of JA Makubetsu-cho, much potato is produced as the main crop while other vegetables, such as "Nagaimo" or Japanese yam, radish, lettuce, Chinese cabbage and cabbage are also cultivated. It has 427 regular members and 588 Associate members. It has 11 Directors and 3 Auditors. Total employees are 94. He also explained the 5th Regional Agricultural Promotion Plan of JA Makubetsu-cho.

**9. Human Resource Development of Agricultural Cooperatives and Leadership Re-inforcement**

– by Mr. Ogane Yoshiaki, JICA expert.

At the beginning of his presentation, Mr. Ogane gave an example of the unifying power of cooperation. He told the participants how the members of Omoe Primary Fishery Cooperative in Miyako City, Iwate Prefecture, re-constructed their cooperative, which was totally damaged due to tsunami in March 2011, within a short period. This is an example of unity of the members.

Mr. Ogane Yoshiaki began his presentation with a question as to why do we need Agricultural Cooperatives today ? He explained his viewpoint by giving various types of illustrations. He also gave an example of the working of the JA Shin Fukushima for one year. Then he presented his paper on "Leadership and Management" in order to improve the unifying power of the Cooperatives. He also presented another paper entitled "Successful Approach in Group Management Leadership and Communication". He suggested in his presentation to share the basic concept and issues (or tasks) of the group among the members, such as what you can do ? what you can use ? what you want to do ? whom you want to work with ? what do you wish to happen ? where to start ? when to start ? how to do it ? where to do it ? what will be the result ? etc.



## BRIEF PROFILE OF SPEAKERS AT IDACA:

**Mr. Yukio ABE** (abe-idaca@j.email.ne.jp)

Yukio ABE, formerly Manager, in-charge of training department for a number of years at the Institute for the Development of Agricultural Cooperation in Asia (IDACA), is currently serving as a Senior Consultant-cum-Coordinator at IDACA. He has got over 30 years of teaching experience on cooperative development and motivation domains, mainly to participants from developing countries and also to local cooperative personnel. Over the years, he has widely travelled as a JICA expert and also as NGO consultant to impart training to cooperative leaders and government officials in

the following foreign countries - Afghanistan, Jordan, Palestine, Gaza, Israel, Egypt, Ghana, Bhutan etc. Besides this, he has been invited to a number of international conferences and seminars as resource person by various institutions including the Kasetsart University of Thailand.

**Mr. Toru NAKASHIMA** (nakashima-idaca@j.email.ne.jp)

Toru NAKASHIMA is currently a Deputy Manager of the training department at IDACA. He joined IDACA after serving an organization in the field of training for overseas participants as Field Coordinator and Interpreter not only on agriculture-related subjects but also other industries-related, management-related and welfare-related subjects. At the office of IDACA, he is mainly engaged in the training programs, not only of ICA but also of JICA. He has travelled in and out of Japan as a Resource Person and short-term Expert for various kinds of programs - training courses, seminars,

conferences and overseas projects.

**Mr. Hiroshi TERUNUMA** (terunuma-idaca@j.email.ne.jp)

Hiroshi TERUNUMA joined IDACA in 1979. He has broad experience in fostering agricultural cooperatives in developing countries as well as training courses held in Japan. From 2001 to 2004; just a few years after the Communist regime was brought to an end through the Romanian Revolution in 1989, he was dispatched as a JICA expert to Romania to establish new agricultural cooperatives based on ICA cooperative principles. From 2006 to 2008, he was dispatched for the second time to improve the farm management of farmers through newly established agricultural

cooperatives in Rumania. Since 2009, he assumed both the posts of manager of Training Department and Developing Department. He also has vast experience of visiting many Asian countries such as India, Indonesia, Korea, Thailand, Myanmar, Philippines, Laos, Vietnam, Sri Lanka, Mongolia and African countries such as Uganda, Tanzania, Malawi and Ethiopia.

**Mr. Koh HARADA** (harada\_kou@nifty.com)

Koh HARADA graduated from Department of Agricultural Economics, Faculty of Agriculture, Tokyo University of Education, in 1961. He joined Zenhanren (National Marketing Federation of Agricultural Cooperatives) and gained much experience in its head office in various departments, such as Farming Section of Agricultural Department, Shibaura Livestock Sales Center of Livestock Department, Poultry Farming Section of Poultry Farming Department, Omiya Livestock Sales

Center of Livestock Department, Personnel Department, etc. In March 1972, Zenhanren merged with Zenkoren (National Purchasing Federation of Agricultural Cooperatives) to form JA Zen-noh (National Federation of Agricultural Cooperative Association). In this newly established Federation, he successively held various important posts from 1972 to 1993, such as Section Chief of Marketing Promotion Section of Fruit & Vegetable Department in Tokyo Center of Metropolitan Area Marketing Department, Manager of Horticulture & the Farming Department in Osaka Branch Office, Deputy Manager of Horticulture Department and General Planning & Policy Dept. and Manager of Better Living Dept. In 1993, he assumed the position of Managing Director in JA Zen-noh and served for 3 years. Resigning in 1996, he was appointed as CEO of 2 subsidiaries under JA Zen-noh - Zen-noh Fuel Terminal Inc. and Zen-noh Techno Inc. Leaving those companies in 1999, he became the President of JA Distribution Research Institute. In 2002, he retired from the front line of the business world to start his new career as part-time lecturer in Koibuchi Academy (Vocational school to teach about food & agriculture, located in Mito City, Ibaraki Pref.). There, he put his efforts into training young people eager to establish a career in agricultural sector from 2001 to 2009. He also established a nonprofit organization; AICA (Association for International Promotion of Agricultural Co-operatives) in 2003, aiming to support the farmers and agricultural coops in the developing countries by making good use of his rich knowledge and experience.

**Mr. Tadafumi KIGASAWA** (afo19040@xb4.so-net.ne.jp)

Tadafumi KIGASAWA was born in Seoul in 1944. He graduated from the Keio University, Faculty of Economics in 1968 and his major was labor laws. In 1969, he joined Kanagawa Prefectural Union of Agricultural Cooperative (JA Kanagawa Prefectural Union). He successively held various posts in Education Department, Education Center, Planning Office, Organizational Management Department, General Affairs & Planning Department and etc. While he worked for the union, he

played the central role in giving guidance for introducing performance-based human resource management

system to JAs in the prefecture, improving the educational activities for JA's officials and staffs and planning and implementing self-enlightenment and educational activities for farm successors and female farmers. After he retired from the union in 2004, he entered management consultant company; Business Rapport. From 2004 to 2006, he was dispatched to Nepal as a JICA Senior Overseas Volunteer and provided guidance on improving training activities of cooperatives at National Central Cooperative Training Center of Nepal. After he resigned Business Rapport in 2007, he has been actively delivering lectures to IDACA and JICA participants from Asian and African countries centering on Japanese cooperative movement (He specializes in educational activities of cooperatives) and giving individual guidance to participants making use of his experience in Nepal. Recently he has been engaging in various activities to foster farmers' group in developing countries as an expert of JICA and "Love Green Japan" (NPO supporting the development of rural areas in Nepal. The main office is located in Kamakura City, Kanagawa Pref.). His major literary works are as follows, "Importance of Coordination between Personnel Affairs & Education ~from the actual workplace of human resource development ~", "Attempt to Revitalize Education & Training by Challenge Cards" and so forth.



**Mr. Hideo YAMAUCHI** (hideo-yamauchi@jcom.home.ne.jp)

Hideo YAMAUCHI was born in China (Manchuria or Northeast China) in 1932. After the Second World War, he returned back to Japan in 1946. He had worked for JA Zenchu (Central Union of Agricultural Cooperatives) for thirty years and assumed various posts such as manager of the agricultural policy department, chief of public relations bureau and manager of the general affairs department. He also has rich experience abroad such as participating in ICA "43th International Cooperative Seminar" at Dresden DDR (East Germany,) in 1975, "International Workshop on Management of Rural Development Programs" jointly held by Afro-Asian Rural Reconstruction Organization and Korean Government at Seoul in 1989 and etc. After he retired from JA Zenchu, he assumed the post of managing director of AICAF (Association for International Cooperation of Agriculture & Forestry) and visited various countries (Indonesia, Thailand, Bangladesh, India, Philippines, Laos, Singapore, Hungary, Poland, Côte d'Ivoire (Ivory Coast) and Zambia, etc.) to propel the cooperative movement. From 1999 to 2001, he was dispatched to Paraguay as a JICA expert to strengthen agricultural cooperatives in the country. Due to his contribution, he received a testimonial of gratitude and memorial plaque from Paraguayan Government in 2001. From 2002 to 2012, he played the role of a course leader in "Training Course on Fostering Core Leaders of Nikkei Agricultural Cooperatives in South America" (1 month program) which is consigned by JICA and The Association Nikkei & Japanese Abroad. Also, from 2005 to 2013, he engaged in "Training Course for Nikkei Women Leaders of Rural Area in South America" (1 month program) as a course leader. Now, he serves as advisor of "Cooperative Forum" (Study group and social gathering of active and retired employees of agricultural cooperatives, fishery cooperatives, forest owner's cooperatives, consumers' cooperatives, credit unions and etc. in Japan.)



**Mr. Toshiaki TOBITA**

Toshiaki TOBITA was born in 1947 as a first son of a farming family in Hokkaido Prefecture. After finishing Obihiro Agricultural High School in 1966, he started his career as a farmer. His active involvement in JA started when he joined the Youth Association of JA Makubetsu-Chou in 1975, which was followed by an elected position of director of the JA in 1989. Since 1998, he has been holding his office as the President of the JA. Currently, he serves 3 different posts, i.e., Vice President of Central Union of Agricultural Cooperatives (JA Zenchu), President of Hokkaido Prefectural Union of Agricultural Cooperatives and President of JA Makubetsu-cho.



**Mr. Yoshiaki OGANE** (yoshiakiogane@yahoo.co.jp)

Yoshiaki OGANE is a free-lance journalist, specialized in the agricultural cooperative movement, education & cultural activities of JA (Japanese agricultural cooperatives), human resource development, history of Japanese rural women after World War II and so on and so forth. He was born in 1945 and graduated from the Faculty of Law at Waseda University. He had been engaged in activities like editing monthly magazine and holding various kinds of cultural events as a staff of the le-no-Hikari Association (Organization in charge of publishing & cultural activities in JA Group). Before he retired from the office, he successfully held the position of chief editor and director-general of the cultural center. He is also a writer and has contributed many articles to newspapers and magazines. His major literary works are as follows - "Renaissance of Women", "History of Rural Women after World War II", "Great Top-Down Approach shall save the JAs" and so forth. In addition, he has delivered more than 1,700 lectures for JA officials and staffs, JA members and members of JA Youth and Women's Associations all around Japan. In JTEPA (Japan- Thailand Economic Partnership Agreement) Projects, he stayed in Bangkok to play a role as a JICA specialist in-charge of "Development and Fostering of Human Resource in Agricultural Cooperatives in Thailand".

## SECTION - V

### COMPARATIVE FIELD STUDY VISITS IN JAPAN [Tokyo, Shizuoka and Kanagawa Prefectures]

#### Field Study Visits in Japan

During Part-II of the Training Course in Japan, study visits were arranged in Shizuoka and Kanagawa Prefectures and two cooperative institutions in and around Tokyo. The participants visited the following institutions during their stay in Japan:

- Institute for the Development of Agricultural Cooperation in Asia-IDACA, Tokyo
- Visit to Hadano-shi Agricultural Cooperative (JA Hadano), Kanagawa Prefecture.
- Visit to Wholesale Market in Tokyo – Ota Market
- Visit to JA ZEN-NOH Agricultural Research & Development Centre, Kanagawa Prefecture:
- Visit to Shizuoka Prefecture – JA Enshu-Chou (Observation of Direct Sales Shop, Horticultural Products Distribution Centre, Nursing Home “Toyoda Yuai-no-Sato”) – JA Ooigawa (Observation of Collection and Shipment Centre) – Ooigawa Fertilizer Plant (run by the JA Shizuoka Economic Federation) – JA Shizuoka Prefectural Union.

#### **The Institute for the Development of Agricultural Cooperation in Asia (IDACA):**

IDACA was established on July 8, 1963 with funds raised among agricultural co-operatives, led by the Central Union of Agricultural Cooperatives of Japan (JA-Zenchu) and also with the support of the Government of Japan.

The Institute, established on the basis of the recommendations of the First Asian Agricultural Cooperative Conference held in Tokyo in April 1962, imparts training to overseas agricultural cooperators.

During the last 50 years, the IDACA has trained more than 5870 participants from 115 countries drawn from Agricultural Cooperative Movements and Governments from different countries of Asia, Latin America and Africa. It has active collaboration on technical assistance programmes with the ICA Asia & Pacific.

The participants stayed at IDACA from 18th March to 12th April 2013.

#### **Visit to Hadano-shi Agricultural Co-operative (JA Hadano):**

Hadano city lies in the western part of Kanagawa prefecture. The city is about 13.6 km wide from the east to the west and about 12.8 km long from the north to the south. It has a land area of 103.61 sq.km. The distance from the city centre to Tokyo is about 60 km and the distance to Yokohama is about 37 km. The city is a major urban area in the central Kanagawa prefecture and is blessed with a rich abundance of nature.

Although it is cold and clear in winter and hot and humid in summer, the climate is generally mild. The annual mean temperature is 15.8° centigrade and the annual mean rainfall is 2,122 mm, which is relatively high in the prefecture.

Hadano city used to be known as a major source of tobacco and its tobacco was famous as one of the “three major leaf tobaccos in Japan”. With the tradition of leaf tobacco farming that goes back more than 300 years as the main crop, a rotation system with other common crops, such as oats and rape seeds in winter and peanuts, dry field rice and so on in summer, had long been in operation.

However, in the late 1960s, due to rapid urbanization, the farm management switched its focus towards urban agriculture. As a result, the tradition of leaf tobacco farming was brought to an end in 1984. Instead, farming management changed, introducing a variety of crops. Hadano city's gross production of agriculture was 3 billion yen, and the percentage of vegetables, raw milk and flowers have reached as much as 60%.

In the area of floriculture, advanced farm management techniques are used in both greenhouse and open-field culture of carnations, roses, cyclamens, small chrysanthemums and asters, among others. In order to achieve, stable management is working with new crop breeds, labor saving initiatives, improvement of cultivation techniques, etc.

Vegetables, strawberries, cucumbers, tomatoes and other varieties are grown in plastic and glass greenhouses. Open-field culture is also popular and the products are shipped mainly for local consumption.

As for fruits, various kinds are cultivated – from tangerines to apples, for which the northern limit for cultivation is said to be around this region. The variety includes tangerines, grapes, pears, chestnuts, kiwi fruits and others.

Stockbreeding management has been forced into retreat due to the advancement of urbanization and the number of feeders is decreasing.

The conditions surrounding the agriculture in Hadano city present many problems, such as the liberalization of imports, the difficulty of finding buyers and so on. These problems are the major factors that prevent real development.

Five Agricultural Cooperatives merged in 1963 to establish the Hadano City Agricultural Cooperatives (JA Hadano). The number of members at the time was 2,560 (2,208 regular members and 352 associate members).

In 1966, it became the present Hadano City Agricultural Cooperative, with 3,943 members (2,986 regular members and 957 associate members). At present it has got 11,517 members (3,104 regular and 8,413 associates). It has got 36 directors and 406 employees.

The participants also visited the following facilities of JA Hadano: Direct sales shop; Farm Machinery Centre and Production Material Store. In addition, the participants visited the greenhouse of a tomato-producing farmer and a flower-producing farmer in Hadano City.

**Visit to Wholesale Market in Tokyo:** Early morning the participants visited Ota Wholesale Market in Tokyo on 28th March 2013.

**History:** The very beginning of a Tokyo Market dates back to the days of Tokugawa Ieyasu, when he commenced Edo government; he brought in the fishermen from Tsukuda, Osaka City to Edo to let them purvey seafoods to Edo castle and at the same time gave them permission to sell near the Nihonbashi bridge. The vegetable and fruit markets also developed spontaneously around the same period. After the Meiji Restoration, these markets dwindled under drastic social changes, and under the new Tokyo City Government, private markets were permitted to open, which contributed to the stable supply of daily food necessary for the residents.

However, through the experience of Rice Riots attributed to the rice shortage in social unrest in 1918, the “Central Wholesale Market Law” was enacted in March 1923, which became the governing law for the opening of the public markets nationwide. While the construction plan of the Central Wholesale Markets in Tokyo was under consideration, the Great Kanto Earthquake occurred in September of the same year and the private markets, then operating, suffered devastating damages. The implementation of the construction plan was accelerated, and three Central Wholesale Markets – Tsukiji, Kanda and Koto – were established in 1935, and then Ebara, Toshima, Adachi, Omori, and Shokuniku markets were opened one by one in succession.

After World War-II, the great changes in the environment surrounding the markets with the high growth of the Japanese economy and concentration of urban population in Tokyo in the late 1960s and 70s, resulted in the revision of the Law in the current Wholesale Market Law in April 1971. Under this new law, Tokyo Metropolitan Government opened markets. Itabashi, Setagaya, Kita-Adachi, Tama New Town, Kasai (integrating Koto Market and its 3 branches consolidated). Ohta (integrating Kanda Market, Ebara Market and its Kamata branch and Ohmori Market). For the opening of Flower markets, the flower market section was opened in Quito-Adachi Market for the first time and then opened in Ohta, Itabashi, Kasai, Setagaya Markets. Tokyo Metropolitan Government will move forward the market administration policy from the point of view of the citizens as consumers with an aim to realize comfortable Metropolitan life.

**Functions of the Central Wholesale Market:**

- **Collection:** A wide variety of produce in vast quantity from all over the country and from abroad is gathered.
- **Fair pricing:** Prices are determined by auction as a basic rule, which means the price will be reasonably determined as the highest bid price will be the price of the goods, reflecting the day's supply and demand of the goods.
- **Distribution:** Produce gathered is divided into smaller quantities and sizes and sold to a number of stock purchasers.
- **Sound settlement of accounts:** Payment of charges is done quickly and properly under a fixed rule.
- **Reduction in distributing costs:** By buying and selling goods in large quantity at one place, transportation and other costs incurred in distribution can be reduced.

- **Providing information:** Prompt information on what and how much farm and marine products are delivered in the market, as well as on the wholesale prices on the day is valuable, avoiding confusion.
- **Hygiene inspection:** Hygiene checks on the goods are conducted by the Sanitation Inspection Station, and also guidance is given to the dealers to adhere sanitation standard, as required. Efforts are being made in maintaining that foods are checked in reliable conditions, and also in keeping the market facilities clean and sanitary.

**General Information:** Ota Market was built as a general market for farm produce (fruit & vegetables), marine products and flowers in 1981 under the 3rd wholesale market construction plan of Tokyo Prefecture. It integrated the farm produce markets from Kanda, Ebara and Kamata and absorbed the marine products market from Omori, to become a regional wholesale market. The flower market integrated 9 privately operated markets in the Jonan area.

The daily planned handling of farm produce is 3,000 tons, for marine products 300 tons and flowers 2,451 million when converted into cut stalks. The farm produce and flower markets are amongst the largest in Japan in terms of facility scale and handling volume, and are ranked first among the marine products market in Tsukji Market as a prime market of Japan with a supply area that covers all of eastern Japan.

Many shipping organizations have offices on the premises, which makes distribution information readily available. For visitors, there is a display room and a specially marked course that make the market a familiar part of metropolitan Tokyo.

#### **Visit to JA ZEN-NOH Agricultural Research & Development Centre, Kanagawa Prefecture:**

In the afternoon of 28th March, the participants visited the Research and Development Centre of JA Zen-Noh, Kanagawa Prefecture. Mr. Hideya Adachi, Manager of the Centre briefed the participants.

The role of the R & D Centre is to supply materials and equipment needed for agricultural production and necessities of daily life; Development of new variety, Development of new pesticides; Inspection of handling goods; Technical Training and Exercises; R & D Centre of Zen-noh spreads over an area of 27,440 square meters. It has a Solar System or PV system to aim at the promotion of an eco-friendly environment. Zen-noh Agricultural Research & Development Centre has following sections – General Management and Coordination Section – in charge of the general affairs and the management and coordination of R & D centre; Agricultural Products Development Section – develops a new variety, cultivation technology and processed products, using domestic agricultural and livestock products; Fertilizers Research Section – surveys of Fertilizers (including materials), soil amendments, nursery soil which Zen-noh deals, develops new fertilizers, effective fertilizer application and soil testing technology; Pesticides Research Section – it has 3 keywords – Low-cost, Labor-saving, Security; Pesticide Residue Inspection Section – supports the sales business of JA Group by certifying the safety; Fuels Research Section – it has two main functions – provide technical training and exercises; and products inspection and quality control; Consumer Goods Q.C. Section – working on developing and inspecting A-coop Mark products for supporting customers better living; and Agricultural Materials, Machinery and Facilities Department – develops and spreads best products to meet the diversified needs and demands for higher function and provide training and guidance for members to these situations. In 1962, Agricultural Technical Centre was established and in 2010 new R&D Centre of Agricultural Research & Development Centre was set-up.

#### **Study visits to Shizuoka Prefecture:**

The participants visited Shizuoka Prefecture on 1st April for a field study. They visited the following places in Shizuoka Prefecture and returned to IDACA, Tokyo on 4th April.

#### **Outline of Agriculture and Agricultural Cooperative Organizations in Shizuoka Prefecture:**

In Shizuoka Prefecture, various kinds of agricultural and livestock products are produced by harnessing the mild and favorable climate. Also large consumption area such as Tokyo Metropolitan and Chukyo areas are located at the East and West of Shizuoka Prefecture respectively. This gives them a competitive edge in supplying fresh farm products.

*Natural Environment:* Shizuoka Prefecture has long and narrow plain area along the coastline – 3,000 meter class mountains, such as Mt. Fuji and Southern Alps (of Japan) is towering in the Northern area. Most of its arable land is located in steep slope area and has many undulations. The total arable land area consists of 72,600 ha., which is 9.3% of the Prefectural arable land and 1.5% of the national arable land.

Annual average temperature is 16-17° C and climate is warm and mild. Its average precipitation is 1,700-2,400 mm. Especially in the winter season, it is blessed with long hours of sunlight and mild climate, which

enable the farmers to cultivate a variety of farm products.

Agriculture in Shizuoka ranges from tea and orange production in slope area and plateau to greenhouse cultivation of vegetables and flowers in the flat land. Shizuoka is offering a variety of farm products and playing a leading role in Japan's agricultural field.

Its main products are Tea (unprocessed tea, crude tea); Orange, Melon, Strawberry, Lettuce, chrysanthemum; Wasabi (Japanese horseradish); Rose; Chinese Cabbage; Cut Tree Blanches; Western Orchid (potted plant); Ornamental foliage plant (potted plant); Gerbera; Celery; Onion; Ornamental flowers and trees (potted plant); Ginger; Eustoma (Texas Bluebell); Kiwifruit; Parsley; Navel Orange; Bamboo shoot.

In Shizuoka Prefecture, there are 17 JAs – JA Izu-taiyou; JA Mishima-kannami; JA Izunokuni; JA Aira-izu; JA Nansun; JA Gotemba; JA Fuji-shi; JA Fujinomiya; JA Shimizu; JA Shizuoka-shi; JA Ooigawa; JA Hainan; JA Kakegawa-shi; JA Enshu-yumesaki; JA Enshu-chuo; JA Topia-Hamamatsu; JA Mikkabi.

The total membership of 17 JAs in Shizuoka Prefecture is 418,078 (149,834 Regular Members and 268,244 Associate Members).

Currently, it has 523 offices (68 business management committee members and 350 directors) and 105 Auditors.

It has 8,496 employees (7,463 regular employees and 1,033 temporary employees).

**Outline of Shizuoka Prefectural Economic Federation of Agricultural Cooperatives  
(JA Shizuoka Prefectural Economic Federation):**

Shizuoka Prefectural Economic Federation of Agricultural Cooperatives was established on October 1<sup>st</sup>, 1950. It has 38 Members (33 Regular Members and 5 Associate Members). It has 16 Business Management Commission Members and 4 Directors, 3 Auditors. It has 333 employees. It has a share capital of 3.6 billion yen. Its business activities include Farming Support Activity, planning Activity for Farming & Marketing, Orange Production Business, Tea Processing, Production Material Business, Better Living Activity, Fuel Supplying Business, Food Business, Construction Business, Livestock Business. Its total business turnover is 152 billion yen (FY 2011).

*History of Organization:*

October 1950 – Establishment of Shizuoka Prefectural Purchasing Federation of Agricultural Coops.

April 1965 – Merger of above-mentioned Purchasing Federation and Prefectural Livestock federation. And Shizuoka Prefectural Economic Federation of Agricultural Cooperative (JA Shizuoka Economic Federation) was established.

May 1967 – Absorption-type merger with Ogasa Livestock Processing Federation.

March 1980 – Merger with Tea Producing Federation.

April 1992 – Merger with Citrus Federation.

*Branch Offices, Facilities, etc.*

Eastern Branch: Its Eastern Branch has an Orange Production Section; Tea Processing Section; Fertilizer & Agro-Chemical Section (Numazu Logistics Center); Better Living Section; Petroleum Gas Section; Pearl Rice Section;

Its Central Branch has an Orange Production Section; Fertilizer & Agro-Chemical Section; Better Living Section; Petroleum Gas Section; Pearl Rice Section.

Its Western Branch has Orange Production; Fertilizer & Agro-Chemical Section (Fukuroi, Logistics Center); Better Living Section; Petroleum Gas Section and Pearl Rice Section.

*Facilities:* It has the following facilities – Farm Product Safety Analysis Center; Tokyo Office; Nagoya Office; Tea Processing Technique Training Centre; Tea Processing Section (Makinohara); Soil & Fertilizer Analysis Centre; Distribution Centre (2); Ooigawa Fertilizer Plant; Agro-chemical Warehouse (2); Agro-machinery Repair Centre; Sorting Centre; Daily Commodities Delivery Centre; Ceremonial Centres (3); LP Gas Filling Stations (3); Fuel Order Reception Centre; LP Gas General Supply centre; Pearl Rice Milling plant; Polished Rice Logistic Centre; JA Shizuoka Livestock centre (5); Meat Centre; Meat Market; Livestock Biotechnology centre; Fertilizer Warehouse (2); Seed Centre.

Its main business activities are as follows:



1. Vegetable and Flower Business (marketing of vegetable, orange and flower)
2. Production Material supplying business (fertilizer)
  - 2.1 To secure the stable procurement of high-quality raw material for fertilizer, officials of Federation directly visit the production area in and out of Japan for procurement to strengthen its supplying business;
  - 2.2 To produce delicious farm product, "creation of fertile soil" is inevitable. To achieve this goal, Federation runs compound fertilizer business and produce suitable compound fertilizers designed for tea, citrus, vegetable and flower (approximately 600 varieties). Compared to other prefectures, the amount of organic fertilizer used is larger and contributing to the agricultural production of Shizuoka.
  - 2.3 For reducing the cost of production inputs and maintaining the stable supply, officers of the Federation visit each producer one by one with JA staff and take advance orders of annual usage amount. By accumulating the demand within the prefecture, the Federation could negotiate the purchase prices with suppliers.
  - 2.4 Also Federation needs to deliver the fertilizers produced in the blending plant to each farm household. To reduce this transportation cost, the Federation established delivery system with JA and striving to streamline the distribution of fertilizers. Operation of logistic warehouse and individual delivery system is an example of its scheme.
  - 2.5 Soil analysis for the "creation of fertile soil". In addition to its specialized facilities (soil and fertilizer analysis center) for detailed analysis and planning, the Federation has arranged soil analysis vehicle service and cater to the various needs. Furthermore, its specialized consultants give specific advice for the usage and amount of fertilizer according to the analyzed result and conduct guidance to farmers in the production area. This also helps the creation of rich soil.

#### **Outline of Ooigawa Agricultural Cooperative (JA Ooigawa):**

Shizuoka Prefecture, located almost in the middle of the Tokaido, has Ooigawa river in its center. The river with its source in the Southern Alps mountain range, far away from the prefecture is 168 km in length and has formed fertile Shita plain. It has beautiful scenery of Mt. Fuji in the East and faces the Suruga Bay which is supplying rich seafood.

Ooigawa Agricultural Cooperative or JA Ooigawa was established in March 1993 by the amalgamation of six (6) primary cooperatives (JAs) – JA Okabe-cho, JA Fujieda-shi, JA Yaizu-shi, JA Ooigawa-cho, JA Shimada and JA Kitahai. Its name stems from the great river, Ooigawa River. Vast fertile land developed by the river has been a blessing to the people in the prefecture.

JA Ooigawa has a total membership of 53,619 members out of which 20,002 are regular members and 33,617 Associate Members, including individual and groups.

Top 5 products in Marketing by JA Ooigawa are Green Tea; Tomato; Lettuce; Beef; Rose.

#### **Main Agricultural Products:**

1. Green Tea: Well-known green tea under the operation area are "Sen-cha" (steamed green tea without grinding tea leaves), "Fukamushi-cha" (more steamed tea) and "Gyokuro" (superior steamed tea using only young leaves).
2. Flowers and Ornament Plants: Under the operation area cultivated are wide varieties of flowers, such as rose, chrysanthemum, Estonia, Gerbera, etc.
3. Fruits: Mandarin orange has been cultivated for a long time in Okabe-machi (town), Fujieda-shi (city), etc. under the operation area and exported to the US. Others cultivated a lot are Navel Orange, Bamboo shoe, Shiitake mushroom, Figs, etc.
4. Vegetables: Top ranked vegetables in the marketing business of the JA are tomato, Lettuce, Strawberry and Trefoil.
5. Livestock Products: The main products under the operation area are cow milk and pork, and the farmers for livestock production are mainly at age of 40's to 50's and have been engaged in large-scale production.
6. Rice: The main varieties of rice are Aichi-no-Kaori and Koshihikari and they are consumed almost in the entire prefecture. The cultivation of rice for "Sake" or rice wine production, featuring the local characteristics have also been promoted.

**Share Capital :** At the end of FY 2010, it has a total share capital of 3,668,327 (value of one share is 1000 yen).

**Employees :** At the end of FY 2009, it has a total No. of employees 1014 (585 male and 429 female).

**Facilities :** It has one main office; 10 Branch Offices and 34 Sub-Branch Offices. In addition, it has 1 Distribution Centre; 8 Farm Management and Economic Centres; 2 Joint Grading Centres; 9 Collection & Shipment Centres; 2 Seedling Nursery Centres; 5 Direct Sales Stores, Processing Plants; 3 Mansaikan; 3 Tea Processing Plants; 11 Agriculture Machinery Centres; 2 Ceremonial Halls; 10 Gas Stations; 2 Automobile Centres; 1 LP Gas Supplying Centre.

#### **Collection and Shipment Centre of JA Ooigawa:**

It is located in Fujieda City, Shizuoka Prefecture. It commenced its operations on April 12, 2003. Its annual handling capacity for flower is 300,000 cases, strawberry 700,000 packs, Lettuce 50,000 cases, Mituba (Japanese parsley) 120,000 cases, mini-size tomato 250,000 packs. It is the first facility ever established in Japan to realize complete cold chine system by using flower bucket automatic warehouse and space-saving storage of strawberry. It has the following characteristics:-

1. Streamlining of distribution to adjust to Flower Bucket Distribution System – Auto-storage system which could quickly cope with the collection and shipment of flower bucket; Robotization system which enables automatic loading to bucket carrying carts.
2. Streamlining of the selection line for Cardboard box of flowers – Flexible system which could easily adjust to shipments of cardboard box packed products.
3. Streamlining of packed strawberry box selection line – Space-saving storage facility with cooling device.
4. 5 types of refrigerated warehouse – different types of cold warehouse are installed for flower bucket, cardboard boxes, strawberries, etc.;
5. Centralization of information processing facilities;
6. Local Agriculture Management Centre – Soil Analysis Room; Farm Product Analysis Room; Cultivation Room; Training Room; Information Room has been established in the centre.

#### **Outline of Ooigawa Fertilizer Plant:**

Ooigawa Fertilizer Plant is run by JA Shizuoka Prefectural Economic Federation. It has a total area of 15,149.99 square meters. According to placed orders from JAs and their members, all the production is conducted on consignment basis. It produces approximately 500 items (fertilizers for Tea, Fruit, Vegetable and Flowers). Its annual production volume in FY 2011 was 19,938 tonnes of compound fertilizer; pellet fertilizer 7,780 tonnes.

It is located in Yaizu City, Shizuoka Prefecture. It has a total land area of 20,073.22 square meters. It has a Port Fertilizer Warehouse; Raw Material Warehouse; Soil and Fertilizer Analysis Centre.

#### **Outline of JA Enshu-Chou:**

JA Enshu Chuo is a cooperative which came into being on October 1<sup>st</sup>, 1992 as a result of the amalgamation of 12 primary agricultural cooperatives in Banshu area. Its business area stretches out through 3 cities (Fukuroi City, Iwata City and Hamamatsu City) and one town (Mori Town). The area extends about 20 km East to West and 80 km North to South facing the Coast of Enshu in the South and neighbors' borders on the Nagano Prefecture in the North and its shape looks just like turning Izu Peninsula upside-down.

In the North, there are many mountainous areas spreading out and blessed with rich forest. In these areas, forestry is active and in terms of agriculture, green tea production is popular. On the other hand, in the plains spreading out from the central area to the southern area, Tokaido Road (Tokyo-Kyoto) and Tomei Expressway (Tokyo-Nagoya) runs through. Here, commerce and industry have developed. Regarding to farm products, this area is almost the only granary in Sizuoka prefecture and rice is cultivated. Also greenhouse cultivation of tomato, strawberry, melon and Chinese vegetable as well as green tea production are actively conducted.

Its major farm products are Green Tea; Rice; Tomato; Strawberry; melon; Chinese vegetables;

It has a total membership of 44,245 (18,671 regular members and 25,574 Associate Members). It has 34 officials and 908 employees. It has following subsidiaries – JA Enchu Service Co. Ltd. Its main business activities are (i) operation of Gas Stations; (ii) Operation of Agro-Machinery Centres; (iii) Operation of A-Coop. Stores; (iv) Funeral Service; (v) Better Living Activities; (vi) Insurance Agency.

Enchu-Farm Ltd. Its main business activities are production and marketing of farm products; agent of farm labor service on contract or consignment basis. Toyooka Fresh & Healthy Village Co. Ltd. Its main business activities are displaying and sales of agro and marine products; processing and sales of agro and marine products.

**Direct Sales Shop “Mituke Dossari Ich?” (Farmers’ Market):**

JA Enshu-Chuo's goal is to promote local agriculture and contribute to enhance farm income and create a life worth living for JA members and their families. In addition, JA is also striving to supply safe and reliable fresh high quality local farm products and promoting “Local Food Sufficiency Concept”. It has a sales floor area of 353 square meters and a parking lot for 250 cars. At this Farmers’ Market, following vegetables are sold – white welsh onion, Ebi-imo Taro, Lettuce, Mini-size white radish, Hananira (Spring Star), Watermelon Radish, Nabana (Brassica flower), Melon, Strawberry, Tomato, Qinggengcai (bok Choi), Tasai (Chinese Flat Cabbage), Yusaisin (Chinese Vegetable), Ensai (Water Spinach), Cut flowers such as Rose, Texas Bluebell (Eustoma), etc.

**Horticultural Products Distribution Centre at JA Enshu-Chou:**

It is located at Toyoda Town, Iwata District, Shizuoka Prefecture. Its total land area is 36,446.15 square meters.

- I. *Facilities for Collection, Shipment and Storage:* In this facility, collection, grading, packing and shipping processes are automated. An automatic grading system using the latest IT technology has increased the accuracy and speed in the grading process and reduced the working hours and labors.
- II. *Facilities for Joint Seedling Nursery of White Welsh Onion:* In 1995, White Welsh Onion Chain Pot Nursing System was established in order to reduce labor in the transplanting of seedlings. For further reduction of workloads, cell-type plug seedling is introduced and nursing of seedlings has been automated in these facilities. By this automation, cost reduction, quality control and mass-supply of seedlings has been realized.
- III. *Facilities for Central Administration and Control:* This is the brain of the entire facilities. All the information from other plants and facilities is accumulated here and centralized control is conducted. Distribution process of farm products for the collection and shipment control of the accumulation of data which connects production site to consumption site is grasped in a comprehensive manner and this facility is doing the role as a hub for farm product distribution in the production area.
- IV. *Facilities for Storage of products for retaining freshness:* Storage is designed to preserve the freshness of products in most suitable temperature. It also has the sufficient capacity to store products in the peak season and in line with the speedy shipment, shipping of highly fresh product maintaining its commodity value has been realized.

**Special Nursing Home “Toyoda Yuai-no-Sato”:**

This facility is run by the JA Enshu-Chuo Social Welfare Society. It is located in Iwata City, Shizuoka Prefecture. It has 2 storey reinforced concrete building (partially 3 storey) and it has an area of 8,175.00 square meters. Special Nursing Home for elderly people has 80 beds. It was established in October 2005.

## SECTION-VI

### Action Plans Proposed by the Participants

In view of the experience gained by the participants through classroom lectures, field study visits in India and Japan, interaction among themselves and based upon their own work environment, the participants were able to develop brief outlines of their Action Plans, which they would recommend to their organizations after their return to their respective home countries. These plans were developed through holding group discussions and on the basis of their discussions with their seniors before joining the Training Course. Brief outlines of their Action Plans are given below:

Name of Country : **Bangladesh**  
Name of the Participant : **Ms. Farjana Sultana**  
Position : **Chairperson**  
Name of organization: **World Trust Multipurpose Cooperative Society Ltd.**  
Title of the Proposal : **Enhancement of Post-harvest Mechanism and Capacity Building of Farmers.**  
Target Group : **Farmers of Bethka (Tongibari).**  
Implementing Agency : **World Trust Multipurpose Cooperative Society Ltd., Bangladesh Krishi Bank, Union level Agrl. Officer (TNO), District Level Coop.**  
Duration of the Plan : **One year – September 2013 to August 2014.**

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Name of Country : **Bhutan**  
Name of the Participant : **Mr. Namgyal Chencho**  
Position : **Extension Supervisor I**  
Name of organization: **Livestock Sector, Dzongkhag Administration Thimphu, Department of Livestock (DOL), Ministry of Agriculture & Forest, Bhutan.**  
Title of the Proposal : **Development of Dairy Product Farmers' Cooperative of Thimphu Dzongkhag District.**  
Target Group : **Four small farmers cooperative of Soe, Lingshi, Naro and Dagala Gewog (Block) of Thimphu Dzongkhag District.**  
Implementing Agency : **Livestock Sector, Dzongkhag Administration Thimphu, Department of Livestock (DOL), Ministry of Agriculture & Forest, Bhutan.**  
Duration of the Plan : **One year – July 2013 to June 2014**

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Name of Country : **Bhutan**  
Name of the Participant : **Mr. Tenzin**  
Position : **Assistant Marketing Officer**  
Name of organization: **Dept. Of Agricultural Marketing & Coops (DAMC), Ministry of Agriculture & Forest, Bhutan.**  
Title of the Proposal : **Capacity building for the members of registered Cooperatives.**  
Target Group : **Registered Cooperatives in 11 districts, which are registered cooperatives.**  
Implementing Agency : **Dept. of Agricultural Marketing & Cooperatives (DAMC), Ministry of Agriculture & Forest, Bhutan.**  
Duration of the Plan : **10 months – July 2013 to April 2014**

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Name of Country : **Cambodia**  
Name of the Participant : **Mr. Khiev Phirum**  
Position : **Official of Farmer Organization Office**  
Name of Organization : **Office of Agricultural Extension of General Directorate of Agriculture (GDA), Ministry of Agriculture, Forestry and Fisheries (MAFF), Cambodia.**  
Title of the Proposal : **Improvement of the agricultural cooperative management through strengthening standard accounting system in 23 agricultural cooperatives in Prey Veng Province.**  
Target Group : **46 Accountants from 23 Agricultural Cooperatives in Prey Veng Province, Cambodia.**  
Implementing Agency : **Department of Agricultural Extension, General Directorate of Agriculture, Ministry of Agriculture, Forestry and Fisheries, Cambodia.**  
Duration of the Plan : **10 months - January 2014 to October 2014**

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Name of Country : **India**  
Name of the Participant : **Mr. Jitender Nagar**  
Position : **Deputy Director (Cooperation)**  
Name of Organization : **Department of Agriculture & Cooperation, Ministry of Agriculture, Govt. of India, New Delhi, India.**  
Title of the Proposal : **Establishment of three Cooperative Education Field Projects in three cooperatively under-developed States/Area of India (one each in Tripura, Sikkim and Nagaland State) for imparting education and training to them.**  
Target Group : **300 Primary Agricultural Cooperative Societies in selected States.**  
Implementing Agency : **National Co-operative Union of India (NCUI), New Delhi with the assistance of Govt. of India.**  
Duration of the Plan : **Two years - April 2014 to March 2016.**

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Name of Country : **India**  
Name of the Participant : **Mr. Sunil Kumar**  
Position : **Field Officer**  
Name of Organization : **Indian Farmers Fertilizer Cooperative Ltd. (IFFCO)**  
Title of the Proposal : **Improvement of Water Harvesting Infrastructure and Land Fertility for Better Crop Production.**  
Target Group : **80 farmers of Rangunitard Village, Chapaitard GP SKUS Ltd.**  
Implementing Agency : **IFFCO, Chapaitard GP SKUS Ltd., Agri. & Coop. Deptt. Of State Govt. of West Bengal.**  
Duration of the Plan : **Three years - May 2013 to April 2016.**

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Name of Country : **Lao PDR**  
Name of the Participant : **Ms. Keoudone PHILANGAM**  
Position : **Farmer Group Establishment Officer**  
Name of Organization : **Farmer Groups, Cooperatives and Agribusiness Division  
Department of Agricultural Extension and Cooperatives,  
Ministry of Agri. and Forestry, Lao PDR.**  
Title of the Proposal : **Improvement of Farm Management for Farmers' Groups in Lao  
PDR.**  
Target Group : **80 farmer groups in 4 provinces.**  
Implementing Agency : **Dept. of Agriculture Extension and Cooperatives, Ministry of  
Agriculture and Forestry, Lao PDR.**  
Duration of the Plan : **Two years – 1st October 2013 to 30th September 2015**

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Name of Country : **Republic of Maldives**  
Name of the Participant : **Ms. Fathimath Dhiana**  
Position : **Member, SFCS**  
Name of Organization : **Southern Farmers Cooperative Society.**  
Title of the Proposal : **Agricultural Affluence Through Capacity Building of 131 SFCS  
Members on Agro-Chemical Applications and Organic Farming.**  
Target Group : **131 members of SFCS**  
Implementing Agency : **Southern Farmers Cooperative Society.**  
Duration of the Plan : **One year – June 2013 to May, 2014.**

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Name of Country : **Myanmar**  
Name of the Participant : **1. Mr. Hla Htay  
2. Mr. Aung John Bo**  
Position : **1. Managing Director  
2. Asstt. Manager**  
Name of Organization : **1. Aung Naing Toe Microcredit & Rural Development  
Cooperative Society Ltd.  
2. Central Co-operative Society Ltd.**  
Title of the Proposal : **Agricultural Productivity Enhancement & Income Generation through  
Microcredit Co-operative Society.**  
Target Group : **1560 farmer members of Aung Naing Toe Microcredit & Rural  
Development Coop. Society.**  
Implementing Agency : **Central Co-operative Society and Aung Naing Toe Microcredit &  
Rural Development Cooperative Society.**  
Duration of the Plan : **One year – May 2013 to April, 2014.**

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Name of Country : **Nepal**  
Name of the Participant : **Mr. Rishikesh Lamichhane**  
Position : **Computer and Administration Assistant**  
Name of Organization : **National Cooperative Federation of Nepal (NCF)**  
Title of the Proposal : **Enhancement of Dairy Farmers Capacity and Establishment of Milk Processing Plant in Sangachowk VDC at Sindhupalchowk District.**  
Target Group : **300 individual members of 7 milk producers groups in Sindhupalchowk District.**  
Implementing Agency : **Gramin Agricultural Producers Cooperative Society Ltd. (GAPCS), Sangachowk VDC, Sindhupalchowk with the coordination of District Cooperative Union, Sindhupalchowk.**  
Duration of the Plan : **One year – June 2013 to May, 2014.**

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Name of Country : **Sri Lanka**  
Name of the Participant : **Mr. Nambukara Thantrige Gayan Rukshan**  
Position : **Chairman**  
Name of Organization : **Tissamaharama Multi Purpose Co-operative Society Ltd.**  
Title of the Proposal : **Building Youth Foundations for sustainable Agro-Economic Development.**  
Target Group : **75 young farmer members of Tissamaharama Multi Purpose Cooperative Society.**  
Implementing Agency : **Tissamaharama Multi Purpose Co-operative Society Ltd.**  
Duration of the Plan : **Two years – June, 2013 to May, 2015.**

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Name of Country : **Vietnam**  
Name of the Participant : **Mr. Duong Tuan Cuong**  
Position : **Vice Director – Cooperation and Development Centre**  
Name of Organization : **Vietnam Institute for Cooperative and Enterprise Management (VICEM), Vietnam Co-operative Alliance (VCA)**  
Title of the Proposal : **Improvement of Management Skills of Core Leaders of Agricultural cooperatives in Vietnam.**  
Target Group : **Agricultural cooperatives of 3 provinces – North, South and Middle). No. of Agricultural cooperatives = 60.**  
Implementing Agency : **Cooperation and Development Centre - Vietnam Institute for Cooperative and Enterprise Management (VICEM),**  
Duration of the Plan : **18 months – June 2013 to December, 2014.**

**SECTION - VII**  
**END-OF-THE-COURSE EVALUATION**  
**SUGGESTIONS AND RECOMMENDATIONS**

- A Summary

**Introduction**

Evaluation and assessment have been a continuous process during the term of the training course. However, at the termination of the training course at IRMA and IDACA, an End-of-the-Course Evaluation Form was designed and given to the participants to obtain their feedback on the total conduct of the program.

**Evaluation Objectives**

The main objectives of the Evaluation were to:

- i. Assess the level of understanding of various aspects brought to the participants;
- ii. Assess the utility and relevance of the training program itself; and
- iii. Enable the ICA to further improve the quality of future training programs.

**Summary of the Evaluation:**

**IRMA Module on “Agri-Coop. Business Management, Leadership & Planning**

**February 20 – March 16, 2013**

13 participants attending the Course had participated in the Evaluation exercise, and returned their Evaluation Forms duly filled in. The Project Coordinator, ICA-AP, compiled the results of the End-of-the-Course Evaluation. Given below is a **brief summary** of the evaluation:

**Rating Pattern: 5 = Excellent; 4 = Very Good; 3 = Good; 2 = Fair; 1 = Poor**

Module Title	Excellent (5)	Very Good (4)	Good (3)	Fair (2)	Poor (1)	No Response
Use and relevance of the training for you	11	2	-	-	-	-
<b>Program Design:</b>						
a) Extent of coverage	10	3	-	-	-	-
b) Conceptual framework	8	5	-	-	-	-
c) Time allotted to the topics	5	8	-	-	-	-
d) Orientation of the program	7	6	-	-	-	-
e) Reading material	5	7	1	-	-	-
Overall effectiveness of the program	7	6	-	-	-	-
<b>Module-wise Feedback:</b>						
Governance & Management of Agri. Coops. – 5 Sessions (Prof. KV Raju)	7	6	-	-	-	-
Business Development Planning – 6 Sessions (Prof. KV Raju)	8	5	-	-	-	-
Team Building (TB) – 6 Sessions (Prof. S.N. Biswas)	9	4	-	-	-	-
Leadership (LS) – 4 Sessions (Prof. Hitesh Bhatt)	12	1	-	-	-	-
Financial Accounting, Budgeting and Costing – 5 Sessions (Prof. Paresh Bhatt)	5	7	-	-	-	1
Financial Accounting, Budgeting and Costing – 5 Sessions (Prof. Asmita Vyas)	8	4	-	-	-	1
Project Planning and Management – 8 Sessions (Prof. Hitesh Bhatt)	11	1	-	-	-	1



Financial Management – 8 Sessions (Prof. Asmita H. Vyas)	8	4	-	-	-	1
Marketing Management – 7 Sessions (Prof. Preeti Priya)	7	3	1	-	-	-
Human Resource Management in Agri- Cultural Coops. – 6 Sessions (Prof. Nivedita Kothiyal)	4	7	1	-	-	-
Individual and Group Behaviour –7 Sessions (Prof. Madhavi Mehta)	7	4	1	-	-	-
Ice breaking Session (Prof. Hitesh Bhatt)	10	2	1	-	-	-
Red Beads Experiment (Prof. Hitesh Bhatt)	10	1	1	-	-	1
<b>Field Visits:</b>						
Sandesar Milk Producers' Coop. Society	9	4	-	-	-	-
Amul Dairy, Anand	9	3	-	-	-	1
Gujarat Coop. Milk Mktg. Fedn. Ltd.	8	5	-	-	-	-
IFFCO Kalol Plant, Gandhi Nagar	9	3	1	-	-	-
Banas Dairy, Palanpur	5	5	3	-	-	-
Gambhira Collective Coop. Farming	8	4	1	-	-	-
Amul Chocolate Plant, Mogar	6	7	-	-	-	-
Amalsad MPCs, Amalsad	8	4	1	-	-	-
Ganadevi Sugar Mill, Ganadevi	4	8	1	-	-	-
A.P.M.C., Amalsad	5	8	-	-	-	-
Indian Dairy Machinery Co. Ltd. (IDMC)	5	6	1	1	-	-
<b>Support Services:</b>						
Program Office	11	2	-	-	-	-
ETDC Accommodation	8	5	-	-	-	-
ETDC Food	6	5	2	-	-	-

### IDACA MODULE: 18 March to 12 April, 2013

#### Summary of the Evaluation:

#### Program Coverage:

All the 13 participants said the program coverage was **very good**. Some participants had the following comments:

- The training course is very good. Professional framework activities with discipline and combination of academic and practical by JA organization. People like Japan and Japanese people and organization like JA is great.
- It is a mixture of classroom study and field visit programs of cooperatives.
- IRMA Module is very good as the theory part of the training and in Japan the main attraction is the field visit and to learn more about the functions of JAs.
- It was the best program which I have ever seen. We spent two months with a lot of knowledge and enjoyment. The theory and practical part were really really good.
- I got so much knowledge and experience regarding Agricultural Cooperatives in Japan.
- I got knowledge about systematic organization and business activities in Japanese Agricultural Cooperatives and observed good relations between primary level, prefectural level and national level cooperatives.

- IRMA Module well covered the management aspects of the Agricultural Cooperatives, making a strong theoretical platform to build on as core leaders. Study visits in India revealed various experiences in more familiar context of the local conditions. Classroom sessions and study visits are well integrated. Generated ideas regarding overall operational aspects of agricultural cooperatives at a level of generating optimum result in terms of developing members and the industry as a whole..

**Most Beneficial Subject for you:**

Different participants gave different opinions about the subjects they were benefitted. Following were the subjects liked by the participants:

- Leadership Management and Professional Organizational Framework;
- Distribution System of Agricultural Products and Marketing Business of Agricultural Cooperatives and Functions of Wholesale Market;
- All subjects were beneficial to me;
- Visit, observation and interaction with cooperative officials and farmers;
- Business Development Planning, Human Resource Management;
- Organization and Business Activities of Japanese Agricultural Cooperatives and Study visit to Shizuoka Prefecture;
- Marketing and Human Resource Management;
- Marketing System; Shipment System; Functions of Wholesale Market System; Latest Agro technology;
- Distribution System of Agricultural Products and Marketing Business of Agricultural Cooperatives and Functions of Wholesale Market; Marketing and Purchasing Business of Agricultural Cooperatives;
- All the knowledge and experience will be beneficial holistically, especially, various methods and channels of marketing of agricultural products, which was observed and learned through the studies of primary JAs, wholesale market and classroom sessions.
- All subjects are useful for me.

**Any subject(s) to be added or deleted and the reasons ?**

The replies were:

- Detailed history of leadership activities – what type of problems they are facing; what type of initiative taken and how to accumulate people on cooperative platform – detailed explanation required;
- Some lectures on livestock, fishery, forestry and other cooperatives under the Japanese Cooperatives;
- Extension and Communication Skill;
- One day stay in Farmers' Field to know his lifestyle, the way of farming and his success story.
- Subject relating to Government Policies and Laws in respect of cooperatives in Japan may be added;
- A session(s) regarding challenges and issues in relation to the JAs would be beneficial. Analysis of challenges/issues and alternative ways to overcome them would open new paths of learning. Case studies from different countries that have successfully used the lessons learned from JA operation models could be shared.
- You should remove the lecture – “My experience on Fostering Agricultural Cooperatives in developing countries”

**Presentation by Lecturers (way of presentation and materials, etc.):** Most of the participants wrote that presentation by Lecturers were good or Very Good. Some offered the following comments:

- It would be good if lectures are given in English by the Lecturers themselves;
- Because of language obstacle, sometimes the message is not received in the same manner as it is stated by the Lecturer.
- We thank you for translating the lectures so clearly and in detail.
- Lecturers were great practitioners of JAs with tons of practical experience. Probably the best resources that IDACA has selected..

**Study Visits in Shizuoka prefecture:** All participants have expressed their opinion that the study visits to Shizuoka Prefecture was very good. Some participants have offered the following comments:

- Study visit was very much helpful.
- It was a great experience. We could understand the whole scenario of cooperative management;
- All staff, workers and members were good and helpful.

- Visit was very good mixture of knowledge gathering and we could learn how the prefecture level federation assists primary cooperatives;
- JA Enshu-Chou and JA Ooigawa were having very good management of cooperatives; Collection and Shipment Centre of JA Ooigawa, its grading system was very good; Planning by JA Shizuoka Prefectural Union for development of Agricultural Cooperatives was very good.
- I got much knowledge of the visit by observing JAs business activities and facilities and coordination between the Union and its JA members.
- Study visit venues were carefully selected to cover the experience of primary JAs and their project operations, marketing mechanism including Direct Sales shops; visit to member-farmers and opportunity to share knowledge and experience with member-farmers, etc. Visit to prefecture Union was a good experience with knowledge of its vision, operations and challenges. Events were perfectly planned and facilitated. Logistics were excellent (accommodation, transportation, food, etc.) Last but not the least – Mount Fuji was incredible.
- Gained much knowledge and experience from the JAs visit in Shizuoka Prefecture.

**Other Observation Tour (1-day observation in and around Tokyo – JA Hadano, Wholesale Market, JA Zen-noh R & D Centre):** 12 participants wrote that it was very good while 1 said it was good. Following comments were offered by the participants:

- Democratic Management with win-win policy at JA Hadano and Open market policy of Ota wholesale market is interesting.
- It was very interesting to see how the agricultural produce is being auctioned and how transparent it is;
- Consignment based procurement is a new concept for me to remove members poverty and get higher farm income; System of JA members farm produces wholesale selling is new to me.
- Member Participation in JA Hadano is excellent. System of Auction in Ota Market was very impressive. Zen-noh R&D centre is playing a very important role.
- I got so much knowledge and experience from JA Zen-noh R&D Centre.
- First experience at JA Hadano was great; Classroom session supported the visit to Ota wholesale market a lot; JA Zen-noh – given a great example of how the apex level organization could be involved in the development of the industry, particularly in member education.

**Administration and Management:** Almost all the participants said that it was very good. Following remarks were offered by some of the participants:

- A rich professional management of activities;
- All the administration and management were very excellent.
- Professional Management;
- Took very good care of the participants;
- Perfect. Fully efficient and effective;

**Facilities:** All the participants appreciated the facilities provided by IDACA.

**Meals:** All the participants appreciated the food provided at IDACA. Following comments were received:

- Delicious food with various tastes and colors
- In the world, we will not get better meals than this.
- Little bit problem for me as I am a vegetarian. I found 26 days is too much to be on other food. It is touch to maintain health. Food may be provided with the habits of the participants.
- We enjoyed Japanese food and we will miss it back home.

**Other Services:** Other services like washing, ironing, transportation to Station, etc. were appreciated by all the participants.

**Suggestions and requests:** Following comments were received from some of the participants:

- Other sports items may be introduced.
- Chess Board may be included along with other sports activities;
- Study material and lecture may be provided in the Bye Laws of JAs, their management and role of Government for JAs etc.
- I can say it is a good opportunity for all of us. We will use this experience in our countries in our whole life and big thanks to ICA and IDACA for trainers' training.
- This course is best in the world.

**SECTION - VIII**  
**COURSE CONCLUDING SESSION**  
**AND AWARD OF CERTIFICATES OF PARTICIPATION**

The concluding session of the 2nd ICA/Japan Training Course-2012 was held at IDACA, Tokyo, on April 11, 2013. The session was attended by Mr. Masahito IWAHANA, Deputy Director, International Cooperation Division, International Affairs Department, MAFF, Dr. Chan Ho Choi, Regional Director, ICA-AP, Mr. Hiraoka Keiji, Executive Director of IDACA, including all his senior staff, and Mr. A.K. Taneja, Project Coordinator of the ICA-Asia Pacific, New Delhi.

**Mr A.K. Taneja**, Project Coordinator, ICA-AP, presented a summary of the Training Course and congratulated the participants on their successful completion of the training course.

**Dr. Chan Ho Choi**, Regional Director, ICA-AP, congratulated all the participants on successful completion of the training course. He appreciated the strong will and the patience of the participants to learn more and serve the agricultural cooperative movement of their respective countries. He believed that this training course will help them to get higher positions in their respective organization in future. He expressed his heartiest gratitude and appreciations to the Govt. of Japan, especially the Ministry of Agriculture, Forestry and Fisheries (MAFF), through Mr. IWAHANA, for the financial support they have been extending in the conduct of the training programs for the last more than 26 years. He hoped that MAFF will continue to support this type of training programs in the future also because this training course has proved very useful to the participants of ASIAN countries. He also suggested the participants try their best to implement the Action Plans they have prepared. He offered all possible assistance to the participants in the implementation of Action Plans.

He thanked Mr. Masahito IWAHANA for sparing his valuable time to make himself available and address the participants. He also thanked Mr. Hiraoka and all IDACA staff for their kind cooperation in the conduct of part-II of this training program successfully. He wished all the participants a comfortable journey back home.

**Mr. Masahito IWAHANA**, on behalf of MAFF, congratulated all the participants on successful completion of the training course. He expressed his heartfelt gratitude to ASIAN member States as well as people of Asian countries for their support and cooperation after the Great Eastern Japan Earthquake in March 2011. He gave an example of re-construction of Watari-cho in Miyagi Prefecture which was the biggest strawberry production area in the Tohoku district, which was hit by the Tsunami. Two years after the disaster, the farmers finally welcomed the spring of reconstruction this year and first fruits were harvested after the disaster.

He believed that it was very hard for the participants to study abroad because of different climates, food, culture, etc. He further believed that they would play an important role in their respective Agricultural Cooperatives through the knowledge and experience they gained from this training course to produce food, promote sustainable rural development and improve the standard of rural living. After a few years from now, MAFF will conduct a survey to check the progress of implementation of Action Plans of the participants. The result of the survey is quite important for MAFF to measure the outcome of the training course and make future plans. He appealed for cooperation in conducting the survey. At the end, he hoped that this training course would build a long-lasting good relationship between participants' countries and Japan.

**Mr. Hiraoka Keiji**, Executive Director of IDACA, congratulated all the participants on successful completion of the training course. He said that this training course was a long one – one month in India and one month in Japan and the participants were away from their respective homes for nearly two months. He hoped that the participants must have enjoyed the current spring season. He also explained as to why Japanese people like cherry blossoms. Cherry blossoms are beautiful because they scatter. There is nothing eternal in the world. Japanese people find beauty in their fragile nature and take for granted that flowers represent the people's transience of life. Cherry blossoms have rather lighter shade and delicate colors. They don't make a striking impression on the eye but Japanese people might prefer those simple and plain beauty to elegant roses that have thorns. He wished all the participants a comfortable journey back home.

**Ms. Dhiyana Fathimath**, the participant from Maldives extended a vote of thanks on behalf of all the 13 participants. Excerpts of her speech are re-produced below:

"A long term international training program like this cannot happen overnight. We have realized that the wheels started rolling months ago. We have been fortunate enough to be facilitated and administered by a group of very motivated and dedicated professionals who know their job at best and are extremely result oriented.

Ladies and Gentlemen, we have gathered that the Regional Director of ICA-AP Dr. Chan Ho Choi has been the driving force behind this whole process. His vision, interest and hard work once again culminate in another success story. I wish to thank him for the efforts he has put into making this incredible training course a reality.

The Ministry of Agriculture, Forestry, and Fisheries (MAAF), Government of Japan provided the financial resources for organizing this workshop which ensured smooth running of this workshop. I would take this opportunity to express sincere thanks of all the participants and our respective countries to MAAF, Government of Japan, JA Group and Japanese people for their concern and grand contribution towards uplifting global agricultural cooperation

Organizing and coordinating a long term training program of this sort, in a multinational set-up with international participants, organizations and various other stakeholders is not at all an easy task. No one but Mr. Ashok Kumar Taneja could reach the level of perfection in this complicated coordination job. He was all time the best throughout this workshop. Dear Sir, you deserve our congratulations from all the stakeholders of this course, including our home countries and our families, for a job perfectly accomplished.

The staff of the ICA-AP must have worked extremely hard in the background to keep this program in order. They are not visible to us, but what matters most is their efforts, so, we must count them in this vote of thanks.

We, all the participants have been fortunate enough to be backed by IDACA, an institute stemmed by true professionalism, and who will find their place only among the best in the world.

I would like to express our gratitude to Mr. Hiraoka Keiji, Executive Director of IDACA, for creating a learning environment with grand scope and excellent coverage. We can't leave behind Mr. Usui Takeshi in this vote of thanks. He deserves our heartiest gratitude for his extraordinary coordination and facilitation. And I express sincere thanks to Mr. Nakashima, Mr. Abe, Mr. Terunima Mr. Suzuki, and entire IDACA administration for the great job done.

Let me put on record our tribute to IRMA and Indian Agricultural cooperative sector for the role they played in the first phase of this training course.

And my colleagues, we must thank each other for shared experience, thoughts, enthusiasm and spirit. We must thank each other for helping and looking after each other, way away from home.

Before concluding, let me express our sincere gratitude and appreciation to the Guest of Honor Dr. Chan Ho Choi, as well as Mr. Iwahana Masahito and rest of the honorable guests, who have graced this occasion, with their presence here today".

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The **Certificates of Participation** from ICA as well as from IDACA were awarded to the participants at the end of the concluding session by Dr. Chan Ho Choi and Mr. Hiraoka Keiji respectively. Mr. Charles Gould, Director-General, ICA and Dr Chan Ho CHOI, Regional Director, ICA-AP, signed the ICA Certificates of Participation while Mr Hiraoka Keiji, Executive Director of IDACA, signed the IDACA Certificates.

*(After completing the IDACA training program, the participants left Japan for their home countries on 12th April, 2013).*

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Mr. Hiraoka Keiji, Executive Director, IDACA, formally inaugurating the Program at IDACA, Japan



A group photo of the participants after the inaugural ceremony at IDACA



Welcome Lunch being hosted by IDACA



A classroom session in progress at IDACA



Chairman, JA Hadano, briefing the participants



Participants at JA Hadano.



Participants at the Direct Sales Shop of JA Hadano



Participants with the flower producing farmer at his farm house



A view of the wholesale market at Ota, Tokyo



Participants with the tomato growing farmer at his farm.



Participants at the Agricultural Research & Development Centre of JA Zen-Noh, Kanagawa Prefecture.





Participants at the Agricultural Research & Development Centre of JA Zen-Noh, Kanagawa Prefecture.



Briefing session at JA Enshu-Chuo



Group Photo of participants with officials of JA Enshu-Chuo



Participants at the Direct Sales Shop of JA Enshu-Chuo



Horticultural Products Distribution Centre of JA Enshu-Chuo



Participants at the Horticultural Products Distribution Centre of JA Enshu-Chuo



Participants at the Special Nursing Home "Toyoda Yuai-no Sato".



Inmates at the "Toyoda Yuai-no Sato".



Briefing Session at Collection and Shipment Centre of JA Ooigawa



Participants at Collection and Shipment Centre of JA Ooigawa



Participants at the lab of Collection and Shipment Centre of JA Ooigawa



Participants interacting with the Strawberry Grower Farmer at his farm house



Participants interacting with the Strawberry grower farmer at his farm house



Briefing Session at the office of Shizuoka Prefecture Union



Mr. Masahito IWAHANA, representative, MAFF, addressing the participants at the closing ceremony at IDACA



Dr. Choi awarding the 'Certificate of Participation' to the participants



Participants with dignitaries at the farewell dinner hosted by IDACA after the closing ceremony.



Participants at the sightseeing tour at Mt. Fuji

**2nd ICA-Japan Training Course on  
“FOSTERING CORE LEADERS OF AGRICULTURAL COOPERATIVES 2012”  
IRMA Module on ‘Agri-Cooperative Business Management, Leadership & Planning’**

February 20 – March 16, 2013

Venue: Conference Room, ETDC, IRMA

Session Plan

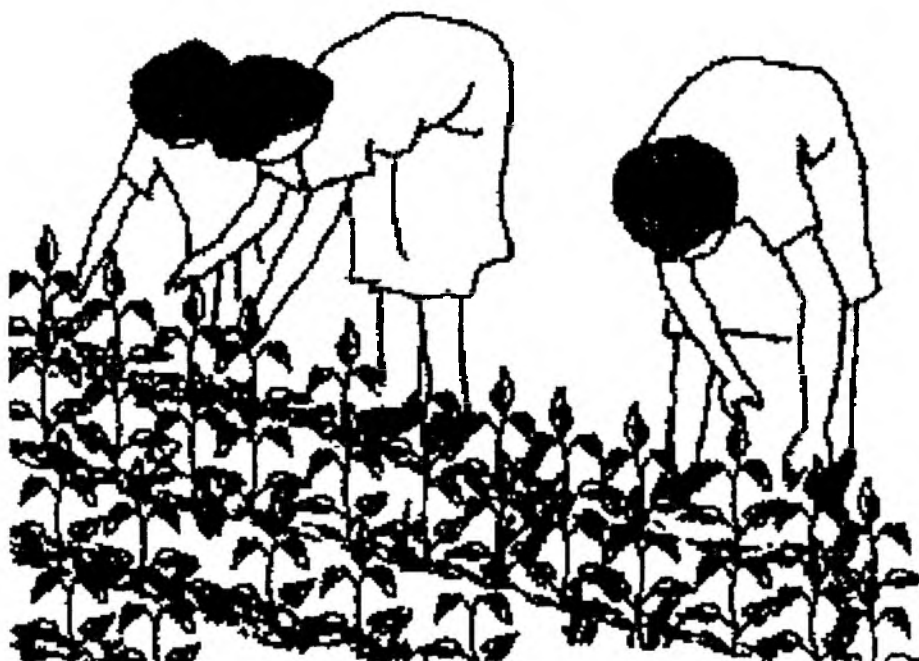
Date	09.15 – 10.45	11.15 – 12.45	14.00 –15.30	16.00 – 17.30
20.02.2013 (Wed.)	Inauguration and Orientation	Ice Breaking Prof. Hitesh Bhatt	Presentation of Draft Action Plan & Visit to Dairy Cooperative Society	
21.02.2013 (Thur.)	FAC-1	PM-1	Visit to AMUL Dairy	IGB-1
22.02.2013 (Fri.)	FAC-2	PM-2	MM-1	Visit to GCMMF
23.02.2013 (Sat.)	Visit to IFFCO, Kalol & Banas Dairy, Palanpur			
24.02.2013 (Sun.)	Free			
25.02.2013 (Mon.)	FAC-3	IGB-2	HRM-1	MM-2
26.02.2013 (Tue.)	FAC-4	IGB-3	HRM-2	MM-3
27.02.2013 (Wed.)	PM-3	FAC-5	MM-4	IGB-4
28.02.2013 (Thur.)	MM-5	IGB-5	Visit to Gambhira	FAC-6
01.03.2013 (Fri.)	GMAC-1	FAC-7	Visit to Amul Chocolate Plant	MM-6
02.03.2013 (Sat.)	Visit to Amaisad MPS, Ganadevi Sugar Miii, APMC Night Stay at Hotel Embassy, Surat			
03.03.2013 (Sun.)	Sight Seeing in Surat			
04.03.2013 (Mon.)	FAC-8	MM-7	GMAC-2	GMAC-3
05.03.2013 (Tue.)	FAC-9	Free	GMAC-4	GMAC-5
06.03.2013 (Wed.)	FAC-10	HRM-3	PM-4	FM-1
07.03.2013 (Thur.)	FM-2	PM-5	TB-1	TB-2
08.03.2013 (Fri.)	FM-3	HRM-4	IGB-6	PM-6
09.03.2013 (Sat.)	Workshop on Team Building (Sessions 3-6)			
10.03.2013 (Sun.)	Free			
11.03.2013 (Mon.)	BDP-1	BDP-2	BDP-3	BDP-4
12.03.2013 (Tue.)	FM-4	PM-7	Visit to IDMC	PM-8
13.03.2013 (Wed.)	FM-5	IGB-7	LS-1	FM-6
14.03.2013 (Thur.)	LS-2	LS-3	FM-7	HRM-5
15.03.2013 (Fri.)	FM-8	LS-4	Red Beads Experiment Prof. Hitesh Bhatt	HRM-6
16.03.2013 (Sat.)	BDP-5	BDP-6	Feedback & Valedictory	

**WRAP-UP SESSION, ICA ASIA & PACIFIC**

**NEW DELHI**

**March 16 – 17, 2013**

- March 16, Sat.** Return to New Delhi via Ahmedabad;  
Collect baggage from ICA-AP;  
Stay at Hotel Vikram, New Delhi
- March 17, Sun.** Sight-seeing in Delhi in the forenoon  
Farewell Dinner in the evening  
20.00 Lv. Delhi TG 316 01:00\*
- March 18, Mon.** Ar. Narita, Japan. TG 676 15:45
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**Program of the 2nd ICA-Japan Training Course on "Fostering Core Leaders of  
Agricultural Cooperatives" in FY2012**

**March 18 - April 12, 2013**

Month	Date	Program	
March	18 Mon		Arrival of participants
	19 Tue	Orientation / Opening Ceremony	(L) Japanese Society & Economy ~ from the viewpoint of Cooperatives (Mr. Yukio ABE, IDACA)
	20 Wed	(L) Historical Development of Japanese Agriculture and Agricultural Cooperatives (Mr. Toru NAKASHIMA, IDACA)	(L) Organizations and Business Activities of Japanese Agricultural Cooperatives (Mr. Toru NAKASHIMA, IDACA)
	21 Thu	(L) Focal Points for Establishing Agricultural Cooperatives	cont. (Mr. Hiroshi TERUNUMA, IDACA)
	22 Fri	Presentation of Draft of Action Plan (1)	Presentation of Draft of Action Plan (2) /Guidance for its Finalization
	23 Sat	Sightseeing in Tokyo	
	24 Sun	Free	
	25 Mon	(V) Visit to JA Hadano ~ Subject: Management of Agricultural Cooperative and Function of the Members' Organizations	cont. Observation of JA's facilities (Direct Sales Shop, Production Material Store, etc.) ⇒ Visit member farmers of the JA
	26 Tue	(L) Distribution System of Agricultural Products and Marketing Business of Agricultural Cooperative & Function of Wholesale Market~Marketing and Purchasing Business of Agricultural Cooperative (Mr. Koh HARADA, Expert)	
	27 Wed	(L) Education Activities of JA and Case study of JA Knagawa Training Center (Mr. Tadafumi KIGASAWA, Expert)	
	28 Thu	(V) Visit to Tokyo Metropolitan Central Wholesale Market (Ohta Market)	(V) Visit to ZEN-NOH R&D Center
	29 Fri	Group Discussion on the issues related to the first half of the Program (& Guidance for finalizing Action Plan) (L) "My experience on fostering Agricultural Cooperatives in Developing Countries" (Mr. Hideo YAMAUCHI, Expert)	
	30 Sat	Free	
	31 Sun	Free	
April	1 Mon	Move to Shizuoka Prefecture for Study Visit	cont.
	2 Tue	(V) Visit to JA Enshu-chuo ~ Subject: Outline of JA and their Business Activities	(V) Observation of the JA's facilities (Direct Sales Shop, Farm Product Distribution Center, Day Care Center)
	3 Wed	(V) Visit to JA Ooigawa ~Subject: Outline of the JA and their Business Activities ⇒ Observation of the JA's facilities (Collection & Shipping Center, etc.)	cont.Visit member farmer of the JA ⇒ (V) Visit to Ooigawa Fertilizer Plant (run by JA Shizuoka Prefectural Economic Federation)
	4 Thu	(V) Visit to JA Shizuoka Prefectural Union ~ Subject: Outline of the Agriculture and JAs in Shizuoka Pref.	(Return to IDACA)
	5 Fri	(L) Case Study on Distribution of Agricultural Products in South East Asia (Mr. Koh HARADA, Expert) (L) "Personal history of my agricultural cooperative movement" (Mr. Toshiaki TOBITA, Vice President, JA-Zenchu)	
	6 Sat	Free	
	7 Sun	Free	
	8 Mon	(L) Human Resource Development of Agricultural Cooperatives and Leadership Reinforcement (Mr. Yoshiaki OGANE, Expert)	
	9 Tue	Preparation of Action Plan	Preparation of Action Plan/Submission of Action Plan
	10 Wed	Presentation of Action Plans	Presentation of Action Plans
	11 Thu	Presentation of Action Plans	Evaluation Meeting / Closing Ceremony
	12 Fri	Leave IDACA for home counties	

2nd ICA-JAPAN Training Course on  
“Fostering Core Leaders of Agricultural Co-operatives-2012”

LIST OF PARTICIPANTS

BANGLADESH

1. **Ms. Farjana Sultana**  
Chairperson  
World Trust Multipurpose Cooperative Society Ltd.  
83/B, Mouchak Tower, (9<sup>th</sup> floor),  
Office No. 901, New Circular Road,  
Malibagh More,  
Dhaka-1217, Bangladesh.  
Tel. : +8802-9335507  
Mobile : +880 1710294435  
E-mail : rafiq.bp@gmail.com

BHUTAN

2. **Mr. Namgyal Chencho**  
Extension Supervisor I,  
Livestock Sector, Dzongkhag Administration Thimphu,  
Department of Livestock, Ministry of Agriculture and Forest,  
Livestock Sector, Dzongkhag Administration Thimphu,  
Bhutan.  
Tel. : +975-2-325099  
Fax : +975-2-334351  
Mobile : +97517624078  
E-mail : namgyal.chencho@yahoo.com
3. **Mr. Tenzin**  
Asstt. Marketing Officer,  
Department of Agricultural Marketing and Cooperatives  
Ministry of Agriculture and Forest,  
Lower Motithang, Thongsel Lam  
Thimphu, Bhutan.  
Tel. : +975-322909  
Fax : +975-324898  
Mobile : +975-77257788  
E-mail : decembertenzy@gmail.com

CAMBODIA

4. **Mr. Phirum Khiev**  
Official of Farmer Organizastion Office  
Department of Agricultural Extension  
General Directorate of Agriculture (GDA),  
Ministry of Agriculture, Forestry and Fisheries  
#200, Preah Norodom Blvd, Sangkat  
Tonie Basac, Khan Chamkar Mon,  
Phnom Penh, Cambodia  
Tel. : +855 23 210 948  
Fax : +855 23 210 948  
Mobile : +855 97 677 1617 / 10 83 54 36  
E-mail : phirum.khiev@gmail.com  
mak\_soemun@camnet.com.kh

- INDIA**
5. **Mr. Sunil Kumar**  
Field Officer, Purulia,  
Area Office, Midnapur,  
Indian Farmers Fertiliser Cooperative Ltd. (IFFCO)  
Raja Narendra Lal Khan Road (Station Road)  
P.O. Midnapore, Distt. Paschim Midnapore,  
West Bengal, India – 721 101  
Tel. : +91-3222-271153  
Fax : +91-3222-271618  
Mobile : +91-9832005945  
E-mail : fo\_purulia@iffco.in
6. **Mr. Jitender Nagar**  
Deputy Director (Cooperation),  
Ministry of Agriculture, Government of India,  
Krishi Bhawan, Dr. Rajendra Prasad Road,  
New Delhi-110001, India.  
Tel. : +91-11-23384309  
Fax : +91-11-23384309  
Mobile : +91-9911592787  
E-mail : jnagar.2011@rediffmail.com
- LAO PDR**
7. **Ms. Keo Oudone Philangam**  
Farmer Group Establishment Officer,  
Department of Agricultural Extension and Cooperative,  
Ministry of Agriculture and Forestry  
Department of Planning and Cooperation  
Division of International Cooperation  
Vientiane Capital, Lao PDR.  
Tel. : +856 21 415358  
Fax : +856 21 412343  
Mobile : +856 20 22441622  
E-mail : keoplng@yahoo.com  
laomafdopdic@gmail.com
- MALDIVES**
8. **Ms. Dhiyana Fathimath**  
SFCS Member,  
Southern Farmers' Cooperative Society  
Dhunfinige Feydhoo 19040  
Addu City, Maldives.  
Tel. : +960 7794282  
Mobile : +960 7994310; 7774310  
E-mail : dhia\_11@hotmail.com  
thayyib@adducity.gov.mv  
zahid@sfcsmaldives.org
- MYANMAR**
9. **Mr. Aung John Bo**  
Assistant Manager,  
Central Cooperative Society Ltd.  
Sayasan Plaza, 4th floor,  
Junction of Sayasan Road & New University Avenue Road,  
Bahan Township, Yangon, Myanmar.  
Tel. : +951 554687  
Fax : +951 553894  
Mobile : +959 420008271  
E-mail : ccscencoop@gmail.com  
aungjohnbo88@gmail.com



**10. Mr. Hla Htay**  
Managing Director,  
Aung Naing Toe Micro-credit & Rural Development Cooperative Society Ltd.  
No. 003, Building 16, 1st Street, A Block, Yuzana Garden City  
Dagonseikkan Township,  
Yangon, Myanmar.  
Tel. : +951 593207  
Fax : +951 553894  
Mobile : +959 73121060  
E-mail : ccscencoop@gmail.com  
antmccoop@gmail.com

**NEPAL**

**11. Mr. Rishikesh Lamichhane**  
Computer & Administration Assistant,  
National Cooperative Federation of Nepal  
House No. 116, Vanijya Marg, Bijuli Bazar,  
G.P.O. Box 11859  
Kathmandu 10, Nepal.  
Tel. : +977-1-4781510  
Fax : +971-1-4781326  
Mobile : +977-9841366747  
E-mail : ncf@wlink.com.np  
rishi\_kes@hotmail.com

**SRI LANKA**

**12. Mr. Gayan Rukshan Nambukara Thantrige**  
Chairman,  
Tissamaharama Multi Purpose Co-operative Society Ltd.,  
C/o National Co-operative Council of Sri Lanka,  
"Co-op. House," 455, Galle Road,  
Colombo-03, Sri Lanka.  
Tel. : +94 11 2587062  
Fax : +94 11 2585496  
Mobile : +94 773 770 901  
E-mail : gayan\_rukshan@yahoo.com  
accdc@sltnet.lk  
Nccsec@sltnet.lk

**VIETNAM**

**13. Mr. Duong Tuan Cuong**  
Trainer-Researcher,  
Vietnam Institute for Cooperative & Enterprise Management  
C/o Ms. VU Thanh Thuy  
International Relations Dept.  
Vietnam Cooperative Alliance (VCA)  
Duong Dinh Nghe Street,  
Yen Hoa ward, Cau Giay District,  
Hanoi, Vietnam.  
Tel. : +84.4.38431768  
Fax : +84.4.38431768  
Mobile : +84.9.1461.5566  
E-mail : duongcuongtuan@gmail.com

**ICA-AP COORDINATOR**

**Mr. Ashok Kumar Taneja**  
Manager (Admin.),  
International Co-operative Alliance - Asia & Pacific,  
9, Aradhana Enclave, R.K. Puram Sector-13,  
Ring Road, New Delhi-110066, India.  
Tel : +91-11-2688 8250 Ext. 108  
Fax : +91-11-2688 8067  
Mobile : +91-9810781244  
E-mail : taneja@icaroap.coop



## PARTICIPANTS

### 2nd ICA-Japan Training Course on Fostering Core Leaders of Agricultural Cooperatives-2012



India-Japan: 02 February to 12 April 2013



**Ms. Farjana Sultana**  
World Trust Multi-purpose  
Coop. Society Ltd.  
Dhaka, **Bangladesh**



**Mr. Namgyal Chencho**  
Ministry of Agriculture &  
Forest  
Thimpu, **Bhutan**



**Mr. Tenzin**  
Ministry of Agriculture &  
Forest  
Thimpu, **Bhutan**



**Mr. Phirum Khiev**  
Ministry of Agriculture,  
Forestry & Fisheries  
Phnom Penh, **Cambodia**



**Mr. Sunil Kumar**  
Indian Farmers Fertiliser  
Cooperative Ltd.  
Midnapur, (WB), **India**



**Mr. Jitender Nagar**  
Ministry of Agriculture,  
Government of India,  
New Delhi, **India**



**Ms. Keo Oudone Philangam**  
Ministry of Agriculture and  
Forestry  
Vientiane Capital, **Lao PDR**



**Ms. Dhiyana Fathimath**  
Southern Farmers'  
Cooperative Society,  
Addu City, **Maldives**



**Mr. Aung John Bo**  
Central Cooperative  
Society Ltd.  
Yangon, **Myanmar**



**Mr. Hla Htay**  
Aung Naing Toe Micro-  
credit & Rural Development  
Cooperative Society Ltd.  
Yangon, **Myanmar**



**Mr. Rishikesh Lamichhane**  
National Cooperative  
Federation of Nepal  
Kathmandu 10, **Nepal**



**Mr. Gayan Rukshan  
Nambukara Thanthirige**  
Tissamaharama Multi-  
Purpose Co-operative  
Society Ltd.,  
Colombo-03, **Sri Lanka**



**Mr. Duong Tuan Cuong**  
Vietnam Cooperative  
Alliance (VCA)  
Hanoi, **Vietnam**



**Mr. A.K. Taneja**  
Manager, ICA/JTC  
ICA - Asia & Pacific

# ICA Co-operative Identity Statement

## DEFINITION

A Co-operative is an autonomous association of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise.

## VALUES

Co-operatives are based on the values of self-help, self-responsibility, democracy, equality, equity and solidarity. In the tradition of their founders, Co-operative members believe in the ethical values of honesty, openness, social responsibility and caring for others.

## PRINCIPLES

The Principles of Co-operation are guidelines by which Co-operatives put their values into practice.

**First Principle: Voluntary and Open Membership:** Co-operatives are voluntary organisations, open to all persons able to use their services and willing to accept the responsibilities of membership, without gender, social, racial, political or religious discrimination.

**Second Principle: Democratic Member Control:** Co-operatives are democratic organisations controlled by their members, who actively participate in setting their policies and making decisions. Men and women, serving as elected representatives, are accountable to the membership. In primary Co-operatives, members have equal voting rights [one member one vote], and Co-operatives at other levels are also organised in a democratic manner.

**Third Principle: Member Economic Participation:** Members contribute equitably to, and democratically control, the capital of their Co-operative. At least part of that capital is usually the common property of the Co-operative. Members usually receive limited compensation, if any, on capital subscribed as a condition of membership. Members allocate surpluses for any or all of the following purposes: developing their Co-operative, possibly by setting up reserves, part of which at least would be indivisible; benefiting members in proportion to their transactions with the Co-operative; and supporting other activities approved by the membership.

**Fourth Principle: Autonomy and Independence:** Co-operatives are autonomous, self-help organisations controlled by their members. If they enter into agreements with other organisations, including governments, or raise capital from external sources, they do so on terms that ensure democratic control by their members and maintain their Co-operative autonomy.

**Fifth Principle: Education, Training and Information:** Co-operative provide education and training for their members, elected representatives, managers, and employees, so that they can contribute effectively to the development of their Co-operatives. They inform the general public – particularly young people and opinion leaders – about the nature and benefits of Co-operation.

**Sixth Principle: Co-operation among Co-operatives:** Co-operatives serve their members most effectively and strengthen the Co-operative Movement by working together through local, national, regional and international structures.

**Seventh Principle: Concern for the Community:** Co-operatives work for the sustainable development of their communities through policies approved by their members.



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