



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



– Report of the 20th Training Course

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ICA-JAPAN TRAINING COURSE ON

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

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**COURSE REPORT**

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**Twentieth [20th] Training Programme  
held in India, China and Japan.  
December 14, 2005-April 22, 2006**

Prepared by

**Prem Kumar**  
Adviser-ICA/Japan AMT Program

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**International Co-operative Alliance**

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ICA – Asia and Pacific : 9 Aradhana Enclave, R.K. Puram, Sector 13,  
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Report of the  
20th ICA-Japan Training Course on  
**Strengthening Management of Agricultural Cooperatives in Asia**  
India-China-Japan  
December 14, 2005-April 22, 2006

*Report compiled by:*

**Prem Kumar**  
Adviser-ICA/Japan AMT Program

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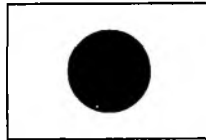
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*Cover :*

Inauguration of the 20th ICA-Japan Training Course at FMDI, Gurgaon, India.  
Seated (l-r) : Mr. Shil Kwan Lee, ICA Regional Director (Asia-Pacific); Mr. Bhagwati Prasad, Chief Executive, NCUI;  
Mr. D.K. Bhatt, Marketing Director of IFFCO; Mr Tomofumi Inoue, First Secretary, Japanese Embassy in India;  
Mr Ikuo Ashikari, General Manager, IDACA and Mr. Prem Kumar, Adviser, ICA/Japan Training Course.

June 2006 [200]

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## **REPORT**

of the 20th ICA-Japan Training Course on  
**Strengthening Management of Agricultural Cooperatives in Asia**  
India-China-Japan  
December 14, 2005-April 22, 2006

Submitted to:

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

By

**The International Co-operative Alliance**

June 2006

## Preface

This report is the result of the successful implementation of the Twentieth (20th) ICA-Japan Training Course on **Strengthening Management of Agricultural Cooperatives in Asia**, held in India, China and Japan, from December 14, 2005 to April 22, 2006. 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, China 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 All-China Federation of Supply & Marketing [ACFSMC] 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 Kazuo Tsukada, Executive 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 2006

## Foreword

It is a distinct privilege to submit the report of the 20th ICA/Japan Agricultural Management Training Course, which is the last course in the series, to the Director-General, ICA Geneva, for onward formal submission to the Ministry of Agriculture, Forestry and Fisheries [MAFF], Government of Japan. The objectives of the training course were to improve the capabilities of managers to handle the agricultural cooperatives efficiently and effectively in the Asia-Pacific Region, and to understand how agro-processing activities are helpful in bringing about desired value addition to enhance the income and profitability of these agricultural cooperatives. Modules of the training programme were 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.

It is my pleasure to reiterate that many experts, former participants, government agencies and cooperative leaders have time and again emphasized on the usefulness and relevance of conducting this programme especially in the post 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 also take this opportunity to place on record 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 a great success. I would also place on record my sincere thanks and gratitude to the management of our member-organisation viz., All-China Federation of Supply & Marketing [ACFSMC] in China for arranging the study visit to important cooperatives for the practicing managers of the training course.

Before I conclude, I would like to thank my colleague, Mr. Prem Kumar, Programme Adviser, for his smooth and artistic handling of the course, putting in sincere and hard work at every step. His sound leadership and cohesiveness among the participants have articulated the true spirit all-through to bring the training course on the right track.

**Shil-Kwan Lee**  
Regional Director [Asia-Pacific]

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June 2006

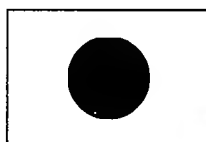
**REPORT OF THE 20TH ICA-JAPAN TRAINING COURSE ON  
STRENGTHENING MANAGEMENT OF AGRICULTURAL COOPERATIVES IN ASIA**  
India-China-Japan. December 14, 2005-April 22, 2006

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**TWENTIETH [20TH] ICA-JAPAN  
TRAINING COURSE ON  
STRENGTHENING MANAGEMENT OF AGRICULTURAL COOPERATIVES IN ASIA  
INDIA-CHINA-JAPAN. DECEMBER 14, 2005 – APRIL 22, 2006**

**SECTION-I**

**Executive Summary**

The Twentieth [20th] ICA-Japan Training Course on **Strengthening Management of Agricultural Cooperatives in Asia** was held in India, China and Japan, from December 14, 2005 to April 22, 2006. 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 14, 2005-January 14, 2006]  
... Programme held in India [January 15-March 4, 2006]  
... Programme held in China [Mar 5-12, 2006]  
Phase-II: ... Programme held in Japan at IDACA [March 13-April 22, 2006]

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

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 area held at the Fertiliser Marketing Development Institute (FMDI) of Indian Farmers' Fertiliser Cooperative Limited (IFFCO) from January 15 to 31, 2006 [ii] Management Leadership Development Module at the Institute of Rural Management [IRMA] at Anand, from February 1 to March 2, 2006 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 China, which was conducted from March 5 to 12, 2006 with the active support and collaboration of the All-China Federation of Supply & Marketing Cooperatives (ACFSMC).

The inauguration of the Course held on 16th January, 2006 was attended by Mr. D.K. Bhatt, Marketing Director of IFFCO, Mr. Bhagwati Prasad, Chief Executive, National Cooperative Union of India (NCUI), Mr. Shil-Kwan Lee, ICA Regional Director [Asia-Pacific], Mr Tomofumi Inoue, First Secretary in the Japanese Embassy in India, Mr Ikuo Ashikari, General Manager, IDACA, Mr. Y. Abe, Manager (Trg), 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.

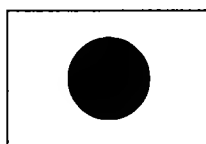
Mr Prem Kumar, Programme Adviser, ICA-Asia & Pacific was responsible for the conduct of the Training Course. The programme in Japan was held under the direction of Mr. Kazuo Tsukada, Executive Director of the IDACA and Mr. Toru Nakashima, Deputy Manager [Trg], was designated by IDACA as Programme Co-ordinator 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 22] included extensive classroom work and study visits to agricultural cooperatives in and around Tokyo, Yamanashi and Kagoshima 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 20th Training Course, a total of 291 managers of agricultural cooperatives from 16 countries of Asia had attended the training programmes. They prepared a total of 288 project proposals on topical subjects.



REPORT OF THE TWENTIETH [20TH] ICA-JAPAN TRAINING COURSE ON  
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OF AGRICULTURAL COOPERATIVES IN ASIA**  
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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 223 national cooperative organisations and four international organisations serving well over 800 million cooperative members worldwide. The ICA Asia-Pacific office operating from New Delhi, India, since 1960, serves 56 national level cooperative organisations from 22 countries, representing about 520 million cooperative members.

**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-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 20th 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 All-China Federation of Supply & Marketing Cooperatives [ACFSMC] and 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, China and Japan, for receiving the participants and for providing them with information and advice on their operations.

### **04 The Twentieth and the last year of the Regional Project**

During the twenty years, which is the last year of the project, a total of 291 managerial personnel, both men and women, working in middle to senior level positions in agricultural cooperatives or in their apex level organisations from 16 countries from Asia were trained. They were from Bangladesh-17, Cambodia-01, China-31, India-44, Indonesia-23, Iran-03, Korea-20, Laos-01, Malaysia-17, Myanmar-12, Nepal-08, Pakistan-13, Philippines-28, Sri Lanka-26, Thailand-24 and Vietnam-23. 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 20th 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 Kazuo Tsukada, Executive Director of IDACA. Mr Toru Nakashima, Deputy Manager [Trg], was designated by the IDACA as the Programme Co-ordinator 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, 2005**

- 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 China in consultation with the ICA member-organisation;
- Sending invitation letters to ICA member-organisations to sponsor suitable candidates for the 20th Training Course;
- Selection of participants by visiting a few countries and finalising arrangements for their studies, travels and accommodation;
- Practical arrangements for organising the first part of the Course in India and China 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 14, 2005-April 22, 2006**

- Home Country Assignments [HCAs] for actual preparation of project proposals by the selected participants in their own countries. December 14, 2005 - January 15, 2006;
- Part-I of the Course in India, including comparative field study visits, during the period January 15-March 4, 2006. Field Study Visits in China, March 5-12, 2006;
- Part-II of the Training Course at IDACA, Tokyo. March 13-April 20, 2006;
- Final End-of-the-Course Evaluation and the Concluding Session in Tokyo. April 21, 2006; and
- Departure of participants from Japan to their respective countries, April 22, 2006.

### **III. Reporting Phase: April 23-June 30, 2006**

- Preparation of narrative and financial reports of the 20th 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 8 countries viz., China-02, India-02, Indonesia-01, Laos-01, Nepal-01, Sri Lanka-01, Thailand-02 and Vietnam-02. 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 20 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 China were arranged by the All-China Federation of Supply & Marketing Cooperatives to primary level agricultural cooperatives and other cooperative institutions in and around Beijing.

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, Yamanashi and Kagoshima 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, China 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

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

## **CHINA**

- ACFSMC Training Centre
- Zhangfang Mopan Persimmon Production and Marketing Cooperative
- Beijing Fangshan District Farm Produce Production and Marketing Association
- Shopping Mall of Beijing Changping District Supply and Marketing Cooperative
- Beijing Daxing District Association for Farm and Sideline Products Distribution
- China National Cotton Exchange

## **JAPAN**

- Institute for the Development of Agricultural Cooperation in Asia-IDACA, Tokyo
  - Yamanashi Pref. Union of Agricultural Cooperatives
  - JA Zennoh Yamanashi
  - Health Management Centre of JA Yamanashi Welfare Federation
  - Kofu-shi Agricultural Cooperative (JA Kofu-shi)
  - Kofu City Central Wholesale Market
  - Ministry of Agriculture, Forestry and Fisheries (MAFF)
  - Kagoshima Pref. Union of Agricultural Cooperatives
  - Kagoshima Pearl Rice Co., Ltd.
  - Kagoshima Kumiai Foods Co., Ltd.
  - Minami Satsuma Agricultural Cooperative (JA Minami Satsuma)
  - Kaseda Tea Co., Ltd.
  - JA Minami-Satsuma Women's Association
  - Kagoshima City Agricultural Centre
  - Kagoshima Prefectural Institute for Agricultural Development
  - The 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 2005-2006

<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 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- April 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 3004	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, Nepal, Pakistan, the Philippines, Sri Lanka, Thailand and Vietnam [10]	
20	Dec 14 2005- Apr 22 2006	India, China, Japan	China, India, Indonesia, Laos, Nepal, Sri Lanka, Thailand, Vietnam [08]	
<hr/>				
Total Number of Attending Participants	...	...	...	291
Total Number of Training Courses Held	...	...	...	020
Total Number of Countries covered under the Project	...	...	...	016
Total Number of Project Proposals Prepared by the Attending Participants	...	...	...	288



Countrywise Participation in ICA-Japan Agricoops Management Training Courses During 1986-87 to 2005-2006																							
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	2005-2006 No. 20	TOTAL	
01	Bangladesh	01	01	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	02	02	31
04	India	03	03	02	02	02	02	03	02	03	02	02	02	02	02	02	02	02	02	02	02	02	44
05	Indonesia	01	02	-	-	-	01	01	02	03	01	02	02	-	01	01	01	01	01	02	01	01	23
06	Iran	-	-	-	-	01	01	01	-	-	-	-	-	-	-	-	-	-	-	-	-	-	03
07	Korea	02	02	02	02	02	02	02	02	02	02	-	-	-	-	-	-	-	-	-	-	-	20
08	Laos	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	01	01	01
09	Malaysia	01	01	01	02	01	01	01	01	-	01	01	01	01	01	01	-	01	01	-	-	-	17
10	Myanmar	-	-	-	-	-	-	-	01	02	01	01	01	01	02	01	01	-	-	-	-	-	11
11	Nepal	-	-	-	-	-	-	-	-	-	-	-	-	02	-	01	01	01	01	01	01	01	08
12	Pakistan	-	-	01	01	01	01	01	01	-	01	01	01	01	-	01	01	-	-	01	-	-	13
13	Philippines	02	01	02	02	02	01	01	-	02	01	01	02	01	02	01	02	02	01	01	01	-	27
14	Sri Lanka	01	01	02	01	02	01	02	02	-	02	02	01	01	01	01	02	01	01	01	01	01	26
15	Thailand	02	02	02	02	02	01	01	01	-	01	-	-	01	02	01	01	02	01	01	01	02	25
16	Vietnam	-	-	-	-	-	01	01	01	02	01	02	02	02	02	02	01	02	02	01	02	02	24
TOTAL [16]		15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	12	12	12	291

## SECTION-III

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

Part-I of the Training Programme held in India  
January 15-March 04, 2006

#### 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

*China Segment covered:*

- Comparative Field Study Visits in China

**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, Yamanashi and Kagoshima Prefectures in Japan

After having completed their Home Country Assignments, all the participants got together in India on the 15th of January 2006. A formal inaugural session was held on January 16, 2006 at FMDI, Gurgaon.

#### 02 Inaugural Session of Part-I of the Programme

The 20th 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 16, 2006. 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. Ikuo Ashikari, General Manager, IDACA, Mr. Y. Abe, Manager (Trg), Mr D. Bhattacharaya, General Manager (HRD), IFFCO, Dr. R.N. Kundu, Sr. Manager (Trg), IFFCO/FMDI, and Mr Prem Kumar, Programme Adviser from ICA-Asia & Pacific.

The training course was formally inaugurated by Mr. D.K. Bhatt, Marketing Director, IFFCO. He said that IFFCO has the honour to organise such an international training programme as it has given high priority to the human resource development. Pointing out on cooperatives not only as a business, he said it is a culture for being secured to each other". He also mentioned that any professional organisation should have the proper coordination between Board Members and employees by emphasizing the need of proper communication between them. It improves participation, he added.

Mr. Shil Kwan-Lee, ICA Regional Director (Asia-Pacific), welcoming all the participants said that the qualitative transfer of cooperatives is the present need. He also pointed out the need of good governance in order to strengthen the cooperatives and informed that ICA has given top priority to human resource development. Mr.

COURSE ON  
RURAL COOPERATIVES IN ASIA  
14, 2005 - April 22, 2006



(l-r) Mr. Shil Kwan Lee, Regional Director (Asia-Pacific) addressing the participants at the inauguration of the 20th ICA/Japan Agricultural Management Training Course. Also seen are Mr. D.K. Bhatt, Marketing Director IFFCO, and Mr. T. Inoue, First Secretary, Japanese Embassy



Mr. Ikuo Ashikari, General Manager, IDACA, addressing the participants of the Training Program.



Mr. Bhagwati Prasad, Chief Executive, NCUI, welcoming the participants on behalf of the Indian Cooperative Movement and (right) Mr. Prem Kumar, Program Advisor introducing the Training Program and its objectives to the gathering.



Participants with the distinguished guests at the inauguration of the IFFCO-FMDI segment of the 20th ICA/Japan Agricultural Management Training Course.



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



Participants with Dr. V. Kurien, Chairman IRMA, at the inauguration of the IRMA segment of the 20th ICA/Japan Agricultural Management Training Course.

Lee also appreciated the Government of Japan for its continued support for the development of agricultural cooperatives in the region through ICA/Japan Training Course.

Mr. T. Inoue, First Secretary, Embassy of Japan, wished for the success of the training course on behalf of Ministry of Agriculture, Forestry and Fisheries (MAFF), Government of Japan. He added that victory for Asia, victory for farmers with emphasis on the agricultural development in cooperatives.

Mr. Ikuo Ashikari, General Manager, IDACA, Tokyo (Japan), thanked the officials of IFFCO for kindly hosting this segment of the course and helping to implement the training programme smoothly. Congratulating all the participants, he said to them to make good relationship between them by behaving with smooth and familiar manner to each other to attain the objectives of the programme. Both your organisation and your country have got a great expectation for the success of your participation in the training, he said.

Mr. Bhagwati Prasad, Chief Executive, National Cooperative Union of India, informing about some of the new developments which are going to take place in the Indian Cooperative Movement, welcomed all the participants and said that they will find various opportunities which will enhance their knowledge.

Introducing about the project, its objectives, countries of participants etc., Mr. Prem Kumar, Advisor – ICA/Japan AMT, welcomed all the distinguished guests, participants and other dignitaries. He also informed about some basic disciplines to be maintained throughout the training course.

Mr. D. Bhattacharya, General Manager (HRD), IFFCO, at the end of the programme, expressed a vote of thanks to the dignitaries for their valuable presence in the opening session. He also thanked to all concerned organisations for their cooperation.

On the 17th & 18th January, each participant made excellent presentation of their Country Background Papers by using OHP and Power Point.

On 28th January, a Field Study Visit was conducted in Gurgaon area. The participants visited the Selani Primary Agricultural Cooperative Society, wherein they talked to local farmers of the area. Participants also visited the IFFCO's Farmers Service Centre (FSC) at Palwal. At the end of the day, they visited one of IFFCO's adopted village, namely, Chhajupur in Palwal, wherein they interacted with the farmers and women folk of the village about their life and work.

Mr. A. Roy, General Manager (Marketing), IFFCO, chaired the closing session on the 31st January. Mr. Prem Kumar, Adviser-ICA/Japan AMT Program, proposed a vote of thanks to all the guests and hoped that all the participants would make use of the learning opportunity given to them.

### **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 8 countries.

#### **01] China**

*Some of the basic indicators of China are as follows: Population-1.30631 billion; Land Area-9.6 million sq.km, Cultivated land-101 million hectares; GDP: 13,6515 billion yuàn; Per capita income-US\$ 700 (Yuan 5,645). The main agricultural products in China include rice, wheat, corn, cotton, tobacco, tea, raw silk, vegetable oils, live hogs, and live poultry. In 2004, the agricultural products trade volume stood at 51.4 billion U.S. Dollars.*

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, 336 prefecture, 2,370 county federations and 22,537 primary cooperatives, with a membership of 160 million farm households, 1.2 million employees and 289 thousands business outlets. The ACFSMC is the largest cooperative in China, and the largest agriculture cooperative of China. It is the apex organization of the Supply and Marketing Cooperatives (SMCs) of the whole country. The business turnover of SMCs amounted to 479 billion yuan in 2004.

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 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.

In recent years, following the rural economic reform, with agriculture entering into a new stage of development, a lot of specialized cooperatives have been constituted. They provided farmers with services before and after production, provided farmer members with such services as jointly purchasing inputs and selling agricultural products, most of the specialized cooperatives were set up under the basic principle of cooperatives. They are run under a constitution, with stockowners, and members of the management and supervision committees elected democratically. As the highest decision making organ, the cooperative membership meeting (or congress) deliberates on the annual work plans of the management and supervision committees. It decides on major issues like the surplus distribution scheme, the methods of loss remedies as well as the merger or dissolution of the cooperative. The elected council members are often the large pig-raisers, rural agents, and entrepreneurs playing the role of bringing along the cooperative members. Most of the specialized cooperatives concentrated on planting, breeding and processing industries while involving transportation, storage and selling of the means of livelihood and production.

## **[02] India**

*Some of the basic indicators are as follows: Population-1027.05 million; Land area-328.73 million ha; Cultivated area-189.54 million ha; Share of agriculture in GDP-25.57%; Average land holding-1.5 to 2 ha; Total number of cooperatives of all type-549,119; Membership-229,510 million; Per capita Income-US\$ 343 per annum. Main crops of the country: rice, wheat, maize, cotton, potato, sugarcane, oilseeds etc.*

India is basically an agriculture country where agriculture is livelihood for rural community. Although agriculture accounts for 25.57% of India's GDP, it employs 58.4% of its population. About 43% of India's geographical area is used for agricultural activities. Although it covers 2% of world land but it supplies food to 17% of world population. India now produces largest quantity of milk in the world registering annual growth rate of 3.8% while the country also accounts for 57% of the world's buffalo production.

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 549,119 cooperative societies with a membership of 229,510 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 and acquired a giant phosphatic complex fertiliser plant at Paradeep in Orissa in 2005. IFFCO has also made its global mark by setting a JV fertiliser plant in Oman in 2005.

The IFFCO produced 61.54 lakh tones of fertilizers in the year 2004-2005, contributing 18.3% of the country's total nitrogenous fertilizers production and 23.5% of total phosphatic fertilizer production. The society has registered a turnover to Rs.7224 crores during 2004-2005 and it has distributed 20% dividend to its member cooperatives which resulted in capital formation of the member cooperatives.

Development of 3300 villages as model agricultural villages through IFFCO Village-Adoption Programme, establishment of 127 storage-cum-Community Centres and large numbers of IFFCO Adopted Cooperative Societies and in turn providing them with infrastructural and training support have paid a rich dividend in strengthening the cooperative channel and technology dissemination in the country. A charitable trust known as "Kisan Sewa Fund" (KSF) has been set up to provide needy farmers with relief and rehabilitation measures in the wake of natural calamities. 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. Introduction of Sankat Haran Bima Yagna – a product of IFFCO's JV – has been proved to be a real safety bonanza to the farmers of the country. In the year 2004-2005, Rs. 6.43 lakhs benefit has been given to 1121 farmers. Formation of think-tank and Brain Bank named as IFFCO Foundation to bring financial discipline and necessary reforms in cooperatives.

The National Agricultural Cooperative Marketing Federation of India (NAFED) is a national level cooperative federation established on October 2, 1958. Its total membership with the network of cooperatives stands at 5.26 million. NAFED functions as a national apex body of the cooperative marketing system in coordination with 31 state level marketing federations, 22 state level special commodity marketing federations, 10 state level tribal cooperative development corporation/federations, 388 district and regional marketing societies. This network of primary cooperative marketing societies covers all-important primary and secondary markets in the country. These societies are engaged in the marketing of agricultural produce, supply of production inputs and essential consumer articles at the doorstep of the farmers through 92,400 village multipurpose societies. The management of NAFED vests in the Board of Directors comprising the representatives of State Cooperative Marketing Federations and other member societies. Representatives of the Government of India and one each from National Cooperative Union of India (NCUI), National Cooperative Development Corporation (NCDC), National

Cooperative Consumers Federation Ltd. (NCCF), Bharat Krishak Samaj (BKS) and State Bank of India (SBI) are also on the Board of Directors.

NAFED's operations can be broadly classified under the following categories: internal trade; international trade – export/import; price support operation/market information scheme on behalf of the Government of India; Consumer marketing of NAFED brand products; Production and marketing of bio fertilizers and distribution of agricultural machinery and implements; Processing and marketing of fruits, vegetables and oilseeds; Developing cooperative marketing of tribal produce; Developing cooperative tourism and Dissemination of market intelligence. NAFED is the promoter member of National Multi-Commodity Exchange of India Ltd (NMCE) for developing future trading in agricultural commodities. Vital objective of NAFED is to provide ready market and remunerative price to the farmers for their produce through their above activities.

### **[03] Indonesia**

*Some of the basic indicators of Indonesia have been as follows: Population-206, 264,595, 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 – 77,120; Total co-operative Membership- 27,295,893. 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 77,120 primary and secondary cooperatives, 7,150 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 33 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 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.

### **[04] Laos**

*Some of the basic indicators of Laos are as follows: total area-236, 800 sq.km. out of which 20% is cultivable, 80% is mountainous and 47% is under forest cover; Population-5,777,180; Per Capita Income-US\$ 350; Almost 90% of the poor in Lao PDR live in rural areas and their main productive activity is subsistence farming; The industry sector, which contributes less than 22% to GDP, are largely composed of state-owned enterprise which are subsidised by the government; exchange rate-1USD=9,000 kip.*

The Lao PDR is a "Least Development Country" (LDC), and as such is considered by the international community to be one of the poorest countries in the world. Poverty is particularly widespread in rural areas, especially in Northern provinces and among ethnic groups inhabiting remote areas, the uneducated and female household members.



The government of Lao PDR – one of the few remaining official communist states – began decentralising control and encouraging private enterprise in 1986. Reform efforts subsequently slowed and GDP growth dropped by an average of 3 percentage points.

Agriculture is the principal economic sector in the Lao PDR, with about 80% of the population engaged in rice cultivation as the primary activity, as well as in livestock, fishery and forestry activities. Other crop grown for consumption or export include maize, soybeans, sweet potatoes, cassava, taro, coffee, peanuts, tobacco, cotton, sugarcane and other. The export commodities are wood products, garments, electricity, coffee and tin. The import commodities are machinery and equipment, vehicles and fuel. Like in all developing countries, the cooperative in Lao PDR had been initiated by the government with the objective to use cooperatives as tools to improve the livelihood and socio-economic condition of small farmers. The cooperatives which existed in Lao PDR in 1970 prior the Communist Pathet Lao took control of the government in 1975 were: Lao Saving and Loan Association; and Credit Cooperatives. After 1975, all cooperatives, including agricultural cooperatives, farmers' groups and people's organisation had been dissolved as well as cooperative Law, Decree and Acts. GOL has put more emphasis on development of only Youth, Lao Federation of Trade Union, and Lao Front National Construction and gives low priority to rehabilitate agricultural and other cooperatives.

The Provincial Agriculture and Forestry Service Office are of an importance in the economic sector. Agricultural policy orientation has been aimed at maintaining a high degree of self-sufficiency and exports some production of industry crop. Before 2005, in Sayaboury, agriculture is characterised by small farms. The farmers used old system traditional for planting and most of the production was for own consumption. Rice is the important crop in the Sayaboury province. Nearly 90% of rice is cultivated in the rained environment. In this year, rice cultivation totalled about 24,900 hectare. The government planned to increase rice production to 100,000 tons per annum by the year 2006.

#### [05] Nepal

*Total population of Nepal is: 23.15 million; Land Area 147,181 sq.km; total cultivable land 3,954,915 ha; Per capita income US\$ 300; Total number of cooperatives 7716, 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 plane Terai. The mountain area covers 15% of the total area, hills covers 68% and the terai region covers 19%.*

Nepalese economy is predominated by agriculture which is determinant factor for the overall development of Nepal and has major share both in Gross Domestic Products (GDP) and employment. In accordance with the census of 2001, 65.7 per cent of the population depend on agriculture, fishery and forestry sectors which engage about 81.2 per cent of the population and which contributes 38.1 per cent to GDP. The growth rate in agriculture sector is 2.1 per cent in 2002-2003. The import level of agricultural products is found to be immensely increased as against the export level of agricultural products.

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, coffee, 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, 1 National Cooperative Bank, 58 District Level Co-operative Unions and 7 Single Purpose Primary Co-operative Societies. It represents 7716 cooperatives operating throughout the Kingdom of Nepal with approximately 1.3 million members.

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

#### **[06] Sri Lanka**

*Some of the basic indicators of Sri Lanka are as follows: Total population-19,462 million; Total land area-62,705 sq.km; Average land holding is 1.35 ha; Total number of cooperatives 14,558; Total co-operative membership 5.892 million; Per capita income- US\$ 1025; Main crops: paddy, tea, coconut and rubber.*

Agriculture is the most important sector of Sri Lanka an economy. It gives employment to at least 32.6% 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, and 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 385 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 Wayamba Cooperative Rural Banks Union Ltd. was established on the 16th February, 1994. The area of operation of this Union covers the entire North Western Province (Wayamba) being 12.5% land area of the island. At the inception, the membership was 28, which now has increased to 50. Out of the total membership of 745,000 individual members of the North Western Province, 515,000 fall under this Union. The principal activities of the Bank Union are: collecting deposits from members and non-members at a competitive high rate of interest; to facilitate loans under flexible terms at minimum interest rates, take steps to supply stationary and office equipments to cooperative societies at reasonable prices by the agency services to members and staff, to bring forth the weak societies to the control of the Union and improve them, and to start and maintain large projects for the benefit of the overall cooperatives and the community. The Board of Directors consists of

9 members, with the 3 appointed by the Commissioner. The general membership elects the Chairperson and Vice Chairman. Five sections are being functioned under the direction of the Chief Manager as loans, deposits, finance, projects and planning, education and training to achieve the objectives of the institution.

#### **[07] Thailand**

*Some of the basic indicators of Thailand are as follows: Population: 62.376,784 million; Land Area: 514,000 sq. kms; Share of agriculture in GDP-6.1%; Main crops of the country: rice, sugarcane, cassava, rubber, corn, coconuts and soybeans.*

Thailand has a population of 63 million of which around 7 million live in Bangkok. Thailand covers a land area of 514,000 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 7 types, namely, agricultural, land settlement, fisheries, consumer, savings & credit, and service cooperatives and credit union cooperative. Currently, there are over 6,553 cooperative at primary level throughout the kingdom with over 9 million people being directly involved as cooperative members. The agricultural cooperatives are considered a majority of agricultural producers. At present, there are almost 4,118 cooperatives in agricultural cooperative sector, which included agricultural, land settlement, and fisheries 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 according to Cooperative Act in 1968, as the national apex body of the Cooperative Movement in the country. It has affiliates of 6,553 cooperatives at all levels serving over 9 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 organisational structure of the CLT is administered by the General Meeting of Cooperative Representatives, Board of Directors, and Executive Director. There are five divisions serving the CLT activities – office of the Director, Cooperative Training Institute Division, Cooperative Relations Division, Technical and Planning Division, and CLT Training Centre.

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.

#### **[08] Vietnam**

*Some of the basic indicators of Vietnam are as follows: Total population-82,032,300; Total land area-331, 690 sq. km; Share of agriculture in GDP-21.10%; Total cooperatives-17,050; Total membership-125,000; 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, and 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.

As at the end of 2005, there were 17,050 cooperatives and cooperative associations in the whole country, including 8,458 agricultural cooperatives, 586 trade and service cooperatives, 2,205 industrial – craft industry cooperatives, 557 construction cooperatives, 486 aquatic product cooperatives, 1,060 transportation cooperatives, 915 credit cooperatives, 217 other types of cooperatives and electric cooperatives 2,585.

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
- Selani Primary Agricultural Cooperative Society
- IFFCO Farmers Service Centre, Palwal, Haryana
- IFFCO's adopted village, Chajjupur, Palwal, 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
- Gujarat Cooperative Milk Marketing Federation (GCMMF)
- Mother Dairy Plant at Gandhinagar, Gujarat
- IFFCO Production Unit at Kalol, Gujarat
- Mother Dairy Plant at Gandhinagar, Gujarat
- Krishak Bharati Cooperative Ltd., KRIBHCO Fertilizer Plant at Hajira, Surat. Gujarat
- Amalsad Multipurpose Cooperative Society

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.

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## SECTION-IV

### MANAGEMENT LEADERSHIP DEVELOPMENT MODULE

The IRMA Segment: February 1-March 2, 2006

The Management Module of the Twentieth 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 twelve [12] 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
12.	Course No. 20	Dec 14 2005-Apr 22, 2006	India-China-Japan

#### 01 Inaugural Session

The ICA-IRMA module was conducted at the Institute of Rural Management, Anand, from February 1 to March 2, 2006. Prof. L.K. Vaswani, Director of IRMA, formally inaugurated the Management Module on 1st February 2006 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 his happiness as the ICA has been providing training opportunities to the managers of agricultural co-operatives in the Region. 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 11 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.

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.

Prof. Shiladitya Roy, MDP Coordinator, briefly explained the activities of IRMA.

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

## **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 and Costing; [03] Financial Management; [04] Marketing Management; [05] Integrated Cooperative System; [06] Individual and Group Behaviour, 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 classroom inputs and guidance. The participants make presentation of their revised proposal before their departure from IRMA.

Topic-02

### **Financial Accounting and 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, attitudes and values; inter personal communication, motivation, leadership effectiveness and group dynamics.

## **04 Development Project Proposals**

### **Prepared by 20th 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 14, 2005-January 15, 2006. 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, 2006.

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:

<b>S.No.</b>	<b>Country</b>	<b>Name of the Participant</b>	<b>Name of the Project</b>
1.	China	Ms. Wang Jin	Deep Processing Margold
2.	China	Ms. Zhong Lin	Building a Cotton Market in China
3.	India	Mr.PS Bhattacharya	Revamping of non-working Agricultural Cooperatives of Bankura District, West Bengal (India)



4.	India	Mr. S.K. Verma	Jatropha – Farming of Fuel
5.	Indonesia	Mr. Adri Syahrizal	Pondoh Zalaeca Crisps Processing
6.	Laos	Mr. Khamphone Singngam	Multifunction of Paddy Farming : Research on Agricultural Diversification in Paddy Fields in Lao PDR
7.	Nepal	Mr. Babul Khanal	Organic Coffee Processing through Cooperatives in Nepal
8.	Sri Lanka	Mr. HM Ananda Rathanasiri	Establishing a Cooperative Cut-Foliage Plants Centre in North Western Province
9	Thailand	Ms. Laksana Pongkawong	Sweet Lemon Processing Project
10	Thailand	Ms. Sirirat Juyyen	Entrepreneurial Capacity Building of Women Leaders in Agricultural Cooperatives in Thailand
11	Vietnam	Mr. Vu Manh Nam	Establishment of Agricultural Cooperative Development Assistance Fund
12	Vietnam	Mr. Tran Ba Son	Building the Workshop to Produce Rattan and Bamboo Products for Export.

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 1-20] is given at Annex-IV].

## SECTION V

### COMPARATIVE FIELD STUDY VISITS IN CHINA

The comparative field study visits in China were arranged to primary level agricultural cooperatives in and around Beijing from 5th to 12th March, 2006. The All-China Federation of Supply & Marketing Cooperatives [ACFSMC] arranged the field visits.

While Dr. Liu Hui, Director of Cooperative Guidance Department, delivered a lecture to the participants on the subject of “The Supply and Marketing Cooperatives in China”, Mr. Fu Chunhua, Division Chief, International Cooperation Department, ACFSMC, touched upon the subject of “Business Cooperation with ACFSMC”.

#### China Supply & Marketing Cooperatives

The cooperatives have a history of more than 80 years in China. Since the founding of the People's Republic of China in 1949, the Party and the government have always regarded the development of cooperatives as an important aspect in promoting the economic development of the rural areas and for solving the problems of the peasants and given them conscientious guidance, support and push. In the first five-year plan period, a cooperative economic system with simultaneous existence of the four kinds of cooperatives of supply and marketing, credit, production and handicrafts was built. In July of 1954, the first National Congress of China's cooperatives was convened, and changed the name of United Headquarters of the Chinese Supply and Marketing Cooperatives into All-China Federation of Supply and Marketing Cooperatives (ACFSMC) and set up a unitary system of supply and marketing cooperatives nationwide.

#### Background of ACFSMC (2005)

Individual Members	:	160 million
Provincial Federations	:	31
Prefecture Federations	:	336
County Federations	:	2,370
Primary Cooperatives	:	22,537
Employees	:	2.4 million
Turnover	:	613.0 billion RMB Yuan (+ 12.37%)
Surplus	:	6.58 billion RMB Yuan (+30%)
Export and Import	:	5.396 billion USD (+3.59%)
Export	:	3.052 billion USD (+8.23%)
Import	:	2.344 billion USD (-1.9%)

#### Business Activities of ACFSMC

##### 1. Steering Activities (2004)

- \*Cooperative System Guidance
- \*Specialised Cooperatives : 14,420
- \*Crop hospitals: 17,800
- \*Multipurpose Service Stations: 113,400
- \*Agricultural Machinery Stations: 1,621

2. Supply Business
  - \*Agricultural Production Means:
  - \*Fertilizers
  - \*Pesticides
  - \*Others
  - \*60% market share
3. Wholesale and Retail Business
  - \*Chain Stores:
  - \*1504 Companies
  - \*89,000 outlets (including supermarket, distribution centres, etc.)
4. Market Promotion
  - \*Cotton (50% of the total amount of the purchased and processed)
  - \*Fruits
  - \*Tea
  - \*Edible Fungi
  - \*Bee Products
5. Manufacturing and Processing Business
  - \*Foodstuff
  - \*Cotton Processing
  - \*Livestock Product
  - \*Agricultural Production Means
  - \*Recycling
6. Hotel and Restaurants
  - \*Outlets: 6,688
  - \*Hotels: 1,437
  - \*Star Hotels: 98
7. Recycling Business
8. Researching and Development Activities
  - \*8 R & D Institutes
  - \*1 Technological Extension Service Centre
  - \*20 Quality Testing Centres (2 are nationally recognized)
9. Education and Training
  - \*5 Training Centres
  - \*More than 100 institutes including colleges, secondary training  
Schools technological schools
  - \*10 International Exchange

As an important force for developing the rural economy, Supply and Marketing Cooperatives (SMCs) have played a major role in ensuring the supplies of agricultural means of production, activating circulation of farm produce, promoting restructuring of agriculture and industrial management of agriculture, and activating the rural market and made great contributions to promoting increase of agricultural production, income of peasants and rural development.

In the early 1980s, SMC started the reform from government control into member control. At first stage, it tried to restore its cooperative democratic system from 1982-84. SMC made efforts to become the rural comprehensive service centre in order to be recognized by farmers from 1980s to early 1990s. In 1995, the ACFSMC got independence from the Ministry of Internal trade. From 1997 to 2000, SMC suffered big losses and was impacted by member share disturbance, which was caused by Asian financial crisis. From 2001 to present, the SMC has been reconstructed and being transformed from leader-oriented to market-oriented, from government-oriented to member-oriented. The services provided by the supply and marketing cooperatives have been raised to a high level and the undertakings of the supply and marketing cooperatives have entered a new stage of development.

### **Problems and Challenges**

1. The reform from government-control to member-control has not yet finished.
2. Many cooperatives are still in difficult financial situation, especially the primary cooperatives
3. Cooperative governance has not been established, with possibility of potential loss in future
4. More competition in major businesses

Following institutions were visited by the participants:

#### **Zhangfang Mopan Persimmon Production and Marketing Cooperative**

The Mopan Persimmon Production and Marketing Cooperative was established in July 1998. Its membership has increased from 24 to over 600 households and it has developed from a cooperative engaged in production only into one engaged in integrated management of production, processing and marketing. It has its own packing industry and standardization demonstration base. Its product has acquired a safety food certificate issued by the Beijing municipality. The cooperative produces, processes and markets over 5000 tons of Mopan persimmon fruit per annum, yielding an annual income of over 10,000 *yuan* on per household basis.

#### **Beijing Fangshan District Farm Produce Production and Marketing Association**

The Fangshan District Farm Produce Production and Marketing Association, founded in September of 1998, is a NGO intermediary sponsored and organized by the Fangshan District Supply and Marketing Cooperative to serve agriculture, rural areas and farmers. After years of development, now it possesses fixed assets worth 5 million RMB *yuan* or more and has a membership of over 4000 farm households and 31 unit members, including 14 cooperatives for cultivating/raising, processing and marketing of Mopan persimmon fruit, milch cows, edible fungi, vegetables, small red beans, wild vegetables and coarse cereals, etc. With an annual capacity of producing, processing and marketing 647,500,000 tons of various farm produce and earning 319,370,000 RMB *yuan* for enterprises and farm households, the Association has, by and large, become an industry organization that can play a fairly significant leading role. It was selected by the All China Federation of Supply and Marketing Cooperatives (ACFSMC) as a "Key Leading Enterprise" in 2003 and cited by the Beijing Municipal Personnel Bureau and the Beijing Municipal Bureau of Civil Affairs as an "Advanced NGO" in 2004.

1. Bai Lichen, Deputy Chairman of the National Committee of the Chinese People's Political Consultative Conference and President of the ACFSMC Board of Directors, was enquiring Association members about the growth of Mopan persimmon fruit during an inspection tour of the Farm Produce Production and Marketing Association of the Fangshan District Supply and Marketing Cooperative in September of 2001.
2. *The Seminar on the Establishment and Development of Specialized Cooperative Economic Organizations of Farmers with Standardized Management co-sponsored by China and Canada was held in Fangshan.*

#### **Beijing Changping District Supply and Marketing Cooperative**

The Changping District Supply and Marketing Cooperative, founded in 1947, has five affiliates, i.e., New

Century Shopping Mall, Yinshan Taxi Co., Waste Materials Collecting Co., Ceramics & Sundry Goods Co. and Yinjie Street Farm and Sideline Products Market Centre, with a total number of 1753 employees.

After years of energetic efforts to make progress through reform and promote development through innovation, the Changping District Supply and Marketing Cooperative, a traditional type of enterprise before, is advancing towards the goal of modernization. Since 2000, in particular, the Cooperative has been making new breakthroughs in its managerial performance as a result of implementing the development ideas of “carrying out reform and readjustment to bring about ‘one cooperative in one district’ by dissolving the primary-level co-ops and building up a shopping mall group with the New Century Shopping Mall as the flagship”. In compliance with the principle of “establishing cooperative one by one when conditions are ripe and making steady advancement”, the Changping District Supply and Marketing Cooperative have incorporated shopping centers affiliated to primary-level co-ops into the New Century Shopping Mall to build a tightly-knit, modern shopping mall group by adopting the mode of chain management while dissolving primary-level co-ops to bring about single-level management of cooperative-owned assets. The shopping mall group now operates 11 chain shopping malls at town level in addition to the New Century Shopping Mall, with the total business area expanding from over 12000 square meters to 40000 square meters and the total annual sales amounting to ?300,000,000. To expand the shopping mall group’s space for development, the Changping District Supply and Marketing Cooperative has, since 2004, been enthusiastically exploring ways of chain operation by exploiting the advantage created by the service brand name and chain operation of the New Century Shopping Mall. By the end of 2005, 64 convenience stores had been opened in the rural area. A three-level (city—town—village) modern distribution network, which marks a new phase of the supply and marketing cooperatives, has been steadily expanding.

Keeping in step with the times and striving for development through innovation, the Changping District Supply and Marketing Cooperative is working hard to win brilliant new successes in the supply and marketing cooperative endeavor by giving full play to the overall advantage of the “one cooperative in one district” enterprise group.

### **Beijing Daxing District Association for Farm and Sideline Products Distribution**

The Beijing Daxing District Association for Farm and Sideline Products Distribution, sponsored and organized by the Daxing District Supply and Marketing Cooperative in early 2004 with a membership of over 300 enterprises engaged in production, purchase, storage, processing and marketing of farm and sideline products, is a non-governmental organization possessing the status of a legal person, which has been registered as such with the approval of the Daxing District Bureau of Civil Affairs.

With its headquarters inside the Daxing District Supply and Marketing Cooperative, the Association has 11 offices. After over two years of explorations in practice the Association has gradually formed a “trinity” operation mode with a leading enterprise, a distribution website and a contingent of brokers as the underpinners.

The Beijing Lvtian Farm and Sideline Products Purchasing and Marketing Co., Ltd., the leading enterprise, covers an area of 32 *mu*. With a 815-square meter cold storage, a 882-square meter processing workshop and 1500-square meter ancillary facilities such as exhibition halls and offices, the Company has the capacity to store and process 10000-odd tons of vegetables and fruits each year. The fruits and vegetables processed by the Company are sold in 5 big supermarkets (Makro, Wumark, Bon Jour, Walmart and Dia) and 80-odd chain stores, and 30 convenience shops have been opened to sell the Company’s vegetables in residential quarters. The annual sales of the Company have reached 6000 tons, bringing along over 700 farm households.

The Association’s distribution website consists of 1 head site and 13 branch sites. Each website has 2 information collectors who, having undergone professional training, provide all sorts of timely information services to farmers in the district.

The Association has a contingent of 300-odd farm produce brokers who, having acquired certificates of qualification through training, are spread in all townships and villages of the district. Through their promotion,

20000 tons or more of various farm products produced by farmers are sold each year, bringing along 3800-odd farm households.

Through the Association's organization and coordination efforts, the farm products distribution resources of the whole district have been integrated to serve the aim of resources sharing, horizontal integration, close cooperation and common development, effectively promoting the industrialized operation of agriculture and spurring farmers to increase production and become wealthy.

### **China National Cotton Exchange**

China National Cotton Exchange, also known as the CNCE, was approved to set up by the State Council. As a normative and modern cotton exchange, CNCE is founded by All China Federation of Supply and Marketing Cooperatives, and it is a non-profit service organization. Its headquarters is in Beijing and there are some workstations in main cotton producing and marketing areas. Information is communicated within the CNCE system via computer network.

Following the principle of openness, fairness, equity, honesty and credit, CNCE is mainly involved in facilitating transaction, finding prices, avoiding risks and communicating information. Its main services include transaction settlement, delivery, quality inspection, warehousing and transportation, information, consulting, human resources development and so on. CNCE institutes membership system. To become a member of CNCE, the applicant must be a credit-worthy entity registered on the Chinese mainland and accepts CNCE rules; it could be a cotton dealer, a textile enterprise, an import and export cotton enterprise as well as any other type of enterprises which are willing to provide intermediary services in cotton trading.

More than two millions tons state stock cotton and imported & exported cotton have been exchanged by the auction of China National Cotton Exchange from later half of 1999 to the end of 2000. CNCE daily exchange price has been the quotation of current China cotton supply and demand. Through regulating the supply-demand situation and price of cotton on the CNCE, the State provides effective guidance for the production, circulation and consumption of cotton in China. CNCE will undertake e-business trade in the future, and set up high-efficient serial process of cotton circulation system and cotton classification system. CNCE welcomes oversea cotton entities to become members after China's entry into WTO. CNCE will focus on internal and international cotton supply, demand and price information. It will be the bridge to link China domestic market with international cotton market, and adapt China cotton production and consumption to the demand of internal and international market.

It's a symbol that China cotton circulation system transforms from the planning economy system to marketing economy system. It's believed CNCE will have more influence on international cotton market.



Photo taken in front of Persimmon Research Institute, Zhangfang, China



The Persimmon fruit



New Century Shopping Mall of the Beijing Changping District Supply and Marketing Cooperatives



Participants on visit to Tianamen Square and the Great Wall of China in Beijing.



Inauguration of Part II of the 20th ICA/Japan Agricultural Management Training Course at IDACA. Seated: (l-r) Mr. Prem Kumar, Program Advisor, Mr. Kazuo Tsukada, Executive Director, and Mr. Ikuo Ashikari, General Manager of IDACA.



Group photo of participants at IDACA, Tokyo, taken after the inauguration



## SECTION-VI

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

#### **Inaugural Session**

The Second Part of the 20th ICA/Japan Training Course was formally inaugurated on 13th of March 2006 by Mr Kazuo Tsukada, Executive Director of IDACA in Tokyo. Mr. Prem Kumar, Adviser-ICA/Japan AMT Program, also addressed the inaugural session. Mr. I Ashikari, General Manager, and other senior officers of IDACA were present.

Welcoming Mr. Tsukada and other senior officers of IDACA, 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 China 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.

Mr Kazuo Tsukada, Executive Director, of IDACA, welcomed the participants to Japan and IDACA. He said: "We have here 9 Asian countries, including Japan, and we represent almost half of the world population. That means almost half of the future development of the world is in our hands." He mentioned that sustainable development of rural communities is very essential element for the development of the nation, both developing and developed. In Asia, where small-size farm and rice-production is prevailing, vital and sustainable development of agricultural cooperative movement is necessary for the development of rural communities.

He said IDACA was established in 1963. Funds for the establishment of IDACA were contributed by all Japanese agricultural cooperatives. More than 40 years history of IDACA, about 4,800 participants have been trained. He said that during the stay of the participants at IDACA, there would be exchange of experience and knowledge on agricultural cooperative development He hoped that the participants would enjoy the life and living at IDACA comfortably. He informed the participants that this year Japan had a very cold winter. Now it is beginning of spring, but cold days are ahead. He advised participants to take care of their health.

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, Yamanashi and Kagoshima Prefectures and interaction with the management, leaders and member-farmers for about one and half months (See course programme at **Annexe-I**).

## SECTION-VII

### COMPARATIVE FIELD STUDY VISITS IN JAPAN [In Tokyo, Yamanashi and Kagoshima Prefectures]

#### Field Study Visits in Japan

During Part-II of the Training Course in Japan, study visits were arranged in Yamanashi and Kagoshima 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
- Yamanashi Pref. Union of Agricultural Cooperatives
- JA Zennoh Yamanashi
- Health Management Centre of JA Yamanashi Welfare Federation
- Kofu-shi Agricultural Cooperative (JA Kofu-shi)
- Kofu City Central Wholesale Market
- Ministry of Agriculture, Forestry and Fisheries (MAFF)
- Kagoshima Pref. Union of Agricultural Cooperatives
- Kagoshima Pearl Rice Co., Ltd.
- Kagoshima Kumiai Foods Co., Ltd.
- Minami Satsuma Agricultural Cooperative (JA Minami Satsuma)
- Kaseda Tea Co., Ltd.
- JA Minami-Satsuma Women's Association
- Kagoshima City Agricultural Centre
- Kagoshima Prefectural Institute for Agricultural Development
- The Agricultural Research and Development Centre of JA Zen-noh

#### Study visits in Yamanashi Prefecture

Agriculture in Yamanashi Prefecture: Yamanashi prefecture is one of the small prefectures with 8 million people. It is located almost in the centre of Honshu Island, surrounded by Mt. Fuji, Mt. Yatsugatake, and the Chichibu Mountain Range. In the Kofu Basin there causes a big difference in temperature between day time and the night time with the well-draining soil, etc. which bring suitable conditions for cultivating various kinds of fruits such as grape, peach, plum, cherry, persimmon, apple, apricot, etc. It is regarded as number one area for producing grapes and peach fruits in Japan.

Gross agricultural production in 2003 with the previous year's comparison has decreased by 4.5%. However, it has increased in 2004 at the rate of 4.7%.

Fruits are cultivated in the east and west, vegetable in the greenhouse and the open field in the south, and paddy in the northwest of the basin. Production of flowers such as orchid, cyclamen and rose is remarkably increasing in the prefecture.

Cultivation area of the fruits in 2004 reached to 11,000 ha and production of quality vegetables centering sweet corn, eggplant, cucumber and tomato has been promoted. Recently light-weight vegetable such as spinach and planting vegetables in the paddy field are increasing. The planted area of vegetables was 3,649 ha and that of rice was 5,500 ha in 2004.

## **Yamanashi Pref. Union of Agricultural Cooperatives**

The role of the Pref. Union is to facilitate JAs business and guidance for the promotion and development of cooperatives in the prefecture. The Pref. Union is the apex body of JAs primary cooperatives in Yamanashi and it works on behalf of JAs for the economic well-being of the farmers. The main activities of the Pref. Union and Central Union are basically non-business organization – guidance, education, policy making for cooperative movement.

As at the end of FY 2004, there were 13 primary agricultural cooperatives affiliated to the Union with 92,194 members (regular: 67,928, associate member: 24,266). There are 278 Directors (39 full-time), 75 Auditors (7 full-time), and 2589 employees in the Yamanashi Prefecture Union. The Pref. Union is undergoing amalgamation project and has drawn plan to amalgamate existing 13 JAs into 1 by 2008. The amalgamation is being done to reduce the operating expenses and to increase the economy of scale for maximization of business turnover of the cooperatives.

Yamanashi is famous for its scenic beauty surrounded by Mt. Fuji and flowing river fujikawa and wide array of fruits like cheery, peach and apricot. Out of 93 billion Yen agricultural products, fruits contribute 50.3 billion yen in Yamanashi and for this reason Yamanashi is known as the “Kingdom of Fruits Production”. Yamanashi Pref. Union has given more thrust on marketing of fruits, vegetables in meeting the changing demands of the farmers. Production of JAs in Yamanashi occupies only 1% out of total production of Japan.

## **JA Zen-Noh Yamanashi**

The National Federation of Agricultural Cooperatives (JA Zen-Noh) is organized and operated under the Agricultural Cooperative Law. Yamanashi Pref. HQs of the National Federation has been operated since its establishment on April 1, 2002 by merger of the National Federation and Yamanashi Pref. Economic Federation of Agricultural Cooperatives. This has resulted in the improvement of production and distribution system.

The business activities of JA Zen-Noh can be categorized into two: “marketing business” and “purchasing business” in addition to better living and livestock activities. Marketing business is to distribute and market the products such as fruits, vegetables, livestock, rice, while purchasing business is to supply to member-farmers with fertilizers, chemicals, horticultural and packing materials, agricultural machinery, facilities, consumer goods, etc. Research and development of technologies are also conducted by the JA Zen-Noh to improve production technique and quality of agricultural products.

The main functions of the Pref. HQ. of Zen-Noh is to help the primary agricultural cooperative in increasing their efficiencies of operation by reducing cost and rationalizing business operations as per the market needs. Although in last 5 years, Zen-Noh Yamanashi business turnover has reduced by 35%, still it holds 66% market share in fruits, vegetables and rice.

There are 18 regular member organizations (including 13 multipurpose cooperatives) and one associate member. It is headed by a Head of the Pref. HQs, assisted by a Deputy Head and regular employees. It has the following departments: Better Living and Agriculture/Livestock Department, Fruits & Horticulture Department, (3) Fuel Department, and (4) Administration Department.

It has floated a company named “Sankei Co. Ltd.” in 1996. The Zen-Noh is having 100% shares. The company is trying very hard to excel in logistic, warehousing, automobile business. Last year’s turnover was 375 billion yen. During the two days’ fair it held in February 2006, Zen-Noh had been able to post sale of 643 million yen out of 3000 farmers.

It has 5 Directors, 2 Auditors and 50 employees, as of March 2005. Its business activities include warehouse, transport, real estate, agency for property insurance, sales of fertilizers and chemicals, administration and management for Relay Station for transport of fertilizers, truck operation, freight traffic operation, processing and sales of rice and foods and sales of petroleum, liquefied gas and other fuels.

## **Health Management Centre of JA Yamanashi Welfare Federation**

The Health Management Centre was established in 1977 with the sole motto of providing clinical and preventive treatment and how to prevent the diseases to the farmer members in the rural areas. This Centre due to its unique quality of medical services already captures 60% market share in the prefecture and considered as first in rank for quality excellence. Out of total 2 billion yen cost of construction, 0.8 billion yen came as 20 years (@ 1.9% interest) modernization loan and 1.2 billion yen as members' share capital. The Centre has already generated a reserve fund of 2 billion yen by undertaking medical services in a professional way. At present, the Centre has 8 full-time specialist doctors to perform CT scan, lung cancer detection etc. The total number of people diagnosed this year is more than 310,000. It charges only 10,000 yen from members and 15,000 yen from non-members for thorough medical check-up.

It has a 3-story ferro-concrete with earthquake proof building with a total area of 6,462 m<sup>2</sup> and building area of 4,755 m<sup>2</sup>.

The Centre conducts the following health care/improvement activities: thorough medical check-up, with latest equipment MRI, CT Scan, travelling medical check-up to about 200 people every day by way of 20 mobile vans going to the villages checking for stomach cancer, colon and rectum cancer, lung cancer, breast cancer, chest disease, health education with emphasis on primary health care, advanced examination of the outpatient and medical check-up at work place for employees of JA, establishment, company and at the workshop. The idea of treating farmers came into being with the JAs of Yamanashi Prefecture with the slogan 'good health of farmers by themselves'. The grass root farmers of the JA have built this Centre, which shows what a cooperative can do if it has a proper vision and mission.

## **Kofu-shi Agricultural Cooperative (JA Kofu-shi)**

The JA Kofu-shi is located in Kofu City and almost in the centre of Yamanashi prefecture. The total area is 171.88 sq.km, two-thirds of which are hilly and mountainous areas. The total cultivated area is 40%; equivalent to 700 hectares, 50% is used for paddy and the balance 50% for other crops. This area has been categorized as urban type agriculture area. The average temperature is about 14 degree C. Irrigation is mainly done by waters from the river (there are nine rivers as source of water supply for irrigation). The underground water is used partially.

The JA Kofu-shi has one Head Office and 13 branches, 2 automobile stations, 6 collection and shipment centres, out of which 4 for fruits and vegetables, one soybean processing facility, 7 ATMs, 7 warehouses and one direct sale shop where farmers can directly transact selling operations with people.

Out of its various businesses, it plans to give more thrust on credit business attempting to deploy 40% of its savings to term loans for housing, education etc. It also plans to mobilize its funds for the welfare of farmers and people towards lending loan on funeral hall etc.

As at the end of current year, it has a membership of 4,918 members (3,346 regular members, 1572 associate members). The number of regular farm households was 3,117 and associate farm household was 1,485. The total amount of paid share capital was Yen 821,217,000 and the amount of share capital per regular member was Yen 196,798.

There were 17 Directors (3 full-time, 14 part-time) and 6 Auditors (1 full-time). Its business activities include: credit, loans, mutual insurance, purchasing, marketing, agriculture warehouse, fureai (heart to heart), and utilization business.

## **Kofu City Central Wholesale Market**

The Kofu City Central Wholesale Market is one of the 86 wholesale markets in Japan. It was established by the Kofu City Government and its operation started on July 2, 1973 for marine products. Now it handles the following products: vegetable, fruits, processed products, fresh fish, frozen and process marine products. It is spread over in a total area of 115,720 m<sup>2</sup>.

A group of small scale of wholesalers companies established a company which has developed into “Yamanashi Chuo Seika Co. Ltd” (Yamanashi Central Wholesale Company for Vegetables and Fruits) on April 1, 1950, for collection of vegetables and fruits, with a share capital of 50,000,000 Yen.

In the mechanism of Kofu Central Wholesale Market, wholesalers collect individual products from JAs of the prefecture, individual commodity association, and merchants and then sell to 9 intermediate wholesalers of fruits and vegetables, 12 intermediate wholesalers of fish and marine products and 319 authorised buyers. Then the intermediate wholesalers and buyers sell the products to various supermarkets/retailers in the Central Wholesale Market. The total volume of trade recorded in the market was 112,650 MT, while in the year 2004 it was 73,879 MT, which shows that over the years the volume of trade has been showing declining trend both in amount and volume which has been due to increase of business through other trade. The wholesalers and buyers have to pay rent to government according to transaction of turnover (0.3% of turnover) and scale of area (100 Yen/sq.mt). Intermediate buyers pay 7% commission for fruits and 8.5% for vegetables as per law to each buyer. This payment of commission is collected by the intermediate wholesalers’ association from intermediate wholesalers and payment is made to wholesalers within 3 days of transaction. The wholesalers in turn also pass on 1% to intermediate wholesalers as incentive after completion of the entire transaction.

The role of the Central Wholesale Market is to supervise operations avoiding any illegal operations and abide by provisions of law under the Ministry of Commerce of Prefectural Government. The market works as a big pipeline for food distribution for quick, efficient and well-sanitary controlled collection and sorting for shipment. It can be a source of stable supply of variety of foods in appropriate volume, which establishes secure and sustainable marketing routes for producers.

### **Study visits in Kagoshima Prefecture**

**Agriculture in Kagoshima Prefecture:** Kagoshima prefecture is located at the southern most tip of Kyusyu Island in south west of Japan. It has a total area of 9,186.71 km<sup>2</sup>. It has two main peninsulas - Satsuma and Osumi. It is now the largest city in southern Kyushu with a population of 550,000. The average annual temperature is 17°C to 18°C. The climate of Kagoshima is temperate with much rain. The total number of farm households in Kagoshima as of 2004 is 759,742 and the number of marketing farm household is 90,300. The number of farm households in the prefecture is declining due to ageing of the farmers. People are mainly engaged in farming, which is defined as full-time farmers and part-time farmers with more agricultural income than non-agricultural income. The total cultivated area is 126,500 ha, of which the area of paddy and upland crops is 40,700 ha as of 2003. The gross agricultural production in 2005 was 414.2 billion Yen, which is 4.6% of the total production of Japan.

### **Kagoshima Pref. Union of Agricultural Co-operatives**

As in 2004, the number of people engaged in farming, limited to commercial farmers, is 176,000. The total number of members is 243,346 (regular member: 141,306, associate member: 102,046) and for the last five consecutive years the regular members have decreased by 3.7%. The total number of officials was 565 in 2004, which were 633 in 1999. The total number of employees is 7,051.

In 2004, the deposits were 685,698 million-yen, while the savings balance was 1,049,333 million-yen and loans balance were 2,431 million Yen.

The marketing business turnover in 2004 was 180,373 million Yen, the supply business turnover was 109,993 million yen, and the mutual insurance business was 764,463 million Yen.

The “Agritown” Project was launched by the Prefecture Economic Federation with JA group and the local government support. The basic objective of the project is to foster farm successors for the future horticultural production by intensification of farm land, forming production complex, inviting those who will start farming, establishing a system for a new farmer’s training and guidance for farm management. Investment has been made to purchase agricultural implements, machinery for joint use of farmers and thereby reducing the cost of

production. Common facilities like community centre, grading centre, compost centre, waste treatment facilities for plastic, transport of products for shipment facilitates farmers a lot. The project at various places is managed by the respective JA as per their area of operation.

In the FY 2005, the JA has established 18 complexes and 89 business entities in 25.8 ha, while for the FY 2006 they plan to establish 3 complexes and 7 business entities in 1.9 ha.

### **Kagoshima Pearl Rice Co., Ltd.**

The Kagoshima Pearl Rice Company was established in September 1970, from the wholesale section of the Prefecture Economic Federation of Agricultural Cooperatives with 100% investment by them. It undertakes wholesale business of rice. Total rice production is 15,000 MT. 40% of the rice is supplied to market through A-Coop Store of JA and 60% to large-scale retailers and hotel/restaurants. The annual turnover of the company is 7,200 million yen and the market share is 40% in Kagoshima.

Total number of employees working in the company is 47. The total area of the Rice Milling Plant is 2,353.78 m<sup>2</sup>. The monthly capacity (7.5 hour operation per day) for Non-glutinous rice is 1,900 tons, Glutinous rice: 390 tons and rice with embryo buds: 100 tons. Rice worth 7,200 million yen is marketed in one year. It has weight measuring and automatic packing machine, tank for milled rice, metal sorting machine, metal detecting machine and "Auto Checker".

### **Kagoshima Kumiai Foods Co., Ltd.**

The company undertakes production and marketing of agriculture products and processing business, which are used specialties of Kagoshima Prefecture (such as bitter gourd, pumpkin, especially sweet potato). It markets the following products: roast sweet potato, roast sweet potato candy, fried potato, sweet potato cake and sweet potato tart. The company is mainly processing sweet potato which is supplied to the company on contract basis through JA. Its total business volume is 6.9 billion yen with 205 million yen as shareholders capital (80% Economic Federation and 20% by JA). Total number of employees working in the company is 270. The factory has a total land area of 6,689 m<sup>2</sup>.

Until March 2003, JA Kagoshima Pref. Economic Federation managed some part of business, such as cultivation, collection, shipment and storage of raw materials, and marketing of products. A part of this, Kagoshima Kumiai Foods Co., was entrusted with manufacturing section from JA Kagoshima Pref. Economic Fed. From April in the same year, the whole business was transferred to Kagoshima Kumiai Foods Co., Ltd. and changed the name of the factory to "Processing Section, Kaseda Factory".

### **Minami-Satsuma Agricultural Cooperative (JA Minami-Satsuma)**

The Minami Satsuma Agricultural Cooperative (JA Minami-Satsuma) is located in the southwest of Kagoshima Prefecture, which completed a relatively large-scale amalgamation project in the Prefecture to cover two cities and five towns i.e., Kaseda city, Kasasa town, Oura town, Botsu town, Makurazaki town, Chiran town and Kawanabe town as its operation area.

The total area, hilly and mountainous, is 53,342 ha with 91,400 people living. Of the local agricultural products, green tea production is very popular under favourable temperate climate and coolness in the hilly area. And "Kaseda's Kanjuku Kabocha" (well-ripen pumpkin) in Kaseda area and "Chiran Beni" (sweet potato) in Chiran area are designated Kagoshima Pref. brand products and forms a large scale production area. In the northwest, early-harvested rice and "Sakyu Rakkyo" (scallion) in Fukiage coastal area, one of the largest dunes in Japan, are produced under temperate climate and on the reclaimed land. Raddish for processing, carrot, pulses, citrus in the southwest and lettuce and melon as converted products from paddy under production control in the northeast are produced. In livestock production "Kagoshima Kurobuta" (Japanese black pig), "Kurogyu" (Japanese black cattle), and hen layers are raised.

The total number of regular and associate members is 18,257 in 2005 (regular members: 12,133, associate members: 6,124). Total number of farm households is 5,973 and the cultivated area 9,799 ha.

The present business turnover of JA Minami Satsuma is 22 billion yen, while the last year's surplus was 300 million yen (after payment of tax). For the FY 2006, it has the following production plan:

Green Tea	:	2,326 ha
Pumpkin	:	83.9 ha
Sweet Potato	:	167.5 ha
Scallion	:	43.3 ha

The JA sold more than 8,100 heads of beef cattle, 68,343 heads of pork pig, 21,507 MT of eggs.

There are 3 full-time and 1 full-time Auditors, while part-time directors are 18 and part-time auditors are 6. The total number of employees was 674 (regular: 451, part-time 223).

As at the end of the current fiscal year, the total share capital of the regular as well as associate members was 4200 million yen, out of total owned capital of 6400 million yen and fixed asset was 7100 million yen.

The following groups are the member-organisations of JA Minami Satsuma:

Name of Group	No. of Groups	No. of Members
Agrl Production-related Group	56	3,551
Tea Production-related Group	8	1,179
Livestock Production-related Group	14	222
Better Living Production-related Group	11	2,494
Credit Business-related Group	7	11,570
Mutual Insurance Business-related Group	7	1,966
<b>Total</b>	<b>103</b>	<b>20,982</b>

For the future development of JA Minami Satsuma, the JA has the following implementation policy and plan for business:

1. Supply of safe and reliable agricultural products and the regional agriculture promotion ("Safety and Reliability on Foods" and establish production sites with higher productivity)
2. Tea Production (ideal tea production in 21st century to follow the trend of consumers and changes of the times)

The basic objectives of farm guidance, marketing and purchasing business, tea production and business management and administration are as follows:

**Farm Guidance** – The basic objectives are (1) The Regional Agriculture Promotion and strengthening of agricultural production system, (2) Promotion of "System of Safety and Reliability of Foods", (3) Promotion of agricultural production with consideration of impact on Environment and (4) Improvement and strengthening Farm Guidance System.

**Marketing and Purchasing Business** – (1) Strengthening advantageous marketing and making better response to markets by expanding marketing channels, and (2) Reform of distribution system and cost reduction.

**Tea Production** – (1) Promotion of tea production making the most use of the regional characteristics and introduction of system for recording production history, (2) strengthening strategy of retailing of tea.

Business Management and Administration – (1) reform of organization management and businesses, (2) Strict and thorough management of finance, (3) Strengthening voluntary auditing function, (4) Improvement of personnel and labour management system for supplying information to members of JA, (5) Improvement of system for supplying information to members, and (6) Strengthening lobbying activities for better agricultural policy.

### **Kaseda Tea Co., Ltd.**

The company was established in the year 2000 with an investment of 868 million yen. It has the following objectives : (1) integrated system to be employed based on joint management in production of tea leaves (tea plantation management and standardization of fertilizer application), processing rough tea and marketing, (2) establishment of firm production basis for tea by sound and stable management for long-term by standardization of quality set at a high level and cost reduction, and (3) promotion of environment conservation-type production of tea, which is strong need of the customers.

The total area of the plant is 2,605 sq.meters and the plant was built with a total investment of 868 million yen. The capacity of the plant is 1500 kg/hour (the plant operates 21 hour per day) and 32,000 kg of tea is processed in a day and 852,000 kg in one year. Out of the 95 ha of the tea plantation in the area, the company covers 77 ha.

The total cost of the Comprehensive Project for Improvement of Tea Production Sites was Yen 860,804,000, out of which the National Govt. shared Yen 403,402,000, Kaseda City Govt Yen 79,157,000 and with a Agriculture Modernization Loan of Yen 259,000,000/Company Yen 65,245,000.

The company had a net profit of 1.1 million yen and 1.6 million yen as surplus last year.

There are 3 Board of Directors and one President as Representative Director and 2 Auditors in the company. It has four departments: General Affairs Department, Processing and Marketing Department, Tea Plantation Management Department and Guidance Department.

### **JA Minami-Satsuma Women' Association**

There are 2,270 members of the Women's Association. There are four branches (Kaseda, Makurazaki, Kawanabe and Chiran. It has one president, one vice president, two committee members and two auditors. The main income of the Association is from membership fee which is 300 yen per year per member. It undertakes various activities connected with women such as agro-processing activities, welfare activities (like visiting old people homes etc), health improvement activities of the women, educational and cultural activities, flowers arrangement and gardening, organising agricultural festival every year on branch basis, drawing, display of products etc.,conducting various courses such as on pottery, cooking, table manners, handicrafts etc.

Its total income for the current year was Yen 917,485, while the expenses were Yen 728,736. The balance of Yen 188,749 was carried forward for the next year's activities.

### **Kagoshima City Agricultural Centre**

The Agricultural Centre has been established 10 years ago by the Kagoshima City Government with an investment of 5.5 billion yen. The total area of the Centre is 30 ha in which farmer and non-farmer can undertake the farming separately as per the land plot earmarked to them. Eight hundred plots of 20 sq. meters are allocated to non-farmers and teachers of agricultural high school teaching farming. Facility for farming for the disabled person wheel chair is provided on a payment of 1200 yen. For 3 years, farming payment of 2,400 yen has to be made. The centre has the facility of soil testing and about 1000 samples per year are tested.

### **Kagoshima Prefectural Institute for Agricultural Development**

The Institute was established in April 2006 (the earlier Kagoshima Prefectural Agricultural Experiment Station has been merged in this institute). It is run by the prefecture government. It is spread over in an area of 180 ha. The Institute is playing a significant role in development of agriculture in Kagoshima Prefecture: development



and improvement of new cultivation techniques, breeding and selection of excellent varieties, production and supply of original seeds for securing good seedlings. It also conducts diagnosis of soil and for insects and diseases, inspection necessary for registration of fertilizers and chemicals in line with government policy, formulation of guidelines for guidance and technical training. It has an open laboratory to test the content of raw materials for processing, test for the production and food preservation to co-operatives and other private companies.

The Institute has the processing facilities like freezing and drying machine, refrigeration chambers to retain the freshness of vegetables, sweet potatoes, flowers, etc. Facilities like pasteurization of packed foods, peeling machine for root products like potato, drum drier for making flakes of sweet potatoes, cubes shape cutter are available at the Institute. The processing facilities are used by the Institute as well as private companies and JA group for development of new products.

The Institute is headed by a Director with the following departments: General Administration, Administrative Planning Department, Agricultural Research Department, Livestock Experiment Department and College of Agriculture. The Institute has four branches in Osumi, Kumage, Oshima and Tokunoshima. There are 108 staff working in the Institute, (including research staff, administration staff and field staff). These employees are engaged for agricultural development in Kagoshima Prefecture.

#### **Agricultural Research & Development Centre of Zen-Noh, Hiratsuka**

The Zen-noh Agricultural R & D Centre was established in 1962. The Centre serves as the central technical support of the JA Group economic operations. The Centre, which acquired ISO 14001 certification in 2000, performs the following activities, based on its mandate 'to establish an agricultural industry that is in harmony with the environment': (1) Testing and research for the development of new technologies; (2) Training and development of JA Group technical staff; (3) Stringent inspection for efficient production and consumption; (4) Sending and receiving agricultural technical data; and (5) Study tours.

Training Courses aimed mainly at JA Group employees are held for the training of relief staff for all departments, including rice and wheat, fertilizer, pesticides, materials and agricultural equipment. Since it was founded, the Centre has trained more than 100,000 people.

## SECTION -VIII

### 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 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, Mr.P.S. Bhattacharya of India and Mr. Babul Khanal of Nepal, 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. It 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 learn some successful experiences of the Asian countries and exchange views with participants of other countries.
- \* To gain new ideas from respective countries and adopt in my country.
- \* To improve self-confidence, personality and quality of performance.
- \* To learn from Cooperative Movement of China and Japan and see how cooperative members are benefited.
- \* To learn management concept, techniques and find ways and means of strengthening cooperatives in the globalised economy.
- \* To acquire knowledge, experience and skills about the agricultural cooperatives and project proposals.
- \* To learn high level technology for implementation in the respective countries.
- \* To widen my vision to carry out my work in a better way.
- \* To improve communication skills.
- \* To learn and work in groups.

**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 regarding various management aspects and project proposals.

**China:** Mopan Persimmon Cooperative, Daxing Watermelon Cooperative, and China Cotton Exchange;

**Japan:** Integrated business activities in cooperatives with focus on farmers; agro-processing and high technology in agriculture; Farm guidance and better living activities; Green House farming in Kagoshima; Generous support extended by the government to the agricultural cooperatives in Japan; and observing various women's activities in Japan.

**Home Country Assignments [HCAs]:** 67% of the participants have expressed their opinion that they were satisfied, while 33% 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 a viable project proposal with special reference to benefiting the farmer members.

**IRMA and IFFCO/FMDI Training Components in India:** 7 of the participants said that the IRMA and IFFCO/FMDI training components were highly relevant, while 5 said relevant.

**IDACA part of the Training Course in Japan:** Most of the participants said that IDACA part of the training is highly satisfactory and relevant.

**Comparative Field visits in India, China and Japan:** 75% of the participants said these were well organised and highly relevant, while 25% said these were relevant.

**India:** AMUL, IFFCO, KRIBHCO, IRMA, Mother Dairy, Amalsad Primary Agricultural Cooperative

**China:** Mopan Persimmon Cooperative, Daxing Water Melon Cooperative, China National Cotton Exchange.

**Japan:** Ogawa Village in Nagano, Yamanashi Pref. Union of Agricultural Cooperatives, Yamanashi Welfare Federation Health Management Centre, JA Minami Satsuma Women's Association, Kofu-shi Central Wholesale Market, Yamanashi Strawberry Agricultural Tourism Project, Kagoshima Pearl Rice Co. Ltd., Kagoshima Prefectural Institute for Agricultural Development, JA Zen-Noh R & D Centre in Japan were of great significance.

**Relevance of the programme to your own work:** Majority of the participants said that this training course is highly relevant to their own work.

**Logistics and Practical Arrangements:** 75% of the participants have expressed that logistics and practical arrangements made for the training course were excellent, while 25% said it was very good.

#### **General Comments, Suggestions and Recommendations**

- \* Compliment Government of Japan (MAFF) for extending support to ICA-AP for conducting this training course for so many years.
- \* The training course is very useful for agricultural cooperatives in Asia and the management of the training is good.
- \* Facilities and faculties at IFFCO/FMDI, IRMA and IDACA were excellent.
- \* Follow-up training programme of one week duration among the former participants should be organised.
- \* The first session at FMDI should also include group behaviour in order to maintain group homogeneity throughout the training course.
- \* The class-sessions were conducted in a well-planned manner with use of good audio-visual aids.
- \* This type of training course is very useful and hence it should continue in future too.
- \* More emphasis should be given on marketing and service activities.

- \* Lecturers may give more importance to satisfy query of the participants for their clarity.
  - \* In India, time duration should be increased to visit more primary cooperatives.
  - \* The Programme Adviser may take note of the participants' performance and behaviour during the training course.
  - \* The Japanese language class should be of one hour duration immediately after the regular sessions.
  - \* Inter-action programme with the farmer may be included in the IRMA curriculam.
  - \* Thanks to ICA-AP for providing and arranging useful opportunity to attend this training course.
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Participants visiting Strawberry Green House in Yamanashi Prefecture.



The juicy strawberries



Participants observing the Automatic Tea Harvester in Kagoshima Prefecture.



Participants at the Zen-Noh's R&D Centre, Hiratsuka.



Sweet Potato processing unit in Kagoshima Prefecture



Direct Sale Shop in Nagano Prefecture



A view of the corn plantation in Kagoshima Prefecture



Participants with the Programme Adviser, Mr. Prem Kumar, at the ICA-AP Office

## **SECTION-IX**

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

The concluding session of the Twentieth Training Course was held at IDACA on April 21, 2006. The session was attended by Mr. Kazuo Tanaka, Senior Officer, International Cooperation Division, International Affairs Department, MAFF, Mr. Shil-Kwan Lee, ICA Regional Director (Asia-Pacific), Mr. Kazuo Tsukada, Executive Director of 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.

Mr. Shil Kwan Lee, ICA Regional Director (Asia-Pacific) congratulated the participants on the successful completion of the training course. He sincerely expressed the thanks of the ICA-AP to the MAFF, Government of Japan, for extending financial support to conduct this training course. He was thankful to Mr. Tanaka of MAFF for sparing his valuable time to attend this closing ceremony. He briefly explained about the situation of the cooperative movement in this region and various planned activities of ICA-AP. He said that this training course was very advance and the ex-participants of this programme have been doing well in their respective countries. He also wished the participants of this training course to be involved in their countries. He thanked Mr. Tsukada of IDACA and his staff for making necessary arrangements for the training course. He also thanked Mr. Prem Kumar, Programme Adviser, for his committed efforts to successfully complete the programme. He wished the participants safe journey back home.

Addressing the session, Mr Tanaka of MAFF expressed hearty congratulations to the participants on successful completion of the training course. He further expressed his gratitude on behalf of MAFF to ICA-AP and IDACA for conducting the course successfully. He said that the programme was started in 1986 and now the course has come to the turning point. He said that in new phase the focus will be given on reduction of poverty, joint shipment, marketing and farm guidance activities. He informed that the course was specially designed to develop agricultural cooperatives to fostering the leaders of agricultural cooperatives in Asia. He was happy to find the participants hale and hearty in spite of difficulties and different climate. He hoped that participants must have understood the working of agricultural cooperatives in Japan which delivered the knowledge and experience to them to further enhance their capability. He hoped that the participants would strongly encourage the cooperative members in their respective countries to revitalise the agricultural cooperative activities.

Mr. Kazuo Tsukada, Executive Director of IDACA, expressed sincere gratitude to Mr. Tanaka of MAFF for the support of MAFF extended over 20 years. He thanked Mr. Tanaka for sparing his valuable time to attend the closing session. He welcomed Mr. Shil-Kwan Lee, ICA Regional Director (Asia-Pacific) for his presence. He extended congratulations to the participants on successful completion of the training course. He said that in IDACA part of the course, efforts were made to introduce the activities of JA group and the agricultural cooperative movement of Japan. He also informed that the JA group is facing many difficult issues such as economic globalisation, WTO Negotiation, stagnant agriculture production and ageing of rural population. He also expressed that there might be similar problems in the countries of the region and hoped that the participants will overcome these challenges by utilising their skills and knowledge enhanced through this training course. He wished the participants safe journey back home.

Ms. Sirirat Juyyen, a participant from Thailand, and Mr. Ananda Rathnasiri, a participant from Sri Lanka extended vote of thanks on behalf of the participants.

Ms. Sirirat Juyyen (Thailand) recounted the experiences and feelings of the participants during the Training Course. The participants felt that this training course was highly relevant for the present-day managers of agricultural co-operatives in Asia. She hoped that this type of training course would continue in the future too. During the training in Japan, the participants have been able to better appreciate through visits 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, China 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. His sound leadership and cohesiveness among the participants have articulated the true spirit all-through to bring the training course on the right track."

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. Ananda Rathnasiri (Sri Lanka) 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 training course has been successful. He is a father and a friend for us. He thanked Mr. Nakashima for successfully completing Part-II of the training course. He extended gratefulness of the participants to Mr. Kazuo Tsukada, ED, 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 Kazuo Tsukada, Executive Director of the IDACA, signed the IDACA Certificate.





Presentation of Final Reports by participants on study visit to Kagoshima Prefecture



Participants with the distinguished guests at IDACA, Tokyo, at the closing ceremony

## PARTICIPANTS

20th ICA-Japan Training Course on  
"Strengthening Management of Agricultural Cooperatives in Asia"

INDIA - CHINA - JAPAN

December 14, 2005 – April 22, 2006



**Ms. Wang Jin**  
All-China Federation of  
Supply & Marketing  
Cooperatives [ACFSMC]  
Beijing 100 801, China



**Ms. Zhong Lin**  
All-China Federation of  
Supply & Marketing  
Cooperatives [ACFSMC]  
Beijing 100 801, China



**Mr. P.S. Bhattacharya**  
IFFCO Area Office  
Burdwan 713101,  
West Bengal, India



**Mr. S.K. Verma**  
National Agricultural  
Coop. Marketing  
Federation [NAFED]  
Lucknow, India



**Mr. Adri Syahrizai**  
Head of LAPENKOP  
Jogjakarta, LAPENKOP  
Nasional, Bandung  
40600, Indonesia



**Mr. K. Singnam**  
Provincial Agriculture &  
Forestry Service Office  
Sayaboury Province  
Lao PDR



**Mr. Babul Khanal**  
National Cooperative  
Federation of Nepal Ltd.  
Kathmandu 10, Nepal



**Mr. H.M.A. Rathnasiri**  
Wayamba Co-op. Rural  
Banks Union Ltd.,  
Kurunegala, Sri Lanka



**Ms. Laksana Pongkawong**  
Cooperative League of  
Thailand [CLT]  
Bangkok 10300, Thailand



**Ms. Sirirat Juyyen**  
Cooperative League of  
Thailand [CLT]  
Bangkok 10300, Thailand



**Mr. Vu Manh Nam**  
Hanoi Cooperative  
Alliance [HCA]  
Hanoi, Vietnam



**Mr. Tran Ba Son**  
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 14, 2005-January 14, 2006****[B] IFFCO-FMDI SEGMENT: January 15-31, 2006****ICA-IFFCO Training and Development Module on Review of Management of Agricultural Cooperatives in Asia – FMDI, Gurgaon**

**Jan 15 Sun** -Arrival in New Delhi/Gurgaon  
 -Transfers to FMDI at Gurgaon  
 -Stay at FMDI Hostel

**Jan 16 Mon**

0830 - 0900 Registration at FMDI  
 0900 - 1100 Inaugural Session at FMDI  
 1130 - 1300 **General Orientation and Information on Practical Matters**  
 by Mr. Prem Kumar, Programme Adviser, ICA-AP  
 1400 - 1600 **Introduction to India**, by Dr. G. Shrotriya  
 1830 ICA Welcome Dinner

**Jan 17 Tue**

0930 - 1100 Regional Review Session-I [Mr A. Roy].  
 1130 - 1300 Regional Review Session-II [Mr. A. Roy]]  
 1400 - 1530 Regional Review Session-III [Dr. R.N. Kundu]]  
 1600 - 1730 Regional Review Session-IV [Dr. R.N. Kundu]

**Jan 18 Wed**

0930 - 1100 Regional Review Session-V [Mr. Prem Kumar].  
 1130 - 1300 Regional Review Session-VI [Mr. Prem Kumar]  
 1400 - 1530 Regional Review Session-VII [Mr.S.K Tyagi]  
 1600 -1730 Regional Review Session-VIII[Mr.S.K. Tyagi]

**Jan 19 Thu**

0930 - 1100 Technical Session-01  
**An Overview of IFFCO Activities**  
 by Dr. S.P. Shukla, Zonal General Manager (Marketing), IFFCO, Bhopal

1130 - 1300 Technical Session-02  
**Cooperatives and Challenges to Open Market Economy,**  
 by Mr. D.P. Neb, Sr. Consultant, NCUI

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

**Jan 20 Fri**

0930 - 1100 Technical Session-04  
**Total Quality Management Practices in Agricultural Cooperatives in Asia**  
 by Dr. G.C. Shrotriya

- 1130 - 1300 Technical Session-05  
**Agricultural Extension Services provided by the Cooperatives in the Region**  
by Dr. Daman Prakash
- 1400 - 1530 Technical Session-06  
**Social Audit and Transparency as a Tool for Effective Members' Participation**  
by Dr. V. Kumar, IFFCO Foundation
- 1600 - 1730 Technical Session-07  
**Multi-functionality of Agricultural Cooperatives**  
by Dr. V. Kumar, IFFCO Foundation
- Jan 21 Sat** Visit Taj Mahal, Agra
- Jan 22 Sun** Free
- Jan 23 Mon** Technical Session-08  
09.30 - 11.00 **Human Resource Development in Agricultural Cooperatives**  
By Dr. D. Bhattacharya, General Manager (HRD), IFFCO
- 1130 - 1300 Technical Session-09  
**Communication for Management Excellence**  
By Dr. D. Bhattacharya, General Manager (HRD), IFFCO
- 1400 - 1530 Technical Session-10  
**Business Development Plan for a Primary Agricultural Cooperative**  
by Dr. Daman Prakash, IFFCO Foundation
- 1600 - 1730 Technical Session-11  
**Business Development Plan for a Primary Agricultural Cooperatives (cont'd)**  
by Dr. Daman Prakash, IFFCO Foundation
- Jan 24 Tue** Technical Session-12  
0930 - 1100 **IT Support For Member Education and Extension Services**  
by Mr. S.C. Mittal, General Manager (MSC), IFFCO
- 1130 - 1300 Technical Session-13  
**Management Information System in Cooperatives**  
by Mr. K.L. Nalwaya, Executive Director, NCUI
- 1400 - 1530 Technical Session-14  
**A Network Development of Agricultural Cooperatives - Indian as well as Asia-Pacific Experience**  
by Mr. K.L.Nalwaya, Executive Director, NCUI
- Jan 25 Wed** Technical Session-15  
0930 - 1100 **Agricultural Cooperatives and Finance**  
by Mr. A.N. Gupta, IFFCO Foundation
- 1130 - 1300 Technical Session-16  
**Agri-Produce Marketing Through Cooperatives in India - Opportunities and constraints**  
by Mr. P.K. Pandey, Ex-General Manager, NAFED

- 1400 – 1530 Technical Session-17  
**Nominal Group Techniques and its application,**  
by Dr. G.C. Shrotriya
- 1600 – 1730 Technical Session-18  
**Natural Resource Management in Cooperatives**  
by Dr. G.C. Shrotriya
- Jan 26 Thu** **Holiday - Republic Day** [Flag hoisting ceremony, IFFCO Colony Gurgaon, Cultural programme]
- Jan 27 Fri** **Study Visits Programme in New Delhi**  
- ICA Office for Asia- Pacific (ICA-AP)  
- National Cooperative Union of India (NCUI)  
- National Agricultural Cooperative Marketing Federation of India-NAFED
- Jan 28 Sat** Visit to IFFCO's adopted villages (full day)
- Jan 29 Sun** Free
- Jan 30 Mon** Technical Session-19  
0930 - 1100 **Cooperative Principles and Philosophy**  
by Mr. Rajiv I.D. Mehta, ICA AP
- 1130 – 1300 Technical Session-20  
**Self-Help Groups as precursor to Cooperative Action,**  
by Mr. Rajiv I.D. Mehta, ICA AP
- 1400 – 1530 Technical Session-21  
**WTO – Rules & Modalities for Negotiations**  
by Mr. Rajiv I.D. Mehta, ICA AP
- Jan 31 Tue** **Technical Session-22**  
0930 - 1100 **Evaluation Session of the FMDI-IFFCO Segment**  
**Distribution of Certificates**
- 1400- 1730 FMDI-ICA ROAP for stacking luggage of participants-FMDI
- Feb 1 Wed**  
0400 Departure for Vadodra on way to IRMA from the IGI-Delhi [Palam] Domestic Airport [IC-817 0550/0715]
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**[C] IRMA MANAGEMENT SEGMENT**  
**Module at IRMA : 1 February 2006 – 2 March 2006**  
**Venue : Syndicate Room 2, ETDC, IRMA**  
**SESSION PLAN**

Date	9.15 – 10.45	11.15 – 12.45	14.00 – 15.30	16.00 – 17.30
01.02.2006 Wed.	Arrival from New Delhi via Baroda (IC-817), settling down, Registration, Issuance of reading material, Briefing about facilities & Campus Visit		Inauguration, introduction to faculty/Introduction to IRMA module/ Allotment of faculty guides for projects	Ice-breaking Session by Prof. S.N. Biswas/ Prof. Nivedita Kothiyal
02.02.2006 Thur.	IGB-1	PM-1	ICS-1	DCS Visit
03.02.2006 Fri.	PM-2	ICS-2	IGB-2	AMUL Visit
04.02.2006 Sat.	Project Presentations			
05.02.2006 Sun.	Rest			
06.02.2006 Mon.	PM-3	FAC-1	IGB-3	GCMMF Visit
07.02.2006 Tue.	PM-4	FAC-2	IGB-4	ICS-3
08.02.2006 Wed.	PM-5	FAC-3	MM-1	ICS-4
09.02.2006 Thus.	PM-6	FM-1	MM-2	Project Consultation with guide
10.02.2006 Fri.	Visit to Mother Dairy Gandhinagar & IFFCO Kalol, Return to IRMA			
11.02.2006 Sat.				
12.02.2006 Sun.	Rest			
13.02.2006 Mon.	FM-2	IGB-5	PM-7	ICS-5
14.02.2006 Tue.	FM-3	IGB-6	PM-8	ICS-6
15.02.2006 Wed.	PM-9	IGB-7	FAC-4	ICS-7
16.02.2006 Thur.	PM-10	FM-4	FAC-5	Project Consultation with guide
17.02.2006 Fri.	Visit to KRIBHCO, Surat			
18.02.2006 Sat.	Visit to Amalsad, Navsari District, Return to IRMA			
19.02.2006 Sun.	Rest			
20.02.2006 Mon.	PM-11	FAC-6	MM-3	Project Consultation with guide
21.02.2006 Tue.	PM-12	FAC-7	MM-4	MM-5
22.02.2006 Wed.	PM-13	FAC-8	ICS-8	FM-5
23.02.2006 Thur.	PM-14	FAC-9	IGB-8	FM-6
24.02.2006 Fri.	FM-7	FM-8	MM-6	PM-15
25.02.2006 Sat.	MM-7	FM-9	Visit to Baroda city	
26.02.2006 Sun.	Rest			
27.02.2006 Mon.	MM-8	FM-10	IGB-9	IGB-10
28.02.2006 Tue.	MM-9	MM-10	FAC-10	Chairman's Address
01.03.2006 Wed.	Presentation of Revised Project by the Participants			
02.03.2006 Thur.	Departure for New Delhi via Baroda (IC-817)			

*Note: Examples and illustrations are to be closely related to agricultural cooperatives in Asia.*

Topic/Focus		Resource Person
<b>1. Project Management (PM)</b> <b>Focus:</b> 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.	<b>15 Sessions</b>	<b>Prof. G. Krishnamurthi</b>
<b>2. Financial Accounting and Costing (FAC)</b> <b>Focus:</b> 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	<b>10 Sessions</b>	<b>Prof. S.K. Mitra</b>
<b>3. Financial Management (FM)</b> <b>Focus:</b> Working capital management; Time value of money; Estimating relevant cash flows; Financial criteria for investment decisions in agricultural cooperatives	<b>10 Sessions</b>	<b>Prof. Shiladitya Roy</b>
<b>4. Marketing Management (MM)</b> <b>Focus:</b> 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).	<b>10 Sessions</b>	<b>Prof. Arvind Gupta/ Prof. L.K. Vaswani</b>
<b>5. Integrated Cooperative Systems (ICS)</b> <b>Focus:</b> Integrated Services; Multifunctionality of Agri-cooperatives, Vertical and Horizontal Integration; Federal Cooperatives; Credit and Financing of Agri-cooperatives.	<b>8 Sessions</b>	<b>Prof. K.V. Raju</b>
<b>6. Individual and Group Behaviour (IGB)</b> <b>Focus:</b> Perceptual Process, Attitudes and Values, Inter Personal Communication, Motivation, Leadership Effectiveness and Group Dynamics	<b>10 Sessions</b>	<b>Prof.S.N.Biswas/ Prof. Nivedita Kothiyal</b>
<b>7. Field visits</b>		<b>Prof. Arvind Gupta/ Shri BC Patel</b>

**[D] ICA ASIA & PACIFIC, NEW DELHI AND  
CHINA STUDY VISITS SEGMENT**

- Mar 2 Thur** - Return to New Delhi from Vadodra. [IC-817 0905/1030]  
 - Stay at Hotel Vikram, New Delhi  
 - Collect baggage from ICA
- 06.30 pm - I CA Farewell Dinner
- Mar 3 Fri** Sight seeing in Delhi
- Mar 4 Sat**
- 10.00 am To ICA office to leave material for despatch  
 Free [Preparation for departure to Beijing via Bangkok]
- 7.30 pm Lv. Delhi TG-316 0005  
 Ar. Bangkok 0540  
 Lv. Bangkok TG-614 1030
- Mar 5 Sun** Ar. Beijing 1610

**ICA/ACFSMC COMPARATIVE FIELD STUDY VISITS TO  
AGRICULTURAL COOPERATIVES IN CHINA: MARCH 5-12, 2006**

- Mar 5 Sun**
- 16.10 Arrival in Beijing Airport  
 16.50-17.30 Transfer from Airport to Hotel  
 17.30 Check-in Tiancheng Hotel (Tel: (86-10) 64617326)  
 18.30 Group Dinner at Tiancheng Hotel
- Mar 6 Mon**
- 07.00-08.00 Breakfast at Tiancheng Hotel  
 09.30-11.30 Opening Ceremony at Training Centre of ACFSMC  
 11.30-12.00 Tea Break  
 12.00-13.30 Group Lunch  
 14.00-17.00 Lecture: Introduction to ACFSMC Activities  
 18.00 Welcome Dinner by ACFSMC
- Mar 7 Tue**
- 07.00-08.00 Breakfast at Tiancheng Hotel  
 08.00-09.30 Transfer to Fangshan  
 09.30-12.00 Visit Mopan Persimmon Cooperative  
 12.00-13.30 Group Lunch  
 13.30-15.30 Visit Agriculture Products Association of Fangshan SMC  
 15.30-17.00 Return to Tiancheng Hotel



**Mar 8 Wed**

07.00-08.00 Breakfast at Hotel  
08.00-09.30 Transfer to Great Wall  
09.30-12.00 Visit Great Wall  
12.00-13.30 Group Lunch  
13.30-15.30 Visit the Shopping Mall of Changping SMC  
15.30-17.00 Return to Hotel

**Mar 9 Thu**

07.00-08.0 Breakfast at Hotel  
09.30-12.0 Visit Daxing Supply & Marketing Cooperative  
12.00-13.30 Visit Watermelon Cooperative  
13.30-15.30 Group Lunch  
15.30-17.00 Transfer to Daxing  
Return to Hotel

**Mar 10 Fri**

07.00-08.00 Breakfast at Hotel  
08.00-09.30 Transfer to XIDAN  
09.30-12.00 Visit Cotton Exchange of ACFSMC  
12.00-13.30 Group Lunch  
13.30-15.30 Visit  
15.30-17.00 Return to Hotel

**Mar 11 Sat**

08.00-09.00 Breakfast at Hotel  
Free  
18.00-21.00 ICA Farewell Dinner and Culture Performance

**Mar 12 Sun**

07.00-08.00 Breakfast at Hotel  
Preparation for departure to Japan  
Check-out from Hotel and leave for Airport  
17.00 Lv. Beijing JL-782  
21.30 Ar. Tokyo

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## PART-II OF THE PROGRAMME

[E] IDACA SEGMENT: March 13-April 22, 2006

<b>Mar 12 Sun</b>	Arrival of participants (from China) Orientation for stay at IDACA
<b>Mar 13 Mon</b>	<b>Programme Orientation &amp; Inauguration Ceremony</b> <b>Japanese Society, Economy &amp; Agriculture</b> by Mr. T. Nakashima, IDACA)
<b>Mar 14 Tue</b>	(L) <b>Organisation and Business Activities of Agricultural Cooperatives</b> By Mr. S. Futagami/Mr. I Ashikari, IDACA
<b>Mar 15 Wed</b>	(L) <b>Rural Finance and Credit Business of Agricultural Cooperatives</b> by Mr. H. Honda, Norinchukin Research Institute
<b>Mar 16 Thu</b>	(L) <b>Distribution System of Agricultural Products</b> by Mr. K. Harada
<b>Mar 17 Fri</b>	(L) <b>Purchasing and Marketing Business of Agricultural Cooperative</b> by Mr. K. Harada
<b>Mar 18 Sat</b>	Tokyo city tour (places of interests by bus)
<b>Mar 19 Sun</b>	Free
<b>Mar 20 Mon</b>	Leave for Yamanashi Prefecture for Study Tour (V) Yamanashi Pref. Union of Agricultural Cooperatives
<b>Mar 21 Tue</b>	National Holiday Sight Seeing
<b>Mar 22 Wed</b>	(O) Facilities operated by Yamanashi HQs of National Federation (V) Yamanashi Pref. Welfare Federation of Agricultural Cooperatives
<b>Mar 23 Thu</b>	(V) Kofu-shi Agricultural Cooperative (JA Kofu-shi) – (I) - Briefing on the Outline of JA and Observation of the facilities operated by JA
<b>Mar 24 Fri</b>	(V) Kofu-shi Agricultural Cooperative (JA Kofu-shi) – (II) – Study on Producers Group Visit to a Farmer in JA operation area
<b>Mar 25 Sat</b>	Return to Tokyo
<b>Mar 26 Sun</b>	Free
<b>Mar 27 Mon</b>	Group Discussion and Report making on the Study Visit to Yamanashi Report Presentation
<b>Mar 28 Tue</b>	(L) <b>International Negotiations on Agriculture and JA Group</b> by Mr. M. Kon-no, JA-Zenchu

<b>Mar 29 Wed</b>	(V) Ministry of Agriculture, Forestry and Fisheries (Free time in the afternoon)
<b>Mar 30 Thu</b>	(L) <b>Planning for Marketing Business of JA</b> by Mr. Kazuo Yanagawa, Shonan Agricultural Cooperative, JA Shonan
<b>Mar 31 Fri</b>	(L) <b>Farm Guidance by JA</b> by Mr. A. Kigami, Tskukui-gun Agricultural Cooperative, JA Tsukui-gun
<b>Apr 1 Sat</b>	Free
<b>Apr 2 Sun</b>	Free
<b>Apr 3 Mon</b>	Departure for Nagano Prefecture  (L) <b>Role of Agricultural Cooperative for Regional Development</b> by Mr. K. Okuma, Nagano Agricultural Cooperative Institute for Research & Development
<b>Apr 4 Tue</b>	(O) Observation as Case Study with Mr. Okuma  Return to Tokyo
<b>Apr 5 Wed</b>	(L) <b>Entrepreneur Activities of Rural Women in Japan</b> by M.K. Kano, Japan Bank for International Cooperation
<b>Apr 6 Thu</b>	(L) & (E) <b>Case Study of Rural women's Activities and</b> Exchange with the members, by Women's Group from Tochigi Prefecture
<b>Apr 7 Fri</b>	(L) <b>Business Management of JA</b> by Mr. Shgeo Furuya, Hadano-shi Agricultural Cooperative, JA-Hadano
<b>Apr 8 Sat</b>	Free
<b>Apr 9 Sun</b>	Free
<b>Apr 10 Mon</b>	Leave for Kagoshim Prefecture for Study Tour
<b>Apr 11 Tue</b>	(V) Kagoshima Prefecture Union of Agricultural Cooperatives (O) Facilities for processing business under the Pref.Economic Federation
<b>Apr 12 Wed</b>	(V) Minami Statsuma Agricultural Cooperative (JA Minami Satsuma) (I) - Briefing on Business Planning of JA and Observation of the Facilities of JA
<b>Apr 13 Thu</b>	(V) Minami Statsuma Agricultural Cooperative (JA Minami Satsuma) (II) - Exchange with the JA's Women's Association/ (O) Facilities related to Regional Development
<b>Apr 14 Fri</b>	(V) Agricultural Experiment Station and Agro-processing Institute  Sight-seeing
<b>Apr 15 Sat</b>	Return to Tokyo
<b>Apr 16 Sun</b>	Free

- Apr 17 Mon** Discussion on the Challenges faced by Agricultural Cooperatives in the countries of the participants/Supplementary Lecture
- Apr 18 Tue** (V) The Agricultural Research & Development Centre of National Federation of Agricultural Cooperatives, JA Zen-noh
- Apr 19 Wed** Group Discussions & Drafting Final Report
- Apr 20 Thu** Summary of Evaluation
- Apr 21 Fri** Presentation of Evaluation Report & Closing Ceremony  
Move to Narita Departure from IDACA at 2.00 p.m.
- Apr 22 Sat** Departure of Participants for Home Countries.
-

## COURSE PARTICIPANTS

- |           |                  |  |
|-----------|------------------|--|
| <b>01</b> | <b>China</b>     | <p>1 <b>Ms. Wang Jin</b><br/>Deputy Chief, Cooperative Guidance Department<br/>All-China Federation of Supply &amp; Marketing<br/>Cooperatives [ACFSMC]<br/>45, Fu Xing Men Nei Street<br/><b>Beijing 100 801, China</b></p> <p>2. <b>Ms. Zhong Lin</b><br/>Section Chief, Office of Subordinate Enterprises<br/>All-China Federation of Supply &amp; Marketing<br/>Cooperatives [ACFSMC]<br/>45, Fu Xing Men Nei Street<br/><b>Beijing 100 801, China</b></p> |
| <b>02</b> | <b>India</b>     | <p>3 <b>Mr. P.S. Bhattacharya</b><br/>Sr. Field Officer<br/>IFFCO Area Office<br/>Raja Narendra Nath Khan Road<br/>(Station Road)<br/>P.O. Midnapore, Dist. Paschim Midnapore 721101<br/><b>West Bengal, India</b></p> <p>4 <b>Mr. S.K. Verma</b><br/>Branch Manager<br/>National Agricultural Coop Marketing Federation [NAFED]<br/>B-41, Sector- H, Aliganj,<br/><b>Lucknow 226024, U.P. India</b></p>   |
| <b>03</b> | <b>Indonesia</b> | <p>5 <b>Mr. Adri Syahrizal</b><br/>Head of Lapenkop Jogjakarta<br/>LAPENKOP Nasional<br/>Bldg. D-III, IKOPIN Campus, 2<sup>nd</sup> Floor,<br/>Jl. Raya Bandung, Sumedang Km. 20.5,<br/>Jatinangor<br/><b>Bandung 40600, Indonesia</b></p>   |
| <b>04</b> | <b>Laos</b>      | <p>6 <b>Mr. Khamphone Singngam</b><br/>Technical Officer, Agricultural Division,<br/>Provincial Agriculture &amp; Forestry Service Office<br/>Sayaboury Province<br/><b>Lao PDR</b></p>  |

- 05 Nepal**                      7    **Mr. Babul Khanal**  
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- 06 Sri Lanka**                      8.    **Mr. H.M. Ananda Rathnasiri**  
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- 07 Thailand**                      9.    **Miss Laksana Pongkawong**  
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10. **Miss Sirirat Juyyen**  
International Relations Officer  
Cooperative League of Thailand (CLT)  
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- 0 8 Vietnam**                      11    **Mr. Vu Manh Nam**  
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**ICA-AP**                      **MR PREM KUMAR**  
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**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 & 2005-2006]

Sr. No.	Course Year	Names of Participants and their Organisations
<b>01</b>	<b>BANGLADESH</b>	
001	1986-1987	Mr Md Abdus Samee, Bangladesh Samabaya Marketing Society Ltd.
002	1987-1988	Mr Abdul Mannaf Mir, Bangladesh Samabaya Bank Ltd.
003	1988-1989	Mr Fakir Mohd. Anwarul Quadir, Bangladesh Samabaya Marketing Society.
004	1989-1990	Mr Mohd. Nuruzzaman Bhuiyan, Bangladesh Samabaya Bank Ltd.
005	1990-1991	Mr Mohd. Nurul Hoque, Manager, Bangladesh Samabaya Bank Ltd.
006	1991-1992	Mr Sudhir Chandra Das, Bangladesh Milk Producers' Cooperative Union Ltd.
007	1992-1993	Mr Mohd Habibullah, Bangladesh Samabaya Bank Ltd.
008	1993-1994	Mr Md Anwaruzzaman, Bangladesh Samabaya Bank Ltd.
009	1994-1995	Mr Siddiqur Rahman, Bangladesh Milk Producers' Coop Union, [MILKVITA]
010	1995-1996	Mr Md Zillur Rahman, Bangladesh Samabaya Bank Ltd.
011	1996-1997	Mr Nur Mohammad Molla, Bangladesh Samabaya Bank Limited
012	1997-1998	Mr Kazi Zahirul Hoque, Bangladesh Samabaya Bank Limited
013	1998-1999	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.
<b>02</b>	<b>CAMBODIA</b>	
018	2004-2005	Mr. Khean Sovannara, Ministry of Agriculture, Forestry & Fisheries, Phnom Penh
<b>03</b>	<b>CHINA</b>	
019	1986-1987	Mr Aiguo Guan, All-China Federation of Supply & Marketing Cooperatives
020		Mrs Xinzheng Liu, All-China Fedn of Supply & Marketing Cooperatives
021	1987-1988	Ms He Lanchai, All-China Federation of Supply & Marketing Cooperatives
022		Shi Yue Jin, Zhejiang Supply and Marketing Cooperatives
023	1988-1989	Mr Bi Meijia, All-China Federation of Supply & Marketing Cooperatives
024		Mr Gao Jihai, Shandong Federation of Supply & Marketing Cooperatives
025	1989-1990	Mr Jia Min Sheng, All-China Federation of Supply & Marketing Cooperatives
026		Mr Yang Bao Guo, Shanghai Federation of Supply & Marketing Coops Ltd.
027	1990-1991	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	1995-1996	Mr Liu Hui, All-China Federation of Supply & Marketing Cooperatives
032	1996-1997	Mr Wang Songjun, All-China Fedn of Supply & Marketing Cooperatives
033		Mr Feilong Liu, Ningbo Supply and Marketing Cooperatives
034	1997-1998	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	1998-1999	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
047	2005-2006	Ms. Wang Jin, All China Federation of Supply & Marketing Cooperatives
048		Ms. Zhong Lin, All China Federation of Supply & Marketing Cooperatives

#### **04 INDIA**

049	1986-1987	Mr N.N. Joshi, Rajasthan State Cooperative Bank Ltd.
050		Dr N.P. Sharma, National Cooperative Union of India
051		Mr C.D. Singal, Haryana State Cooperative Bank Ltd.
052	1987-1988	Mr Thondup Pintso Bhutia, Joint Registrar of Cooperative Societies, Sikkim
053		Mr Rajiv I.D. Mehta, ICA Regional Office for Asia and the Pacific
054		Mr Ganesh Prasad Nema, M.P. State Cooperative Land Development Bank
055	1988-1989	Mr G. Ganga Rao, Krishna District Central Cooperative Bank Ltd.
056		Mr Promod Kumar Pandey, National Agri Cooperative Marketing Federation
057	1989-1990	Mr D.T. Rangaswamy, Karnataka State Cooperative Bank Ltd.
058		Mr Lokendra Singh Rawal, Krishak Bharti Cooperative Ltd., KRIBHCO
059	1990-1991	Mr Ziley Singh, Department of Civil Supplies, Government of India
060		Mr Raj Pal Gaba, National Agricultural Coop Marketing Fedn of India
061	1991-1992	Mr Ram Niwas Kundu, Indian Farmers Fertilizer Cooperative Ltd. (IFFCO)
062		Mr Virinder Singh Sidhu, Integrated Cooperative Development Project
063	1992-1993	Mr I.K.Kadu, Padamshri Dr Vithalrao Vikhe Patil Cooperative Sugar Factory
064		Mr Subhash Singh, National Agricultural Cooperative Federation-NAFED
065		Mr Ram Swaroop Jakhar, Rajasthan Agr Dev Bank Ltd.
066	1993-1994	Dr K.G.Wankhade, IFFDC Project, IFFCO
067		Mr Deepak Kumar Saxena, Rajasthan State Cooperative Bank Ltd.
068	1994-1995	Dr Durga Pada Patra, Indian Farmers Fertilizer Cooperative Ltd.-IFFCO
069		Mr K.L.Nalwaya, National Cooperative Union of India
070		Mr C. Sehar, Tamil Nadu Cooperative Marketing Federation Ltd.
071	1995-96	Mr George Kuriakose, Kerala State Coop Agri & Rural Development Bank
072		Mr S. Gopal Parashar, National Cooperative Union of India
073	1996-97	Mr M. Rama Gopal, Andhra Pradesh Dairy Cooperative Federation Ltd
074		Ms Urmil Aneja, National Agri Coop. Marketing Fedn. of India Ltd -NAFED
075	1997-98	Dr R.R. Randad, Indian Farmers' Fertiliser Cooperative Ltd-IFFCO



076		Dr V.N. Ramakrishna, Bijapur Distt Coop Milk Producers' Union Ltd
077	1998-1999	Mr Deshpal Singh Tomar, Indian Farmers' Fertiliser Cooperative Limited
078		Mr Amar Pal Singh Bhullar, Punjab State Cooperative Bank Limited
079	1999-2000	Mr CS Ambekar, Indian Farmers' Fertiliser Cooperative Limited
080		Mr Surendra Sehgal, National Cooperative Development Corporation-NCDC
081	2000-2001	Mr Arun Kumar Dabral, National Agr-Coop Marketing Federation Ltd-NAFED
082		Mr Vinit Kumar Verma, Ministry of Agriculture, Government of India
083	2001-2002	Mr. Jangamappa, Karnataka State Cooperative Apex Bank Ltd.
084		Mr. A.K. Rath, NAFED
085	2002-2003	Mr. Yogendra Kumar, Indian Farmers' Fertiliser Cooperative Limited-IFFCO
086		Mr P. Sampath, Ministry of Agriculture, Government of India
087	2003-2004	Mr. Dipankar Nandi, Indian Farmers' Fertiliser Cooperative Ltd-IFFCO
088		Mr. M. Suresh, National Agri Coop Marketing Federation Ltd.-NAFED
089	2004-2005	Mr. U.R. Tijare, Indian Farmers' Fertilizer Cooperative Ltd – IFFCO
090		Mr. Ritesh Dey, National Cooperative Union of India-NCUI
091	2005-2006	Mr. P.S. Bhattacharya, Indian Farmers' Fertiliser Cooperative Ltd-IFFCO
092		Mr. S.K. Verma, National Agri Coop Marketing Federation Ltd-NAFED

## **05 INDONESIA**

093	1986-1987	Mr Samsul Arief, Dewan Koperasi Indonesia (DEKOPIN)
094	1987-1988	Mr Yoyok Sunaryo Soekarno, Union of Dairy Coops of Indonesia, GKSI
095		Mr Maharsi Adi Sucipto, Union of Dairy Cooperatives of Indonesia
096	1991-1992	Mr Johny Priyana, Union of Dairy Cooperatives of Indonesia-GKSI
097	1992-1993	Mr Achmad Kosasih, Union of Dairy Coops of Indonesia GKSI
098	1993-1994	Mr Tanoyo Adi, Union of Dairy Cooperatives of Indonesia-GKSI
099		Mr Iskandar Muchlas, Union of Dairy Cooperatives of Indonesia-GKSI
100	1994-1995	Mr Ayi Suhendi, KPSBU Lembang, Bandung, West Jawa. GKSI
101		Ms Marleen Erna Dien, Rural Unit Coop Federation, North Sulawesi.GKSI
102		Ms Rias Dyah Tri Silvana, KUD SUKA MAKMUR, Malang
103	1995-1996	Mr Andy Satyana, Manager, KUD Setia Kawan. GKSI
104	1996-1997	Ms Carolina H.K., DVM, KUD Suka Mulya, Wates Kediri. East Java.GKSI
105		Mr Hermaniadi, KUD Dah, DAU, Malang. East Java. GKSI
106	1997-1998	Mr Abdurahman Sopa, KUD Bayongbong. Garut. West Java. GKSI
107		Mr Taryat Ali Nursidik, North Bandung Dairy Cooperatives/KPSBU
108	1999-2000	Ms Indrawati Sinaga, INKUD
109	2000-2001	Mr Irwin Novianto, Lapenkop-Dekopin
110	2001-2002	Mr. Apsoro Soewarno, Lapenkop-Dekopin
111	2002-2003	Ms Foura Deviyanti Trisnasih, Lapenkop-Dekopin
	2003-2004	Ms. Ita Marthawati Andyni, Lapenkop-Dekopin
	2004-2005	Mr. Moch Susilo Widodo, National Federation of Rural Coops-Induk-Kud
		Mr. Setiana, Lapenkop-Dekopin
	2005-2006	Mr. Adri Syahrizal, Lapenkop-Dekopin

## **06 IRAN**

116	1991-92	Mr Mohammed Reza Gramipour, Central Organisation for Rural Coop of Iran
117	1992-93	Mr Morteza Hafezi, Central Organisation for Rural Coops of Iran
118	1993-94	Mr Ali Arbabi, Central Organisation for Rural Coops of Iran

**07 KOREA, REPUBLIC OF KOREA**

119	1986-1987	Mr Chong Hyun Baik, National Agricultural Cooperative Federation-NACF
120		Mr Jin Woo Kim, National Agricultural Cooperative Federation-NACF
121	1987-1988	Mr Yun Hee Lee, National Agricultural Cooperative Federation-NACF
122		Mr Chung Shik Shim, National Agricultural Cooperative Federation-NACF
123	1988-1989	Mr Hyang Kyu Lee, National Agricultural Cooperatives Federation-NACF
124		Mr Byung Ho Jeong, National Livestock Cooperatives Federation-NLCF
125	1989-1990	Mr Sang Derk Lee, Anseong Agri Coop Leaders' Training Institute, NACF
126		Mr Byung O Kang, National Livestock Cooperatives Federation-NLCF
127	1990-1991	Mr Shie Kie Yup, National Agricultural Cooperatives Federation-NACF
128		Mr Kyu Hyun Lee, National Livestock Cooperatives Federation-NLCF
129	1991-1992	Mr Hyun Keun Myung, National Agricultural Cooperatives Federation-NACF
130		Mr Won Tae Kim, National Livestock Cooperatives Federation-NLCF
131	1992-1993	Mr Han Ju Lee, National Agricultural Cooperatives Federation-NACF
132		Mr Byeong Hak Lee, Seoul Dairy Cooperative
133	1993-1994	Mr Do Hwan Woo, National Agricultural Cooperatives Federation-NACF
134		Mr Kwang Seog Song, National Livestock Cooperatives Federation-NLCF
135	1994-1995	Mr Jong Soo Lee, National Agricultural Cooperatives Federation-NACF
136		Mr Pyeong Woo Min, National Livestock Cooperatives Federation-NLCF
137	1995-1996	Mr Dong Young Kim, National Agricultural Cooperatives Federation-NACF
138		Sun Hak Kim, National Livestock Cooperatives Federation-NLCF

**08 LAOS**

139	2005-2006	Mr.Khamphone Singngam, Provincial Agri & Forestry Service Office, Sayaboury Province, Lao PDR
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**09 MALAYSIA**

140	1986-1987	Mr Mohd Redza Haji Baba, Kementerian Pertanian Tingkat 7
141	1987-1988	Mr Wan Abdul Rahman bin Wan Mohd. Zain, (FOA)
142	1988-1989	Mr Ghani Fikri, Machang Rubber Smallholders' Cooperative-RISDA
143	1989-1990	Mr Abdul Razak Jamin, Federal Land Development Authority-FELDA
144		Mr Abu Bakar Ujang, Asrama FELDA Semai Bakti Kelana Jaya
145	1990-1991	Mr Ku Mohd Rodzi, Pejabat Pengarah FELCRA Negari Pulau Pinang
146	1991-1992	Mr Rofien Sapiin, KESEDOR HQs
147	1992-1993	Mr Salleh bin Rehduan, Department of Cooperative Development
148	1993-1994	Mr Anthony Samuel, Department of Cooperative Development
149	1995-1996	Mr Nik Mohd Nabil bin Nik Mansur-RISDA/NARSCO
150	1996-1997	Mr Arikrishnan, FELDA Cawangan Kuantan
151	1997-1998	Mr Zahari Mat Amin, NARSCO Cooperative Federation
152	1998-1999	Mr Azhar b. Yunus, Farmers' Organisation Authority-FOA
153	1999-2000	Mr Wan Zin B. Wan Ahmad, NARSCO
154	2000-2001	Mr Jagathesa Rao, Kuala Perak Estate, Perak
155	2002-2003	Mohd Azizi bin Mohamad Atar, Farmers' Organisation Authority [FOA]
156	2003-2004	Mr. Hj Mohd Nasir b Abdullah, Perak State Smallholders Cooperative7

**10 MYANMAR**

157	1993-94	Ms Sein Sein Htay, Mon State Cooperative Syndicate
158	1994-95	Mr Aung Maung, Sagaing Division Cooperative Syndicate
159		Ms Htay Htay, Township Cooperative Society

- 160 1995-1996 Ms Khin Khin Nyunt, Hinthada Township Coop Society  
161 1996-1997 Mr Htin Kyaw Linn, Union of Agril Producers Coop Syndicate Ltd.  
162 1997-1998 Mr. Sein Win, Union of Agricultural Cooperatives  
163 1998-1999 U Zaw Myint, Ministry of Cooperatives-Myanmar  
164 1999-2000 U Ne Linn, Htet Arkar Kyaw Agricultural Coop Syndicate  
165 U Aung Zaw Myint, Swe Marn Aung Agril Producers Coop Ltd..  
166 2000-2001 Ms Yi Yi Win, Degree College, Central Cooperative Society  
167 2001-2002 U Kyaw Tint, Mya-Thitsa Agricultural Cooperative Ltd.
- 11 NEPAL**
- 168 1998-1999 Mr Ram Bhajan Shah, National Cooperative Federation of Nepal  
169 Mr Umesh Mahaseth, District Cooperative Union Ltd-Nepalganj  
170 2000-2001 Mr Ganesh Prasad Koirala, National Coop Federation of Nepal Ltd  
171 2001-2002 Mr. Dilli Ram Tiwari, District Coop Union Ltd., Kaski, Pokhara  
172 2002-2003 Mr. Harendra Singh Bhumihar, National Coop Federation of Nepal  
173 2003-2004 Mr. Rishi Raj Ghimire, Sajha Swasthya Sewa Coop Society Ltd.  
174 2004-2005 Ms. Chitra Kumari Thamsuhang, NCF  
175 2005-2006 Mr. Babul Khanal, NCF
- 12 PAKISTAN**
- 176 1988-1989 Mr Agha Zaid Hussain, Provincial Cooperative Bank, HO,  
177 1989-1990 Mr Tariq Hussain Nadeem, Mercantile Finance Corporation  
178 1990-1991 Mr Islam Madni, National Cooperative Supply Corporation Ltd  
179 1991-1992 Mr Gul Muhammad, Federal Bank for Cooperatives  
180 1992-1993 Mr Syed Maqbool Hussain Shah, Circle Registrar, Forest Coop Societies  
181 1993-1994 Mr Tasadduq Hussain, Punjab Provincial Cooperative Bank Ltd.  
182 1995-1996 Mr Riaz Akhtar, Federal Bank for Cooperatives  
183 1996-1997 Mr Muhammad Nasir, Federal Bank for Cooperatives  
184 1997-1998 Mr Muhammad Ashraf, Panjab Provincial Cooperative Bank Limited  
185 1998-1999 Mr Tahir Iqbal Butt, Punjab Provincial Cooperative Bank Limited  
186 2000-2001 Mr Zill-E-Hasnain, Federal Bank for Cooperatives  
187 2001-2002 Dr. Suhail Saleem, Idara-e-Kissan, Lahore Milk Plant  
188 2004-2005 Mr. Irshad Ahmad Jamshed, Idara-e-Kissan, Lahore Milk Plant
- 13 PHILIPPINES**
- 190 1986-1987 Mr Cesar Alcantara, Department of Agriculture-Tarlac. Tarlac. Philippines  
191 Mrs Jean N Abdurasad, Agricultural Cooperative Marketing Federation  
192 1987-1988 Ms Bernardia L Barranco, Federation of Area Marketing Cooperatives Inc.  
193 1988-1989 Mr S.E. Coliyat, Soro-Soro Ibaba Development Cooperative  
194 Mr Jose C. Palmares, Talongonan Agtabo, Ilawad Multipurpose Cooperative  
195 1989-1990 Mr Adolfo Dele Pena, Department of Agrarian Reforms  
196 Mr Abundio V Felin, San Isidro Development Cooperative  
197 1990-1991 Miss Amelita Provido, CDA Iloilo Extension Office  
198 Ms Edith Susan Valdez, Cooperative Rural Bank, San Pablo  
199 1991-1992 Ms Belma H Sales, Cooperative Rural Bank  
200 1992-1993 Mr Philmore C Quilat, Cooperative Management Consultants  
201 1994-1995 Mr Edilberto B Lantaca Jr., Perpetual Help Credit Cooperative  
202 1994-1995 Mr Rony L Farquerabao, EARN Romblon Federation of Cooperatives  
203 1995-1996 Mr Claudio Acquino Ofrancia, West Pangasinan Fedn of Multipurpose Coops

204	1996-1997	Mr Teofilo R. Quintal, Provincial Agricultural Office, Vigan. Ilocos Sur.
205	1997-1998	Ms Ma Jocelyn P. Espia, Badiang Multipurpose Cooperative Society
206		Ms Estrella R. Hernandez, Bureau of Fisheries and Aquatic Resources
207	1998-1999	Ms Rufina S. Salas, Cooperative Union of the Philippines Inc
208	1999-2000	Ms Nanette Dumangeng, Lamut Grassroots Cooperative-NATCCO
209		Ms Jeanelyn Apolinar, Palornpon Community MP Coop-NATCCO
210	2000-2001	Ms Maria Fe Alombro Pineda, Sta Catalina Multipurpose Cooperative
211	2001-2002	Mr. Ernesto Aliling, Bontoc Multipurpose Cooperative
212		Ms. Verlyn G. Pascua, Nueva Vizcaya Alay-Kapwa Multipurpose Cooperative
213	2002-2003	Ms. Epifania M. Edicto, Sts Peter & Paul Multipurpose Cooperative
214		Mr. Rene C. Pancho, Masist-Dacal Livelihood Cooperative Inc.
215	2003-2004	Ms Ma Luisa C. Tiquia, St. Jude Multipurpose Cooperative
216	2004-2005	Ms. Darline P. Rodriguez, Besao Multipurpose Cooperative

#### 14 SRI LANKA

217	1986-1987	Mr P.L.Gunasekara, Ruwanwella Multipurpose Cooperative Society Ltd.
218	1987-1988	Mr U.G.Dayananda, Sri Lanka Cooperative Marketing Federation Ltd.
219	1988-1989	Mr J.K. Thungasena, Madampe Multipurpose Cooperative Society Ltd.
220		Mr E.M.E.G. Muthubanda, Naula Multipurpose Cooperative Society Ltd.
221	1989-1990	Mr Sam Deerasinghe, National Cooperative Training Institute-NCC/SL
222	1990-1991	Mr M.B.R. Perera, Dunagaha Coconut Producers' Cooperative Society
223		Mr C.A.C. Fernando, Kammalpattua Coconut Producers' Coop Society Ltd.
224	1991-1992	Mr Ananda Walisinghe, Cooperative Marketing Federation of Sri Lanka
225	1992-1993	Mr A.F.A. Perera, Bandarawela Multipurpose Cooperative Society Ltd.
226		Mr A.G.S.M. Navaratne Banda, Aranayake Multipurpose Coop Society Ltd.
227	1993-1994	Mr H.A. Siripala, Hungoma Multipurpose Cooperative Society Ltd.
228		Mr K.L. Bandula, Nattandiya Multipurpose Cooperative Society Ltd.
229	1995-1996	Mr R.B. Gamini Bandara, National Cooperative Council of Sri Lanka
230		Ms Chandrika Samanthi Ramanayaka, National Coop Council of Sri Lanka
231	1996-1997	Mr WMK Samarasekera, Mahaweli Cooperative Society Ltd
232		Mr RKA Sunil Jayasinghe, Kundasale Multipurpose Cooperative Society Ltd
233	1997-1998	Ms Padmini Alahakoon, NCC Kahagolla Cooperative Development Centre
234	1998-1999	Ms Karuna de Silva, National Cooperative Council of Sri Lanka
235	1999-2000	Mr Premadasa Liyanage, Galle MPCs-NCC/SL
236	2000-2001	Ms BA Manoja Priyadarshini, Ratnapura District Coop Rural Bank Limited
237	2001-2002	Mr L.P. Amarakoon, Wayamba Cooperative Rural Bank Union Ltd.
238		Mr DD Kumara Ileperuma Arachchi, Coconut Triangle Milk Producers Coop Union
239	2002-2003	Mr. ARR Palihakkara, Matara District Cooperative Rural Banks Union Ltd.
240	2003-2004	Mr. UMH Kularathne Tatauoya Multipurpose Cooperative Society
241	2004-2005	Mr. P.D. Dhammika, Gampaha District Coop Rural Banks Union Ltd.
242	2005-2006	Mr. HM Ananda Rathnasiri, Wayamba Co-op Rural Bank Union Ltd

#### 15 THAILAND

243	1986-1987	Mr Sirihatakit Kreingsak, Nongvai Agricultural Cooperative Society
244		Mr Apichat Treejaturon, Cooperative Promotion Department-CPD
245	1987-1988	Mr Taworn Supanawan, Cooperative Promotion Department-CPD
246		Mr Panuwat Nanakornpanom, Cooperative Promotion Department-CPD
247	1988-1989	Mr Thawee Thimasaya, Agricultural Cooperative Federation of Thailand
248		Miss Wasna Junthieng, Mae Chaem Agricultural Cooperative Ltd.

249	1989-1990	Mrs Jansuda Watcharayon, Cooperative League of Thailand-CLT
250		Ms Pornrut Saitongsuk, Cooperative League of Thailand-CLT
251	1990-1991	Ms Maroum Sutanant, Rongkwang Agricultural Cooperative Ltd
252		Mr Suriya Thummavaro, Muiyang Pijit Agricultural Coop Ltd, Muiyang Pijit.
253	1991-1992	Mr Pronchadin Potiya, Maetaeng Agricultural Cooperative
254	1992-1993	Mrs Amporn Vongsopa, Sanpathong Agricultural Cooperative
255	1993-1994	Mr Pratin Boontioy, Cooperative League of Thailand-CLT
256	1995-1996	Ms Sunee Karndee, Cooperative Promotion Department-CPD
257	1998-1999	Mr Phanuwat Wanraway, Cooperative League of Thailand-CLT
258	1999-2000	Mr Wattana Wattanapanee, Sikhiu Agricultural Cooperative Limited
259		Ms Wasana Boonprasit, Tak Agricultural Cooperative Society Limited
260	2000-2001	Ms Chenchira Wongwaranon, Cooperative League of Thailand
261	2001-2002	Ms Natcha Klanniem, Cooperative League of Thailand
262	2002-2003	Mr. Asawin Srithet, Sansai Land Settlement Cooperative Ltd.
263		Ms. Tanapat Kaewnontoon, Muang Loei Mushroom Farming Coop Ltd.
264	2003-2004	Mr. Suthus Siroros, CLT
265	2004-2005	Ms. Saijai Vonkhorporn, CLT
266	2005-2006	Ms. Laksana Pongkawong, CLT
267		Ms. Sirirat Juyyen, CLT

## **16 VIETNAM**

268	1991-1992	Mr Nguyen Quoc Tuy, Central Council of Coop Unions (VICOOPSME)
269	1992-1993	Mr Le Van Nhu, Central Council of Cooperative Unions (VICOOPSME)
270	1993-1994	Mrs Phung Thi Ngan Ha, Central Council of Coop Unions (VICOOPSME)
271	1994-1995	Ms Tran Kim Linh, Central Council of Cooperative Unions (VICOOPSME)
272		Ms Truong Ngoc Oanh, Saigon Cooperative
273	1995-1996	Mr Pham Minh Duc, Central Council of Cooperative Unions (VICOOPSME)
274	1996-1997	Mr Do Tien Vinh, Vietnam Coops Company for General Trading
275		Ms Hoang Thi Vinh, Victoria Investment Trade & Services Cooperative
276	1997-1998	Ms Pham Thi Thanh Hang, Vietnam Cooperative Union
277		Ms Hoang Que Lan, Vietnam Cooperative Union
278	1998-1999	Mr Hoang Chuyen Can, Vietnam Cooperative Alliance-VCA
279		Mr Pham Khuong, Saigon Union of Trading Cooperatives-SAIGONCO
280	1999-2000	Mr Nguyen Anh Dung, Vietnam Cooperative Alliance-VC
281		Ms Nguyen Que Anh, Vietnam Cooperative Alliance-VCA
282	2000-2001	Ms Doan Thi Van Anh, Vietnam Cooperative Alliance-VCA
283		Mr Nguyen Hung Son, Vietnam Cooperative Alliance-VCA
284	2001-2002	Mr Phung Khanh Toan, Vietnam Cooperative Alliance-VCA
285		Ms. Lai Ngoc Hoa, Vietnam Cooperative Alliance-VCA
286	2002-2003	Mr. Hoang Van Long, Vietnam Cooperative Alliance-VCA
287		Ms. Nguyen Thi Minh Tam, Vietnam Cooperative Alliance-VCA
288	2003-2004	Mr. Hoang Manh Tien, Vietnam Cooperative Alliance-VCA
289		Mr. Nguyen Tien Phong, Hanoi Cooperative Union,
290	2004-2005	Mr. Tran Dinh Trung, Vietnam Cooperative Alliance-VCA
291	2005-2006	Mr. Vu Manh Nam, Hanoi Cooperative Alliance-HCA
292		Mr. Tran Ba Son, 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 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 PRODUCES 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 NISPROCUM; 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

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| 062 | 03 | INTEGRATED CHINESE ONION PROJECT.<br>Mr Huang Yadong. China                                      |
| 063 | 04 | FRUIT PROCESSING UNIT AT NARKHED.<br>Mr Ziley Singh. India                                       |
| 064 | 05 | COTTON PROCESSING AND MARKETING PROJECT.<br>Mr Raj Pal Gaba. India                               |
| 065 | 06 | RED PEPPER POWDER PLANT PROJECT.<br>Mr Shin Kie Yup. Republic of Korea                           |
| 066 | 07 | MEAT PROCESSING MILL.<br>Mr Kyu Hyun Lee. Republic of Korea                                      |
| 067 | 08 | INTEGRATED SHEEP REARING AND MARKETING PROJECT<br>Mr Ku Mohammed Rodzi. Malaysia                 |
| 068 | 09 | COTTON GINNING PRESSING AND OIL EXTRACTION PROJECT<br>Mr Islam Madni. Pakistan                   |
| 069 | 10 | SMALL FARMERS INTEGRATED MARKETING COOPERATIVE PROJECT<br>Ms Amelita Provideo. Philippines       |
| 070 | 11 | INTEGRATED PADDY PROCESSING AND MARKETING PROJECT<br>Ms Edith Susan Valdez. Philippines          |
| 071 | 12 | MODERNIZATION OF DESICCATED COCONUT FACTORY PROJECT<br>Mr M.B.R. Perera. Sri Lanka               |
| 072 | 13 | DESICCATED COCONUT PROCESSING FACTORY: MODERNIZATION PROGRAMME.<br>Mr C.A.C. Fernando. Sri Lanka |
| 073 | 14 | PROCESSING PLANT FOR FEED MIX MILL PROJECT<br>Ms Maroum Sutanun. Thailand                        |
| 074 | 15 | INTEGRATED FARMING PROJECT.<br>Mr Surya Thummavaro. Thailand                                     |

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

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

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| 075 | 01 | CATTLE-FEED PLANT.<br>Mr Sudhir Chandra Das. Bangladesh        |
| 076 | 02 | SHANGZHEN CHILI PROCESSING PLANT.<br>Mr Zhang Guang Lun. China |
| 077 | 03 | HUNSHA COOP CLEAN VEGETABLE PROJECT.<br>Ms Liu Quan. China     |

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| 078 | 04 | SUNFLOWER SEED OIL COOPERATIVE MILL<br>Dr Ram Niwas Kundu. India                             |
| 079 | 05 | APPLE CIDER WINE PROCESSING UNIT<br>Mr Virinder Singh Sidhu. India                           |
| 080 | 06 | ESTABLISHING A UNIT OF FEED-MILL.<br>Mr Johny Prilyana. Indonesia                            |
| 081 | 07 | COLD STORAGE PLANT.<br>Mr Mohd Reza Gramipour. Iran  |
| 082 | 08 | APPLE JUICE PLANT PROJECT.<br>Mr Hyun Keun Myung. Republic of Korea                          |
| 083 | 09 | CHOONGNA DAIRY PLANT.<br>Mr Won Tae Kim. Republic of Korea                                   |
| 084 | 10 | PRODUCTION OF BLOCK RUBBER PROJECT.<br>Mr Rofien Sapiin. Malaysia                            |
| 085 | 11 | DAIRY DEVELOPMENT PROJECT.<br>Mr Gul Mohammed. Pakistan                                      |
| 086 | 12 | VEGETABLE & FRUIT COLLECTION & MARKETING PROJECT<br>Mr Ananda D. Walisinghe. Sri Lanka       |
| 087 | 13 | PILOT PROJECT FOR RAISING CATTLE FOR MEAT AND FOR BREEDING<br>Mr Pronchadin Potiya. Thailand |
| 088 | 14 | CAGE FISH RAISING COOPERATIVE PROJECT.<br>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

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| 089 | 01 | COOPERATIVE FISH CULTURE PROJECT.<br>Mr Mohd Habibullah. Bangladesh                        |
| 090 | 02 | METHENE GAS GENERATION FROM DISTILLERY AND PAPER MILL EFFLUENT.<br>Mr I.K. Kadu. India     |
| 091 | 03 | JAISAF FOOD PRODUCTS PLANT : REVIVAL AND MODERNIZATION PROJECT.<br>Mr Subhash Singh. India |
| 092 | 04 | JAIPUR FRUIT & VEGETABLE COOP RETAIL MARKETING PROJECT<br>Mr R.S.Jakhar. India             |
| 093 | 05 | FEED-MILL IN CIWEDEY DISTRICT.<br>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 SG 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 Samanthi Ramanayaka, Sri Lanka
- 147 14 HIGH YIELD SEEDS FOR PADDY PROJECT.  
Ms Sunee 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 Moḥamad Azizi b Mohamad Atar, Malaysia
- 245 8 SUGARCANE FARMING.  
Mr. Harendra Singh Bhumihar, 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 PLAN.  
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 Ghimire, 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. Saiojai Vonkhorporn, Thailand
- 276 12 EXPLOITING WATER SURFACE POTENTIALS IN THE THAC BA LAKE AREA THROUGH  
FISH BREEDING  
Mr. Tran Dinh Trung, Vietnam

**COURSE-20 : PROJECT PROPOSALS PRODUCED DURING COURSE-20 [2005-2006]**

December 14, 2005-April 22, 2006. India-China-Japan

- 277 1 DEEP PROCESSING MARIGOLD.  
Ms. Wang Jin, China
- 278 2 BUILDING A COTTON MARKET IN CHINA.  
Ms. Zhong Lin, China
- 279 3 REVAMPING OF NON-WORKING AGRICULTURAL COOPERATIVES OF BANKURA  
DISTRICT, WEST BENGAL.  
Mr. P.S. Bhattacharya, India
- 280 4 JATROPHA – FARMING OF FUEL.  
Mr. S.K. Verma, India
- 281 5 PONDOH ZALAECA CRISPS PROCESSING.  
Mr. Adri Syahrizal, Indonesia
- 282 6 MULTIFUNCTION OF PADDY FARMING : RESEARCH ON AGRICULTURAL  
DIVERSIFICATION IN PADDY FIELDS IN LAO PDR.  
Mr. Khamphone Singngam, Laos
- 283 7 ORGANIC COFFEE PROCESSING THROUGH COOPERATIVES IN NEPAL.  
Mr. Babul Khanal, Nepal
- 284 8 ESTABLISHING A COOPERATIVE CUT-FOLIAGE PLANTS CENTRE IN NORTH WESTERN  
PROVINCE.  
Mr. H.M. Ananda Rathnasiri, Sri Lanka
- 285 9 SWEET LEMON PROCESSING PROJECT.  
Ms. Laksana Pongkawong, Thailand
- 286 10 ENTREPRENEURIAL CAPACITY BUILDING OF WOMEN LEADERS IN AGRICULTURAL  
COOPERATIVES IN IN THAILAND.  
Ms. Sirirat Juyyen, Thailand
- 287 11 ESTABLISHMENT OF A AGRICULTURAL COOPERATIVE DEVELOPMENT ASSISTANCE  
FUND.  
Mr. Vu Manh Nam, Vietnam
- 288 12 BUILDING THE WORKSHOP TO PRODUCE RATTAN AND BAMBOO PRODUCTS FOR  
EXPORT.  
Mr. Tran Ba Son, Vietnam
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The **INTERNATIONAL COOPERATIVE ALLIANCE [ICA]** is an independent non-governmental association that unites, represents and serves the cooperatives worldwide. Founded in London on 18<sup>th</sup> 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 more than 89 countries. ICA's five Offices in Africa (2), the Americas, Asia & Pacific, and Europe, together, serve more than 226 member organisations, including five international organisations, representing well over 800 million cooperative members around the world.

The ICA Asia & Pacific Office, one of the five Offices, serves 55 national level organisations from 22 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 4600 participants from 101 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 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 Asia & Pacific Office on cooperative management leadership training and development activities.



The **ALL-CHINA FEDERATION OF SUPPLY & MARKETING COOPERATIVES [ACFSMC]**. Today, there are approximately 1500 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 cooperative economic organisations whose members are chiefly farmers. They consist of the All China Federation of Supply and Marketing Cooperatives (ACFSMC), 31 provincial, 336 prefecture, 2370 county federations and 22,537 primary societies, with a membership of 160 million farm households, 2.4 million employees and 500 thousand business outlets.

The ACFSMC is an organisation 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 programme 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 work formulated by the Party Central Committee and the State Council; and to participate in various activities of the International Cooperative Alliance (ICA) cooperatives.

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