



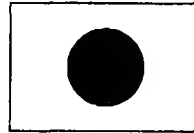
ICA-Japan Regional Training Project on Strengthening Management of Agricultural Co-operatives in Asia



– Report of the 19th Training Course

ICA Library
334:001.85
KUM-I
ICA 02492

ICA 02492



ICA-JAPAN TRAINING COURSE ON

**STRENGTHENING MANAGEMENT OF
AGRICULTURAL CO-OPERATIVES IN ASIA**

COURSE REPORT

**Nineteenth [19th] Training Programme
held in India, Indonesia and Japan.
December 15, 2004 – April 23, 2005**

Prepared by

Prem Kumar
Adviser-ICA/Japan AMT Program

334:00185



International Co-operative Alliance

ICA Secretariat : 15 Route des Morillons, CH-1218 Le Grand Saconnex, Geneva. Switzerland
ICA – Asia and Pacific : 9 Aradhana Enclave, R.K. Puram, Sector 13,
New Delhi 110066, India

ICA Library



ICA 02492

Report of the
19th ICA-Japan Training Course on
Strengthening Management of Agricultural Co-operatives in Asia
India-Indonesia-Japan
December 15, 2004-April 23, 2005

Report compiled by:

Prem Kumar
Adviser-ICA/Japan AMT Program

International Co-operative Alliance
Regional Office for Asia and the Pacific
9, Aradhana Enclave, R.K. Puram, Sector 13,
Ring Road, New Delhi 110066. India

Telephone: [91-11] 26888250
TeleFax : [91-11] 26888067
E-Mail : icaroap@vsnl.com

ICA Secretariat:

International Cooperative Alliance
15 Route des Morillons
CH-1218 Le Grand Saconnex
Geneva. Switzerland

Telephone : [41-22] 929-8888
Telefax : [41-22] 798-4122
E-Mail : ica@coop.org

June 2005 [200]

PRINTED IN INDIA

at Document Press, HS-14, Kailash Colony Market, New Delhi-110048
for the International Cooperative Alliance (ICA) - Asia & Pacific,
9 Aradhana Enclave, R.K. Puram, Sector 13, Ring Road, New Delhi 110066, and issued for internal circulation
and distribution among the ICA Member-Organisations, Course Participants and Resource Persons.



REPORT

of the 19th ICA-Japan Training Course on
Strengthening Management of Agricultural Co-operatives in Asia
India-Indonesia-Japan
December 15, 2004 – April 23, 2005

Submitted to:

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

By

The International Co-operative Alliance

June 2005



Preface

This report is the result of the successful implementation of the Nineteenth (19th) ICA-Japan Training Course on **Strengthening Management of Agricultural Cooperatives in Asia**, held in India, Indonesia and Japan, from December 15, 2004 to April 23, 2005. The International Cooperative Alliance [ICA] places on record its highest appreciation and gratitude to the Ministry of Agriculture, Forestry and Fisheries [MAFF], Government of Japan, for the generous financial contribution 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 Cooperation in Asia [IDACA], Tokyo, in the execution of this important training activity. The ICA is most grateful to all its member-organisations in India, Indonesia and Japan and other collaborating agencies and institutions for their assistance, advice, guidance and logistic support in the successful implementation of this training programme. The most spontaneous and willing cooperation was provided by, among others, the Indian Farmers' Fertiliser Cooperative Limited (IFFCO), Institute of Rural Management at Anand (IRMA), the Dewan Koperasi Indonesia [Dekopin] and other specialized agencies in the field of agriculture in Japan.

The ICA takes this opportunity to thank its member-organisations in the Asia-Pacific Region for sponsoring suitable candidates for participation in this training programme, which, I hope, will contribute significantly to the development of agricultural cooperatives as well as enhancing their human resource development base. The training course focuses on the development of technical capabilities of the managers by stressing on the concept of '*value-addition through agro-processing*' with an ultimate goal to achieve higher economic returns to the grass-root level farmer-members. Over the years, this course has earned a high level of recognition and acceptability among the successful managers of agricultural cooperatives in the Asia-Pacific Region.

The ICA is extremely grateful to Mr Shigeri Fukamachi, Managing Director of the IDACA for conducting the Part-II of the programme at IDACA and for organising study visits to important agricultural cooperatives in Japan. These visits facilitated the participants to meet the leaders and members of these successful institutions apart from the national, prefectural and primary level agricultural cooperatives.

I take this opportunity of commending the sincere efforts made by my colleagues at the Asia & Pacific office, especially, Mr. Shil-Kwan Lee, Regional Director, and Mr. Prem Kumar, Programme Adviser, in organising and conducting this training programme in a satisfactory manner.

Iain Macdonald
Director-General

International Cooperative Alliance
Geneva, Switzerland
June 2005

Foreword

It is a great pleasure to submit this Report of the 19th ICA/Japan Agricultural Management Training Course to the Director-General, ICA Geneva, for onward transmission and formal submission to the Ministry of Agriculture, Forestry and Fisheries [MAFF], Government of Japan. The contents of the training course was tuned to achieve two major objectives, namely, to improve the capabilities of managers to handle the agricultural cooperatives efficiently in the Asia-Pacific Region, and to understand how agro-processing activities are helpful in value addition to enhance the income of these agricultural cooperatives. The modules of this training programme are segmented on the basis of experiences gained over the years by the ICA-Asia & Pacific from its collaborator i.e., the ICA member-organisations, specialised institutions such as IRMA, IDACA and other institutions in the Region.

I am extremely happy to say that many of the beneficiary organisations, former participants, government agencies and cooperative leaders, have expressed their opinion that this programme is very useful and relevant to the changed WTO scenario.

I would like to take this opportunity to extend 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 for the successful implementation of this programme.

I would like to make a special mention of the generous support extended by the Indian Farmers' Fertiliser Cooperative Ltd., and its Fertiliser Marketing Development Institute (FMDI), the Institute of Rural Management at Anand [IRMA] in making Part-I of the programme more effective and useful. I also place on record my sincere thanks and gratitude to the management of our member-organisations viz., Dekopin/Lapenkop in Indonesia for arranging the study visit to important cooperatives for the young managers of the training course.

Last but not least, I would like to thank my colleague, Mr. Prem Kumar, Programme Adviser, for his apt handling of the course. Because of his hard work, this course has been successful. He is the one who is able to maintain togetherness and cohesiveness among the participants, and make sure that all participants are on the right track following the course.

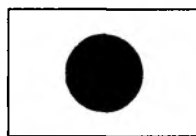
Shil-Kwan Lee
Regional Director [Asia-Pacific]

International Cooperative Alliance
Regional Office for Asia and the Pacific
9 Aradhana Enclave, R.K. Puram, Sector 13, New Delhi-110066. India
June 2005

**REPORT OF THE 19TH ICA-JAPAN TRAINING COURSE ON
STRENGTHENING MANAGEMENT OF AGRICULTURAL CO-OPERATIVES IN ASIA**
India-Indonesia-Japan. December 15, 2004 – April 23, 2005

CONTENTS

Preface	v
Foreword	vi
SECTION-I.....	1
Executive Summary	
SECTION-II	3
Course Report	
Chronology of ICA-Japan Training Courses Held	
Country-wise Participation in ICA-Japan Management Training Courses	
SECTION-III	10
Review of Management Practices in Agricultural Cooperatives in Asia and Comparative Field Study Visits in India and Indonesia	
SECTION-IV	23
Management Leadership Development Module – IRMA Segment	
SECTION-V	27
Inauguration of Part-II of the Training Programme held in Japan	
SECTION-VI	29
Comparative Field Study Visits in Japan in Tokyo, Iwate and Shimane Prefectures	
SECTION-VII	
End-of-the-Course Evaluation – Suggestions and Recommendations	35
SECTION-VIII	
Course Concluding Session and Award of Certificates of Participation	37
Annex-I Course Programme	39
Annex-II Course Participants	48
Annex-III Consolidated List of Participants [all 19 Training Courses]	50
Annex-IV List of Development Projects prepared [all 19 Training Courses]	57



Nineteenth [19TH] ICA-JAPAN
TRAINING COURSE ON
STRENGTHENING MANAGEMENT OF AGRICULTURAL COOPERATIVES IN ASIA
INDIA-INDONESIA-JAPAN. DECEMBER 15, 2004 – APRIL 23, 2005

SECTION-I

Executive Summary

The Nineteenth [19th] ICA-Japan Training Course on **Strengthening Management of Agricultural Cooperatives in Asia** was held in India, Indonesia and Japan, from December 15, 2004 to April 23, 2005. The programme was implemented by the International Cooperative Alliance [ICA] in collaboration with JA-Zenchu [Central Union of Agricultural Cooperatives of Japan] and the Institute for the Development of Agricultural Cooperation in Asia-Japan [IDACA]. A generous financial assistance was provided to the ICA by the Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan to conduct the programme. It was executed by the ICA in accordance with the agreement reached between the two organisations. The Course was held in the following two phases:

- Phase-I: ... Home Country Assignments [December 15, 2004-January 15, 2005]
 ... Programme held in India [January 16-March 4, 2005]
 ... Programme held in Indonesia [Mar 5-12, 2005]
Phase-II: ... Programme held in Japan at IDACA [March 13-April 23, 2005]

The twelve [12] participants to this Training Course were nominated by ICA Member-Organisations from ten countries i.e., Cambodia-01, China-01, India-02, Indonesia-02, Nepal-01, Pakistan-01, the Philippines-01, Sri Lanka-01, Thailand-01 and Vietnam-01.

The main objective of the Training Course was to help improve the capabilities of managers in agricultural cooperatives. It was expected that the trained managers, by using project-oriented approaches, help the basic members at the grassroots level to enhance and sustain their farm income. It was also expected that agricultural cooperatives introduce and accelerate the agro-processing activities to add value to the primary products of their members. This objective was sought to be achieved through intensive classroom teaching, skills development in producing and analysing development project proposals, exchange of experiences and study visits.

The India segment included three components i.e., [i] Review of Management of Agricultural Cooperatives in Asia and comparative Field Study Visits to national and primary level cooperative organisations in Delhi, Gurgaon & Rohtak, held at the Fertiliser Marketing Development Institute (FMDI) of Indian Farmers' Fertiliser Cooperative Limited (IFFCO) from January 17 to 31, 2005 [ii] Management Leadership Development Module at the Institute of Rural Management [IRMA] at Anand, from February 1 to March 2, 2005 and [iii] the wrap-up Sessions held in New Delhi (March 3-4). The third segment was on comparative field study visits to agricultural cooperatives and related institutions in Indonesia, which was conducted from March 5 to 12, 2005 with the active support and collaboration of the Dewan Koperasi Indonesia [DEKOPIN].

The Inaugural Session of the Course held on 17th January, 2005 was attended by Mr. D.K. Bhatt, Marketing Director of IFFCO, Mr. Shil-Kwan Lee, ICA Regional Director [Asia-Pacific], Mr Tomofumi Inoue, First Secretary in the Japanese Embassy in India, Mr S. Fukamachi, Managing Director, IDACA, Mr. D. Bhattacharya, Joint General Manager (HRD), IFFCO, Dr. R.N. Kundu, Sr. Manager (Trg), FMDI, and Mr. Prem Kumar, Adviser, ICA/Japan Training Course.

Before the start of the inaugural session, a two-minute silence was observed in the wake of tsunami tragedy.

Mr. T. Inoue, First Secretary, Embassy of Japan, expressed his happiness that the present series of ICA/Japan Training Course is proving an important tool in helping the cooperatives in Asia-Pacific region. In his inaugural address, Mr. D.K. Bhatt emphasised on the need for serving the members through cooperatives for their overall upliftment, needless to say that the usage in general is poor in Asian-Pacific region and India in particular. Mr. Shil Kwan Lee in his message highlighted the fact that the average size of land holding in the Asia-Pacific region is very small in comparison to their western counterpart and it is very difficult to face the competition coming from global environment and there is need for coming together in the form of cooperative.

The closing session at FMDI was chaired by Mr. Bhagwati Prasad, Chief Executive, National Cooperative Union of India (NCUI).

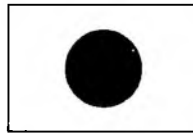
Mr Prem Kumar, Programme Adviser, ICA-Asia & Pacific was responsible for the conduct of the Training Course. The programme in Japan was held under the direction of Mr Shigeri Fukamachi, Managing Director of the IDACA. Mr. Y. Abe, Manager [Trg], and Ms. Eiko Oshita, Coordinator, were designated by IDACA as Programme Coordinators for the Part-II of the course.

As a part of their studies, the participants had produced 12 development project proposals during their Home Country Assignments [HCAs] in accordance with the guidelines provided by the ICA. While at IRMA, the participants were imparted training in skills of developing project proposals.

The second part of the programme held at IDACA [March 13 to April 23] included extensive classroom work and study visits to agricultural cooperatives in and around Tokyo, Iwate and Shimane Prefectures in Japan. The focus of studies was on the historical development of the Japanese Agricultural Cooperative Movement, innovations, management practices, diversification and business promotion. The participants got acquainted with a variety of national level cooperative federations and other institutions in Tokyo, and held discussions with leaders, members, managers and staff of agricultural cooperatives in Japan.

A continuous process of evaluation and appraisal has been followed throughout the term of the Training Course, e.g., at the end of each component, through evaluation forms and group discussions. An End-of-the-Course Evaluation was conducted at the conclusion of the Training Course. Certificates of Participation were awarded to the participants at a concluding session held at the IDACA in Tokyo before their departure for their home countries.

As up to the end of the 19th Training Course a total of 279 managers of agricultural cooperatives from 15 countries of Asia had attended the training programmes. They prepared a total of 276 project proposals on topical subjects.



REPORT OF THE NINETEENTH [19TH] ICA-JAPAN TRAINING COURSE ON
STRENGTHENING MANAGEMENT
OF AGRICULTURAL COOPERATIVES IN ASIA
India-Indonesia-Japan. December 15, 2004 - April 23, 2005

SECTION-II

COURSE REPORT

01 Background

The Regional Training Project on **Strengthening Management of Agricultural Cooperatives in Asia** was launched by the International Cooperative Alliance [ICA] in 1986 after holding successful negotiations between the Central Union of Agricultural Cooperatives of Japan [JA-Zenchu], a Member-Organisation of the ICA from Japan, and the Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan. The Project was launched for strengthening agricultural cooperative activities in the Asian Region through leadership training in new approaches in management practices and adoption of the concept of “*Value-Addition through Agro-Processing*”.

The ICA, an international non-governmental organisation established in 1895, was chosen by the MAFF as the most suitable international organisation for bringing about these changes in the cooperative system in Asia. Within the United Nations, the ICA enjoys Category-1 Status with the UN Economic and Social Council [UN-ECOSOC]. The ICA has affiliates in 90 countries with 251 national cooperative organisations and four international organisations serving over 800 million individual members worldwide. The ICA-Asia & Pacific operating from New Delhi, India, since 1960, serves 53 national level cooperative organisations from 21 countries and the ACCU.

02 Project Objectives

Development Objective: The overall objective of the Project is “*to help strengthen and improve agricultural cooperative performance in the Asia-Pacific Region in order to bring about a qualitative improvement in cooperative services to member-farmers at the grass-roots level. The overall aim is to help increase member’s income, help improve his standard of living and ensure active member participation in the business and operations of agricultural cooperatives.*”

Immediate Objectives: With a view to achieve the main development objective, a set of immediate objectives has been developed. These are:

- i] To examine the present organisational structure of agricultural cooperatives in Asia and the Pacific Region and discuss on the basis of results obtained so far and the applicability of an integrated cooperative system for a more effective and result-oriented development process;

- ii] To introduce various forms of improved managerial practices in cooperative functioning supported by backward, forward, horizontal and vertical linkages at appropriate levels;
- iii] To introduce business planning for value addition through cooperative management with special reference to decisions on location, capacity, budgeting, investment, costing and in evolving pricing policies;
- iv] To evolve a project-oriented development approach in cooperatives, and introduce methods for project preparation, appraisal, implementation, monitoring and evaluation;
- v] To study working of multipurpose, single-purpose and commodity-based cooperatives and examine the applicability of their experience in the participating countries;
- vi] To study various ways of resource mobilisation for cooperative development; and
- vii] To induct managerial personnel in farm guidance and better-living activities for cooperative member-farmers in order to increase farm productivity and ensure their welfare and greater participation in cooperative activity.

03 Acknowledgements

In the implementation of the 19th Training Course, the ICA has received full support and excellent cooperation from the Central Union of Agricultural Cooperatives of Japan [JA-ZENCHU], a Member-Organisation of the ICA from Japan; the International Affairs 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 [IRMA] at Anand, India; the National Cooperative Union of India [NCUI], New Delhi; the Indian Farmers' Fertiliser Cooperative Limited [IFFCO], New Delhi, and its Fertiliser Marketing and Development Institute [FMDI], the National Agricultural Cooperative Marketing Federation of India [NAFED-India], the Dewan Koperasi Indonesia (DEKOPIN)/Lapenkop, other ICA Member-Organisations and numerous other cooperatives institutions in the Region. The ICA is grateful to their leaders, managers and members of agricultural cooperative organisations in India, Indonesia and Japan, for receiving the participants and for providing them with information and advice on their operations.

04 The Nineteenth Year of the Regional Project

During the nineteenth years of the Project, 279 managerial personnel, both men and women, working in middle to senior level positions in agricultural cooperatives or in their apex level organisations from 15 countries from Asia, i.e., Bangladesh-17, Cambodia-01, China-29, India-42, Indonesia-22, Iran-03, Korea-20, Malaysia-17, Myanmar-11, Nepal-07, Pakistan-13, Philippines-27, Sri Lanka-25, Thailand-23 and Vietnam-22 were trained. By and large, a majority of the participants were selected from cooperative organisations, having direct relationship with activities aimed at serving the farmer-members of agricultural cooperatives.

05 Financial Support to the Project

- Generous Contribution from the MAFF-Government of Japan

The positive decision of the Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan to contribute funds to the ICA for the nineteenth year of the Project was followed by a grant for its implementation. The financial contribution made by the MAFF has gone a long way to help improve the skills and capabilities of managers who are managing their agricultural cooperatives in their respective countries in the Region. The ICA is highly appreciative of the contribution made and grateful to the Government of Japan for this gesture.

06 Administrative Arrangements for the Project

Mr. Prem Kumar, Adviser, ICA/Japan AMT Programme, lead the regional project from ICA- Asia & Pacific. The entire Training Course was co-ordinated and implemented by him for its full duration, under the direction of the Regional Director [Asia & Pacific].

The Part-II of the training programme held in Japan at IDACA was conducted under the direction and guidance of Mr Shigeri Fukamachi, Managing Director of IDACA. Mr Y. Abe, Manager [Trg], and Ms. Eiko Oshita, Coordinator, were designated by the IDACA as the Programme Co-ordinators for this part.

07 Project Implementation Schedule

The following Implementation Plan consisting of three phases was prepared for the Project:

I. Planning Phase: July 01-November 25, 2004

- Developing curricula and syllabi including planning of technical session modules and field visits in consultation with the Institute of Rural Management, Anand; and ICA's member-organisations in India;
- Planning the comparative field study visits programme in India and Indonesia in consultation with the ICA member-organisations;
- Sending invitation letters to ICA member-organisations to sponsor suitable candidates for the 19th Training Course;
- Selection of participants and finalising arrangements for their studies, travels and accommodation;
- Practical arrangements for organising the first part of the Course in India and Indonesia including holding consultations with IDACA for conducting Part-II of the programme in Japan; and
- Financial arrangements for the Training Course.

II. Implementation Phase: December 15, 2004-January 15, 2005

- Home Country Assignments [HCAs] for actual preparation of project proposals by the selected participants in their own countries. December 15, 2004 - January 15, 2005;
- Part-I of the Course in India, including comparative field study visits, during the period January 15-March 4, 2005. Field Study Visits in Indonesia, March 5-12, 2005;
- Part-II of the Training Course at IDACA, Tokyo. March 13-April 23, 2005;
- Final End-of-the-Course Evaluation and the Concluding Session in Tokyo. April 22, 2005; and
- Departure of participants from Japan to their respective countries, April 23, 2005.

III. Reporting Phase: April 23-June 30, 2005

- Preparation of narrative and financial reports of the 19th Training Course and their eventual submission to the MAFF-Government of Japan.

08 Design of Training Course Programme

The implementation of the Project Plan of Action [Implementation Schedule] as submitted by the ICA and approved by the MAFF remained steady. The objectives set for the Project were achieved. Course contents and implementation strategies were continuously improved based on the feedback and evaluation.

The day-to-day programme of the Training Course, as followed, is placed at **Annex-I**.

09 Reporting and Evaluation

The period from the end of the Training Course in Japan to the end of the Project period was utilised to prepare the work report and financial statements for submission through the ICA Secretariat in Geneva to the MAFF, Government of Japan.

10 Course Participants

- Selection Procedures & Participating Countries

Upon receipt of confirmation from the Government of Japan to implement the training project, the ICA invited nominations from its member-organisations in the Region. For this purpose a nomination form was used, and criteria for selection of participants established and explained. A period of two months was given to the member-organisations

to sponsor candidates. Based on the nominations received from the ICA member-organisations, and in consultation with IDACA, selection of candidates was finalised. Twelve [12] participants were consequently selected from 10 countries viz., Cambodia-01, China-01, India-02, Indonesia-02, Nepal-01, Pakistan-01, Philippines-01, Sri Lanka-01, Thailand-01 and Vietnam-01. Out of them, four were women.

A list of Course participants is placed at **Annex-II**.

A list of all the former participants who had attended all the 19 Training Courses is placed at **Annex-III**.

11 Locations of Training Activities

A part of the sessions of the Part-I of the Course was held at IFFCO's Fertiliser Marketing Development Institute [FMDI] in Gurgaon, and at the campus of the Institute of Rural Management, Anand [IRMA].

The comparative field study visits in Indonesia were arranged by the Dewan Koperasi Indonesia (Dekopin) through its training institute, viz. The LAPENKOP Nasional at Bandung, to primary level cooperative organisations, agricultural cooperatives and other cooperative institutions in and around Bandung.

Part-II of the Training Course was held at the IDACA premises in Tokyo, Japan, under an agreement signed earlier between the ICA- Asia & Pacific and the IDACA. Comparative field visits to agricultural cooperative organisations in and around Tokyo and in Iwate and Shimane Prefectures were organised in Japan in collaboration with the IDACA and agricultural cooperative organisations in these two prefectures.

12 Pedagogy Followed

Except during the regional review period, the entire Course programme in India was based on modules prepared for each topic. Besides introducing the subjects, group discussions were held mainly to clarify issues. Computer inputs were made specifically for financial and project management modules and their applications.

During Part-II of the Training Course held at IDACA, the lecture method was combined with group discussion method. Some lectures were based on case studies prepared by the lecturers. Documentary and video films were used. Group discussions were arranged on the basis of questions posed to the participants.

As an integral component of the programme design, a number of comparative field study visits to agricultural cooperative institutions were made in India, Indonesia and Japan. A list of the institutions visited by the participants during the period of the Training Course is given below:

India

Study visits in and around Delhi and Haryana

- International Cooperative Alliance [ICA]-Asia & Pacific, New Delhi
- National Cooperative Union of India-NCUI, New Delhi
- National Agricultural Cooperative Marketing Federation of India Ltd. [NAFED], New Delhi
- Fertiliser Marketing Development Institute [FMDI of IFFCO], Gurgaon, Haryana
- IFFCO's Farmers Service Centre, Rohtak, Haryana,
- IFFCO's adopted village, Patuwapur, Rohtak, Haryana

Study visits in Gujarat State

- Institute of Rural Management [IRMA], Anand, Gujarat
- Navali Milk Producers' Cooperative Society Ltd., Navali
- AMUL Dairy, [Anand Milk 'Cooperative' Union Limited], Anand, Gujarat
- Dairy Museum at AMUL, Anand, Gujarat

- Krishak Bharati Cooperative Ltd., KRIBHCO Fertiliser Plant, Hajira, Surat. Gujarat
- Gujarat Cooperative Milk Marketing Federation [GCMMF], Anand
- Mother Dairy Plant at Gandhinagar, Gujarat
- IFFCO Production Unit at Kalol, Gujarat

Indonesia

- LAPENKOP (The Cooperative Education and Training Development Institution)
- Indonesian Cooperative College (IKOPIN)
- Dairy Cooperative of North Bandung, Lembang (KPSBU)
- GKSI (Secondary Dairy Cooperative at provincial level), West Java
- Paprika Cooperative
- Cooperative Handicraft "Mitra Pandan" Rajapolah Tasikmalaya
- Handicraft Central Market, Rajapolah, Tasikmalaya
- KOPINKRA Ulat Sutra "Silk Worm Coop" Ciawi, Tasikmalaya
- DEKOPINWIL, West Java
- Dinas Koperasi (Cooperative Department at provincial level), West Java

Japan

- Institute for the Development of Agricultural Cooperation in Asia-IDACA, Tokyo
- JA Iwate Chuo
- Iwate Prefecture Agricultural Research Centre
- JA Iwate Hanamaki
- JA Sawada
- JA Shimane Prefectural Union
- JA Zen-noh Shimane Headquarter's facilities (processing related facilities)
- JA Kunibiki
- Agricultural Research and Development Centre of JA Zen-noh

Chronology of ICA-Japan International Training Courses on “Strengthening Management of Agricultural Cooperatives in Asia” held from 1986-87 to 2004-2005

<i>Course</i>	<i>Dates</i>	<i>Countries Where Courses Held</i>	<i>Participating Countries</i>
01	Nov 01 1986- May 03 1987	India, Thailand, Japan, and Republic of Korea	Bangladesh, China, India, Indonesia, Korea, Malaysia, Philippines, Sri Lanka, Thailand [09]
02	Oct 26 1987- May 10 1988	India, Thailand, Japan and Republic of Korea	Bangladesh, China, India, Indonesia, Korea, Malaysia, Philippines, Sri Lanka, Thailand [09]
03	Oct 24 1988- May 07 1989	India, Thailand, Japan and Rep. of China	Bangladesh, China, India, Korea, Malaysia, Pakistan, the Philippines, Sri Lanka and Thailand [09]
04	Oct 23 1989- May 10 1990	India, Thailand, Japan, and Republic of Korea	Bangladesh, China, India, Korea, Malaysia, Pakistan, the Philippines, Sri Lanka and Thailand [09]
05	Oct 22 1990- May 10 1991	India, Thailand, Japan and Republic of Korea	Bangladesh, China, India, Korea, Malaysia, Pakistan, the Philippines, Sri Lanka and Thailand [09]
06	Oct 21 1991- May 10 1992	India, Thailand, Japan and China	Bangladesh, China, India, Indonesia, Iran, Korea, Malaysia, Pakistan, Philippines, Sri Lanka, Thailand and Vietnam [12]
07	Nov 09 1992- May 08 1993	India, Thailand, Japan and Republic of Korea	Bangladesh, India, Indonesia, Iran, Korea, Malaysia, Pakistan, Philippines, Sri Lanka, Thailand and Vietnam [11]
08	Oct 20 1993- Apr 21 1994	India, Sri Lanka, Thailand and Japan	Bangladesh, India, Indonesia, Iran, Korea, Malaysia, Myanmar, Pakistan, Sri Lanka, Thailand and Vietnam [11]
09	Oct 17 1994- Apr 22 1995	India, Indonesia, Japan	Bangladesh, India, Indonesia, Korea, Myanmar Philippines, Vietnam [07]
10	Oct 18 1995- Apr 20 1996	India, Malaysia, Japan	Bangladesh, China, India, Indonesia, Korea, Malaysia, Myanmar, Pakistan, Philippines, Sri Lanka, Thailand, and Vietnam [12]
11	Nov 03 1996- Apr 20 1997	India, Sri Lanka, Japan	Bangladesh, China, India, Indonesia, Malaysia, Myanmar, Pakistan, Philippines, Sri Lanka, Thailand, and Vietnam [11]
12	Oct 20 1997- Apr 23 1998	India, Philippines, Japan	Bangladesh, China, India, Indonesia, Malaysia, Myanmar, Pakistan, Philippines, Sri Lanka and Vietnam [10]
13	Nov 16 1998- Apr 24 1999	India, Nepal, Japan	Bangladesh, China, India, Malaysia, Myanmar, Nepal, Pakistan, Philippines, Sri Lanka, Thailand and Vietnam [11]
14	Nov 12 1999- Apr 22 2000	India, Thailand, Japan	China, India, Indonesia, Malaysia, Myanmar, Philippines, Sri Lanka, Thailand, Vietnam [09]
15	Nov 16 2000- Apr 28 2001	India, Malaysia, Japan	Bangladesh, China, India, Indonesia, Malaysia, Myanmar, Nepal, Pakistan, the Philippines, Sri Lanka, Thailand and Vietnam [12]
16	Nov 14 2001- Apr 21 2002	India, Sri Lanka, Japan	Bangladesh, China, India, Indonesia, Myanmar, Nepal, Pakistan, the Philippines, Sri Lanka, Thailand and Vietnam [11]
17	Nov 26 2002- Apr 19 2003	India, Thailand, Japan	Bangladesh, China, India, Indonesia, Malaysia, Nepal, the Philippines, Sri Lanka, Thailand and Vietnam [10]
18	Dec 15 2003- Apr 17 2004	India, Vietnam Japan	Bangladesh, China, India, Indonesia, Malaysia, Nepal, The Philippines, Sri Lanka, Thailand and Vietnam [10]
19	Dec 15 2004- Apr 23 2005	India, Indonesia, Japan	Cambodia, China, India, Indonesia, Malaysia, Nepal, Pakistan, The Philippines, Sri Lanka, Thailand and Vietnam [10]
Total Number of Attending Participants			279
Total Number of Training Courses Held			019
Total Number of Countries covered under the Project			015
Total Number of Project Proposals Prepared by the Attending Participants			276

		Countrywise Participation in ICA-Japan Agricoops Management Training Courses During 1986-87 to 2004-2005															TOTAL				
Country/ Year	Course Number	1986-87 No. 01	1987-88 No. 02	1988-89 No. 03	1989-90 No. 04	1990-91 No. 05	1991-92 No. 06	1992-93 No. 07	1993-94 No. 08	1994-95 No. 09	1995-96 No. 10	1996-97 No. 11	1997-98 No. 12	1998-99 No. 13	1999-2000 No. 14	2000-2001 No. 15	2001-2002 No. 16	2002-2003 No. 17	2003-2004 No. 18	2004-2005 No. 19	TOTAL
01	Bangladesh	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	17
02	Cambodia	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	01	01
03	China	02	02	02	02	02	02	-	-	-	01	02	02	02	02	02	02	02	01	01	29
04	India	03	03	02	02	02	02	03	02	03	02	02	02	02	02	02	02	02	02	02	42
05	Indonesia	01	02	-	-	-	01	01	02	03	01	02	02	-	01	01	01	01	01	02	22
06	Iran	-	-	-	-	01	01	01	-	-	-	-	-	-	-	-	-	-	-	-	03
07	Korea	02	02	02	02	02	02	02	02	02	02	-	-	-	-	-	-	-	-	-	20
08	Malaysia	01	01	01	02	01	01	01	01	-	01	01	01	01	01	01	-	01	01	-	17
09	Myanmar	-	-	-	-	-	-	-	01	02	01	01	01	01	02	01	01	-	-	-	11
10	Nepal	-	-	-	-	-	-	-	-	-	-	-	-	02	-	01	01	01	01	01	07
11	Pakistan	-	-	-	-	-	-	-	01	-	01	01	01	01	-	01	01	-	-	01	13
12	Philippines	02	01	02	02	02	01	01	-	02	01	01	02	01	02	01	02	02	01	01	27
13	Sri Lanka	01	01	02	01	02	01	02	02	-	02	02	01	01	01	01	02	01	01	01	25
14	Thailand	02	02	02	02	02	01	01	01	-	01	-	-	01	02	01	01	02	01	01	23
15	Vietnam	-	-	-	-	-	01	01	01	02	01	02	02	02	02	02	01	02	02	01	22
TOTAL [15]		15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	12	12	279

SECTION-III

REVIEW OF MANAGEMENT PRACTICES IN AGRICULTURAL COOPERATIVES IN ASIA AND COMPARATIVE FIELD STUDY VISITS IN INDIA AND INDONESIA

Part-I of the Training Programme held in India and Indonesia
January 16-March 04, 2005

01 Introduction

Part-I of the Training Course consisted of the following segments:

India Segment covered:

- Home Country Assignments
- Review of Management of Agricultural Cooperatives in Asia & Field Study visits at FMDI/IFFCO
- Management Leadership Development Module at the IRMA
- Wrap-Up Session at New Delhi

Indonesia Segment covered:

- Comparative Field Study Visits in Indonesia

Part-II of the Training Course consisted of the following segments:

Japan Segment covered:

- Management Practices developed and adopted by the Japanese Agricultural Cooperatives
- Comparative Field Study Visits in Tokyo, Iwate and Shimane Prefectures in Japan

After having completed their Home Country Assignments, all the participants got together in India on the 16th of January 2005. A formal inaugural session was held on January 17, 2005 at FMDI, Gurgaon.

02 Inaugural Session of Part-I of the Programme

The 19th ICA-Japan Training Course on 'Strengthening Management of Agricultural Cooperatives in Asia' was formally inaugurated at the Fertiliser Marketing Development Institute (FMDI) of the Indian Farmers' Fertiliser Cooperative Limited [IFFCO] in Gurgaon (Haryana State) on January 17, 2005. The inaugural session was attended by Mr. D.K. Bhatt, Marketing Director, IFFCO, Mr. Shil-Kwan Lee, ICA Regional Director [Asia-Pacific], Mr. Tomofumi Inoue, First Secretary in the Embassy of Japan, Mr. S. Fukamachi, Managing Director, IDACA, Mr. Toru Nakashima, Deputy Manager (Trg), Mr D. Bhattacharaya, Joint General Manager (HRD), IFFCO, Dr. R.N. Kundu, Sr. Manager (Trg), IFFCO/FMDI, and Mr Prem Kumar, Programme Adviser from ICA-Asia & Pacific.

Mr. D Bhattacharya, Joint GM (HRD), IFFCO, welcomed the dignitaries and the participants to FMDI, Gurgaon, and said that the training courses at FMDI covers operational areas, intellectual development, value development, spiritual developments etc.

Mr. Prem Kumar, Programme Adviser, ICA-Asia & Pacific, welcomed the guests and the participants to the inaugural session. He congratulated the participants on their selection for the training course and wished them a very successful training programme. He expressed his gratitude to the Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Government of Japan for their continued cooperation and support to the programme and to the JA-Zenchu and IDACA for their active collaboration in the successful implementation of the programme. He also expressed the gratitude of the ICA to IFFCO and its Fertiliser Marketing Development Institute for providing generous support to the programme.

Mr. Shil Kwan Lee, ICA Regional Director [Asia-Pacific] appreciated IFFCO for its association with the programme. He mentioned that the average size of land holding in the Asia-Pacific region is very small in comparison to their western counterpart and it is very difficult to face the competition coming from global environment and there is a need for coming together in the form of cooperative.

Mr. S. Fukamachi, Managing Director, IDACA, expressed his grateful thanks on the successful implementation of this training course to IFFCO, ICA AP and to Mr. Inoue, First Secretary, Embassy of Japan in New Delhi. He said that the success of this course, which has been conducted for the past 18 years, is attributed to good understanding and cooperation of MAFF, ICA AP, JA-Zenchu and IDACA for improvement of the programme.... All the countries in the world are involved in the globalisation now. The Asian & Pacific countries are pressed to change their traditional economic and social systems by globalisation. But there are lot of issues to reform in this area. So we should consider carefully for the regional benefit and development in the globalisation when we make new projects...He hoped that during this long and rather tiring course the participants will take care of their health and that we will meet again in Japan.

Mr. Tomofumi Inoue, First Secretary, Embassy of Japan, said that the ICA has been organising this training programme for over a decade and a half, which has benefited scores of young managers of agricultural cooperatives from different countries of Asia-Pacific Region. He expressed his sincere thanks and appreciation to the eminent experts who are lending their services as faculty for the training course.... In the post-war period, Japan witnessed an unprecedented industrialisation, posing a serious question to the viability of agriculture in Japan. The cooperatives rose to the occasion and took the initiative of inducting new technologies, improved farm management, and marketing of their products. Through such initiatives the cooperatives helped Japanese farmers to substantially improve their economic situation and viability of agriculture in an economy that was fast transforming from agrarian to industrial one.... Mr. Inoue conveyed his good wishes for the success of the programme and hoped that the participants will take full advantage of the training programme. He further assured that MAFF, Government of Japan, should consider continuing support to ICA-Japan Training Course in the future.

Mr. D.K. Bhatt, Marketing Director, IFFCO, emphasised on the need for serving the members through cooperatives for their overall upliftment, needless to say that the usage in general in poor Asia-Pacific region and India in particular. He emphasized that the cooperatives are the tools for the development of common man in poor Asian countries. He cited the example of IFFCO's success, which started in 1967 with merely 57 members' cooperative societies and now has developed as the largest Fertilizer Manufacturer and Marketer (six million M/Tons fertilizer material per annum) Organisation of India. He said that India is a poor country with an annual per capita income of US\$ 420, about 25% people are still below the poverty line, and despite all development that has taken place in India after independence. He appealed to the participants to learn from this course and subsequently make efforts to help the underprivileged class through their respective cooperatives.

On the 18th & 19th January, each participant made excellent presentation of their Country Background Papers by using OHP and Power Point. The presentations revealed three distinct common facts in Asia & Pacific region: (i) that agriculture still contribute about 25%-of GDP in all the Asia-Pacific countries; (ii) that the agricultural cooperatives in Asia-Pacific region have mainly emerged as a state sponsored system rather than through the members cooperative movement; and (iii) that they are facing almost similar problems viz., lack of capital, infrastructure and professional management, over-dependence on state for finance, excessive administrative control through legislation and above all the politicisation.

On 29th January, a field study visit was conducted in Rohtak area. The participants attended a Field Day Function in IFFCO Village, Patuwapur, wherein they talked with local farmers about their life and work. During this visit the participants interacted with the officials of the Madina Cooperative Society.

Mr. Bhagwati Prasad, Chief Executive, National Cooperative Union of India (NCUI) chaired the closing session on The 31st January. He said: "In the past many senior and middle level managers from agricultural cooperatives have successfully participated in this programme which has helped them in developing their management leadership skills besides providing new ideas in improving management of agricultural cooperatives. The user organisations in the Asian Region have appreciated the contribution made by the MAFF of the Government of Japan and the ICA and have

found this programme effective and useful... On this occasion, I extend my cooperative greetings and felicitations to the ICA and the Government of Japan for organising this important training programme and wish the participants all success in their pursuit to attain professional excellence in their field of activity”.

Dr R. N Kundu, Senior Manager (Trg), IFFCO, proposed the vote of thanks to all the guests and hoped that all the participants would make use of the learning opportunity given to them and that they would enjoy their stay in India and at the FMDI.

03 Characteristics and Management Practices in Agricultural Cooperatives in the Participating Countries - A Brief Regional Overview

The first two days of the training programme were devoted to the review of agricultural cooperative situation based on the background papers prepared and presented by the participants from 10 countries.

01] Cambodia

Population: 13.7 million; total land area: 181,035 sq.km; total cultivable land area: 2.8 million ha; total irrigated land area: 250,000 ha; per capita income: US\$ 270; total number of cooperatives: 21; Membership: 935.

The Kingdom of Cambodia is a country in South-East Asia, located in the south-western part of the Indo-China peninsula. Cambodia covers a geographic area of 181,035 square kilometres. It has 11.4 million inhabitants (according to 1999 statistics). The ratio between male and female is 48.5 and 51.5 per cent respectively. The growth of population is 1.8 per cent per year. The official language of Cambodia is Khmer, while the second language (spoken by the educated older people) is French. However, in recent years English has gained popularity. Cambodia has two seasons – dry season from December to April and rainy season from May to November. The temperature varies from 19 to 38 degrees centigrade. Unreliable rainfall and flooding are major constraints on the development of agriculture.

While rice and most livestock production have increased significantly from 1990-91 to 2000-01, most other food and industrial production has remained stagnant. Livestock, which are an integral part of most farm system in Cambodia, have increased at a slower rate than rice production.

Over 10 million people currently live in rural areas. 85 per cent of rural people depend on agriculture, forestry and fisheries to support their livelihood. Approximately 55 per cent of rural people are in the age grouping of 19 or below in 1998 and pressure on natural resources are likely to increase significantly in the near future as these youth enter the workforce.

The average farming household cultivated about 1.4 ha of rice land in 2000-01. Their average yield was 1.9 ton per ha. About 2.8 million ha of agricultural land were cultivated in 2000-01 of which rice was grown in about 2.32 million ha.

Under the regime of Democratic Kampuchea (1975-79) all cooperatives were transformed into “popular communes” that operated on a collectivised basis with all activities directed to the furtherance of socio-political objectives of the government. After the 1979 overthrow of Democratic Kampuchea, collectives were transformed into “solidarity groups”. During early 1990s many development agencies found strong resistance to any form of group activity. These groups had no legal framework and largely the group determined organisational arrangements themselves, according to specific situation. According to a survey conducted by the Department of Agricultural Extension [DAE] in 1999 there are 1,065 farmer groups/organisations covering a wide range of activities. Presently the farmer organisations/cooperatives are quasi non-existent.

The DAE is a leading government organisation that contributes significantly toward the improvement of food security, rural income and agricultural production of Cambodia. Through its stewardship national and provincial extension programmes are well-coordinated, supported and managed by DAE and Office of Agricultural Extension [OAE] comprehensive and integrated extension services are effectively implemented by district-based extension agents. The mission of DAE is to improve the quality and yield of agricultural production within Cambodia in a sustainable manner. This will be achieved by providing effective leadership, support and improving the human resources of OAE and the District Agriculture Office [DAO] within a decentralised agricultural extension service managed by Provincial Department of Agriculture, Forestry and Fisheries [PDAFF] and implemented through DAO.



Mr. Shil Kwan Lee, Regional Director (Asia-Pacific) addressing the gathering at the inauguration of the IFFCO/FMDI Segment of the 19th ICA/Japan Training Course at FMDI, Gurgaon.



Mr. D.K. Bhatt, Marketing Director, IFFCO, delivering his inaugural address at the IFFCO/FMDI Segment of the 19th ICA/Japan Training Course.



Mr. Tomofumi Inoue, First Secretary (Agriculture), Embassy of Japan in India, delivering his address at the IFFCO/FMDI Segment.



A view of the gathering at the inauguration of the IFFCO/FMDI Segment



Mr. S. Fukamachi, MD, IDACA, delivering his address at FMDI, Gurgaon.



Group photo taken at the inauguration of the 19th ICA/Japan Training Course.



Participants with Dr. Kurien at the inauguration of the IRMA Segment of the 19th ICA/Japan Training Course.

02] China

Some of the basic indicators of China are as follows: Population-1.294 billion; Land Area-9.6 million sq.km, Cultivated land-123.5 million ha; Per capita income-US\$ 300. The main grain crops in China include rice, wheat, corn, soybeans and tuber crops. In the years 2003, total agricultural products imported: 132 billion.

China is a country with a large population and less arable land. The country is administratively divided into 23 provinces, 5 autonomous regions, 4 municipalities and 2 special administrative regions. With only 7% of the world's cultivated land, China has to feed one-fifth of the world's population.

Today, there are approximately 1,500 thousand all types of cooperatives in China, and the membership is approximately 200 million. There are three main cooperatives in China, the Supply and Marketing Cooperatives (SMCs), the Rural Credit Cooperatives and the Handicraft Industry Cooperatives.

The Supply and Marketing Cooperatives (SMCs) in China are the important agricultural cooperatives. They are cooperatives economic organizations whose members are chiefly farmers. They consist of the All China Federation of Supply and Marketing Cooperatives (ACFSMC), 31 provincial, 337 prefecture, 2,365 county federations and 26,000 primary societies, with a membership of 160 million farm households, 4.3 million employees and 500 thousands business outlets. The business turnover of SMCs amounted to 58 billion US\$ in 2003. In the last three years, the SMCs have been committed to internal reforms: through the 4 reconstructions (namely of the primary cooperatives, of the cooperative enterprises, of the cooperative federations and of the traditional business network), the SMCs are moving forward the industrialized operation of agriculture; through strategic alliances and cooperation, the SMCs are diversifying the ownership system; through active intake of external experiences, the SMCs have integrated themselves into the rural socialized service system, contributing enormously to agricultural industrialization and to social and economic development in the rural regions.

The ACFSMC is an organization combining the supply and marketing cooperatives throughout the country. It is the highest organ of administration of the SMCs. Its functions and tasks are to take charge of studying and formulating the development strategy and the development program for the nationwide SMCs and guide the development and reform of the SMCs throughout the country; to organize, coordinate and manage the business operation in the major means of agricultural production and farm and sideline products according to authorization by the government; to safeguard the right and the interests of the SMCs at all levels; to harmonize the relations between the cooperatives and other competent departments, guide the business activities of the SMCs throughout the country and promote the flow of goods between the cities and the countryside; to propagate and carry out the principles and policies concerning the rural economic word formulated by the Party Central Committee and the State Council; and to participate in various activities of the International Cooperative Alliance on behalf of China's cooperatives. It has 17 subordinate enterprises, 8 science and research institutes and 7 institutions and 13 national level specialized associations. It has played an important role in encouraging farmers to participate in the market, promoting the industrialized management of agriculture, providing services to farmers and agricultural production. It constitutes a vital link between the government and farmers.

03] India

Some of the basic indicators are as follows: Population-1027.05 million; Land area-306.25 million ha; Cultivated area-193.03 million ha; Share of agriculture in GDP-22.7%; Average land holding-1.5 to 2 ha; Total number of cooperatives of all type-550, 000; Membership-230 million; Per capita Income-US\$ 420 per annum. Major agriculture products include rice, wheat, sorghum, maize, coarse cereals, pulses, oilseeds, cotton, jute, sugarcane and horticultural crops.

Agriculture is the mainstay of the Indian economy and has transformed from food shortages to self-reliance and surplus owing to technological break through as well as policy and programmatic initiatives of the government. Agriculture contributes nearly 22.7% of Gross Domestic Product (GDP), 15.2% of total exports and about 65% of the population are dependent on agriculture for their livelihood. The agricultural output, however, depends on monsoon – nearly 60% of area sown is dependent on rainfall. The total food grain production in the year 2003-2004 is estimated to be 212.2 million tones against the food production of 201 million ones in 2002-2003 and 209.2 million tones in 2001-2002.

Cooperative Movement in India has been acknowledged as an important instrument towards achieving the socio-economic transformation of the rural areas with special emphasis on poverty alleviation. This movement has covered 100% of villages and 71% of rural households and have developed about 550,000 cooperative societies with a membership of 230 million in various segments like credit and banking, marketing, fertilizers, dairy, agro-processing, sugar etc.

The Cooperative Movement in India is one of the oldest in the Region and the largest in the world in terms of number of members and cooperative institutions. Starting as a credit cooperative movement in 1904, has now expanded into the various fields of cooperation such as marketing, agro-processing, fertiliser production and supply, production of heavy machinery, housing, consumer, fisheries etc. Agriculture is the strongest segment of the cooperative sector.

Most of the cooperatives are vertically integrated through their respective specialised federations or unions at the district, state and national levels. Primary cooperatives are affiliated to the district level unions/federations, which, in turn, are federated into state level unions/federations. 17 national level specialised federations, 140 state level unions/federations, and 31 Multi-state Cooperative Societies are members of the National Cooperative Union of India (NCUI) which is the spokesman and umbrella organisation of the entire Cooperative Movement in the country. NCUI is also one of the members of the ICA. The objectives of NCUI are to promote and develop the cooperative movement in India, to educate, guide and assist the people in their efforts to build up and expand the cooperative sector and serve as an exponent of cooperative opinion in accordance with cooperative principles.

The Indian Farmers' Fertiliser Cooperative Limited (IFFCO) is a cooperative organisation having a membership of about 37,337 cooperatives from village level to national level, spread over in 28 states and 2 Union Territories with a share capital of Rs.4568 million. It has emerged as world's largest fertiliser producing cooperative. It has established four modern plants located at Kandla and Kalol in Gujarat and at Phulpur and Aonla in Uttar Pradesh.

During 2003-2004, it produced 57.01 lakh tons of fertiliser material comprising 36.01 lakh tons of urea and 21 lakh tons of NPK/DAP. It has contributed 19.5 per cent to country's total nitrogenous fertiliser production and 24.4 per cent to total phosphate production. IFFCO sold 60.54 lakh tons of fertiliser material comprising 37.02 lakh tons of urea and 23.52 lakh tons of NPK/DAP during 2003-2004. It recorded turnover of Rs.59196 million and also earned a net profit of Rs.5127 million.

IFFCO has always advocated balance fertilisation use and focussed its agricultural extension activities to educate the farmers in the concept of balance fertiliser, use for sustainable agriculture through its dedicated field team at the grassroots level. Under the Cooperative Development Programme initiated in 1997-98, it has so far adopted 1050 cooperative societies. A charitable trust known as "Kisan Sewa Fund" (KSF) has been established to provide relief and rehabilitation to the victims in the wake of natural calamities likes floods, earthquakes, cyclones, fires, landslides and droughts etc. Pursuant to IFFCO's plans to diversify into areas other than fertilizer, IFFCO and Tokio Marine and Fire Insurance Company Limited, Japan, established a joint venture company known as "IFFCO Tokio General Insurance Co. Ltd." (ITGI) for undertaking general insurance business in India. IFFCO laid the foundation of a "Think Tank" and "Brain Bank" named as "IFFCO Foundation" to focus on strengthening primary cooperatives, social human resources and cultural development in cooperative sector, empowerment of women and youth, financial discipline and reforms in cooperatives.

04] Indonesia

Some of the basic indicators of Indonesia have been as follows: Population-233, 741,872, Total Land Area-1.9 million sq.km, Total Cultivable land- approximately 49.3million ha; Per capita income-US\$ 650; Total number of co-operatives – 77,295; Total co-operative Membership- 26,772,504. Main crops of Indonesia are: paddy, palm oil, rubber, coconut, cocoa, coffee, tea, sugar cane, and tobacco.

Agricultural co-operatives in Indonesia are organised in a three-tier structure. The multipurpose cooperatives [KUDs] at the primary level, which are federated into the PUSKUD at the provincial level and these, are affiliated to INKUD at the national level. There are at present 77,295 primary and secondary cooperatives, 7,325 Village Unit Coop [KUDs] and 69,970 Non Village Unit Coop. in Indonesia. The KUD is characterised by its multipurpose business with farmers, fishermen and handicraftsmen as its members. Most activities are anchored on agriculture. The main functions

of KUDs are [a] distribution of farm production inputs and consumer goods; [b] provision of credit and collection, processing and marketing of produce of members. Though the KUDs function on a multipurpose basis, their organisational strength is weak both in financial and business terms. Due to weak structural and financial link-up between the KUD, PUSKUD and INKUD, the cooperatives are not able to compete with private traders. Government training facilities are available for cooperative employees through its network of 30 provincial level cooperative training centres and one national level cooperative training centre.

The government as well as the Dewan Koperasi Indonesia [DEKOPIN] share member education and extension services. Private foundations and academies provide formal education in cooperatives. There is an Indonesian Cooperative Management College [IKOPIN] at the national level and eight cooperative academies in the country.

The main business activity of the National Federation of Rural Cooperatives (Induk KUD) is to support and aid the marketing and increases the network of products result by member (KUD) or primary cooperatives (Pusat KUD), either for the domestic market or exports. For the others, also to supply material required by members, to build production and processing centre, to support business development of members, and activities that aim to improve the quality of members.

Induk KUD has been entering the palm plantation business in the province of West Sumatra (west of Indonesia). Rice trading was focussed on the market in Java Island. This commodity was supplied from KUD in rice centres of West Java and Central Java. The community of coffee farmers produces Ninety per cent of the coffee. A number of Pusat KUD in Aceh, East Timor and South Sulawesi are joining Induk KUD to export coffee and get a good profit. The government has assigned Induk KUD and associates as balancing players in fertilizer import and trade so that Induk KUD had to become importer and distributor.

The Cooperative Education and Training Development Institution [LAPENKOP], which is owned by DEKOPIN [National Cooperative Council of Indonesia], establish the programme to enhance the empowerment of cooperative movement through education and training. It was established on 24th May 1995. The aim of LAPENKOP programme is to raise cooperatives members' income through more effective, democratically run and economically sustainable cooperative.

05] Nepal

Total population of Nepal is: 23.15 million; Land Area 147,181 sq.km; total cultivable land 4121000 ha; Per capita income US\$ 249; Total number of cooperatives 7445, Membership: 1.3 million; Main crops of the country: paddy, maize, wheat, millet, tea, oilseeds; the country is divided into three regions-Mountain, Hill and Terai. The mountain area covers 35% of the total area, hills covers 42% and the terai region covers 23%.

Agriculture is the backbone of the Nepalese economy. About 81.2% of the population is dependent on agriculture. It has provided employment to more than 65.7% of the labour force.

The agriculture contributes about 38.1% to GDP. In Nepal, there are several agro-based industries, related to vegetable, ghee, animal feed, tea, sugar, squash, noodle, Nepali pepper, wood products, jute, dairy, coffee, etc. The main agricultural commodities exported are raw jute, jute products, rice, oil seeds and pulses etc. Apart from these products, timber, tea, cardamom, products are also main sources of income from export.

In the context of unavailability of modern agricultural technology, institutional loan, storage facilities, market, cooperative is an appropriate device was introduced as one of the important segments under the First Five Year Plan (1956-61). The cooperative development activities have been continued until the present Tenth Five Year Plan (2002/2007).

The Cooperative Movement of Nepal has dramatically been changed by the enactment of Cooperative Act, 1992. But the cooperatives have numerical growth, the performance is still poor.

The National Cooperative Federation of Nepal Limited [NCF], an apex body of the cooperative movement of Nepal, registered on June 20, 1993 under the Cooperative Act, 1992, was voluntarily and jointly organised by cooperatives of different levels on the basis of universally accepted cooperative principles. At present NCF has a membership of 3 Central Co-operative Unions, 61 District Level Co-operative Unions and 10 Single Purpose Primary Co-operative

Societies. It represents 7445 primary cooperative societies operating throughout the Kingdom of Nepal with approximately 1.3 million members.

The NCF is promotional and development body since it is also engaged in a large volume of business activities for it to survive and sustain. In order to meet the growing demand for farm inputs, especially fertiliser and seeds, the Federation imports fertiliser from IFFCO in India. The Federation has been trying to re-energise its constituents, the district level cooperative unions to undertake more and more of business activities rather than limiting themselves to member education programmes.

Besides the Ministry of Agriculture & Cooperatives and the Department of Cooperative Development, there is also a government institution, the National Cooperative Development Board, which is responsible for the development of cooperatives and facilitation of cooperative business. The Cooperative Training Centre meets cooperative training needs, a government owned institution. Others sectors which are of significance in Nepal are the dairy cooperatives, savings and credit cooperatives and women's industrial cooperatives.

06] Pakistan

Total National Population 148.72 million; Total area: 796,095 sq. km; Cultivable land 22.5 million hectares; irrigated land 18.22 million hectares, wasteland 8.5 million hectares; Per capita income US\$ 652; agriculture contributes 23.3% of GDP; Main crops are wheat, rice, cotton, sugarcane, maize and oilseeds.

As of 2003-04, Pakistan had 61,870 cooperatives, out of which 48,153 were agricultural cooperatives. The total membership of the cooperatives was 3,434,968 members. Administratively the cooperatives are affiliated to the secondary federations at district level, and then to the provincial level federations and at the national level to the National Cooperative Union of Pakistan, which is the spokesman organisation for the entire Cooperative Movement, and a member of the ICA.

Pakistan's economy has undergone considerable diversification over the years. Yet the agricultural sector is still the largest sector of the economy with its present contribution to GDP at 23.3%. It accounts for 42% of the total employed labour force and is the large source of foreign exchange earnings by serving as the base sector for the country's major industries like textile and sugar.

During 2003-2004, the widespread rains and increased snowfall in the catchment areas contributed to an improvement in the water situation as agriculture grew by 2.6%. Major crops accounting for 34.2% of agriculture value added and minor crops contributing 12.4% to agricultural value added.

During 2003-2004, in Pakistan production of sugarcane was 53,419,000 tonnes, rice 4,848,000 tonnes wheat 19,767,000 tonnes and maize production was 1,771,000 tonnes. But cotton production was 10,048 (000 Bales). So major crops such as wheat, rice, cotton, sugarcane account for 9.1% of the value added in major crops.

It is well known that an efficient irrigation system is a prerequisite for increasing inflow of irrigated water arranged 131.185 million-acre (MAF) feet during the last 26 years. Against the level of average inflow in major rivers were 131.062 MAF in 2003-2004 or less by merely 0.1%. The canal head withdrawals averaged 98.603 MAF during 1977-78 to 2003-04 but declined to 97.501 MAF in 2003-04.

Pakistan emerged as one of the major cotton textile product suppliers in the world market with a share in world yarn grade of about 30% and 8% in cotton cloth. The share in textile in export earnings is 68% with value of around US\$ 7 billion. The value addition in the sector accounts for 9% of GDP and its share in overall employment is 38%. Sugarcane is a cash crop and serves as a major raw material for production of white sugar and gur. A small quantity of sugar is also produced from sugar beet. Its share in value added to agriculture and GDP are 4.2% and 1% respectively. Total sugar production in 2003-04 was 3746.9 (000 tonnes). The production of fertilizers like urea, nitro-phosphate and SSP, NPK was 5269 (000 tonnes) during 2003-04 and during 2002-03. The livestock is a major sector of agriculture in Pakistan, which accounts for 49.1% of agriculture value added and about 11.4% of the GDP. The role of livestock in rural economy may be realised from the fact that 30-35 million rural populations are engaged in livestock raising.

The Idara-e-Kissan (IK - Lahore Milk Plant) emerged from Pattoki Livestock Production Project (PLPP) which was

started in 1983 as a result of bilateral agreement between Government of Islamic Republic of Pakistan and Federal Republic of Germany through their representative organisation i.e. Livestock Development Department, Punjab, and GTZ (German Technical Cooperation). It was registered in 1989 as a non-profit organisation to increase the income of small holders or landless livestock keepers through improvements in livestock production. The activities undertaken by IK are in the field of feed and fodder, extension programmes, veterinary and A.I. services, milk marketing and women development and health programmes.

To help the farmers market their produce, an extensive system of milk collection, processing and marketing has been evolved by Idara-e-Kissan. Milk is collected from the villages and sent to the milk plants for processing and then is marketed through an extensive distribution network. The cooperative farmer members are being helped directly and indirectly.

The organisation has in-house training facilities like training rooms, television, video cameras, slide projector, overhead projector, soft board and black board to conduct its various training programmes.

07] The Philippines

Some of the basic indicators of the Philippines are as follows: Total population-86.2 million, Total land area-300,000 sq.km; Total coast area-34,600 kilometres; Total cultivable land-56,851 sq.km. Per capita income-US\$ 1200; Main crops include rice, corn, sugarcane, coconut, fruits, vegetables, tobacco and abaca.

Agriculture continues to play a dominant role in the Philippine economy. About 60% of its 86.2 million people residing in agriculture land or rural areas. Agriculture continues to form the backbone of the Philippine economy, accounting for 21 per cent of Gross Domestic Product (GDP). Agriculture-related manufacturing and services contributes as much as 50 per cent, thereby bringing the total contribution of the agricultural sector to 71 per cent of GDP, one of the highest in Asia. Agricultural productivity, however, remains very low. Agricultural imports amount to USD 500 million annually. This includes 600 metric tons of rice imported per year to meet local demands. Agriculture recorded a 4.091 per cent growth in 2001, in terms of value of production at constant prices, through the expanded outputs of all sub-sectors. Main contributors to this notable performance of the sector were poultry with a 7.80 per cent growth and 6.05 per cent from fisheries. Among the commodities, garlic posted biggest growth at 11.83%, followed by aquaculture and chicken at 10.31% and 10.12% respectively.

The Philippines, comprising 7,107 islands and islets with three main islands of Luzon, Visayas and Mindanao, is principally an agricultural country. 47% of its 86.2 million population is highly dependent on agriculture. Agricultural production in the country suffers almost every year due to typhoons.

Cooperatives in the Philippines cater to diverse needs of its membership, i.e. credit, consumer, marketing, services etc. and mostly are multipurpose in character. The new Cooperative Societies Act, [RA 6938], enacted in 1990, has made the cooperatives free from government interference and paved the way for a smooth and proper democratic development of the movement. The total number of cooperatives as of October 31, 2001, are 59,210, of which 85% cent are multipurpose with 56 per cent agricultural cooperative and 30 percent non-agricultural cooperative, and only 15 per cent, non-multipurpose/single purpose types of cooperative.

The National Confederation of Cooperatives [NATCCO], which is a member of the International Cooperative Alliance [ICA], is the tertiary level organisation of 2697 cooperatives – primary coop federations – across the Philippines. NATCCO was organised in 1977 by coop leaders. NATCCO's registration as a cooperative federation was confirmed by the Cooperative Development Authority [CDA] in December 1990. NATCCO is committed to work towards alternative socio-economic political system guided by self-reliance, democracy, nationalism, solidarity, justice, and gender equality; and evolve a strong and viable cooperative sector and Movement.

The Besao Multi-purpose Cooperative (BMPC) was founded on 7 April 1969 as a credit cooperative with just 25 members. Its initial service rendered was lending to farmer members. Through the years the BMPC continued to grow and now recognised as a bank-run institution in Besao Municipality serving its 2286 members as of August 2004, out of which 90% are farmers. It expanded its activities in other revenue-generating development projects such as crop and livestock production, expand its lending services to different loan windows, consumers store were opened. Which

offers variety of commodities, appliances, rice and agricultural inputs at affordable prices. Social, health and college educational services were offered.

BMPC's organisational structure is composed of the General Assembly (25% of the total membership), 7 Board of Directors and a Secretary, 27 Committee Officers from the different committees, namely, the Audit & Supervisory, Credit, Education & Training, Election, and Membership Committees, with 11 management staff.

With BMPC's more than three decades of operation, it has proven its record of stability, capability and credibility in the community aside from earning local and national awards. It is indeed a partner of the local government unit of the municipality in serving the needs of its people and members in that the government or private sector cannot provide.

08] Sri Lanka

Some of the basic indicators of Sri Lanka are as follows: Total population-19, 007 million; Total land area-62, 705 sq.km; Average land holding is 1.35 ha; Total number of cooperatives 10,518; Total co-operative membership 5.59 million; Per capita income- US\$ 935; Main crops: paddy, tea, coconut and rubber.

Agriculture is the most important sector of Sri Lanka an economy. It gives employment to at least 34% of the economical active population with high degree of subsistence farming. Paddy, coconut, tea, rubber, spices, roots, maize, fruits and vegetables are the principal agricultural products. Tea, rubber and coconuts are large-scale plantations and are export crops. Despite various efforts, Sri Lanka's agriculture continues to suffer from natural shocks, technology gaps, low investment, inadequate availability of quality inputs, inadequate funding, transportation problems, marketing problems and the lack of a consistent set of trade and tariff policies.

Since the beginning of the Movement in 1906, agricultural cooperatives have played a major role. The first credit cooperative society was established in 1911. In 1972, existing 955 multipurpose cooperatives were amalgamated into 372 stronger and more viable multipurpose societies and today 311 multipurpose co-operatives are functioning. These societies provide production credit through their rural banks, and supply inputs such as fertilisers and in some cases loans for land preparation etc. Majority of these societies is incurring losses in their business operations. Coconut and rubber producer's cooperative societies are mainly involved in processing and marketing their products and have formed their own apex organisations for exporting their products. These societies also provide credit facilities, fertilisers, management advisory services etc.

The National Cooperative Council of Sri Lanka [NCC/SL] is the apex cooperative organisation and is an umbrella organisation of the entire Movement. As a member of the ICA, the NCC/SL acts as the spokesman of the Movement both within and outside the country. The NCC carries out education and training activities through its district councils, education centres and regional training centres. The National Institute of Cooperative Development, Polgolla, a government institution, has been incorporated with International Co-operative Training Institute and Centre for Human Resources Development as an institute for education and training. The NCC offers mainly two training programmes – Co-operative General Certificate Course and Co-operative National Higher Course.

The Gampaha District Cooperative Rural Banks Union Ltd. was formed in 1993. This was the first District Cooperative Rural Bank Union in Sri Lanka. This Cooperative Rural Bank Union is operating with the objective of providing loans for business development, industry development, agricultural, livestock, small industries, fisheries sector as well as maintaining the members' deposits. Seventeen multipurpose cooperative societies are members of this Bank Union and five associated other cooperative societies holding membership of this Union.

09] Thailand

Some of the basic indicators of Thailand are as follows: Population: 63.15 million; Land Area: 513,115 sq. kms; Share of agriculture in GDP-11%; First Cooperative Act 1928.

Thailand has a population of 63 million of which around 7 million live in Bangkok. Thailand covers a land area of 513,115 square kilometres and extends about 1,620 km from north to south and 775 km from east to west. Agriculture has an important role in the national economic growth. It has been a major source of food supply, farm workforce and employment generation. Approximately 57% of the total arable land is used for rice cultivation. Rice farming is the

chief occupation of Thai farmers. The average size of farm household is about 10 acres. Thailand's principal exports are agricultural products, which constitute about 55% of the total exports. Rice is the chief export. Other exports include sugar, rubber, corn, frozen and canned seafood's, fresh fruits, vegetables and flowers.

Cooperatives in Thailand are categorized into 6 types, namely, agricultural, land settlement, fisheries, consumer, savings & credit, and service cooperatives. Currently, there are over 6,800 cooperative at primary level throughout the kingdom with over 8 million people being directly involved as cooperative members. The agricultural cooperatives are considered a majority of agricultural producers. At present, there are almost 4,500 cooperatives in agricultural cooperative sector, which included agricultural, land settlement, and fishery cooperatives, with more than 5 million farmers being member. The cooperatives itself has significantly contributed to the national economic growth throughout the country. The livelihoods of its members are made secure by cooperative enterprises. But the cooperative movement is still weak and facing several problems and constraints.

The Cooperative League of Thailand (CLT), established in 1968, is the national apex of the Cooperative Movement in the country. It has affiliates of 5,418 cooperatives at all levels serving over 6 million individual cooperators. The CLT plays a major role in the area of cooperation, promotion and development of the cooperatives in Thailand to help and promote sustainable development of Thai cooperatives.

The National Co-operative Development Board (NCDB) has been set up to advise the government concerning policies and guidelines for promotion and development of co-operatives. NCDB has assigned steering committee mainly from CPD, CAD, and CLT to design framework and policy for development of co-operatives.

10] Vietnam

Some of the basic indicators of Vietnam are as follows: Total population-82, 232,000; Total land area-329, 107 sq. km; Share of agriculture in GDP-21.10%; Total cooperatives-14, 235; Total membership-10, 002,567; Per capita income-US\$ 485. Main agricultural products include, rice, soya, peanut, sugar, mung pulses, silk, jute, fresh tea, rubber, tobacco and cotton.

Vietnam is an agricultural country as the population living in the rural area accounts 75%, among this farmers account for 70%. The agricultural sector plays an important role in contributing to economic growth in Vietnam. Total land available for agriculture: 69,535,70 sq.kms accounted for 22.1% of the total national land fund, land holding: 52.8% with a farm population: 72%.

In the year 2004, the average productivity of rice production was 48.2 quintal per hectare and rice production reached 35.4 millions tons. Rice is the main product of Vietnamese agricultural sector followed by plants and cattle can be considered of high economic value. Other main crops include maize, sweet potatoes, cassava, potatoes, soybean, peanuts, rubber and fruits and vegetables, tea.

The Vietnam Cooperative Alliance (VCA) is a non-governmental social, economic organisation and an apex organisation of Vietnam Cooperative Movement. It is organised at the central and provincial levels. The co-operative enterprises at the primary level are affiliated to the district unions, which, in turn, federate into provincial unions. The cooperative alliance has been established in all 64 provinces and cities through Vietnam.

The National Representative Congress, the highest decision-making body of the VCA, meets every five years. The Congress elects the Central Executive Committee, responsible for managing the VCA, meets twice every year. The Central Executive Committee of the second congress currently has 113 members, including representatives from ministries, agencies, social-economic organisations, department directors, organisations, affiliates of VCA and representatives from cooperatives of all sectors.

Training of co-operative office-bearers and staff is partly carried out through training centres or programmes of provincial co-operative alliances and partly through the Vietnam Institute for Small Enterprise Cooperatives and the Technical and Economic College of the VCA. The Non-State Economic Development Centre (NEDCEN) belongs to VCA, is an organisation developing activities, programmes and development support project, which benefits cooperatives, small and medium-sized enterprises and household business in the fields of enterprises establishment, environment, energy efficiency, science and technology, information, agriculture and forestry, gender, trade etc.

03 Comparative Field Study Visits in India

One of the core elements of the training programme 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. A series of study visits to cooperative institutions in different parts of the country and at different levels of the Movement was arranged for this purpose. These visits enabled the participants to observe for themselves the activities of the cooperative organisations at primary, secondary and national levels. The participants were received and briefed about the activities of the cooperatives by the top leaders, board members and senior level managers. The participants also had an opportunity of meeting Dr.V. Kurien, Chairman of the Institute of Rural Management [IRMA] at Anand and exchanging views with him.

Study visits to cooperative institutions in India were organised in and around Delhi, Haryana and Gujarat States. The participants visited the following institutions:

Study Visits in and around Delhi and in the State of Haryana

- International Cooperative Alliance [ICA] – Asia & Pacific, New Delhi
- National Cooperative Union of India-NCUI, New Delhi
- National Agricultural Cooperative Marketing Federation of India Ltd. [NAFED- India], New Delhi
- Fertiliser Marketing Development Institute [FMDI of IFFCO], Gurgaon, Haryana
- IFFCO Farmers Service Centre, Rohtak, Haryana
- IFFCO's adopted village, Patuwapur, Rohtak, Haryana

Study visits in Gujarat State

- Institute of Rural Management [IRMA], Anand, Gujarat
- Navali Milk Producers' Cooperative Society Ltd.
- AMUL Dairy [Anand Milk 'Cooperative' Union Limited], Anand, Gujarat
- Dairy Museum at AMUL, Anand, Gujarat
- Krishak Bharati Cooperative Ltd., KRIBHCO Fertilizer Plant at Hajira, Surat. Gujarat
- Gujarat Cooperative Milk Marketing Federation (GCMMF)
- Mother Dairy Plant at Gandhinagar, Gujarat
- IFFCO Production Unit at Kalol, Gujarat

Detailed write-ups on the main features of the cooperatives to be visited were prepared and distributed among the participants in advance. During actual visits, their leaders and officials briefed the participants about the functions of the cooperatives. The participants had detailed discussions with chairmen, board members and chief executives and members of these cooperatives.

04 Comparative Field Study Visits in Indonesia

The comparative field study visits in Indonesia were arranged to primary and provincial level cooperative organisations, agricultural cooperatives and other cooperative institutions in and around Bandung in West Java Province. The Dewan Koperasi Indonesia and its training institute (Lapenkop) arranged the field visits. The participants visited the following institutions during the period March 5-12, 2005:

- LAPENKOP (Cooperative Education & Training Development Institution)
- IKOPIN (Indonesian Cooperative College)
- KPSBU (Dairy Cooperative of North Bandung), Lembang
- GKSI (Secondary Dairy Cooperative at provincial level, West Java
- Paprika Cooperative
- People Handicraft Cooperative "Mitra Pandan", Rajapolah, Tasikmalaya
- Handicraft Central Market, Rajapolah, Tasikmalaya

- Handicraft Silk Worm Coop, Tasikmalaya
- DEKOPINWIL (Dekopin provincial office), West Java
- Dinas Koperasi (Cooperative Department at provincial level), West Java

A brief on the societies visited:

1. The DEWAN KOPERASI INDONESIA - The Indonesian Cooperative Council (DEKOPIN)

DEKOPIN was established in 1953. DEKOPIN is a National Apex of all types of Cooperatives in Indonesia, which include, Agriculture, Fisheries, Banking, Multipurpose, Workers-productive, Housing, Insurance, Dairy, and Service Cooperative. The members of DEKOPIN are 33 DEKOPIN at provincial level and 56 Secondary Cooperative at national Level. The auxiliary operational bodies of DEKOPIN are: (1) LAPENKOP (The Cooperative Education and Training Development Institution); JUK (The Centre for Cooperative Business Network Development); (3) BKWK (Women Cooperators Communication Committee); (4) BKPK (Youth Cooperators Communication Committee; and (5) BKPH (The Cooperative Legal Service and Counseling Committee)

2. The LAPENKOP (Cooperative Education and Training Development Institution)

LAPENKOP was established as Cooperative Member Education and Communication (CMEC). It's a project of the DEKOPIN and the Cooperative Centre Denmark (CCD) on September 1st, 1993. It was named LAPENKOP in May 1995. It now functions as a training and development arm of the DEKOPIN. It has presence in 22 provinces. The institute has its own training facilities with a full compliment of well-qualified and experienced faculty members. Due to the centralization of authority, government-training institutions at the national and provincial levels have either been closed down or are being used for other purposes. The LAPENKOP is the sole institution in the country which offers training and development programs for cooperative.

3. IKOPIN (The Indonesian Cooperative Management Institute)

IKOPIN is a college, which improves the cooperative's knowledge. It was established in year 1984. Before that, it was a cooperative academy (established on 1982).

IKOPIN has been developing six faculties, which are; Financial Management, Banking Management, Production Management, Marketing Management, Human Resources Management and Business Communication & Extension Management. At a present IKOPIN develops strata degree, diploma degree and master degree. In master degree the faculties are Marketing Management, Financial Management, Human Resources Management, Syariah Financial Management, and Community Development.

4. KPSBU (North Bandung Dairy Co-op) at Bandung District

In order to strengthen dairy farmers bargaining position in Lembang, on August 8th 1971, 35 dairy farmers fully agreed to establish a dairy co-operative. The cooperative was named KPSBU Lembang (The Northern Bandung Dairy Farmers Co-operative). Now its membership had grown to 4,297 members. KPSBU has four business unit activities: marketing milks, groceries store, loan and saving, and feed. They have many programmes to generating milk productions and members' welfare, such as 24-hour veterinarian and extension worker, member education, doctor, clinic and health insurance for members and scholarship for member's children.

5. GKSI (National Federation of Indonesian Dairy Co-op), West Java, Bandung

GKSI is a dairy cooperative at secondary level. GKSI West Java was established in the year 2000 with 24 active members. It's members come from primary dairy cooperatives and village cooperatives, which have a dairy unit. At national level, GKSI members are from DKI Jakarta province, West Java province, Central Java province, East Java province, and D.I. Jogjakarta province.

The main activity of GKSI is to help dairy cooperatives on pre-production, processing production and after production (include marketing). Some of the activities of GKSI are to supply young cows, supply cow feed, to give member education, etc. At present, GKSI have four milk treatments, its location are in Bandung (West Java), in Boyolali (Central Java), in Pasuruan and Malang (East Java). GKSI also have collaboration with other Dairy Cooperatives, such as CCD (Cooperative Center Denmark) and CCA (Canadian Cooperative Association).

Mitra Sukamaju Cooperative, Bandung District

In Indonesia paprika chili plant is still rare. So there are only two locations in West Java which are developing this plant. They are in Bogor and Bandung. In the year 1994 some farmers established farmer group. The agro businessmen introduced them to Paprika Chilli from Netherlands with hydroponics plantation system. They became successful. Due to their success, they established Koperasi Mitra Sukamaju on April 13, 1999. At the beginning the seed was imported from Netherlands, but nowadays there is an agro company that is providing the seed in Indonesia. Every year they are able to help the economy cycle of the village amounting to IDR 1 billion. There are 40 members who produce 2,000 to 4,000 kg paprika's per week. The cooperative also supplies the product to some restaurant and supermarket in West Java, and also exports it to Singapore.

6. Handicraft "Mitra Pandan" Cooperative, Tasikmalaya District

Raja Polah is a name of sub-district of Tasikmalaya district. This area is very famous for handicraft. Plaited handicraft business with bamboo materials is a heritage business for Raja Polah community. There are more than 250 home industries of handicraft. The market of handicraft was the idea of handicraft society. Due to the tightness of business competition, some craftsmen initiated to establish Plaited Handicraft Cooperative on 19th October 1999 with a view to improving the conditions of craftsman/persons. and to get materials, capital, and marketing. The products produced are sandals, bags, ornaments, etc. The cooperative sold the products up to Jakarta and Bali. The cooperative also opens the on-the-job training for people who are interested in handicrafts.

7. Handicraft Silk Worm "Sabilulungan" Cooperative, Tasikmalaya District

The pioneer of this cooperative is farmers group in Cipondok village. They realized that the land is not productive and the young generations are not interested on farming. So in the year 1997 this farmers group decided to conduct horticulture, the silk worms and established this cooperative. The business of the cooperative is Silkworm cultivation, twine silk, and spinning silk. The active members are 786 families, from 39 farmers group. The product has been sold to Pekalongan, Jakarta, and Bandung.

8. DEKOPIN (Indonesia Cooperative Council) Wilayah, West Java Province

DEKOPIN Wilayah in West Java province is one of the apex organisation for cooperatives at province level. As the network of DEKOPIN, DEKOPIN West Java province has similar tasks and functions of DEKOPIN (national level) based on the bylaws and regulations of DEKOPIN. Its membership consists of two kinds: (1) DEKOPINDA (Dekopin at district level), (2) Secondary Cooperatives at province level.

Similar with DEKOPIN at national level, DEKOPIN West Java also have the auxiliary operational bodies of DEKOPIN (1) LAPENKOP (The Cooperative Education and Training Development Institution); JUK (The Centre for Cooperative Business Network Development); (3) BKWK (Women Cooperative Communication Committee); (4) BKPK (Youth Cooperative Communication Committee; and (5) BKPH (The Cooperative Legal Service and Counseling Committee). Total members are 51 secondary cooperatives and 25 DEKOPIN at district level. The board members are elected every 5 year through Musyawarah Wilayah (provincial meeting) attended by all members.

9. DINAS KOPERASI (Co-op Department) West Java Province

In year 2002, Indonesian Government has been performing autonomous role for provincial and district level. Before the autonomous role was established, the name of Dinas Koperasi was Department Koperasi, which is under the Indonesian Cooperative Ministry. But today Dinas Koperasi is under the local government. The task and function of Dinas Koperasi are to give cooperative legality and to close the legality, and to give establishment to the cooperatives in every level. In order to conduct training, Dinas Koperasi established Balai Latihan Koperasi (Cooperative Training Bureau).

At the end of the above visits, a special meeting was arranged by the DEKOPIN in Bandung where its Secretary-General had a detailed inter-action with the participants about their impressions on the visit.

SECTION-IV

MANAGEMENT LEADERSHIP DEVELOPMENT MODULE

The IRMA Segment: February 1-March 2, 2005

The Management Module of the Nineteenth Training Course was conducted at the Institute of Rural Management, IRMA, at Anand, Gujarat State. The ICA chose IRMA, an institute of higher learning and of national importance, for conducting the management module for this year's course again. The IRMA established in 1979, with the support of the Government of India, the State Government of Gujarat, the National Dairy Development Board (NDDB) and the erstwhile Indian Dairy Corporation. IRMA was set up to initially provide management training and research support to dairy cooperatives. Over the years, IRMA has brought within its ambit several non-government development organisations, government development programmes, international development organisations, and funding agencies which address the issues of rural development.

The IRMA was selected by the ICA again to conduct the Management Leadership Development Module because of its focus on rural and cooperative development programmes and its willingness to house the participants at its campus which consists of class-rooms, high class residential and boarding facilities, well-stocked library and documentation centre, and a large computer lab and the past experience. The chronology of the eleven [11] ICA Management Courses held at IRMA is as follows:

01	Course No. 09	Oct 17 1994-Apr 22 1995	India-Indonesia-Japan
02	Course No. 10	Oct 18 1995-Apr 20 1996	India-Malaysia-Japan
03	Course No. 11	Nov 03 1996-Apr 20 1997	India-Sri Lanka-Japan
04	Course No. 12	Oct 20 1997-Apr 23 1998	India-Philippines-Japan
05	Course No. 13	Nov 16 1998-Apr 24 1999	India-Nepal-Japan
06	Course No. 14	Nov 12 1999-Apr 22 2000	India-Thailand-Japan
07	Course No. 15	Nov 16 2000-Apr 28 2001	India-Malaysia-Japan
08	Course No.16	Nov 14 2001-Apr 21,2002	India-Sri Lanka-Japan
09	Course No.17	Nov 26 2002-Apr 19, 2003	India-Thailand-Japan
10	Course No. 18	Dec 15 2003-Apr 17, 2004	India-Vietnam-Japan
11	Course No. 19	Dec 15 2004-Apr 23, 2005	India-Indonesia-Japan

01 Inaugural Session

The ICA-IRMA module was conducted at the Institute of Rural Management, Anand, from February 1 to March 2, 2005. Prof. K. Prathap Reddy, Director of IRMA, formally inaugurated the Management Module on 1st February 2005 afternoon. He welcomed the participants and Mr. Prem Kumar and thanked the ICA for reposing faith in the Institute and assigning IRMA the responsibility for conducting the management modules. He expressed happiness as the ICA has been providing training opportunities to the managers of agricultural co-operatives in the

Region continuously. Prof. Reddy in his address indicated that in a fast changing globalised environment the cooperatives have to relook at their position, at the interfaces with government, market and civil society. He mentioned that a team of experienced faculty members has been constituted after consultation with Mr Prem Kumar and a well-thought out programme has been designed for the participants which also included a significant component of comparative field study visits to some of the renowned cooperative institutions in the country. He also indicated that the experience of IRMA in conducting this programme for last ten years and similar other international and national programmes

learning from the past have been well integrated into this year's module at IRMA. He assured the ICA of IRMA's full cooperation in completing the assignment successfully. He wished the participants a fruitful and useful study period during their stay in IRMA.

Prof. L.K. Vaswani, MDP Coordinator, briefly explained the activities of IRMA.

Prof. Arvind Gupta, the Course Coordinator, briefed about the programme design of IRMA segment.

Mr. Prem Kumar, Programme Adviser, ICA-Asia & Pacific conveyed the greetings of the ICA and thanked the IRMA Director and the faculty members for their continued support to the ICA in the implementation of previous programmes.

02 Teaching Modules/Faculty

The programme was segmented into teaching modules, which were handled by designated faculty members under the overall coordinator-ship of Prof. Arvind Gupta. Prof. G. Krishnamurthi, Prof. S.K. Mitra, Prof. K.V. Raju, Prof. Shiladitya Roy, Prof. S.N. Biswas, Prof. Nivedita Kothiyal and Prof. LK Vaswani, constituted the faculty team.

03 Detailed Module Designs

The module at IRMA consisted of segments, which aim at improving the conceptual, analytical and leadership capabilities of managers of agricultural co-operatives and help develop their skills in improving the management of their co-operatives using a project approach. The main topics taught at the Institute were: [01] Project Management; [02] Financial Accounting & Costing; [03] Financial Management; [04] Marketing Management; [05] Individual and Group Behaviour; [06] Integrated Cooperative System; and [07] Comparative field study visits to primary, district, state and national level cooperative institutions.

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

Topic-01

Project Management

[Prof. G. Krishnamurthi]

Project Management in agricultural cooperatives is the central theme of this module of training at IRMA. Participants start by making a presentation of their project in the first week. Throughout their stay the participants are expected to revise/improve their original projects on the basis of class room inputs and guidance. The participants make presentation of their revised proposal before their departure from IRMA.

Topic-02

Financial Accounting & Costing

[Prof. S.K. Mitra]

The broad objective of this module is to provide a comprehensive understanding of the concept of financial accounting, costing and budgeting. Some of the important topics in the module include introduction to financial accounting, profit & Loss accounting, Balance sheet, Ratio analysis, Costing and pricing of products and services in agricultural cooperatives; Break-even Analysis; Cost-Volume and Profit Relations.

Topic-03

Financial Management

[Prof. Shiladitya Roy]

Financial management module includes topics on working capital management and project evaluation methods. While discussing working capital, special emphasis is laid on working capital management; Time value of money; Estimating relevant cash flows; Financial criteria for investment decisions in agricultural cooperatives.

Topic-04

Marketing Management

[Prof L.K. Vaswani/Prof. Arvind Gupta]

The marketing management module includes basic concept of marketing, consumer behaviour, segmentation,

competition, marketing strategy; and supply chain management including retailing and merchandising, cooperatives and challenges of Open Market Economy, and Introduction to WTO – Rules and Modalities for negotiations.

Topic-05

Integrated Cooperative Systems

[Prof. KV Raju]

This module covers basic design issues and options related to effective functions of primary and federal cooperatives. The '**Anand cooperative pattern**' is taken as a case. Problems of multiple objectives, ensuring compliance, mobilising capital, equitable sharing of costs and benefits, performance appraisal in cooperatives, credit and financing of agri-cooperatives are addressed.

Topic-06

Individual and Group Behaviour

[Prof. SN Biswas/Prof. Nivedita Kothiyal]

Key themes discussed in the module include perceptual process, principle of perceptual organization, attitudes, motivation, effective communication, executive effectiveness, and of active listening, art of giving and receiving feedback, team working, and quality of effective team leader.

04 Development Project Proposals

Prepared by 19th Training Course Participants

The selected participants were placed under the charge of the chief executive officers of their own organisations to undertake their Home Country Assignments [HCAs] for a period December 15, 2004-January 15, 2005. The participants were expected to select the topics for their project proposals in accordance with the priorities of their own respective organisations and in consultation with their chief executive officers. These assignments were to be completed by the selected participants while still working with their respective organisations in their respective countries and before joining the Part-I of the Training Course in India on January 16, 2005.

The ICA-Asia & Pacific office provided the selected participants with a detailed guideline on project preparation. The material provided included a manual on project formulation prepared by the IRMA. All the participants first presented the draft proposals to IRMA faculty members with a view to share the objectives and main aspects contained in the draft project proposals. This initial presentation helped the faculty members to take note of the areas on which emphasis need to be placed to enable the participants to improve the quality of their proposals. Each participant was attached to a faculty advisor during the period of training at IRMA for upgrading the project reports. The faculty members sought clarifications, raised questions, made observations as well as suggestions in their feedback to the participants. On the basis of the feedback, the participants revised their projects by incorporating additional information and analytical tables.

The faculty members helped the participants to finalise, revise and review their original project proposals into more bankable and acceptable formats. It was expected that the participants, upon return to their respective organisations, would debrief their sponsors about the work done by them during the Training Course and recommend their project proposals for consideration and implementation.

The participants prepared the following 12 development project proposals:

S.No.	Country	Participant's Name	Project Title
1.	Cambodia	Mr. Khean Sovannara	Cooperative Rice Milling Unit in Narea Commune, Sang Ker District, Battambang Province
2.	China	Ms. Liu Ting	Dehydrated Vegetable Processing Project
3.	India	Mr. U.R. Tijare	Revival of Fertilizer Business of Vidarbha Cooperative Marketing Society Ltd., (VCMS), Nagpur, Maharashtra

S.No.	Country	Participant's Name	Project Title
4.	India	Mr. Ritesh Dey	Integrated Development of Banana through Promotion of Banana Grower's Cooperatives
5.	Indonesia	Mr.Moch S. Widodo	Fertilizer Distribution through the Network of INDUK KUD
6.	Indonesia	Mr. Setiana	Papaya Dried Sweet Processing Project
7.	Nepal	Ms.Chitra Kumari Thamsuhang	Vegetable Cooperative Marketing Centre (VCMC) in Nepal
8.	Pakistan	Mr. Irshad A Jamshed	Upgradation of Milk Procurement and Processing through Installation of Chilling Units in Idara-e-Kissan
9.	Philippines	Ms. Darlene P Rodriguez	Cooperative Vegetable and Fruit Trading Project
10.	Sri Lanka	Mr. P.D. Dhammika	Gampaha District Integrated Agricultural Financial and Development Project
11.	Thailand	Ms.Saijai Vonkhorporn	Malva Nuts Instant Beverage Processing
12.	Vietnam	Ms. Tran Dinh Trung	Exploiting Water Surface Potentials in the Thac Ba Lake Area through Fish Breeding

The revised project proposals were presented to the faculty members before the end of IRMA Module.

[A consolidated list of Development Project Proposals produced by the participants during their training under the ICA/Japan Training Course [Course 1-19] is given at Annex-IV].

SECTION-V

INAUGURATION OF PART-II OF THE TRAINING PROGRAMME IN JAPAN

Inaugural Session

The Second Part of the 19th ICA/Japan Training Course was formally inaugurated on 14th of March 2005 by Mr M. Munakata, Section Chief, International Cooperation Division, International Affairs Department, Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan at IDACA in Tokyo. Mr. Kazuo Tsukada, Managing Director, JA-Zenchu, Mr Shigeri Fukamachi, Managing Director of IDACA, and Mr. Prem Kumar, Adviser-ICA/ Japan AMT Program, also addressed the inaugural session.

Welcoming Mr. Munakata, Mr. Tsukada and Mr. Fukamachi, Mr. Prem Kumar congratulated the participants for successfully completing the first part of the training programme held in India and also the comparative field study visits programme in Indonesia for a week. He also conveyed his sincere gratitude to MAFF, Government of Japan, for their valuable contribution for the development of agricultural cooperatives in Asia. He mentioned about the longstanding collaboration between ICA, JA-Zenchu and IDACA.

Delivering his brief speech on behalf of the Ministry of Agriculture, Forestry and Fisheries (MAFF), Government of Japan, Mr Munakata, welcomed the participants of the training course to Japan. He also appreciated the efforts made by Mr. Prem Kumar, Programme Adviser of ICA-AP, Mr. Tsukada, Managing Director, JA-Zenchu, and Mr. Shigeri Fukamachi, MD, IDACA, who have devoted themselves for the successful organisation and implementation of the training course.

He said: "Cooperative activities have very important role for the development of the primary industries and rural areas. Therefore we have continued to contribute to the implementation of the ICA Agricultural Cooperative Training Course since 1986". He said that the knowledge of basic Japanese agricultural cooperative activities and the role of the rural development in Japan during the lecture and the study tour would be useful for the participants to exchange views and information among participants and Japanese staff. This will also give an opportunity for the participants to have a comparative study of the agricultural cooperatives of Japan, India and Indonesia.

Mr. Kazuo Tsukada, Managing Director of JA Zenchu extended a hearty welcome to all the participants to Japan and hoped that the participants would get an opportunity to learn the workings of Japan's agricultural cooperatives, known as JAs, by making visits to them over the months and also enjoy their stay in Japan. He showed great concern about the Tsunami victims in the four Asian countries, viz. India, Indonesia, Sri Lanka and Thailand, and the loss of properties of the farmers. He informed that JA Zenchu is already campaigning for raising funds for the affected farmers of the cooperatives in the above countries through the good offices of the ICA. He also informed about the great contribution made by the Japanese farmers to those farmers in the areas, which were badly effected due to recent typhoon, and earthquake in various parts of Japan. He mentioned about the 105 years existence of cooperative development in Japan and asked the participants to develop their cooperatives in the same way as has been done in Japan. He praised Mr. Prem Kumar, Adviser, ICA-AP, for his effective and efficient handling of this very important training course for the development of agricultural cooperatives in this region.

Mr Shigeri Fukamachi, Managing Director, of IDACA, welcomed the participants to Japan and IDACA. He said, "First of all, I would like to express my gratitude to the Ministry of Agriculture, Forestry and Fisheries, especially Mr. Munakata of MAFF for receiving support, both moral and material from the Ministry. My thanks should go to JA-Zenchu and Mr. K Tsukada of JA Zenchu, for supporting this study courses for a long time. Then to a gentleman here from ICA- AP, Mr. Prem Kumar. I really appreciate his hard work to lead this training course to success and his good suggestion for participants through the course. IDACA has been working for development of agricultural cooperatives in developing countries for 41 years since 1963 and organising as many as 13 courses in a year. It had trained about 4,700 participants. They are the fruits borne with the support of MAFF, JA-Zenchu and JA group members".

He further said that Japan is in the middle of cold season. In the next two weeks, we are going to have the best of season of Cherry Blossom. He hoped that the participants would enjoy the life and living at IDACA comfortably. He also wished the participants for their good health and enjoys the Japanese culture and places along with their study in IDACA.

Part-II of the programme in Japan exclusively dealt with the management of agricultural co-operatives of Japan, extensive class room work and study visits to agricultural co-operatives in and around Tokyo, Iwate and Shimane Prefectures, and interaction with the management, leaders and member-farmers for about one and half months (See course programme at **(Annexe-I)**).

SECTION-VI

COMPARATIVE FIELD STUDY VISITS IN JAPAN

[In Tokyo, Iwate and Shimane Prefectures]

01 Field Study Visits in Japan

During Part-II of the Training Course in Japan, study visits were arranged in Iwate and Shimane Prefectures and to 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
- JA Iwate Chuoh
- Iwate Agricultural Research Centre
- JA Iwate Hanamaki
- Green Home Ochiai (Day Care Centre for the aged)
- Michino Eki (Roadside Station) "Ishidoriya"
- JA SAWADA
- JA Shimane Prefectural Union
- JA Zen-noh Shimane Headquarter's facilities (processing related facilities)
- JA Shimane Flower Market Co.
- Shimane Pearl Rice Co.
- A-Coop Shimane Co. Ltd.
- Shimane Winery Co.
- JA Kunibiki
- Agricultural Research and Development Centre of JA Zen-noh

1. Study Visits in Iwate Prefecture

Iwate Prefecture is in the northern part of Japan. It is known for its natural beauty and snow-covered peaks. It has been developing a comprehensive and productive agricultural system that effectively combines rice crop farming, horticulture and its livestock industry. The abundant natural environment, beautiful landscapes of farm villages, traditional culture, and rich diet has a long history in Iwate.

Iwate, whose gross output of major agricultural products is among the top ranks in Japan, aims to further become one of the foremost comprehensive food supplying bases in the nation.

The JA Iwate Chuoh was established on March 1, 1999 representing the agricultural cooperative sector with a share capital of 4.97 billion yen and membership of 13,957 members (regular: 10,221, associate: 3,736). Total business profits are 3.8 million yen and current surplus is 0.2 billion yen. The number of officials are 28 officials (full-time Directors 4, part-time directors 19, auditors: 5) and the total staff strength is 585 employees.

Their major activities are finance, farm guidance, mutual insurance, marketing business, gas station, shipment and collection of agricultural products, management of farm machinery repair shop, LPG, catering, antenna shop, travelling business, cable broadcasting, funeral centre.

Farmer's Direct Sale Shop – The direct sale shop is having an annual turnover of 500 million yen. It covers 430 farmer members and around 1,000 consumers are visiting the shop daily. They are engaged in selling various commodities

such as fresh vegetables, fruits, cut flowers, and value added agro products especially in the winter season. Farmers directly bring their produce and also decide the selling price. The JA charges 15% commission on each item sold as service charges. Farmers are paid regularly after their products are sold. The products sold by the cooperative shop are about 30% cheaper than the supermarket.

Grading Centre – This facility is being provided for the farmers during top season of September-January due to season ability of the apples (Fuji and Senshu variety). To reduce overhead costs, the cooperative employs only 5-6 regular employees and part-time workers. Each part-time employee receives 700 yen per hour. The grading centre is also equipped with light sensor machine.

In his address to the participants at the Tonan Branch, the Managing-Director of JA Iwate Chuoh stressed the importance of cooperative education and training which makes a cooperative successful. The education should, in the first instance, be imparted to village level local leaders, who in turn can transfer the technology to the weaker farmers. The areas to be covered are production of quality products, reduction in cost of production, group-farming etc. He emphasized the importance of cooperative system so as to get better economic returns to the farmers by increasing production, reduction in cost of production and combined use of farm machinery.

The Union organises its prefectural congress, which formulate appropriate policies keeping in view the economic interests of JA and JA members.

Iwate Agricultural Research Centre

The Agricultural Research Centre is a government body promoting the research and development in order to establish sustainable agriculture by considering the future trend.

In 1901, the Agricultural Experiment Station was set up in Morioka City. In 1950 its name was changed to “Agricultural Research Centre”. In 1963 the head office of the Agricultural Research Centre was shifted from Morioka City to Takizawa village.

The Iwate Agricultural Research Centre is the second largest research centre after Hokkaido in the scale of land. It has a very significant role in transferring technology information to the farmers, both directly from the extension workers to the farmers and from the extension workers through cooperatives. In doing the research, the centre involves farmers by distributing questionnaire to fill out by the farmers relating to what commodities or products they want the Centre to research. The final result finding becomes a model and transferred to the farmers either through extension workers and farm advisers, and or direct interaction with the farmers through farm demonstrations.

A Director-General, who is assisted by a Vice Director-General with 75 researchers and 230 extension officers, heads the Centre. It has a 65.1 ha of field's area for research.

The JA Iwate Hanamaki:

The Hanamaki district consists of a city and three towns, which are Hanamaki City, Ishidoriya Town and Ohasama Town in Hienuki-gun and Touwa town in Waga-gun and is located in the centre of the inland area of Iwate Prefecture.

Paddy fields spread out on the plain along the Kitakami River at the centre to form one of the top rice producing districts in Japan, while vegetable, fruits and flowers are actively carried on and reputation of the district at markets is getting higher.

The district covers the total area of 90,810 ha and a flat land spreads out widely around the Kitakami River, which runs in the centre of the district. The land used for farming is 17,470 ha (19.3% of the total land), of which paddy field is 14,230 ha of rice field (81.5% of the total farmland) showing a high percentage.

JA Iwate Hanamaki was established on March 1, 1998 with a share capital of 6.47 billion yen. It is an amalgamated cooperative. It has impressive new and modern facilities on a new location, which is convenient for business operations. It has emerged as a leading business house of the Hanamaki District.

It has a membership of 19,266 (Regular: 13,650, Associate: 5,616), 28 officials (full-time directors 5, part-time directors 15, auditors 8) and the total strength of the employees are 569.

The JA Iwate Hanamaki has a number of modern and very new facilities in the service of members and non-members. These include, among others, one head office, 11 branches, 10 sub-branch offices. It carries out all activities as multipurpose agricultural cooperative, such as Country elevator, Rice centre, Vegetable collection & shipment facility, Production materials marketing facility, Farm machinery centre, Seedling nursery facility, Food ingredient centre, Gas station, Agri. Products direct sale shop, Automobile centre, agri.processing facility, Health and welfare facility.

The JA deals with members as well as non-members. To reduce the overhead cost, it employs part-time workers. It also leases machinery to the farmers, since it is expensive for the individual farmers to buy machinery. This is done through JA's cooperative companies as mentioned below.

Realising that members play a significant role, the cooperative provides the members with whole life of services, "from cradle to grave". Farm guidance given is to increase farmers' income. JA Iwate Hanamaki also puts emphasis on employees' behaviour through "stick and carrot" approaches. The employees who have bad performance will receive sanction and punishment and those who have good performance will receive appreciation and awards. Solidarity groups are also established among employees through visiting old folks' home.

Country Elevator – Almost 100% of the paddy in the area is processed here into brown rice and distributed to Tokyo and other big cities of Japan. It is run by User's Association and they decide the capacity, price, market etc.

Grading Centre and Cold Storage – The Centre was established in 1983 with government subsidy, having a turnover of 3 billion yen per year. This facility is used for grading of apples, grapes, mushrooms and vegetables through automatic machine. It has also a cold storage facility for agricultural products and mushroom fungus.

Cooperative Companies – The JA has established the following cooperative companies to compete with the private sectors:

Professional Agriculture Dream Company – the JA Iwate Hanamaki with an average turnover of 360 million yen promoted this cooperative company. It is exclusively engaged in commission basis farming as per the farmer's need (custom farming). It produces and distributes vegetables and flowers seed from green house. It provides farm machineries to the farmers on rent.

Hanamaki Funeral Centre – This funeral centre was established on the request of the farmers, in view of the very high cost of funeral services. It provides funeral services to the members at affordable prices.

Hayachine Foods – It collects milk from the local farmers and produce value-added products like ice cream and yogurt. The yogurt is sold out throughout Japan.

In addition, the JA also runs a kindergarten and a restaurant and gift shop.

Green Home Ochiai (Day Care Centre for the aged) – This is one of the most important and impressive activities of the JA, which has a social touch to the community. Keeping in view the importance of social welfare activities, the JA Iwate Hanamaki started the Day Care Centre as business activities with a capacity of 60 persons. The objective is to give love and affection to the old people.

In his initial remarks to the participants, the Managing Director brought to their notice that at present the JA is working with the following three key concepts: (i) co-existence with future generation; (ii) co-existence with consumers; and (iii) co-existence with our Asian friends.

The General Manager briefly described about the activities of the JA. She said that the factors that were responsible for the success of JA were (i) more emphasis on community welfare, (ii) concentration on non-members; (iii) autonomy at branch level; (iv) encouragement for group farming; (v) mid-term planning; (vi) training and education, and (vi) evaluation of the employees based on performance.

Michino Eki (Roadside Station) "Ishidoriya"

This is a joint project of national, prefecture government and local municipality. The roadside station is a noble idea, which gives rest to the drivers, parking space, traffic and weather information centre and direct sale shops.

Farm Stay

The participants were given an opportunity to stay overnight in a Japanese Farmer's House which helped the participants to know about the life style of Japanese farmer. The participants observed that the Japanese farmers are very enlightened with rich knowledge of government policies and keep up-to-date information on agriculture and allied activities.

2. JA SAWADA

The Sawada district is the cool highland area located in the northwest part of Gunma prefecture. The operational area of JA Sawada is located at northwest of Nakanojo-machi in the mountainous land. The Northern part of the area is the mountain area with the elevation of 1,000 meters or more and hamlets are developed in the basin. JA Sawada's head office is located in the centre of the area. In the area, the farming of product mix composed of paddy, vegetables, livestock, sericulture and mushrooms is actively carried on. There are two hot spring resorts in the operation area, namely, the JA Shima Spa and Sawatari Spa. The major local industries are agriculture, forestry and tourism.

1. Total land area: 16,602 ha
Arable land area: 520 ha (3.1%)
Average land holding per household: 0.75 ha

2. Membership (as at the end of February 1998)
Total members: 899 persons (845 households)
Regular members: 525 persons (499 households)
Associate members: 374 persons (346 households)
& 7 organisations

3. Officials and employees (as at the end of February 1998)
Directors: 11 (full-time: 2)
Auditors: 3
Employees: 53 (male: 40, female: 13), of which 2 farm advisers, 2 better living Advisers, 1 internal auditor selected among employees, 60 part-time workers constantly employed throughout the year.

The processing unit of JA Sawada was launched in 1976 to make the value added products from the local agricultural produce like vegetables and mushroom, which in turn gives higher prices to the producing farmers. It also helps in maintaining prices of local agricultural produce.

Various facilities were additionally established in accordance with the expansion of business by adopting the government's New Agricultural Structure Improvement Projects. JA Sawada has developed 'Agricultural Processing Business' in a bid to establish a base for unique local industry to suit to the site condition of the area. The main aim and object was to safeguard the interests of rural people. In May 1996, the cooperative opened the Yakuen (Herb Garden). At present, the cooperative is selling 150 different types of products which include pickles, jam, juices, wine and ice cream, with the brand name of SAWADA, which are highly appreciated by the customers.

In the procurement of the raw materials, the JA has adopted three channels, namely, contract farming by members of JA; shipping control to the market; buying products, which are collected by members in the mountain area. As means of marketing the processed products, JA adopts various channels; namely, sales at direct sales outlets and mail order system and wholesale to retail shops. About 50% of the products are distributed at JA-run direct sales outlets; thus the cost of distribution was rationalised.

The present problem of JA Sawada district is that the number of farm households has decreased. Moreover, the number of part-time II farm households has increased which produce agricultural products only for their own consumption. The younger generation is not interested in farming even for their own consumption.

JA Sawada has a plan to make a comprehensive development of local industries which include: development of commodities, agricultural processing business, strengthening of herb business, promotion of green tourism, development of Highland Fresh Park, holding seasonal events and attracting visitors to the area.

3. Study Visits in Shimane Prefecture

The total population of Shimane Prefecture is 761,000. The total land area is 6,707 square kilometres and total number of households 262,000. The amount of gross agricultural production during 2002 was 64.5 billion yen, which represented a 1.5 billion yen (2.3%) less than the previous year. Agricultural production income totalled 19.8 billion yen, which was 0.2 billion yen increase in comparison with the previous year. The total cultivated land area in the prefecture was 40,500 ha, which is 1.2% less as compared with the previous year.

JA Shimane Prefectural Union

The JA Shimane Prefectural Union, which is a guidance organisation, was established in 1954, with the main purpose of encouraging healthy development of the JA Group based on agricultural cooperative law. JA Shimane is comprised of 11 JAs established in the region along with the JA Prefectural Federations that supports their activities and conduct member guidance, organisational and business guidance, auditing and education.

JA Shimane Prefectural Union is involved in the following activities with the objectives of “contributing to the creation of happiness for members and regional society worth living”: (1) promotion of JA businesses that are rooted in the local area; (2) training for farm successors farmers and promotion of farm guidance; (3) promotion of JA better living activities and welfare of elderly; (4) promotion of JA management reforms; (5) training of employees and officials of JA; (6) implementation of JA audits; and (7) development of lobbying activities for agricultural policies and advertising activities.

It has a regular membership of 13 and 2 associate members. It has a President, Vice President, Chief Executive Director and 10 Board of Directors (Directors-8, representative auditor-1, and auditor-1). There are 37 employees as at the end of the first half year.

The Union has set forth the following three goals for facing the challenges of privatisation and globalisation: (i) restructuring and reorganisation of agriculture; (ii) production of safe and quality food; and (iii) ensuring suitable and sound management of JAs.

JA Zen-noh Shimane Hq.

The Prefectural headquarter of JA Zen-noh manages agricultural promotion, marketing and purchasing strategies for the Shimane Prefecture. While the marketing business aim to strengthen production, collection and marketing of produce, the purchasing business aim for efficient business operations and promotion of JAs. It has a turnover of 51.5 billion yen, and a total staff of 155. It has the following departments: Rice & Cereals Department, Livestock Produce Department, Production Materials Department, Lifestyle Department and Administration Department.

It has the following six affiliated cooperative companies:

1. JA Shimane Flower Market Co. Ltd.
2. Shimane Pearl Rice Co. Ltd.
3. A-Coop Shimane Co. Ltd.
4. Shimane Winery Co. Ltd.
5. Shimane Prefecture Meat Processing Co. Ltd.
6. JA West Japan Union Feedstuff Co. Ltd. (Shimane Prefecture Office)

The following four cooperative companies were visited by the participants:

JA Shimane Flower Market Co. – The Flower Centre of Shimane Prefectural Economic Federation was established in June 1969. The business was launched in June 1969 in Higashi Asahi-cho, Matsue City, and at that time the produce

was brought directly by the producers and agricultural cooperatives, which was graded by the Flower Centre and sold on to florists by negotiations. In January 1970, its name changed to Flower Market of Shimane Prefectural Economic Federation, and moved to Shinjimachi in 1971. It has a capital of 50 million yen and is 100% owned by the Prefectural Federation of Agricultural Cooperatives. The company was established on 1st October, 1997, with 9 officials and 10 employees.

Shimane Pearl Rice Co. - The Company was founded on 1st April, 1996 (earlier it was run directly by the JA Shimane Prefectural Economic Federation). It does the business of purchasing, wholesale and retail of rice, cereals and wheat based processed foods, and contract rice milling. It has a capital of 100 million yen. The total staff strength is 12 (10 men, 2 women). It has a rice milling plant with 175 HP of milling capacity.

A-Coop Shimane Co. - A-Coop Shimane Co. Ltd. was founded in 1999 with a capital of 100 million yen, with 32 retail outlets. It has 10 Directors (8 executive directors and 2 auditors) and the total strength of the staff is 452. As at the end of fiscal year 2004, it has a turnover of 11.4 billion yen. Its main business activities are: marketing of food, drinking water, daily necessities, kitchenware, hardware, cosmetics, books, pictures, antiques, cigarettes, salt, postage stamps, laundry service, beauty parlour, restaurants, coffee shops, management of culture centre, planning and development of stores, rental of store building, agriculture, livestock and marine products etc.

Shimane Winery Co. - In 1957, the then Central Agricultural Cooperative Federation, in response to the demands of grape growers established a Grape Processing Centre as one of the conditions for the joint sale of Shimane grapes. In 1962 its name got changed to Shimane Grape breweries Ltd. as a result of merger of the Prefectural Economic Federation and the National Federation. It got license in 1964 to manufacture and retail sweet wines. In May 1974 its name again got changed to Grape Wine Taisha Plant of Shimane Prefectural Economic Federation. In March 1986 a new concept of the company named 'Shimane Winery of Shimane Prefectural Economic Federation' was formed. It is making white wine, red wine and rose wine.

It has a total area of 4.8 ha, which includes 76 acre of grape growing cultivation demonstration area. It has the following facilities: Winery, Wine testing and wholesale facility "Bacchus", barbecue house "Chateau Lyayama" and Coffee House "Chardonnay".

JA Kunibiki

The JA Kunibiki was established on 1st August, 1993, after amalgamation of 2 JAs (JA Matsue and JA Yatsuka-gun), with a share capital of 2,403 million yen. It has 24 branch offices, 14 sub-branches and 3 small branches. It has 11,676 regular members, and 15,933 associate members. It has a board of 43 Directors (Directors-35, Auditors-8) and the total strength of the staff is 464.

The JA has established a JA Kunibiki Cooperative Service Ltd., to look after the delivery of mails to their internal branches.

They have planned to diversify the business in customs farming. The JA has three concepts in view: (i) to promote agriculture and farming; (ii) to promote local area business; and (iii) economic and management reforms of JA. In implementation of these concepts, the JA plans to undertake promotion and production of quality rice; promotion of safe food; campaign for consumption of locally grown produce; environmental activities; export of flowers; improvement in farm guidance system; A-Coop stores; stable supply of production materials to farmers and increased income and returns to farmers.

The business activities of JA are: credit and savings; mutual insurance; supply of production inputs; farm guidance, JA Green Shop; marketing of agricultural produce; rice noodle factory; warehousing; paddy seedling nursery; funeral service centre; travel business; restaurant; day care centre and asset management consultancy and so on. The JA has 1200 registered farmers who sell their produce through the Green Shop of JA Kunibiki. The annual turnover of the Green Shop is 170 million yen. It helps in creating competition among farmers to produce quality products as every product sold in the Green Shop carries the name of the farmer-producer.

It also runs a marriage bureau, on free of charge basis, to members in collaboration with the local municipality. The JA has got ISO 1401 certification for promoting friendly environment among the community.



Group photo taken at the inauguration of the Comparative Field Study Visits at Lapenkop, Bandung (Indonesia).



A banner welcoming the participants of the 19th ICA/Japan Training Course to Bandung, Indonesia



Drs. Taryat All Nursidik, Manager, KPSBU (North Bandung Dairy Co-operatives) explaining the activities of KPSBU to the participants.



A farmer packing the paprika chillies in a cooperative in West Java.



Group Photo of participants taken along with Mr. Mustofa, Director, Dinas Koperasi, (Coop. Dept. at provincial level) West Java.



Some products of GKSJ, Lembang



Mr. J. Seiki, President, JA Sawada, in Gunma Prefecture, explaining the activities of his cooperative.



Participants with Mr. J. Seiki, President of JA Sawada at its processing unit



Farmer's Direct Sale Shop in Iwate Prefecture



Participants visiting a strawberry green house in JA Iwate Hanamaki



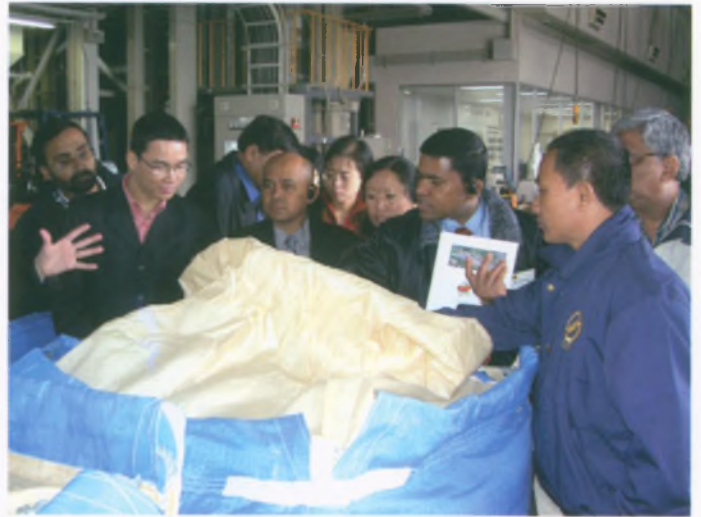
Photo of participants with the Managing Director and General Manager of JA Iwate Hanamaki.



Participants with President, Executive Director and Senior Officials of JA Kunibiki



Brown Rice Country Elevator in JA Hanamaki



Participants discussing a point at the Brown Rice Country Elevator



Participants observing the activities of the JA Shimane Flower Market.



Participants visiting JA Shimane Pearl Rice Co. Ltd.



Participants visiting a tomato green house in Shimane Prefecture.



A Farm Guidance Adviser at a farmer's green house in Iwate Prefecture



Participants visit a Day Care Centre in Shimane Prefecture



Women Participants with a Japanese farmer with whom they spent a night at her farmhouse.



Participants visit JA Zen-Noh R & D Centre



Participants visit Hanamaki Funeral Centre



Flower green house of JA Zen-Noh R & D Centre



Testing Laboratory of JA Zen-Noh R & D Centre

SECTION -VII

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

- A Summary

Introduction

Evaluation and assessment has been a continuous process during the term of the training course. However, at the termination of the training course, an End-of-the-Course Evaluation form was specially designed and given to the participants to obtain their comprehensive reactions on the total conduct of the programme.

Evaluation Objectives

The main objectives of this 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 programme itself; and
- iii. Enable the ICA to further improve the quality of future training programmes.

Summary of the Evaluation

12 participants attending the Course had participated in the Evaluation exercise, and returned their Evaluation Forms duly filled up. Two participants of the Training Course, namely, Ms. Darlene P. Rodriguez of the Philippines and Mr. Ritesh Dey of India, in consultation with the Programme Adviser, compiled the results of the End-of-the-Course Evaluation. Given below is a **brief summary** of the evaluation:

Do you think this training programme is useful and relevant: Highly relevant and important for middle level managers. Should be continued as it fulfils the needs of managers of agricultural cooperatives to enhance their capabilities and improve skills in preparing project proposals.

Achievement of Course Objectives: 100% have stated that the objectives of the Training Course have been achieved.

Achievement of Own Objectives: 5 participants said to have achieved 85% own objectives and 7 participants achieved 75%. These objectives, which were different from the Course objectives and which were established by the participants themselves, were stated to be as follows:

- To understand the success factors of agricultural cooperatives in the region, exchange ideas and share experiences regarding cooperative movement.
- To learn the role of manager in achieving the economic prosperity of agricultural cooperatives and agri-business.
- To enhance the knowledge, capacity, professional growth and learn the best management practices of agricultural cooperatives in the region.
- To improve managerial skills for giving better services to cooperative members.
- To develop skills in preparing project proposals and its implementation.
- To understand new techniques and technologies in agricultural cooperatives.
- To study the problems of cooperatives in the region and to find measures to overcome them.
- To promote relationship and exchange experiences for the development of the Asian Cooperative Movement.

From which part of the Training Course you have benefited the most: The replies were:

India: Theoretical knowledge gained from the lecture sessions in IRMA, about various management aspects, preparation of project proposals especially for the value-added agro-products – its implementation and monitoring, backward and

forward linkages in dairy cooperatives in AMUL; Indonesia: Participatory approach for education and training of members of cooperatives adopted by LAPENKOP; Japan: Various multipurpose activities of JAs , such as amalgamation, farm guidance and extension activities, relationship of JAs and its members and service-oriented diversified business activities.

Home Country Assignments [HCAs]: 83% of the participants have expressed their opinion that they were satisfied, while 17% reported to be fully satisfied with the HCAs.

Project Preparation and Project Appraisal skills after attending IRMA Module: The replies were: most of the participants have expressed that after attending the IRMA Module, they are now confident of developing new project proposals specially designed for value-added agro-products with emphasis on marketing and its implementation.

IRMA and IFFCO/FMDI Training Components in India: 9 of the participants said that the IRMA and IFFCO/FMDI training components were highly relevant, while 3 said relevant.

IDACA part of the Training Course in Japan: Majority of the participants said that IDACA part of the training is highly relevant.

Comparative Field visits in India, Indonesia and Japan: Majority of the participants said these were highly relevant. The comparative field study visits to AMUL, IFFCO, KRIBHCO, and a primary dairy cooperative at Navali, Anand, India; LAPENKOP, KPSBU, Paprika Cooperative, Cooperative Ministry of West Java Province, Handicraft Cooperative and Silk Cooperative in Indonesia; JA Iwate Chuoh, JA Kunibiki, JA Hanamaki, JA Sawada, Zen-Noh R & D Centre and JA Zen-Noh Shimane Hq. in Japan were of significance.

Logistics and Practical Arrangements: Most of the participants have expressed that logistics and practical arrangements made for the training course were excellent.

General Comments, Suggestions and Recommendations

- This training course is the best training course for managers of agricultural cooperatives in Asia-Pacific region and may be the only such practical training programme in the world. Hence it should be continued in the better interest for the development of strong and viable agricultural cooperatives in the Region.
- Compliment ICA-AP and Government of Japan (MAFF) for building such an effective partnership for successful conduct of training for so many years.
- The organisation, management and conduct of this course are excellent.
- Good homely environment in IFFCO/FMDI in every respect especially at the start of the training course.
- Study visits to cooperatives having similar activities should be avoided.
- While highlighting the progress of the developed countries and comparing the situations with that of the developing countries, effort should be made to encourage and give guidelines to the participants instead of pointing out the weaknesses.
- Study visits in Japan are the excellent part of the Japan Training Course especially JAs concern for the member farmers.
- Appreciate ICA-AP and IDACA for the successful conduct of the training course.
- Very much appreciate the role of the Programme Adviser, ICA-AP, for his effective guidance throughout the training period.

SECTION-VIII

COURSE CONCLUDING SESSION AND AWARD OF CERTIFICATES OF PARTICIPATION

The concluding session of the Nineteenth Training Course was held at IDACA on April 22, 2005. The session was attended by Mr. Kazuo Tanaka, Senior Officer, International Cooperation Division, International Affairs Department, MAFF, Mr Shigeri Fukamachi, Managing Director of the IDACA, including all his senior staff, and Mr. Prem Kumar, Programme Adviser of the ICA-Asia & Pacific, New Delhi.

Mr Prem Kumar, Programme Adviser, ICA-Asia & Pacific, presented a summary of the End-of-the-Course Evaluation and congratulated the participants on their successful completion of the training course.

Addressing the session, Mr Tanaka of MAFF expressed hearty congratulations to the participants on successful completion of the training course. He said: "We the Ministry concerned pay a deep respect to all the participants who have made the great efforts over the 4 months long period despite the different climates and customs, different from your countries. We are so pleased to know that all of you are fine without getting any trouble or accident. As you may already well know by now, Japan's agricultural cooperatives have played an important role as a conduit to link farmers and government policy, thereby helping contribute to the development of regional agriculture. I understand that the agricultural cooperatives are essential for the agricultural promotion and rural development. I firmly believe that you must have understood that Japan's agriculture policy well and this training proved to be quite useful for the enhancement of mutual understanding between your countries and Japan. By the way, I would like to ask you a favour. That is, I want you to disseminate knowledge and experiences gained from this course widely after return to your countries. Needless to say, you are representatives of your countries. Let me reiterate again that you try to share your precious experiences and information obtained with your colleagues and staff members. In closing, I would like to close my speech by thanking the people concerned such as Mr. Prem Kumar, Programme Adviser, ICA, Managing Director, IDACA, and IDACA personnel who have devoted themselves to the preparation and implementation of this training course. I wish you a safe journey back to your home and that I could meet you again somewhere".

A message received from Mr. Miyata Isami, President of JA-ZENCHU, sent on the occasion of closing ceremony was read. He said: "First and foremost, let me express my hearty congratulation to you all for the successful completion of about one and half month-long training without any trouble. As you may be well aware of, we the cooperators have a responsibility to abide by the cooperative principles laid down by the ICA. The cooperatives should be an organisation open to each and everybody and should be managed democratically by members. Moreover, the cooperatives are expected to work in collaboration across the country and among nations through the international networks. On your part, I would like you to reaffirm the importance of the cooperative principles and also fully recognize that the democracy constitutes the bases of the cooperative movement. On top of this, I expect that you will make use of the results obtained from this training for the development of the agricultural cooperatives in your respective countries in some way or another".

Mr. Shigeri Fukamachi, Managing Director of the IDACA, expressed sincere gratitude to Mr. Tanaka of MAFF for the support of MAFF extended over 19 years. He thanked Mr. Tanaka for sparing his valuable time to attend the closing session. He also appreciated Mr. Prem Kumar, Programme Adviser, ICA, for his wonderful management, hard work in making this programme a great success. He extended congratulations to the participants on successful completion of the training course. He has noted the various comments and suggestions made by the participants in the evaluation report. These comments have encouraged the staff of IDACA and me greatly and will enable us to improve this course in the future. In Japan, you could see agriculture and agricultural cooperatives are facing the hard task under the waves of globalisation. Japan is trying to develop partnership relations with foreign cooperatives to establish fair trade rules to benefit each other. He wished the participants for their safe journey back home with knowledge and good memories of Japan.

Ms Chitra Thamsuhang, a participant from Nepal, and Mr. Setiana, a participant from Indonesia, extended vote of thanks on behalf of the participants.

Ms. Chitra (Nepal) recounted the experiences and feelings of the participants during the Training Course. The participants felt that the programme was highly relevant for the present-day managers of agricultural co-operatives in Asia and hence should be continued. The training in Japan made us all recognise afresh the vital tasks of food security and enhancement of self-sufficiency as well as the importance of establishing solid agricultural cooperatives. During the training in Japan, we have been able to better appreciate through visit to several JAs that Japan's agriculture is family-based farming. She expressed a sense of satisfaction with the knowledge they all had gained from this new experience of visits to India, Indonesia and Japan. She made a special mention of Mr. Prem Kumar, the Programme Adviser, for excellently handling the course. Right through, he guided all of us with patience and tolerance. The success was due to his excellent planning and arrangements made for the training course.

Last but not the least; she thanked the ICA Regional Director for Asia-Pacific, Mr. Shil-Kwan Lee, for giving them an opportunity of participating in the training course.

Mr. Setiana (Indonesia) said that it is a very prestigious and technically sound training programme offered by the ICA to its member organisations in the Region. Besides enhancing the capability and capacity of managers of agricultural cooperatives, the programme has created enormous goodwill for the Japanese experiences of management of agricultural cooperatives as well as for the ICA. Visits to various JAs had enabled the participants to better appreciate and understand the progress of the agricultural cooperatives, especially in the application of modern technology, amalgamation, farm guidance, co-operative companies, grading and packaging of fruits and vegetables etc. with simple guidance and extension services, cooperatives have been able to generate additional income and services for their members. He appreciated the Programme Adviser, Mr. Prem Kumar, for his apt handling of the course. Because of his hard work, this course has been successful. He is the one who is able to maintain togetherness and cohesiveness among the participants, and make sure that all participants are on the right track following the course. He is a father and a friend for us. He thanked Mr. Abe and Ms. Oshita for successfully completing Part-II of the training course. He extended gratefulness of the participants to Mr. Fukamachi, MD, IDACA, for his kindness and hospitality during their stay at IDACA.

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 Shil-Kwan Lee, the Regional Director, signed the ICA Certificate of Participation and Mr S. Fukamachi, Managing Director of the IDACA, signed the IDACA Certificate.



Participants at the inauguration of the 2nd part of the 19th ICA/Japan Training Course at IDACA, Tokyo.



Group photo of participants taken with Mr. Kazuo Tanaka, Senior Officer of MAFF, at the closing ceremony of the course

PARTICIPANTS

19th ICA-Japan Training Course on
“Strengthening Management of Agricultural Cooperatives in Asia”

INDIA - INDONESIA - JAPAN

December 15, 2004 – April 23, 2005



Mr. Khean Sovannara
Ministry of Agriculture
Forestry and Fisheries
Phnom Penh, Cambodia



Ms. Liu Ting
All-China Federation of
Supply & Marketing
Cooperatives [ACFSMC]
Beijing, China



Mr. U.R. Tijare
IFFCO Area Office
Nagpur, India



Mr. Ritesh Dey
National Cooperative
Union of India [NCUI]
New Delhi, India



Mr. Moch. S. Widodo
National Federation of
Rural Cooperatives of
Indonesia (INDUK KUD)
Jakarta, Indonesia



Mr. Setiana
Cooperative Education &
Training Development
Institution [LAPENKOP
NASIONAL], Indonesia



Ms. Chitra K. Thamsuhang
National Cooperative
Federation of Nepal [NCF]
Kathmandu, Nepal



Mr. Irshad A. Jamshed
Idara-e-Kissan
(Lahore Milk Plant)
Lahore, Pakistan



Ms. Darline P. Rodriguez
Besao Multipurpose
Cooperative
Besao, Philippines



Mr. P. D. Dhammika
Gampaha District Coop
Rural Banks Union Ltd.
Gampaha, Sri Lanka



Ms. Saijai Vonkhorporn
Cooperative League of
Thailand [CLT]
Bangkok 10300, Thailand



Mr. Tran Dinh Trung
Vietnam Cooperative
Alliance [VCA]
Hanoi, Vietnam



Mr. Prem Kumar
Program Advisor, AMT
ICA - Asia & Pacific

PART-I OF THE PROGRAMME

[A] Home Country Assignments: Dec 15, 2004-January 15, 2005

[B] IFFCO-FMDI SEGMENT: January 16-31, 2005

ICA-IFFCO Training and Development Module on Review of Management of Agricultural Cooperatives in Asia – FMDI, Gurgaon

Jan 16 Sun	- Arrival in New Delhi/Gurgaon - Transfers to FMDI at Gurgaon - Stay at FMDI Hostel
Jan 17 Mon	
0830 – 0900	Registration at FMDI
0900 – 1100	Inaugural Session at FMDI
1130 – 1300	Role of Cooperatives in Disaster Management By Mr. Rajiv ID Mehta, ICA AP
1400– 1600	General Orientation and Information on Practical Matters by Mr. Prem Kumar, Programme Adviser, ICA AP
	Introduction to India , by Dr. G.C. Shrotriya
1830	ICA Welcome Dinner
Jan 18 Tue	
0930 – 1100	Regional Review Session-I [Mr. Prem Kumar]
1130 – 1300	Regional Review Session-II [Mr. Prem Kumar]
1400 – 1530	Regional Review Session-III [Mr Prem Kumar]
1600 – 1730	Regional Review Session-IV [Dr. R.N. Kudu]
Jan 19 Wed	
0930 – 1100	Regional Review Session-V [Mr. B.D. Singh]
1130 -- 1300	Regional Review Session-VI [Mr. B.D. Singh]
1400 – 1530	Regional Review Session-VII [Dr. R.N. Kundu]
1600 –1730	Regional Review Session-VIII [Dr. R.N. Kundu]]
Jan 20 Thu	
0930 – 1100	Technical Session-01 Cooperative Principles & Philosophy by Dr. Daman Prakash, IFFCO Foundation
	Technical Session-02
1130 – 1300	Governance in Agricultural Cooperatives in Asia by Mr. Mange Ram, Field Officer, FMDI

1400 - 1530	Technical Session-03 Recent Trends in the Development of Cooperatives in Asia-Pacific Region by Mr. B.D. Sharma, Sr. Consultant, ICA Domus Trust
1600 - 1730	Technical Session-04 Agri-Produce Marketing through Cooperatives in India By Mr. P.K. Pandey, ex-General Manager, NAFED
Jan 21 Fri 0930 - 1100	Technical Session-05 Business Diversification in Cooperatives by Mr. JNL Srivastava, IFFCO Foundation
1130 - 1300	Technical Session-06 Developing Local Level Advisory System for Strengthening Agricultural Cooperatives by Mr. JNL Srivastava, IFFCO Foundation
1400 - 1530	Technical Session-07 Credit and Financing of Agricultural Cooperatives by Mr. A.C..Gupta, IFFCO Foundation
1600 - 1730	Technical Session-08 Self-Help Groups as sub-system of Cooperatives by Dr. Daman Prakash, IFFCO Foundation
Jan 22 Sat	Visit to Taj Mahal, Agra
Jan 23 Sun	Free
Jan 24 Mon 09.30 - 11.00	Technical Session-09 Human Resource Development in Agricultural Cooperatives by Mr. D..P.Bhattacharya, Jt General Manager (HRD), IFFCO
1130 - 1300	Technical Session-10 Communication for Management Excellence by Mr. D.P. Bhattacharya, IFFCO
1400 - 1530	Technical Session-11 Business Development Plan for a Primary Agricultural Cooperative by Dr. Daman Prakash, IFFCO Foundation
1600 - 1730	Technical Session-12 Business Development Plan for a Primary Agricultural Cooperatives (contd), by Dr. Daman Prakash
Jan 25 Tue 0930 - 1100	Technical Session-13 Management Information System in Cooperatives, by Mr. K.L. Nalwaya, Executive Director, NCUI

1130 – 1300	<p>Technical Session-14 A Network Development of Agricultural Cooperatives – Indian as well as Asia-Pacific Experience by Mr. K.L. Nalwaya, NCUI</p>
1400 – 1530	<p>Technical Session-15 International Networking for Cooperative Business Development by Mr. S.N. Mittal, General Manager (MS), IFFCO</p>
1600 – 1730	<p>Technical Session-16 IT Support for Member Education and Extension Services by Mr. S.N Mittal, General Manager (MS), IFFCO</p>
Jan 26 Wed	<p>Holiday - Republic Day [Flag hoisting ceremony, IFFCO Colony, Gurgaon - Cultural programme]</p>
Jan 27 Thu 0930 – 1100	<p>Technical Session-17 Total Quality Management Practices in Agricultural Cooperatives in Asia – An Overview by Dr. G.C. Shrotriya, IFFCO Foundation</p>
1130 – 1300	<p>Technical Session-18 Nominal Group Techniques and its Application by Dr. G.C. Shrotriya</p>
1400 – 1530	<p>Technical Session-19 Development and Management of Farm Forestry Coops in India by Dr. V. Kumar, IFFCO Foundation</p>
1600 – 1730	<p>Technical Session-20 Introduction to WTO – Rules & Modalities for Negotiations by Dr. V. Kumar, IFFCO Foundation</p>
Jan 28 Fri	<p>Study Visits Programme in New Delhi - ICA A&P - National Cooperative Union of India (NCUI) - National Agricultural Cooperative Marketing Federation of India-NAFED</p>
Jan 29 Sat	<p>Visit to IFFCO's adopted villages in Rohtak (full day)</p>
Jan 30 Sun	<p>Free</p>
Jan 31 Mon 0930 - 1100	<p>Technical Session-21 Evaluation Session of the FMDI-IFFCO Segment Distribution of Certificates (chaired by Mr. Bhagwati Prasad, Chief Executive, NCUI)</p>
1400 - 1730	<p>FMDI-ICA A&P for stacking luggage of participants-FMDI</p>
Feb 1 Tue 0400	<p>Departure for Vadodra on way to IRMA from the IGI-Delhi [Palam] Domestic Airport [IC-817 0550/0850]</p>

Nineteenth ICA/Japan Training Programme
STRENGTHENING MANAGEMENT OF AGRICULTURAL COOPERATIVES IN ASIA
Module at IRMA: 1 February 2005 – 2 March 2005

Date	9.15 – 10.45	11.15 – 12.45	14.00 – 15.30	16.00 – 17.30
1.02.2005 Tuesday	Arrival from New Delhi via Baroda (IC-815), settling down, Registration, Issuance of Reading Material, Briefing about facilities and Campus Visit		Inauguration, Introduction to faculty/introduction to IRMA module/ Allotment of faculty guides for projects (14:30 – 15:30)	Ice Breaking Session by Prof. S.N. Biswas/ Prof. Nivedita Kothiyal
02.02.2005 Wednesday	IGB-1	IGB-2	PM-1	Field Visit to DCS
03.02.2005 Thursday	PM-2	ICS-1	IGB-3	IGB-4
04.02.2005 Friday	Project Presentations by Participants			
05.02.2005 Saturday	PM-3	MM-1	IGB-5	Field Visit to AMUL
06.02.2005 Sunday	Picnic (Dharmaj Water Park)			
07.02.2005 Monday	Field Visit to KRIBHCO, Surat			
08.02.2005 Tuesday				
09.02.2005 Wednesday	PM-4	FAC-1	MM-2	Field Visit to GCMMF
10.02.2005 Thursday	PM-5	FAC-2	MM-3	ICS-2
11.02.2005 Friday	PM-6	IGB-6	Project Consultation with Guide	FAC-3
12.02.2005 Saturday	PM-7	FAC-4	ICS-3	MM-4
13.02.2005 Sunday	Rest			
14.02.2005 Monday	PM-8	FAC-5	ICS-4	MM-5
15.02.2005 Tuesday	PM-9	FAC-6	Project Consultation with Guide	
16.02.2005 Wednesday	IGB-7	MM-6	PM-10	FM-1
17.02.2005 Thursday	IGB-8	FM-2	PM-11	ICS-5
18.02.2005 Friday	Field Visit: Mother Dairy Gandhinagar/IFFCO Kaloi*			
19.02.2005 Saturday				
20.02.2005 Sunday	Rest			
21.02.2005 Monday	PM-12	FM-3	FAC-7	ICS-6
22.02.2005 Tuesday	PM-13	PM-14	FAC-8	ICS-7
23.02.2005 Wednesday	PM-15	FM-4	FAC-9	ICS-8
24.02.2005 Thursday	IGB-9	IGB-10	FAC-10	ICS-9
25.02.2005 Friday	FM-5	FM-6	MM-7	Project Consultation with Guide
26.02.2005 Saturday	FM-7	FM-8	MM-8	MM-9
27.02.2005 Sunday	Rest			
28.02.2005 Monday	FM-9	FM-10	MM-10	Chairman's address
01.03.2005 Tuesday	Presentation of Revised Projects by the Participants			
02.03.2005 Wednesday	Departure for New Delhi via Baroda (IC-816)			

- Note:**
1. (*) Field visit review will be conducted during 8.30 am to 9.15 am on 11.02.2005 (Friday) and 21.02.2005 (Monday) through group presentations
 2. Examples and illustrations are to be closely related to agricultural cooperatives in Asia.

Topic/Focus		Resource Person
1. Project Management (PM)	15 Sessions	Prof. G. Krishnamurthi
Focus: Project Management in agricultural cooperatives is the central theme of this module of training at IRMA. Participants start by making a presentation of their project in the first week. Throughout their stay the participants are expected to revise/improve their original projects on the basis of class room inputs and guidance. The participants make presentation of their revised proposal before their departure from IRMA.		
2. Financial Accounting and Costing (FAC)	10 Sessions	Prof. S.K. Mitra
Focus: Introduction to Financial Accounting; Profit & Loss accounting; Balance sheet; Ratio analysis; Costing and pricing of products and services in agricultural cooperatives; Break-even analysis; Cost-Volume and Profit relations		
3. Financial Management (FM)	10 Sessions	Prof. Shiladitya Roy
Focus: Working capital management; Time value of money; Estimating relevant cash flows; Financial criteria for investment decisions in agricultural cooperatives		
4. Marketing Management (MM)	10 Sessions	Prof. Arvind Gupta/ Prof. L.K. Vaswani
Focus: Marketing Concept; Market & Competition; Consumer Behaviour; Segmentation; Marketing Strategy (Module I) : Supply Chain Management; Retailing and Merchandising; Cooperatives and Challenges of Open Market Economy; Introduction to WTO – Rules and Modalities for negotiations (Module II).		
5. Integrated Cooperative Systems (ICS)	9 Sessions	Prof. K.V. Raju
Focus: Integrated Services; Multifunctionality of Agri-cooperatives, Vertical and Horizontal Integration; Federal Cooperatives; Credit and Financing of Agri-cooperatives.		
6. Individual and Group Behaviour (IGB)	10 Sessions	Prof.S.N.Biswas/ Prof. Nivedita Kothiyal
Focus: Understanding Individual; Inter-personal communication; working in Groups		
7. Field visits		Prof. Arvind Gupta/ Shri BC Patel

**(D) ICA A&P, NEW DELHI, AND
INDONESIA STUDY VISITS SEGMENT**

Mar 4, Fri. Departure from Delhi (SQ 407)

Mar 5, Sat.

07.10 Arrival in Singapore

08.55 Departure from Singapore (SQ 154)

09.30 Arrival at Sukarno-Hatta Airport

10.30 – 16.00 Transfer from Jakarta Airport to Bandung by minibus
(Group Lunch on the way to Bandung)

16.00 Check-in at Savoy Homann Hotel, Bandung (Telephone no.: +62-22-4232244)

19.00 Group Dinner at Savoy Homann Hotel

March 6, Sun.

07.00 – 08.00 Breakfast at Savoy Homann Hotel
09.00 – 10.15 Transfer from Bandung to Jatinangor
10.15 – 11.15 Inaugural Session at LAPENKOP (The Co-operative Education and Training Development Institution) National Office, Jatinangor
11.15 – 12.00 Tea Break at LAPENKOP National Office
12.00 – 13.30 Lunch at LAPENKOP National Office
13.30 – 14.00 Leave for IKOPIN (Indonesian Co-operative College)
14.00 – 15.30 Visit IKOPIN
15.30 – 16.00 Tea break at IKOPIN
16.00 – 17.00 Return to Savoy Homann Hotel
19.00 – 22.00 Welcome Dinner by LAPENKOP

March 7, Mon.

07.00 – 08.00 Breakfast at Savoy Homann Hotel
08.00 – 09.00 Transfer to Lembang
09.00 – 12.00 Visit KPSBU (Dairy Co-operative of North Bandung), Lembang
12.00 – 13.30 Group Lunch
13.30 – 17.00 Sightseeing to Tangkubanparahu and Ciater Hot Spring Resort
17.00 – 19.00 Return to Savoy Homann Hotel

March 8, Tue.

07.00 – 08.00 Breakfast at Savoy Homann Hotel
08.00 – 10.00 Transfer to GKSI (Secondary Dairy Cooperative at provincial level), West Java
10.00 – 12.00 Visit GKSI, Bandung – West Java
12.00 – 13.00 Group Lunch
13.30 – 15.00 Transfer to Cisarua, Padalarang
15.00 – 16.30 Visit to Paprika Cooperative
16.30 – 17.30 Return to Savoy Homann Hotel

March 9, Wed.

07.00 – 08.00 Breakfast at Savoy Homann Hotel
08.00 – 11.00 Transfer to Rajapolah Tasikmalaya
11.00 – 12.00 Visit Co-op Handicraft “Mitra Pandan” Rajapolah Tasikmalaya
12.00 – 12.30 Visit Handicraft Central Market Rajapolah Tasikmalaya
12.30 – 13.30 Group Lunch
13.30 – 13.45 Transfer to Ciawi Tasikmalaya
13.45 – 14.45 Visit KOPINKRA Ulat Sutra “Silk Worm Co-op” Ciawi Tasikmalaya
14.45 – 18.00 Return to Savoy Homann Hotel

March 10, Thur.

07.00 – 08.00 Breakfast at Savoy Homann Hotel
09.00 – 10.00 Transfer to DEKOPINWIL (DEKOPIN at provincial level) of West Java
10.00 – 12.00 Visit DEKOPINWIL of West Java
12.00 – 13.30 Group Lunch
13.30 – 13.45 Transfer to Dinas Koperasi (Co-operative Department at provincial level) of West Java
13.45 – 15.00 Visit Dinas Koperasi of West Java
15.00 – 19.00 Visit Bandung Super Mall
19.30 Return to Savoy Homann Hotel

March 11, Fri.

07.00 – 08.00	Breakfast at Savoy Homann Hotel
08.00 – 13.00	Free
13.00 – 14.00	Group Lunch at Preanger Hotel, Bandung
14.00 – 17.00	Group Discussion - DEKOPIN Secretary General & Participants (Savoy Homann Hotel)
19.00 – 22.00	ICA Farewell Dinner and Cultural Performance at Hotel Savoy Homann Bandung

March 12, Sat.

07.00 – 08.00	Breakfast at Savoy Homann Hotel
08.00 – 12.00	Preparation for departure to Japan
12.00 – 13.00	Group Lunch at Savoy Homann Hotel, Bandung
13.00 – 14.00	Check-out from Savoy Homann Hotel
14.00 – 18.30	Leave for Sukarno-Hatta Airport by minibus
22.30	Departure from Jakarta (JL-726)

March 13, Sun.

07.20	Arrival in Tokyo
-------	------------------

PART-II OF THE PROGRAMME
[E] IDACA SEGMENT: March 13-April 23, 2005

Mar 13 Sun	- Arrival of Participants from Jakarta (JL-726 2230/07.20*) - Orientation for stay at IDACA
Mar 14 Mon	Programme Orientation/Inauguration Ceremony Lecture : Japan's Agriculture and Economy by Mr. Y. Abe, IDACA.
Mar 15 Tue	Lecture : Organisation and Business Activities of Agricultural Cooperatives by Mr. T. Nakashima, IDACA
Mar 16 Wed	Lecture : Farm Guidance Activities of Agricultural Cooperatives by Mr. T. Nakashima, IDACA
Mar 17 Thu	Lecture : Purchasing and Marketing Business of Agricultural Cooperatives by Mr. K. Harada
Mar 18 Fri	Lecture: Rural Finance and Credit Business of Agricultural Cooperatives by Mr. Shimuzu, Norinchukin Research Institute.
Mar 19 Sat	Tokyo City Tour (places of interests by bus)
Mar 20 Sun	Free
Mar 21 Mon	Leave for Iwate Prefecture for Study Visit
Mar 22 Tue	JA Iwate Prefectural Chuo Iwate Prefecture Agricultural Research Centre

Mar 23 Wed	JA Iwate Hanamaki (1) Observation of facilities operated by JA
Mar 24 Thu	JA Iwate Hanamaki (2) Roadside Station Ishidoriya
Mar 25 Fri	Sightseeing of places of interests
Mar 26 Sat	Leave Miyagi for Tokyo
Mar 27 Sun	Free
Mar 28 Mon	Group Discussion and Report on the Study Tour in Iwate
Mar 29 Tue	Lecture : Case Study on Successful Cooperatives in the Developing Countries by Mr. Y. Abe, IDACA.
Mar 30 Wed	Visit to Flower Park and German Village
Mar 31 Thu	Visit to JA Sawada
Apr 1 Fri	Lecture : Management and Audit of Agricultural Cooperatives by Mr. S. Fukamachi, MD, IDACA
Apr 2 Sat	Free
Apr 3 Sun	Free
Apr 4 Mon	Lecture : Agricultural Extension System of Japan by Mr. M. Arisawa
Apr 5 Tue	Lecture : Case Study on Rural Development (Focus on Women Groups Activities) by Ms. K. Kano, JBIC
Apr 6 Wed	Lecture: Project Cycle Management (PCM) Method-1
Apr 7 Thu	Lecture : Project Cycle Management (PCM) Method-1
Apr 8 Fri	Lecture : Trade Liberalisation and Cooperative Development in Globalisation by Mr. H. Kobayashi, JA-Zenchu
Apr 9 Sat	Free
Apr 10 Sun	Free
Apr 11 Mon	Leave for Shimane Prefecture for Study Tour
Apr 12 Tue	JA Shimane Prefectural Union JA Zennoh Shimane Hq. Facilities (Processing related facilities)
Apr 13 Wed	(A) JA Kunibiki

- Apr 14 Thu** (B) JA Kunibiki
- Apr 15 Fri** Izumo Great Shrine and Winery Factory Move for Hiroshima
- Apr 16 Sat** Back to Tokyo by air
- Apr 17 Sun** Free
- Apr 18 Mon** Group Discussion and drafting of Report
- Apr 19 Tue** Visit the Agricultural Research and Development Centre of JA Zennoh
- Apr 20 Wed** Presentation of Group Discussion Report
- Apr 21 Thu** Summary of Evaluation
- Apr 22 Fri** Presentation of Evaluation Report and Closing Ceremony
Move to Narita – departure from IDACA around 3 p.m.
- Apr 23 Sat** Departure of participants from Japan for home countries
-

COURSE PARTICIPANTS

- | | |
|---------------------|--|
| 01 Cambodia | <p>1. Mr. Khean Sovannara
 Vice Chief of Farmers Association Office
 Ministry of Agriculture Forestry and Fisheries
 Department of Agricultural Extension
 #200, Preah Norodom Blvd., PO Box 1239,
 Phnom Penh, Cambodia</p> |
| 02 China | <p>2. Ms. Liu Ting
 Deputy Division Chief
 Economic Development Department
 All-China Federation of Supply & Marketing
 Cooperatives [ACFSMC]
 45, Fu Xing Men Nei Street
 Beijing 100 801, China</p> |
| 03 India | <p>3. Mr. U.R. Tijare
 Field Officer
 IFFCO Area Office
 201, Padma Residency
 Dr. Pandey Memorial Hospital
 P.R. Sathe Marg, Dhantoli,
 Nagpur 440012, Maharashtra, India</p> <p>4. Mr. Ritesh Dey
 Assistant Director
 National Cooperative Union of India [NCUI]
 3, Siri Institutional Area, Hauz Khas,
 New Delhi 110 016, India</p> |
| 04 Indonesia | <p>5. Mr. Moch. Susilo Widodo
 Operation Manager
 National Federation of Rural Cooperatives
 of Indonesia (INDUK KUD)
 Graha Induk Kud, Warung Buncit Raya Street No. 18-20
 Pejaten, Pasar Minggu,
 Jakarta 12510, Indonesia</p> <p>6. Mr. Setiana
 Training Specialist
 Cooperative Education & Training Development
 Institution [LAPENKOP NASIONAL]
 Bldg. D-III, IKOPIN Campus, 2nd Floor,
 Jl. Raya Bandung Sumedang Km 20.5, Jatinangor,
 Bandung 40600, Indonesia</p> |

- 05 Nepal**
7. **Ms. Chitra Kumari Thamsuhang**
Accounts Officer
National Cooperative Federation of Nepal [NCF]
Bijuli Bazar, Post Box No. 10952
Kathmandu, Nepal
- 06 Pakistan**
8. **Mr. Irshad Ahmad Jamshed**
Extension Manager
Idara-e-Kissan (Lahore Milk Plant)
40, Shahrah-e-Roomi
(Walton Road)
Lahore, Pakistan
- 07 Philippines**
9. **Ms. Darlene P. Rodriguez**
Finance & Department Manager
Besao Multipurpose Cooperative
Kin-iway
Besao, 2618 Mountain Province, Philippines
- 08 Sri Lanka**
10. **Mr. P.D. Dhammika**
General Manager
Gampaha District Coop Rural Banks Union Ltd.
471/16 Colombo Road
Gampaha, Sri Lanka
- 09 Thailand**
11. **Ms. Saijai Vonkhorporn**
Director, Technical & Planning Division,
Cooperative League of Thailand [CLT]
4, Pichai Road, Dusit,
Bangkok 10300, Thailand
- 10 Vietnam**
12. **Mr. Tran Dinh Trung**
Vietnam Centre for Cooperatives and SMEs
Vietnam Cooperative Alliance [VCA]
77, Nguyen Thi Hoc Street
Ba Dinh District
Hanoi, Vietnam
- ICA ROAP**
- Mr Prem Kumar**
Advisor, ICA/Japan AMT Programme
International Cooperative Alliance [ICA]-Asia & Pacific
9 Aradhana Enclave, R.K.Puram, Sector 13, Ring Road,
New Delhi 110 066, India

**ICA-Japan Training Course on
STRENGTHENING MANAGEMENT OF AGRICULTURAL COOPERATIVES IN ASIA**

CONSOLIDATED LIST OF PARTICIPANTS

[1986-87, 1987-88, 1988-89, 1989-90, 1990-91, 1991-92, 1992-93, 1993-94, 1994-95, 1995-96, 1996-97,
1997-98, 1998-99, 1999-2000, 2000-2001, 2001-2002, 2002-2003, 2003-2004 & 2004-2005]

Sr. No.	Course Year	Names of Participants and their Organisations
01	BANGLADESH	
001	1986-87	Mr Md Abdus Samee, Bangladesh Samabaya Marketing Society Ltd.
002	1987-88	Mr Abdul Mannaf Mir, Bangladesh Samabaya Bank Ltd.
003	1988-89	Mr Fakir Mohd. Anwarul Quadir, Bangladesh Samabaya Marketing Society.
004	1989-90	Mr Mohd. Nuruzzaman Bhuiyan, Bangladesh Samabaya Bank Ltd.
005	1990-91	Mr Mohd. Nurul Hoque, Manager, Bangladesh Samabaya Bank Ltd.
006	1991-92	Mr Sudhir Chandra Das, Bangladesh Milk Producers' Cooperative Union Ltd.
007	1992-93	Mr Mohd Habibullah, Bangladesh Samabaya Bank Ltd.
008	1993-94	Mr Md Anwaruzzaman, Bangladesh Samabaya Bank Ltd.
009	1994-95	Mr Siddiqur Rahman, Bangladesh Milk Producers' Coop Union, [MILKVITA]
010	1995-96	Mr Md Zillur Rahman, Bangladesh Samabaya Bank Ltd.
011	1996-97	Mr Nur Mohammad Molla, Bangladesh Samabaya Bank Limited
012	1997-98	Mr Kazi Zahirul Hoque, Bangladesh Samabaya Bank Limited
013	1998-99	Mr Mosharraf Hossain, Bangladesh Milk Producers' Cooperative Union Ltd
014	2000-2001	Mr Babul Kanti Patwari, Bangladesh Samabaya Bank Limited
015	2001-2002	Mr. Bidyut Kumar Mondal, Bangladesh Milk Producers Coop Union Ltd.
016	2002-2003	Mr Ibrhaim Hossain, Bangladesh Samabaya Bank Limited
017	2003-2004	Mr. Abu Md. Shariful Islam, Bangladesh Milk Producers Cooperative Union Ltd.
02	CAMBODIA	
018	2004-2005	Mr. Khean Sovannara, Ministry of Agriculture, Forestry & Fisheries, Phnom Penh
03	CHINA	
019	1986-87	Mr Aiguo Guan, All-China Federation of Supply & Marketing Cooperatives
020		Mrs Xinzhen Liu, All-China Fedn of Supply & Marketing Cooperatives
021	1987-88	Ms He Lanchai, All-China Federation of Supply & Marketing Cooperatives
022		Shi Yue Jin, Zhejiang Supply and Marketing Cooperatives
023	1988-89	Mr Bi Meijia, All-China Federation of Supply & Marketing Cooperatives
024		Mr Gao Jihai, Shandong Federation of Supply & Marketing Cooperatives
025	1989-90	Mr Jia Min Sheng, All-China Federation of Supply & Marketing Cooperatives
026		Mr Yang Bao Guo, Shanghai Federation of Supply & Marketing Coops Ltd.
027	1990-91	Mr Rong Jun, All-China Federation of Supply & Marketing Cooperatives
028		Mr Huang Yadong, Hubei Provincial Fedn of Supply-Marketing Cooperatives
029	1991-92	Mr Zhang Guang Lun, Shaanxi Provincial Supply & Marketing Coop Union
030		Ms Liu Quan, Shanghai Federation of Supply and Marketing Cooperatives
031	1995-96	Mr Liu Hui, All-China Federation of Supply & Marketing Cooperatives
032	1996-97	Mr Wang Songjun, All-China Fedn of Supply & Marketing Cooperatives
033		Mr Feilong Liu, Ningbo Supply and Marketing Cooperatives
034	1997-98	Mr Gao Mao Lin, All-China Fedn of Supply and Marketing Cooperatives
035		Mr Bai Tao, Shanxi Provincial Fedn of Supply and Marketing Cooperatives

036	1998-99	Mr Xu Guoliang, Qingdao Dongfang Group Company Limited
037		Mr Huang Xiao, Shandong Supply and Marketing Coop [Group]
038	1999-2000	Mr Wen Gao Lian, All-China Fedn of Supply and Marketing Cooperatives
039		Mr Cheng Qingxin, All-China Fedn of Supply and Marketing Cooperatives
040	2000-2001	Mr Zhang Chen Guang, All-China Fedn of Supply & Marketing Cooperatives
041		Mr Li Xuan, All-China Federation of Supply & Marketing Cooperatives
042	2001-2002	Mr. Li Wenlong, All-China Federation of Supply & Marketing Cooperatives
043	2002-2003	Ms Ni Jing, All-China Federation of Supply & Marketing Cooperatives
044		Ms. Guo Jing, All-China Federation of Supply & Marketing Cooperatives
045	2003-2004	Mr. Ge Shuyuan, All-China Federation of Supply & Marketing Cooperatives
046	2004-2005	Ms. Liu Ting, All China Federation of Supply & Marketing Cooperatives
04	INDIA	
047	1986-87	Mr N.N. Joshi, Rajasthan State Cooperative Bank Ltd.
048		Dr N.P.Sharma, National Cooperative Union of India
049		Mr C.D. Singal, Haryana State Cooperative Bank Ltd.
050	1987-88	Mr Thondup Pintso Bhutia, Joint Registrar of Cooperative Societies, Sikkim
051		Mr Rajiv I.D. Mehta, ICA Regional Office for Asia and the Pacific
052		Mr Ganesh Prasad Nema, M.P. State Cooperative Land Development Bank
053	1988-89	Mr G. Ganga Rao, Krishna District Central Cooperative Bank Ltd.
054		Mr Promod Kumar Pandey, National Agrl Cooperative Marketing Federation
055	1989-90	Mr D.T. Rangaswamy, Karnataka State Cooperative Bank Ltd.
056		Mr Lokendra Singh Rawal, Krishak Bharti Cooperative Ltd., KRIBHCO
057	1990-91	Mr Ziley Singh, Department of Civil Supplies, Government of India
058		Mr Raj Pal Gaba, National Agricultural Coop Marketing Fedn of India
059	1991-92	Mr Ram Niwas Kundu, Indian Farmers Fertilizer Cooperative Ltd. (IFFCO)
060		Mr Virinder Singh Sidhu, Integrated Cooperative Development Project
061	1992-93	Mr I.K.Kadu, Padamshri Dr Vithalrao Vikhe Patil Cooperative Sugar Factory
062		Mr Subhash Singh, National Agricultural Cooperative Federation-NAFED
063		Mr Ram Swaroop Jakhar, Rajasthan Agr Dev Bank Ltd.
064	1993-94	Dr K.G.Wankhade, IFFDC Project, IFFCO
065		Mr Deepak Kumar Saxena, Rajasthan State Cooperative Bank Ltd.
066	1994-95	Dr Durga Pada Patra, Indian Farmers Fertilizer Cooperative Ltd.-IFFCO
067		Mr K.L.Nalwaya, National Cooperative Union of India
068		Mr C. Sehar, Tamil Nadu Cooperative Marketing Federation Ltd.
069	1995-96	Mr George Kuriakose, Kerala State Coop Agri & Rural Development Bank
070		Mr S. Gopal Parashar, National Cooperative Union of India
071	1996-97	Mr M. Rama Gopal, Andhra Pradesh Dairy Cooperative Federation Ltd
072		Ms Urmil Aneja, National Agri Coop Marketing Fedn of India Ltd -NAFED
073	1997-98	Dr R.R. Randad, Indian Farmers' Fertiliser Cooperative Ltd-IFFCO
074		Dr V.N. Ramakrishna, Bijapur Distt Coop Milk Producers' Union Ltd
075	1998-99	Mr Deshpal Singh Tomar, Indian Farmers' Fertiliser Cooperative Limited
076		Mr Amar Pal Singh Bhullar, Punjab State Cooperative Bank Limited
077	1999-2000	Mr CS Ambekar, Indian Farmers' Fertiliser Cooperative Limited
078		Mr Surendra Sehgal, National Cooperative Development Corporation-NCDC
079	2000-2001	Mr Arun Kumar Dabral, National Agr Coop Marketing Federation Ltd-NAFED
080		Mr Vinit Kumar Verma, Ministry of Agriculture, Government of India
081	2001-2002	Mr. Jangamappa, Karnataka State Cooperative Apex Bank Ltd.
082		Mr. A.K. Rath, NAFED
083	2002-2003	Mr. Yogendra Kumar, Indian Farmers' Fertiliser Cooperative Limited-IFFCO
084		Mr P. Sampath, Ministry of Agriculture, Government of India

085	2003-2004	Mr. Dipankar Nandi, Indian Farmers' Fertiliser Cooperative Ltd-IFFCO
086		Mr. M. Suresh, National Agri Coop Marketing Federation Ltd.-NAFED
087	2004-2005	Mr. U.R. Tijare, Indian Farmers' Fertilizer Cooperative Ltd – IFFCO
088		Mr. Ritesh Dey, National Cooperative Union of India-NCUI

05 INDONESIA

089	1986-87	Mr Samsul Arief, Dewan Koperasi Indonesia (DEKOPIN)
090	1987-88	Mr Yoyok Sunaryo Soekarno, Union of Dairy Coops of Indonesia, GKSI
091		Mr Maharsi Adi Sucipto, Union of Dairy Cooperatives of Indonesia
092	1991-92	Mr Johny Priyana, Union of Dairy Cooperatives of Indonesia-GKSI
093	1992-93	Mr Achmad Kosasih, Union of Dairy Coops of Indonesia GKSI
094	1993-94	Mr Tanoyo Adi, Union of Dairy Cooperatives of Indonesia-GKSI
095		Mr Iskandar Muchlas, Union of Dairy Cooperatives of Indonesia-GKSI
096	1994-95	Mr Ayi Suhendi, KPSBU Lembang, Bandung, West Jawa. GKSI
097		Ms Marleen Erna Dien, Rural Unit Coop Federation, North Sulawesi. GKSI
098		Ms Rias Dyah Tri Silvana, KUD SUKA MAKMUR, Malang
099	1995-96	Mr Andy Satyana, Manager, KUD Setia Kawan. GKSI
100	1996-97	Ms Carolina H.K., DVM, KUD Suka Mulya, Wates Kediri. East Java. GKSI
101		Mr Hermaniadi, KUD Dah, DAU, Malang. East Java. GKSI
102	1997-98	Mr Abdurahman Sopa, KUD Bayongbong. Garut. West Java. GKSI
103		Mr Taryat Ali Nursidik, North Bandung Dairy Cooperatives/KPSBU
104	1999-2000	Ms Indrawati Sinaga, INKUD
105	2000-2001	Mr Irwin Novianto, Lapenkop-Dekopin
106	2001-2002	Mr. Apsoro. Soewarno, Lapenkop-Dekopin
107	2002-2003	Ms Foura Deviyanti Trisnasih, Lapenkop-Dekopin
108	2003-2004	Ms. Ita Marthawati Andyni, Lapenkop-Dekopin
109	2004-2005	Mr. Moch Susilo Widodo, National Federation of Rural Coops-INDUK KUD
110		Mr. Setiana, Lapenkop-Dekopin

06 IRAN

111	1991-92	Mr Mohammed Reza Gramipour, Central Organisation for Rural Coop of Iran
112	1992-93	Mr Morteza Hafezi, Central Organisation for Rural Coops of Iran
113	1993-94	Mr Ali Arbabi, Central Organisation for Rural Coops of Iran 6

07 KOREA, REPUBLIC OF KOREA

114	1986-87	Mr Chong Hyun Baik, National Agricultural Cooperative Federation-NACF
115		Mr Jin Woo Kim, National Agricultural Cooperative Federation-NACF
116	1987-88	Mr Yun Hee Lee, National Agricultural Cooperative Federation-NACF
117		Mr Chung Shik Shim, National Agricultural Cooperative Federation-NACF
118	1988-89	Mr Hyang Kyu Lee, National Agricultural Cooperatives Federation-NACF
119		Mr Byung Ho Jeong, National Livestock Cooperatives Federation-NLCF
120	1989-90	Mr Sang Derk Lee, Anseong Agri. Coop Leaders' Training Institute, NACF
121		Mr Byung O Kang, National Livestock Cooperatives Federation-NLCF
122	1990-91	Mr Shie Kie Yup, National Agricultural Cooperatives Federation-NACF
123		Mr Kyu Hyun Lee, National Livestock Cooperatives Federation-NLCF
124	1991-92	Mr Hyun Keun Myung, National Agricultural Cooperatives Federation-NACF
125		Mr Won Tae Kim, National Livestock Cooperatives Federation-NLCF
126	1992-93	Mr Han Ju Lee, National Agricultural Cooperatives Federation-NACF
127		Mr Byeong Hak Lee, Seoul Dairy Cooperative
128	1993-94	Mr Do Hwan Woo, National Agricultural Cooperatives Federation-NACF
129		Mr Kwang Seog Song, National Livestock Cooperatives Federation-NLCF
130	1994-95	Mr Jong Soo Lee, National Agricultural Cooperatives Federation-NACF

131 Mr Pyeong Woo Min, National Livestock Cooperatives Federation-NLCF
 132 1995-96 Mr Dong Young Kim, National Agricultural Cooperatives Federation-NACF
 133 Mr Sun Hak Kim, National Livestock Cooperatives Federation-NLCF

08 MALAYSIA

134 1986-87 Mr Mohd Redza Haji Baba, Kementerian Pertanian Tingkat 7
 135 1987-88 Mr Wan Abdul Rahman bin Wan Mohd. Zain, (FOA)
 136 1988-89 Mr Ghani Fikri, Machang Rubber Smallholders' Cooperative-RISDA
 137 1989-90 Mr Abdul Razak Jamin, Federal Land Development Authority-FELDA
 138 Mr Abu Bakar Ujang, Asrama FELDA Semai Bakti Kelana Jaya
 139 1990-91 Mr Ku Mohd Rodzi, Pejabat Pengarah FELCRA Negari Pulau Pinang
 140 1991-92 Mr Rofien Sapiin, KESEDOR HQs
 141 1992-93 Mr Salleh bin Rehduan, Department of Cooperative Development
 142 1993-94 Mr Anthony Samuel, Department of Cooperative Development
 143 1995-96 Mr Nik Mohd Nabil bin Nik Mansur-RISDA/NARSCO
 144 1996-97 Mr Arikrishnan, FELDA Cawangan Kuantan
 145 1997-98 Mr Zahari Mat Amin, NARSCO Cooperative Federation
 146 1998-99 Mr Azhar b. Yunus, Farmers' Organisation Authority-FOA
 147 1999-2000 Mr Wan Zin B. Wan Ahmad, NARSCO
 148 2000-2001 Mr Jagathesa Rao, Kuala Perak Estate, Perak
 149 2002-2003 Mohd Azizi bin Mohamad Atar, Farmers' Organisation Authority [FOA]
 150 2003-2004 Mr. Hj Mohd Nasir b Abdullah, Perak State Smallholders Cooperative

09 MYANMAR

151 1993-94 Ms Sein Sein Htay, Mon state Cooperative Syndicate
 152 1994-95 Mr Aung Maung, Sagaing Division Cooperative Syndicate
 153 Ms Htay Htay, Township Cooperative Society
 154 1995-96 Ms Khin Khin Nyunt, Hinthada Township Coop Society
 155 1996-97 Mr Htin Kyaw Linn, Union of Agril Producers Coop Syndicate Ltd.
 156 1997-98 Mr. Sein Win, Union of Agricultural Cooperatives
 157 1998-99 U Zaw Myint, Ministry of Cooperatives-Myanmar
 158 1999-2000 U Ne Linn, Htet Arkar Kyaw Agricultural Coop Syndicate
 159 U Aung Zaw Myint, Swe Marn Aung Agril Producers Coop Ltd..
 160 2000-2001 Ms Yi Yi Win, Degree College, Central Cooperative Society
 161 2001-2002 U Kyaw Tint, Mya-Thitsa Agricultural Cooperative Ltd.6

10 NEPAL

162 1998-99 Mr Ram Bhajan Shah, National Cooperative Federation of Nepal
 163 Mr Umesh Mahaseth, District Cooperative Union Ltd-Nepalganj
 164 2000-2001 Mr Ganesh-Prasad Koirala, National Coop Federation of Nepal Ltd
 165 2001-2002 Mr. Dilli Ram Tiwari, District Coop Union Ltd., Kaski, Pokhara
 166 2002-2003 Mr.Harendra Singh Bhuimhar, National Cooperative Federation of Nepal Ltd.
 167 2003-2004 Mr. Rishi Raj Ghimire, Sajha Swathya Sewa Cooperative Society Ltd
 168 2004-2005 Ms. Chitra Kumari Thamsuhang, National Cooperative Federation of Nepal Ltd.

11 PAKISTAN

169 1988-89 Mr Agha Zaid Hussain, Provincial Cooperative Bank, HO,
 170 1989-90 Mr Tariq Hussain Nadeem, Mercantile Finance Corporation
 171 1990-91 Mr Islam Madni, National Cooperative Supply Corporation Ltd
 172 1991-92 Mr Gul Muhammad, Federal Bank for Cooperatives
 173 1992-93 Mr Syed Maqbool Hussain Shah, Circle Registrar, Forest Coop Societies
 174 1993-94 Mr Tasadduq Hussain, Punjab Provincial Cooperative Bank Ltd.

271	2000-2001	Ms Doan Thi Van Anh, Vietnam Cooperative Alliance-VCA
272		Mr Nguyen Hung Son, Vietnam Cooperative Alliance-VCA
273	2001-2002	Mr Phung Khanh Toan, Vietnam Cooperative Alliance-VCA
274		Ms. Lai Ngoc Hoa, Vietnam Cooperative Alliance-VCA
275	2002-2003	Mr. Hoang Van Long, Vietnam Cooperative Alliance-VCA
276		Ms. Nguyen Thi Minh Tam, Vietnam Cooperative Alliance-VCA
277	2003-2004	Mr. Hoang Manh Tien, Vietnam Cooperative Alliance-VCA
278		Mr. Nguyen Tien Phong, Hanoi Cooperative Union,
279	2004-2005	Mr. Tran Dinh Trung, Vietnam Cooperative Alliance-VCA

**LIST OF DEVELOPMENT PROJECT PROPOSALS PRODUCED BY THE
PARTICIPANTS DURING THEIR TRAINING UNDER THE
ICA-JAPAN TRAINING PROGRAMME [COURSE 1-19]**

COURSE-01 : PROJECT PROPOSALS PRODUCED DURING COURSE-01 [1986-87]

November 01 1986-May 03 1987. India-Thailand-Japan-Korea

001	01	MANIKGONJ INTEGRATED RURAL DEVELOPMENT PROJECT Mr Mohammed Abdus Samee. Bangladesh
002	02	FRUIT PROCESSING FACTORY IN GUAN COUNTY. Mr Liu Xinghong. China
003	03	DUCK RAISING PROJECT IN ANXIN COUNTY. Mr Guan Ai Guo. China
004	04	ORANGE DEVELOPMENT PROJECT IN JHALAWAR DIST. Mr N.N. Joshi. India
005	05	INTEGRATED PADDY COOPERATIVE PROJECT. Mr C.S. Singhal. India
006	06	POTATO MARKETING BY JAHANGANJ COOP SOCIETY. Dr N.P. Sharma. India
007	07	INTEGRATED PADDY PROCESSING & MARKETING. Mr Samsul Arief. Indonesia
008	08	CHINESE CABBAGE MARKETING PROJECT. Mr C.H. Baik. Republic of Korea
009	09	INTEGRATED AREA DEVELOPMENT PROJECT, CHOWOL. Mr J.W. Kim, Korea
010	10	MINI OIL PALM MILL IN KUALA LANGAT. Mr Mohd Reza. Malayia.
011	11	PROJECT STUDY OF MARKETING OF PALAY FOR BARAS BARAS ON TARLAC. Mr Cesar Alcantara. Philippines
012	12	FISHERMEN'S COOPERATIVE SIGANGGANG, SIASI. SULU Mrs Jean N. Abdurassad. Philippines
013	13	RUBBER PLANTATION PROJECT IN SELECTED AREAS OF RUWANWELLA AGA DIVISION with special emphasis on PRODUCTION OF QUALITY SMOKED RUBBER SHEETS IN SRI LANKA. Mr P.G. Gunasekera. Sri Lanka

- 014 14 ESTABLISHMENT OF A FEED-MILL IN TACHANG AGRICULTURAL COOPERATIVE SOCIETY. TACHANG DIST. SINGBURI.
Mr Apichat Treejaturan. Thailand
- 015 15 NONG WAI AGRICULTURAL COOP' PROJECT.
Mr Kriengsak Sirihatakit. Thailand

COURSE-02: PROJECT PROPOSALS PRODUCED DURING COURSE-02 [1987-88]
October 26 1987-May 10 1988. India-Thailand-Japan-Korea

- 016 01 GHAZIPUR UPAZILLA COOPERATIVE RICE MILL PROJECT
Mr Abdul Mannaf Mir. Bangladesh
- 017 02 INTEGRATED CHICKEN BREEDING FARM PROJECT.
Mrs He Lanchai. China
- 018 03 XIANGGU DEVELOPMENT PROJECT.
Mr Shi Yue-Jin. China
- 019 04 PRODUCTION AND MARKETING OF FRESH ORANGES IN SIKKIM THROUGH COOPERATIVES.
Mr T.P. Bhutia. India
- 020 05 SHEEP AND WOOL MARKETING PROJECT IN DUNGARPUR
Mr Rajiv I.D Mehta. India
- 021 06 POTATO MARKETING AND PROCESSING PROJECT.
Mr G.P.Nema. India
- 022 07 FEEDLOT FATTENING OF CH CALF IN KUD CAPOGO
Mr Yoyok Sunaryo Soekarno. Indonesia
- 023 08 UNIT OF FEED-MILL PLANT PROJECT.
Mr Maharsi Adi Sucipto. Indonesia
- 024 09 FEED-MILL PROJECT IN JEONLA PROVINCE.
Mr Yun Hee Lee. Republic of Korea
- 025 10 COLD STORAGE PROJECT IN CHUNCHONG HORTICULTURAL COOP
Mr Shim Chung Shik. Republic of Korea
- 026 11 COCOA PROCESSING AND MARKETING PROJECT
Mr Wan Abdul Rahman Zain. Malaysia
- 027 12 INTEGRATED PADDY PROCESSING & MARKETING PROJECT
Mrs Bernardita L. Barranco. Philippines
- 028 13 INITIATION OF A MODERN RICE MILL.
Mr U.G. Dayananda. Sri Lanka

- 029 14 PROMOTION OF COOPERATIVE MEMBERS IN SERICULTURE
AND RAW SILK PRODUCTION PROJECT.
Mr Taworn Supanawan. Thailand
- 030 15 VERMICELLI PROCESSING PROJECT.
Mr Panuwat Nanakornpanom. Thailand

COURSE-03: PROJECT PROPOSALS PRODUCED DURING COURSE-03 [1988-89]

October 24 1988-May 07 1989. India-Thailand-Japan-China

- 031 01 STRAWBERRY PROCESSING PROJECT IN MANCHENG COUNTY
Mr Bi Meijia. China
- 032 02 COLD STORAGE FOR FARM PRODUCE PROJECT.
Mr Gao Jihai. China
- 033 03 ONION MARKETING OF LASALGAON PROJECT.
Mr Promod K Pandey. India
- 034 04 MANGO FRUIT PROCESSING & MARKETING PROJECT.
Mr Ganga Rao. India
- 035 05 KIMCHI PROCESSING MILL IN CHEONG SAN PAC.
Mr Hyang Kyu Lee. Rep of Korea
- 036 06 DAIRY PLANT IN JEONBUK PROVINCE.
Mr Byung Ho Jeong. Republic of Korea
- 037 07 PRODUCTION OF QUALITY RUBBER THROUGH CENTRAL PROCESSING CENTRE.
Mr Fikri Ghani. Malaysia
- 038 08 POTATO GRADING PLANT AT OKARA.
Mr Agha Zaid Hussain. Pakistan
- 039 09 CORN PRODUCTION PROJECT.
Mr S.E. Coliyat. Philippines
- 040 10 AN INTEGRATED EXPANSION PROGRAMME OF NISPROCOP;
FERTILIZER SUPPLY AND HAULING SERVICES.
Mr Jose E. Palmares. Philippines
- 041 11 INITIATION OF A COCONUT OIL MILL.
Mr J.K. Thungasena. Sri Lanka
- 042 12 INITIATION OF A RICE MILL.
Mr E.M.E.G. Muthubanda. Sri Lanka
- 043 13 EXPANSION OF RICE MILL PROJECT BY AGRICULTURAL COOP
Mr Thawee Thimmasaya. Thailand

- 044 14 PRODUCTION AND MARKETING OF MANGOES PROJECT OF
AGRICULTURAL COOPERATIVE LIMITED.
Ms Wasna Junthieng. Thailand

(One project could not be finalised during this training programme.)

COURSE-04: PROJECT PROPOSALS PRODUCED DURING COURSE-04 [1989-90]
October 23 1989-May 10 1990. India-Thailand-Japan-Korea

- 045 01 RANGPUR COOPERATIVE TOBACCO PROJECT
Mr Mohammed Nuruzzaman Bhuiyan. Bangladesh
- 046 02 BEIJING-ENGLISH DUCK FEEDING, PROCESSING AND MARKETING PROJECT.
Mr Jia Min Sheng. China
- 047 03 DEVELOPMENT OF RUSH MAT PRODUCTION PROJECT.
Mr Yang Bao Guo. China
- 048 04 POTATO DEVELOPMENT THROUGH INTEGRATED COOPERATIVES
IN HASSAN TALUKA.
Mr D.T. Rangaswamy. India
- 049 05 MARKETING OF POTATOES IN MEERUT.
Mr Lokendra Singh Rawal. India
- 050 06 FRUIT PROCESSING MILL PROJECT.
Mr Sang Derk Lee. Republic of Korea
- 051 07 FEED-MILL PROJECT IN JEONNAM PROVINCE.
Mr Byung O Kang. Republic of Korea
- 052 08 DAIRY DEVELOPMENT PROJECT.
Mr Abdul Razak Jamin. Malaysia
- 053 09 PEPPER PROCESSING AND MARKETING PROJECT.
Mr Abu Bakar bin Ujang. Malaysia
- 054 10 ORANGE FRUIT PROCESSING AND MARKETING PROJECT
Mr Tariq Hussain Nadeem. Pakistan
- 055 11 INTEGRATED PADDY PROCESSING AND MKTG PROJECT
Mr Adolfo M. Dela Pena. Philippines
- 056 12 BICOL INTEGRATED COOP FARMING SYSTEM.
Mr Abundio V. Felin. Philippines
- 057 13 DAIRY PROJECT IN BANDARAWELA.
Mr Sam Deerasinghe. Sri Lanka
- 058 14 SERICULTURE PROMOTION AND RAW SILK PRODUCTION PROJECT
Mrs Jansuda Watcharayong. Thailand

059 15 SOYABEAN PROJECT.
Mr Pornrat Saitongsuk. Thailand

COURSE-05: PROJECT PROPOSALS PRODUCED DURING COURSE-05 [1990-91]

October 22 1990-May 10 1991. India-Thailand-Japan-Korea

060 01 RAJFULBARIA COOP POULTRY PROJECT.
Mr Mohd Nurul Hoque. Bangladesh

061 02 SANHE COOPERATIVE CHICKEN FEED PLANT.
Mr Rong Jun. China

062 03 INTEGRATED CHINESE ONION PROJECT.
Mr Huang Yadong. China

063 04 FRUIT PROCESSING UNIT AT NARKHED.
Mr Ziley Singh. India

064 05 COTTON PROCESSING AND MARKETING PROJECT.
Mr Raj Pal Gaba. India

065 06 RED PEPPER POWDER PLANT PROJECT.
Mr Shin Kie Yup. Republic of Korea

066 07 MEAT PROCESSING MILL.
Mr Kyu Hyun Lee. Republic of Korea

067 08 INTEGRATED SHEEP REARING AND MARKETING PROJECT
Mr Ku Mohammed Rodzi. Malaysia

068 09 COTTON GINNING PRESSING AND OIL EXTRACTION PROJECT
Mr Islam Madni. Pakistan

069 10 SMALL FARMERS INTEGRATED MARKETING COOPERATIVE PROJECT
Ms Amelita Provideo. Philippines

070 11 INTEGRATED PADDY PROCESSING AND MARKETING PROJECT
Ms Edith Susan Valdez. Philippines

071 12 MODERNIZATION OF DESICCATED COCONUT FACTORY PROJECT
Mr M.B.R. Perera. Sri Lanka

072 13 DESICCATED COCONUT PROCESSING FACTORY : MODERNIZATION PROGRAMME.
Mr C.A.C. Fernando. Sri Lanka

073 14 PROCESSING PLANT FOR FEED MIX MILL PROJECT
Ms Maroum Sutanun. Thailand

074 15 INTEGRATED FARMING PROJECT.
Mr Surya Thummavaro. Thailand

COURSE-06: PROJECT PROPOSALS PRODUCED DURING COURSE-06 [1991-92]

October 21 1991-May 10 1992. India-Thailand-Japan-China

- 075 01 CATTLE-FEED PLANT.
Mr Sudhir Chandra Das. Bangladesh
- 076 02 SHANGZHEN CHILI PROCESSING PLANT.
Mr Zhang Guang Lun. China
- 077 03 HUNSHA COOP CLEAN VEGETABLE PROJECT.
Ms Liu Quan. China
- 078 04 SUNFLOWER SEED OIL COOPERATIVE MILL.
Dr Ram Niwas Kundu. India
- 079 05 APPLE CIDER WINE PROCESSING UNIT.
Mr Virinder Singh Sidhu. India
- 080 06 ESTABLISHING A UNIT OF FEED-MILL.
Mr Johny Prilyana. Indonesia
- 081 07 COLD STORAGE PLANT.
Mr Mohd Reza Gramipour. Iran
- 082 08 APPLE JUICE PLANT PROJECT.
Mr Hyun Keun Myung. Republic of Korea
- 083 09 CHOONGNA DAIRY PLANT.
Mr Won Tae Kim. Republic of Korea
- 084 10 PRODUCTION OF BLOCK RUBBER PROJECT.
Mr Rofien Sapiin. Malaysia
- 085 11 DAIRY DEVELOPMENT PROJECT.
Mr Gul Mohammed. Pakistan
- 086 12 VEGETABLE & FRUIT COLLECTION & MARKETING PROJECT
Mr Ananda D. Walisinghe. Sri Lanka
- 087 13 PILOT PROJECT FOR RAISING CATTLE FOR MEAT AND FOR BREEDING
Mr Pronchadin Potiya. Thailand
- 088 14 CAGE FISH RAISING COOPERATIVE PROJECT.
Mr Nguyen Quoc Tuy. Vietnam

(One project could not be finalised during this training course.)

COURSE-07: PROJECT PROPOSALS PRODUCED DURING COURSE-07 [1992-93]

November 09 1992-May 08 1993. India-Thailand-Japan-Korea

- 089 01 COOPERATIVE FISH CULTURE PROJECT.
Mr Mohd Habibullah. Bangladesh

- 090 02 METHENE GAS GENERATION FROM DISTILLERY AND PAPER MILL EFFLUENT.
Mr I.K. Kadu. India
- 091 03 JAISAF FOOD PRODUCTS PLANT : REVIVAL AND MODERNIZATION PROJECT.
Mr Subhash Singh. India
- 092 04 JAIPUR FRUIT & VEGETABLE COOP RETAIL MARKETING PROJECT
Mr R.S.Jakhar. India
- 093 05 FEED-MILL IN CIWEDEY DISTRICT.
Mr Achmad Kosasih. Indonesia
- 094 06 ORANGE FRUIT PROCESSING PROJECT.
Mr Morteza Hafezi. Iran
- 095 07 RICE PROCESSING COMPLEX.
Mr Han Ju Lee. Republic of Korea
- 096 08 ICE-CREAM SUBSIDIARY COMPANY OF SEOUL DAIRY COOP
Mr Byeong Hak Lee. Republic of Korea
- 097 09 ESTABLISHING A RIBBED SMOKE SHEET RUBBER FACTORY
Mr Salleh Hj Rehduan. Malaysia
- 098 10 FRUIT & VEGETABLE PRESERVATION PLANT. MANSEHRA
Mr Syed Maqbool Hussain Shah. Pakistan
- 099 11 STRAWBOARD PROJECT.
Mr Philmore C. Quilat. Philippines
- 100 12 DAIRY PLANT IN BADULLA DISTRICT.
Mr A.F.A. Perera. Sri Lanka
- 101 13 ESTABLISHING A RICE PROCESSING MILL.
Mr A.G.S.M. Banda. Sri Lanka
- 102 14 RICE MILL PROJECT.
Mrs Amporn Vongsopa. Thailand
- 103 15 DEVELOPING TRADITIONAL PRODUCTION AS INCOME-GENERATION
Mr Le Van Nuh. Vietnam

COURSE-08: PROJECT PROPOSALS PRODUCED DURING COURSE-08 [1993-94]
October 20 1993-April 21 1994. India-Sri Lanka-Thailand-Japan

- 104 01 NARSINGDI COOPERATIVE RICE MILL PROJECT.
Mr Anwaruzzaman. Bangladesh
- 105 02 SEED PRODUCTION PROGRAMME OF IFFCO.
Dr K.G.Wankhade. India

- 106 03 PROCESSING OF GRAM (PULSES) AT CHAMPAPUR VILLAGE
Mr Deepak Kumar Saxena. India
- 107 04 RAISING CATTLE BREEDING BUSINESS SCALE PROJECT
Mr Tanayo Adi. Indonesia
- 108 05 INTEGRATED DAIRY FARMING BUSINESS PROJECT.
Mr Iskandar Mukhlas. Indonesia
- 109 06 RICE PROCESSING COMPLEX.
Mr Ali Arbabi. Iran
- 110 07 BUCKWHEAT PROCESSING PROJECT IN PYONGCHANG COUNTY
Mr Do Hwan Woo. Republic of Korea
- 111 08 KWANGJEON DAIRY PLANT PROJECT.
Mr Kwang Seog Song. Republic of Korea
- 112 09 DANAU LUBOK ANTU COOPERATIVE AGRICULTURAL PROJECT
Mr Anthony Samuel. Malaysia
- 113 10 PRODUCTION OF RUBBER PRODUCTS AND RUBBER WOOD
Ms Sein Sein Htay. Myanmar
- 114 11 CATTLE FEED MILL PROJECT.
Mr Tasadduq Hussain. Pakistan
- 115 12 SOUTHERN PIONEER COOP PADDY PROJECT.
Mr H.A. Siripala. Sri Lanka
- 116 13 PINEAPPLE FRUIT PROCESSING & MARKETING PROJECT
Mr K.L. Bandula. Sri Lanka
- 117 14 TAMRIND PRESERVATION PROJECT.
Mr Pratin Boontui. Thailand
- 118 15 MARKETING OF MILK PROJECT.
Ms Phung Thi Ngan Ha. Vietnam

COURSE-09: PROJECT PROPOSALS PRODUCED DURING COURSE-09 [1994-95]
October 17 1994-April 22 1995. India-Indonesia-Japan

- 119 01 MILK CHILLING PLANT.
Mr Md Siddiqur Rahman. Bangladesh
- 120 02 STRENGTHENING AGRICULTURAL COOPS THROUGH DIRECT
SUPPLY OF FERTILIZERS.
Dr D.P.Patra. India
- 121 03 REVAMPING AND MONITORING AND EVALUATION SYSTEM FOR
THE DEVELOPMENT OF PRIMARY AGRICULTURAL COOPERATIVES
Mr K.L. Nalwaya. India

- 122 04 COLD STORAGE PROJECT.
Mr C. Sehar. India
- 123 05 RAISING CATTLE BREEDING BUSINESS SCALE PROJECT
Mr Ayi Suhendi. Indonesia
- 124 06 SIDAT FISH DEVELOPMENT PROJECT IN KLATEN, CENTRAL JAVA
Ms Marleen Erna Dien. Indonesia
- 125 07 INCREASING SCALE OF BUSINESS OF DAIRY COWS PROJECT
Ms Rias Dyahtri Silvana. Indonesia
- 126 08 FLOWER WHOLESALE MARKET PROJECT.
Mr Jong Soo Lee. Republic of Korea
- 127 09 KIMJE MEAT PROCESSING PLANT PROJECT.
Mr Pyeong Woo Min. Rep of Korea
- 128 10 FARM MECHANIZATION PROJECT FOR HIGH YIELD.
Mr Aung Maung. Myanmar
- 129 11 DEVELOPMENT OF SUGARCANE PROJECT.
Ms Htay Htay. Myanmar
- 130 12 COCONUT COIR [HUSK] PROCESSING PROJECT.
Mr Rony Farquerabao. Philippines
- 131 13 FARMERS INTEGRATED CONSUMERS MARKETING COOPERATIVE
FOR AGRO-FORESTRY PROJECT.
Mr Eddie B. Lantaca Jr. Philippines
- 132 14 CASSAVA STARCH PROCESSING PROJECT.
Ms Tran Kim Linh. Vietnam
- 133 15 SOYA MILK PROCESSING PROJECT.
Ms Truong Ngoc Oanh. Vietnam

COURSE-10: PROJECT PROPOSALS PRODUCED DURING COURSE-10 [1995-96]

October 18 1995-April 20 1996. India-Malaysia-Japan

- 134 01 GARPARA COOP FISH CULTURE PROJECT.
Mr Md Zillur Rahman, Bangladesh
- 135 02 CATTLE-BREEDING, FATTENING -SLAUGHTERING PROJECT.
Mr Liu Hui, China
- 136 03 DESSICATED COCONUT PROJECT.
Mr George Kuriakose, India
- 137 04 FARM FORESTRY DEVELOPMENT PROJECT.
Mr S G Parashar, India

- 138 05 RAISING DAIRY COWS FOR SMALL-HOLDERS.
Mr Andy Satyana, Indonesia
- 139 06 WHOLESALE DISTRIBUTION CENTRE PROJECT.
Mr Dong Young Kim, Korea
- 140 07 CHUNGYANG MILK PROCESSING PROJECT.
Mr Sun Hak Kim, Republic of Korea
- 141 08 RUBBER SEEDLING PROJECT.
Mr Nik Mohd Nabil Mansor, Malaysia
- 142 09 RICE MILL & PROCESSING PROJECT.
Ms Khin Khin Nyunt, Myanmar
- 143 10 POULTRY PROJECT.
Mr Riaz Akhtar, Pakistan
- 144 11 ORGANIC FERTILISER PRODUCTION PROJECT.
Mr Claudio Ofrancia, Philippines
- 145 12 WASTELAND DEVELOPMENT PROJECT.
Mr R.B. Gamini Bandara, Sri Lanka
- 146 13 MARKETING OF ORGANIC FARM PRODUCTS.
Ms Samantha Ramanayaka, Sri Lanka
- 147 14 HIGH YIELD SEEDS FOR PADDY PROJECT.
Ms Suneer Karndee, Thailand
- 148 15 JUTE PRODUCTION PROJECT.
Mr Pham Minh Duc, Vietnam

COURSE-11: PROJECT PROPOSALS PRODUCED DURING COURSE-11 [1996-97]
November 03 1996-April 20 1997. India-Sri Lanka-Japan

- 149 01 KHAILKUR COOP POULTRY PROJECT.
Mr Nur Mohammad Molla of Bangladesh
- 150 02 PROCESSING OF WILD VEGETABLES IN HALLIN COOPERATIVE
Mr Wang Song Jun of China
- 151 03 NINGBO MEILEMEN SHOPPING CENTRE.
Mr Liu Fei Long of China
- 152 04 SPICE PROCESSING-CUM-PACKAGING UNIT/NAFED-INDIA
Ms Urmil Aneja of India
- 153 05 DAIRY DEVELOPMENT PROJECT IN SRIKAKULAM DISTRICT
Mr M. Rama Gopal of India

- 154 06 ESTABLISHMENT OF VIRGIN CALF SERVICE.
Ms Carolina HK of Indonesia
- 155 07 SENTANG PROJECT IN FELDA-SCHEME VILLAGE AREA
Mr S. Arikrishnan of Malaysia
- 156 08 BRICK-MAKING PLANT PROJECT.
Mr Htin Kyaw Linn of Myanmar
- 157 09 FISH FARMING.
Mr Muhammad Nasir of Pakistan
- 158 10 FORTIFIED NPK ORGANIC FERTILISER MANUFACTURING
Mr Teofilo R. Quintal of the Philippines
- 159 11 LIQUID MILK PASTEURISING AND MARKETING
Mr WMK Samarasinghe of Sri Lanka
- 160 12 MODIFICATION/DEVELOPMENT OF RICE PROCESSING MILL
Mr RKA Sunil Jayasinghe of Sri Lanka
- 161 13 VALIDAMYCIN SOLUTION 3% INSECTICIDES PRODUCTION PROJ
Mr Do Tien Vinh of Vietnam
- 162 14 PROCESSING OF TOMATO. Ms Hoang Thi Vinh of Vietnam
[Mr Hermaniadi of Indonesia did not produce any project]

COURSE-12: PROJECT PROPOSALS PRODUCED DURING COURSE-12 [1997-98]
October 20 1997-April 23 1998. India-Philippines-Japan

- 163 01 CHANDONA COOPERATIVE FISH CULTURE PROJECT
Kazi Zaihurul Hoque of Bangladesh
- 164 02 HONEY PROCESSING PROJECT IN SANMENXIA CHINA
Mr Gao Mao Lin of China
- 165 03 ALCOHOL PRODUCTION THROUGH PROCESSING OF MAIZE PROJECT
Mr Bai Tao of China
- 166 04 MODERNISATION OF GINNING UNIT PROJECT.
Dr RR Randad of India
- 167 05 CONSTRUCTION OF MINI-DAIRY AT BAGALKOT IN KARNATAKA STATE OF INDIA.
Dr VN Ramakrishna of India
- 168 06 DAIRY-CATTLE FEED MILL IN CENTRAL DAIRY FARMING KPSBU,
LEMBANG, WEST JAVA.
Mr Taryat Ali Nursidik of Indonesia
- 169 07 DEVELOPMENT OF DAIRY BUSINESS FOR FARMER-MEMBERS
IN KUD BAYONGBONG IN WEST JAVA.
Mr Abdurahaman sopa of Indonesia

- 170 08 RUBBERWOOD SAWMILL.
Mr Zahari Mat Amin of Malaysia
- 171 09 NATURAL ORGANIC FERTILISER PRODUCTION PROJECT.
Mr Sein Win of Myanmar
- 172 10 RAWALPINDI/ISLAMABAD COOPERATIVE DAIRY UNION LIMITED PROJECT.
Mr Muhammad Ashraf of Pakistan
- 173 11 COOPERATIVE AGRICULTURAL TRADING PROJECT OF BMPC
Ms Ma Jocelyn P. Espia of the Philippines
- 174 12 ESTABLISHING A MODEL FISHERY COOPERATIVE FEDERATION IN THE BICOL
REGION. Ms Estrella R. Hernandez of the Philippines
- 175 13 SMALL FARMERS' DEVELOPMENT PROJECT IN BADULLA DISTRICT
Ms Padmini Alahakoon. Sri Lanka
- 176 14 PRODUCTION AND IMPORT-EXPORT OF HANDICRAFTS.
Ms Hoang Que Lan of Vietnam
- 177 15 ESTABLISHING AN EXPORT PROMOTION HOUSE
Ms Pham Thi Thanh Hang of Vietnam

COURSE-13: PROJECT PROPOSALS PRODUCED DURING COURSE-13 [1998-99]

November 16 1998-April 24 1999. India-Nepal-Japan

- 178 01 MILK VITA - POVERTY ALLEVIATION THROUGH DAIRYING IN RANGPUR AREA.
Mr Mosharraf Hossain, Bangladesh
- 179 02 COTTON SEED PROCESSING MILL.
Mr Huang Xiao, China
- 180 03 RAISING OSTRICH IN QINGDAO AREA.
Mr Xu Guoliang, China
- 181 04 PADDY PROCESSING THROUGH VILLAGE LEVEL COOPERATIVE INFRASTRUCTURE.
Mr Amar Pal Singh Bhullar, India
- 182 05 PRODUCTION AND MARKETING OF QUALITY SEED THROUGH COOPERATIVES.
Mr Despal Singh Tomar, India
- 183 06 POULTRY BREEDING.
Mr Azhar B. Yunus, Malaysia
- 184 07 SUGAR MILL PROJECT [GEC] MANDALAY.
U Zaw Myint, Myanmar
- 185 08 STRENGTHENING AGRICULTURAL COOPERATIVES THROUGH PROCESSING
AND MARKETING OF AGRICULTURAL PRODUCE.
Mr Ram Bhajan Shah, Nepal

- 186 09 PULSE PROCESSING PLANT.
Mr Umesh Mahaseth, Nepal
- 187 10 POULTRY BREEDING FARM.
Mr Tahir Iqbal Butt, Pakistan
- 188 11 AMALGAMATION OF FEEDMILLING COOPERATIVES IN THE PROVINCE OF
BATANGAS OF THE PHILIPPINES.
Mrs Rufina Salas. Philippines
- 189 12 ENVIRONMENTAL NURSERIES AND MARKETING
Ms Karuna de Silva, Sri Lanka
- 190 13 MARKETING AND PROMOTION OF PASSION FRUIT POWDER
Mr Phanuwat Wanraway, Thailand
- 191 14 PRESERVATION AND DEVELOPMENT OF LACQUER HANDICRAFT
Mr Hoang Chuyen Can, Vietnam
- 192 15 MINI COOP MART DEVELOPMENT PLAN.
Mr Pham Khuong, Vietnam

COURSE-14: PROJECT PROPOSALS PRODUCED DURING COURSE-14 [1999-2000]
November 12 1999-April 22 2000. India-Thailand-Japan

- 193 01 VEGETABLES AND FRUITS PROCESSING FACTORY IN QI DONG COUNTY
Mr Wen Gao Lian of China
- 194 02 THE SILVER BAMBOOSHOOT PROCESSING PROJECT
Mr Cheng Qingxin of China
- 195 03 POST-HARVEST MANAGEMENT & VALUE-ADDITION THROUGH COOPERATIVE
MARKETING AND PROCESSING OF BANANA FOR SUSTAINABLE AND ECONOMIC
RURAL DEVELOPMENT.
Mr C.S. Ambekar of India
- 196 04 INTEGRATED INLANDFISHERIES DEVELOPMENT PROJECT IN KERALA
STATE OF INDIA.
Mr Surendra Sehgal of India
- 197 05 SMALL-SCALE TAPIOCA STARCH INDUSTRY PROGRAMME
Ms Indrawati Sinaga of Indonesia
- 198 06 REORGANISATION OF THE MANAGEMENT OF RUBBER SMALLHOLDERS
PLANTATIONS INTO COMMERCIAL ESTATE MANAGEMENT
Mr Wan Zin b Wan Ahmad of Malaysia
- 199 07 EFFECTIVE MICRO-ORGANISM FERMENTED COMPOST PRODUCTION
Mr Ne Linn of Myanmar

- 200 08 AGRICULTURAL AND RURAL DEVELOPMENT PROJECT BY ZWE MARN AUNG AGRICULTURAL PRODUCERS' COOPERATIVE SOCIETY LIMITED
Mr Aung Zaw Myint of Myanmar
- 201 09 CONVERSION OF RICE-HULL INTO ORGANIC FERTILISER
Ms. Nanette Dumangeng of Philippines
- 202 10 FISH DRYING PROCESSING PLANT.
Ms Jeanelyn B Apolinar of Philippines
- 203 11 TEA NURSERIES AND PLANTATION PROJECT.
Mr P.D. Liyanage of Sri Lanka
- 204 12 MOUNTING PROCESSING BUSINESS.
Mr Wattana Wattanapanee of Thailand
- 205 13 MIXED FARMING THROUGH COOP ACTION.
Ms Wasana Boonprasit of Thailand
- 206 14 FRESH WATER ACQUACULTURE PROJECT.
Mr Nguyen Anh Dung of Vietnam
- 207 15 DEVELOPMENT OF LITCHI PRODUCTION AND PROCESSING
Ms. Nguyen Que Anh of Vietnam,

COURSE-15: PROJECT PROPOSALS PRODUCED DURING COURSE-15 [2000-2001]
November 16 2000-April 28 2001. India-Malaysia-Japan

- 208 01 BOWAL COOPERATIVE POULTRY AND FISHERY INTEGRATED PROJECT
Mr Babul Kanti Patwari, Bangladesh
- 209 02 COTTON DRIP IRRIGATION STATION DEVELOPMENT PROJECT
Mr Zang Chen Guang, China
- 210 03 GREEN FOODSTUFF TEA MANUFACTURING BASE CONSTRUCTION PROJECT
Mr Li Xuan, China
- 211 04 IRRADIATION PROJECT TO MINIMISE THE POST-HARVEST LOSSES IN AGRICULTURAL PRODUCE
Mr Arun Kumar Dabral, India
- 212 05 FRUITS AND VEGETABLE PROCESSING PROJECT.
Mr Vinit K. Verma, India
- 213 06 GROUND DRY CHILLI PROJECT.
Mr Erwin Novianto, Indonesia
- 214 07 MECHANISATION IN OIL PALM – TOWARDS IMPROVING PRODUCTIVITY
Mr Jagathesa Rao, Malaysia

- 215 08 POULTRY FARMING DEVELOPMENT PROJECT.
Ms Yi Yi Win, Myanmar
- 216 09 ONION MARKETING DEVELOPMENT PROJECT.
Mr Ganesh Prasad Koirala, Nepal
- 217 10 POULTRY FEED MILL PROJECT.
Mr Zill-e-Hasnain, Pakistan
- 218 11 FINANCING HOG-RAISING/PRODUCTION PROJECT.
Ms Maria Pineda, Philippines
- 219 12 PANNILPATTU COOPERATIVE TEA FACTORY PROJECT
Ms BA Manoja Priyadarshini, Sri Lanka
- 220 13 DRY LONGAN PROJECT.
Ms Chenchira Wongwaranon, Thailand
- 221 14 DEVELOPMENT OF FARMING IN RURAL MOUNTAINOUS AREAS-COFFEE
Ms Doan Thi Van Anh, Vietnam
- 222 15 ESTABLISHMENT AND DEVELOPMENT OF THE AGRICULTURAL MATERIAL
BUSINESS FOR COOPERATIVES
Mr Nguyen Hung Son, Vietnam

COURSE-16: PROJECT PROPOSALS PRODUCED DURING COURSE-16 [2001-2002]
November 14 2001-April 21 2002. India-Sri Lanka-Japan

- 223 1 MILK VITA MARKET EXPANSION THROUGH ESTABLISHMENT OF
UHT MILK PLANT
Mr. Bidyut Kumar Mondal, Bangladesh
- 224 2 KIWI FRUIT JUICE PROCESSING PROJECT
Mr. Li Wenlong, China
- 225 3 THE FARMERS COOP OIL MILL LTD., Pravagada, Timkur District, Karnataka
Mr Jangamappa, India
- 226 4 INTEGRATED COCONUT PROCESSING
Mr. A.K Rath, India
- 227 5 PROCESSING DRIED PINEAPPLE SWEETS
Mr. Apsoro Soewarno, Indonesia
- 228 6 VALUE ADDITION TO AGRICULTURAL PRODUCE THROUGH AGRO PROCESSING IN
MYA-THITSA AGRICULTURAL COOPERATIVE LTD.
Mr. Kyaw Tint, Myanmar
- 229 7 COOP MILK PROCESSING PLANT, KASKI, POKHARA, NEPAL
Mr. Dilli Ram Tiwari. Nepal

- 230 8 MECHANISATION OF HYBRID CORN PRODUCTION OF BONTOC, SOUTHERN LEYTE
Mr. Ernesto Aliling, Philippines
- 231 9 NVAKMPCO LIVELIHOOD PROGRAMME TILAPIA PRODUCTION
Ms. Verlyn G Pascua, Philippines
- 232 10 ESTABLISHING A COOP RICE PROCESSING CENTER IN NORTH WESTERN PROVINCE
Mr. L.P. Amarakoon, Sri Lanka
- 233 11 MANUFACTURING OF ICE CREAM
Mr. D.D.K.I Arachchi, Sri Lanka
- 234 12 STRENGTHENING MARKETING OF ORGANIC PRODUCT PESTICIDE FREE HOME
THONG BANANAS
Ms. Natcha Klanniem, Thailand
- 235 13 PIG RAISING FOR MEAT
Mr. Phung Khanh Toan, Vietnam
- 236 14 TRAINING ON SOLUTION REDUCTION AND AUDITING OF POLLUTION FOR
SUSTAINABLE PROMOTION OF TRADITIONAL HANDICRAFT IN VILLAGES OF
VIETNAM
Ms. Lai Ngoc Hoa, Vietnam
- 237 15 VEGETABLE GROWING & MARKETING AT KOT SULTANPUR AREA
Dr. Suhail Saleem, Pakistan

COURSE-17: PROJECT PROPOSALS PRODUCED DURING COURSE-17 [2002-2003]

November 26, 2002-April 19, 2003. India-Thailand-Japan

- 238 1 TANGAIL COOP FOODS LIMITED
Mr. Ibrahim Hossain, Bangladesh
- 239 2 INVESTMENT AND DEVELOPMENT OF CONCENTRATED FEED PROCESSING FACTORY
Ms. Ni Jing, China
- 240 3 INVESTMENT AND DEVELOPMENT OF HAW FLAKES PROCESSING FACTORY
Ms Guo Jing, China
- 241 4 PRODUCTION AND SUPPLY OF QUALITY SEED THROUGH COOPERATIVES
Mr. Yogendra Kumar, India
- 242 5 AN ANALYSIS ABOUT PROCESSING OF OILSEEDS BY NAFED
Mr. P. Sampath, India
- 243 6 PELLET CONCENTRATE FOR DAIRY COWS
Ms. Foura Deviyanti Trisnasih, Indonesia
- 244 7 THE MARINE FISH CAGE CULTURE
Mr Mohamad Azizi b Mohamad Atar, Malaysia

- 245 8 SUGARCANE FARMING
Mr. Harendra Singh Bhumihaar, Nepal
- 246 9 ANIMAL FEED SUPPLEMENT PRODUCTION AND UTILISATION
Ms. Epifania M. Edicto, Philippines
- 247 10 CHICKEN EGG PRODUCTION
Mr. Rene C. Pancho, Philippines
- 248 11 TEA NURSERIES
Mr. ARR Palhiakkara, Sri Lanka
- 249 12 MODIFICATION AND DEVELOPMENT OF POTATO CHIPS UNIT
Mr. Asawin Srithep, Thailand
- 250 13 GAUODERMA LUCIDIUM WINE PROJECT
Ms. Tanapat Kaewnontoon, Thailand
- 251 14 SUSTAINABLE COOPERATIVE DEVELOPMENT THROUGH EFFECTIVE BUSINESS
PROMOTION IN THE CURRENT MARKET-ORIENTED ECONOMY IN VIETNAM
Mr. Hoang Van Long, Vietnam
- 252 15 DEVELOPMENT OF BIG LONGAN PRODUCTION AND PROCESSING
Ms. Nguyen Thi Minh Tam, Vietnam

COURSE-18: PROJECT PROPOSALS PRODUCED DURING COURSE-18 [2003-2004]

December 15, 2003-April 17, 2004. India-Vietnam-Japan

- 253 1 MILK VITA MARKET EXPANSION THROUGH ESTABLISHMENT OF
CONDENSED MILK PLANT
Mr. Abu Md. Shariful Islam, Bangladesh
- 254 2 PROCESSING RAMIE FOR A NEW TYPE SAFETY FORAGE
Mr. Ge Shuyuan, China
- 255 3 STRENGTHENING OF AGRICULTURAL COOPERATIVES IN WEST BENGAL
AND IFFCO'S ROLE
Mr. Dipankar Nandi, India
- 256 4 VANILLA – A BOON TO INDIAN FARMERS
Mr. M. Suresh, India
- 257 5 IMPROVING THE AGRO-PROCESSING EFFICIENCY OF JACK FRUIT
FARMERS ASSOCIATION
Ms. Ita Marthawati Andyni, Indonesia
- 258 6 DEVELOPMENT OF 485 HA OIL PALM PLANTATION
Mr. Hj Mohd Nasir Abdullah, Malaysia

- 259 7 PROCESSING PLANT OF NATURAL LIQUID BALM WITH A BRAND NAME SICHU IN NEPAL
Mr. Rishi Raj Ghimirc, Nepal
- 260 8 PRODUCTION OF COMPOST FERTILIZER
Mr. UMH Kularathne, Sri Lanka
- 261 9 E-SERVICE DEVELOPMENT PROJECT
Mr. Suthus Sriros, Thailand
- 262 10 SJMPC AGRICULTURAL FINANCING PROGRAMME
Ms. Ma Luisa C. Tiquia, Philippines
- 263 11 IMPROVE AGRICULTURAL COOPERATIVE CAPACITY TO SET UP A PROJECT
Mr. Hoang Manh Tien, Vietnam
- 264 12 STRENGTHENING AGRICULTURAL COOPERATIVE IN HANOI
Mr. Nguyen Tien Phong, Vietnam

COURSE-19: PROJECT PROPOSALS PRODUCED DURING COURSE-19 [2004-2005]

December 15, 2004-April 23, 2005. India-Indonesia-Japan

- 265 1 COOPERATIVE RICE MILLING UNIT IN NAREA COMMUNE, SANG KER DISTRICT, BATTAMBANG PROVINCE
Mr. Khean Sovannara, Cambodia
- 266 2 DEHYDRATED VEGETABLE PROCESSING PROJECT
Ms. Liu Ting, China
- 267 3 REVIVAL OF FERTILIZER BUSINESS OF VIDARBHA COOPERATIVE MARKETING SOCIETY LTD., (VCMS), NAGPUR, MAHARASHTRA
Mr. U.R. Tijare, India
- 268 4 INTEGRATED DEVELOPMENT OF BANANA INDUSTRY THROUGH PROMOTION OF BANANA GROWER'S COOPERATIVES
Mr. Ritesh Dey, India
- 269 5 FERTILIZER DISTRIBUTION THROUGH THE NETWORK OF INDUK KUD
Mr. Moch. S. Widodo, Indonesia
- 270 6 PAPAYA DRIED SWEET PROCESSING PROJECT
Mr. Setiana, Indonesia
- 271 7 VEGETABLE COOPERATIVE MARKET CENTRE (VCMC) IN NEPAL
Ms. Chitra Thamsuhang, Nepal
- 272 8 UPGRADATION OF MILK PROCUREMENT AND PROCESSING THROUGH INSTALLATION OF CHILLING UNITS IN IDARA-E-KISSAN
Mr. Irshad Ahmad Jamshed, Pakistan

- 273 9 COOPERATIVE VEGETABLE AND FRUIT TRADING PROJECT
Ms. Darlene P. Rodriguez, Philippines
- 274 10 GAMPAHA DISTRICT INTEGRATED AGRICULTURAL FINANCIAL AND DEVELOPMENT
PROJECT
Mr. P.D. Dhammika, Sri Lanka
- 275 11 MALVA NUTS INSTANT BEVERAGE PROCESSING
Ms. Saijai Vonkhorporn, Thailand
- 276 12 EXPLOITING WATER SURFACE POTENTIALS IN THE THAC BA LAKE AREA THROUGH
FISH BREEDING
Mr. Tran Dinh Trung, Vietnam



The **INTERNATIONAL COOPERATIVE ALLIANCE [ICA]** is an independent non-governmental association that unites, represents and serves the cooperatives worldwide. Founded in London on 18th August 1895 by the International Cooperative Congress, the ICA, the largest non-governmental organisation, is headquartered in Geneva. ICA is a member-based organisation with national and international cooperative organisations in 100 countries. ICA's five Offices in Africa (2), the Americas, Asia and Pacific, and Europe, together, serve more than 219 member organisations, including five international organisations, representing well over 800 million individual members around the world.

The ICA Asia & Pacific [ICA A & P], one of the five offices serves 53 national level organisations from 21 countries, and one international organisation [ACCU]. Main activities include: Coordination of cooperative development efforts within the Region and promotion of exchange and experiences; Project identification, formulation and evaluation; Promotion of establishment and development of national cooperative apex organisations; and Organisation of seminars, conferences and technical meetings on specific subjects including support for programmes 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 UN and other international organisations.

IDACA The **INSTITUTE FOR THE DEVELOPMENT OF AGRICULTURAL COOPERATION IN ASIA [IDACA]** was established on July 8 1963 by the Central Union of Agricultural Cooperatives of Japan [JA Zenchu], with funds raised from among agricultural cooperatives in Japan and 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 40 years, the IDACA has trained more than 4400 participants from 96 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 **INDIAN FARMERS' FERTILISER COOPERATIVE LIMITED [IFFCO]**, a member-organisation of the International Cooperative Alliance, was registered on November 3, 1967, under the Multi-State Cooperative Societies Act. The IFFCO is owned by more than 36,000 cooperative societies. It produces and sells more than 6 million tonnes of fertiliser every year. It has earned a pre-tax profit of 8070 million during the year 2002-3.

It operates its Fertiliser Marketing Development Institute [FMDI] besides several farmers' training centres and has established specialised professional Chairs in a number of universities and institutions of higher learning and research. It has been responsible for the creation of other organisations e.g., Krishak Bharati Cooperative Limited [KRIBHCO], Cooperative Rural Development Trust [CORDET], Indian Farm Forestry Development Cooperative Limited [IFFDC] etc.



The **INSTITUTE OF RURAL MANAGEMENT, ANAND [IRMA]** was established in 1979 at Anand, Gujarat State, India. Beginning with providing management training and research support to the cooperatives in the dairy sector, its mission engages in teaching, training, research and consultancy. It conducts several well-structured, residential programmes – a two-year post-graduate programme in Rural Management [PRM], Certificate in Rural Management [CRM], and Fellow Programme in Rural Management [FPRM] – for training of young fresh graduates/post graduates as well as in-service officers and managers of rural organisations, who are looking for a management career with a social purpose.

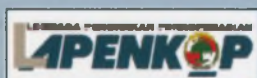
The IRMA has been able to develop a good working relationship with the ICA Regional Office on cooperative management leadership training and development activities.



The **DEWAN KOPERASI INDONESIA (DEKOPIN)**, was established in 1953, as the national apex of all types and sectors of cooperatives in Indonesia, which include, agriculture, fisheries, banking, workers' productive, multi-purpose, consumers', housing, insurance, dairy and service cooperatives. Its objectives are to strengthen competitiveness of cooperatives in the market economy through education and training to enrich professional management, business techniques, entrepreneurship development, provide suitable technologies, assisting cooperatives in funds mobilisation both internally and externally; to establish and develop education and training institutions for improving the operational viability and profitability of cooperatives; to increase the role of women in cooperatives, at all levels, members, board members and staff or personnel;

to continuously assist member-cooperatives in legal matters, licensing, taxation, etc. and to establish a network of cooperative small and medium enterprises in Indonesia.

An Executive Board assisted by a board of supervision and board of advisors supervises the working of DEKOPIN. The Board of Directors consist of a Chairperson, four Vice Chairpersons, a treasurer and a Secretary General. The Board of Directors is responsible to the Annual General Meeting. The auxiliary operational bodies of DEKOPIN are: (1) LAPENKOP (The Cooperative Education and Training Development Institution); (2) JUK (The Centre for Cooperative Business Network Development); (3) BKWK (Women Cooperator Communication Committee); (4) BKPK (Youth Cooperator Communication Committee; and (5) BKPH (The Cooperative Legal Service and Counseling Committee).



The **LAPENKOP** [The Cooperative Education & Training Development Institution], Bandung, was established as Cooperative Member Education and Communication Project of the Dekopin and the Cooperative Centre Denmark [CCD] on September 01 1993. It was named as Lapenkop in May 1995. It now functions as the education and training development arm of the Dekopin. It has its presence in 22 provinces. The Institute has its own

with a full compliment of well-qualified and experienced faculty members. Due to the decentralization of authority, government cooperative education and training activities has got considerably diluted. The government training institutions at the national levels have either been closed down or are being used for other purposes. The Lapenkop is the sole institution in the country which provides education and development programmes for cooperatives.

02492

ICA Library



ICA 02492