



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



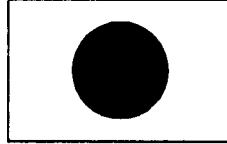
– Report of the 16th Training Course

ICA Library
334:001.85
KUM-I
ICA 02501



Participants of the course at the end of training at IRMA, with Dr. V. Kurien,
Chairman, IRMA and National Co-op Dairy Federation (centre)

ICA 02501



**ICA-JAPAN TRAINING COURSE ON
STRENGTHENING MANAGEMENT OF
AGRICULTURAL COOPERATIVES IN ASIA**

COURSE REPORT

Sixteenth [16th] Training Programme
held in India, Sri Lanka and Japan.
November 14 2001 – April 21 2002

Prepared by

Prem Kumar
Adviser-ICA/Japan AMT Program

334:001.85



International Co-operative Alliance

ICA Secretariat: 15 Route des Morillons, CH-1218 Le Grand Saconnex, Geneva, Switzerland
Regional Office for Asia and the Pacific, E-4 Defence Colony, (3rd floor), New Delhi 11002



Report of the
16th ICA-Japan Training Course on
Strengthening Management of Agricultural Cooperatives in Asia
India–Sri Lanka–Japan
November 14, 2001 – April 21, 2002

Report compiled by:

Prem Kumar
Adviser-ICA/Japan AMT Program

International Cooperative Alliance
E-4, Defence Colony, [3rd Floor],
New Delhi 110024, India

Telephone: [91-11] 469-4989
TeleFax: [91-11]469-4975
E-Mail: icaroap@vsnl.com

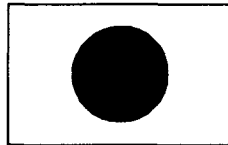
ICA Secretariat:

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

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

June 2002 [300]

PRINTED IN INDIA
at Diamond Offset, HS-14, Kailash Colony Market, New Delhi-110048
for the International Cooperative Alliance Regional Office for Asia-Pacific,
E-4 Defence Colony, [3rd Floor], New Delhi 110024, and issued for internal circulation
and distribution among the ICA member-organisations, course participants and resource persons.



REPORT

of the 16th ICA-Japan Training Course on
Strengthening Management of Agricultural Cooperatives in Asia
India – Sri Lanka – Japan
November 14, 2001-April 21, 2002

Submitted to

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

By

The International Cooperative Alliance

June 2002

Preface

This report is the result of the successful implementation of the Sixteenth (16th) ICA-Japan Training Course on **Strengthening Management of Agricultural Cooperatives in Asia**, held in India, Sri Lanka and Japan, November 14, 2001-April 21, 2002. The International Cooperative Alliance places on record its highest appreciation and gratitude of the financial contribution made by the Government of Japan in the Ministry of Agriculture, Forestry and Fisheries [MAFF-Japan] 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-Japan [IDACA], Tokyo, in the execution of this regional activity. The Alliance is most grateful to its member-organisations in India, Sri Lanka and Japan and our other collaborating specialised agencies and institutions for their help, 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, Institute of Rural Management at Anand, the National Cooperative Council of Sri Lanka (NCC-SL) and our other contacts in Japan.

The ICA would also like to thank its member-organisations for sponsoring suitable candidates for participation in our long-term training programme, which, I hope, will contribute significantly to the development of agricultural cooperatives as well as meeting some of their human resource development needs. The course focuses on the development of technical capacities and capabilities of managers while stressing the concept of 'value-addition through agro-processing' with a view to achieve higher economic returns to the basic level farmer-members. Over the years, this course has earned a high level of recognition and acceptability among the managers of agricultural cooperatives in the Asian Region.

The ICA is extremely grateful to Mr. Yoshitada Nakaoka, Managing Director of the IDACA for conducting the Part-II of the programme at IDACA and for organising study visits to agricultural cooperatives in Japan. These visits allowed participants to meet with the leaders and members of these institutions in addition to visiting the national, prefectural and primary level agricultural cooperatives.

I take this opportunity of commending the sincere efforts made by my colleagues at the Regional Office for Asia and the Pacific, especially, Mr. Shil-Kwan Lee, Regional Director, and Mr. Prem Kumar, Programme Adviser, in organising and conducting the programme satisfactorily.

Maria-Elena Chavez
Deputy Director-General/
Acting Director-General

International Cooperative Alliance
Geneva, Switzerland

June 2002

Foreword

It is a great pleasure for me to submit this report to my Director-General for onward transmission and formal submission to the Government of Japan in the Ministry of Agriculture, Forestry and Fisheries [MAFF]. The content of the training course was-tuned to conform to two major aspects, one, improving the capacities and capabilities of managers of agricultural cooperatives, and secondly, how agro-processing activities in these cooperatives help add value to the basic produce of the farmers. The modules of this training programme are segmented on the basis of experiences gained over the years by the ICA ROAP from its collaborators i.e., the ICA member-organisations, specialised institutions such as IRMA, the IDACA and other institutions in the Region.

I am extremely pleased to state that many of the beneficiary organisations, former participants, government agencies and cooperative leaders, have considered this programme a unique one, and found it to be useful and relevant.

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 support, and to the JA-ZENCHU and IDACA for their active collaboration in the successful implementation of this programme.

I am particularly inclined to state that the generous support provided by the Indian Farmers' Fertiliser Cooperative and its Fertiliser Marketing Development Institute-FMDI has gone a long way in making Part-I of the programme effective and useful.

My colleague, Mr. Prem Kumar, Adviser to the Programme, extended full support to me in successful implementation of the programme. He has been able to enlist the support of a large number of cooperative institutions. I am thankful to him for all his efforts in bringing added value to this programme.

Shil-Kwan Lee
ICA Regional Director
for Asia and the Pacific

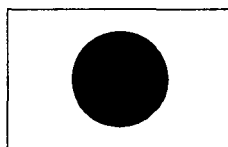
International Cooperative Alliance
Regional Office for Asia and the Pacific
E-4 Defence Colony, New Delhi-110024. India

June 2002

REPORT OF THE 16TH ICA-JAPAN TRAINING COURSE ON
STRENGTHENING MANAGEMENT OF AGRICULTURAL COOPERATIVES IN ASIA
India-Sri Lanka-Japan. November 14 2001 – April 21 2002

CONTENTS

SECTION-I	
Executive Summary	1
SECTION-II	
Course Report	3
Chronology of ICA-Japan Training Courses Held	8
Country-wise Participation in ICA-Japan Management Training Courses	9
SECTION-III	
Review of Management Practices in Agricultural Cooperatives in Asia	11
and Comparative Field Study Visits in India and Sri Lanka	20
SECTION-IV	
Management Leadership Development Module – IRMA Segment	22
SECTION-V	
Inauguration of Part-II of the Training Programme held in Japan	38
SECTION-VI	
Comparative Field Study Visits in Japan in Tokyo, Nagano and Kagoshima Prefectures	41
SECTION-VII	
End-of-the-Course Evaluation – Suggestions and Recommendations	47
SECTION-VIII	
Course Concluding Session and Award of Certificates of Participation	49
Annex-I Course Programme	51
Annex-II Course Participants	59
Annex-III Consolidated List of Participants [all 16 Training Courses]	61
Annex-IV List of Development Projects prepared [all 16 Training Courses]	66



SIXTEENTH [16TH] ICA-JAPAN
TRAINING COURSE ON
STRENGTHENING MANAGEMENT OF AGRICULTURAL COOPERATIVES IN ASIA
INDIA-SRI LANKA-JAPAN. NOVEMBER 14, 2001 – APRIL 21, 2002

SECTION-I

Executive Summary

The Sixteenth [16th] ICA-Japan Training Course on **Strengthening Management of Agricultural Cooperatives in Asia** was held in India, Sri Lanka and Japan, from November 14, 2001 to April 21, 2002. 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 [November 14, 2001-January 06, 2002]
... Programme held in India [January 07-February 24, 2002]
... Programme held in Sri Lanka [Feb 25-Mar 3, 2002]
Phase-II: ... Programme held in Japan at IDACA [March 04-April 21, 2002]

The fifteen [15] participants to this Training Course were nominated by ICA member organisations from eleven countries i.e., Bangladesh-01, China-01, India-02, Indonesia-01, Myanmar-01, Nepal-01, Pakistan-01, the Philippines-02, Sri Lanka-02, Thailand-01 and Vietnam-02. Three of the participants were women.

The main objective of the Training Course was to help improve the capacities and 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 local level cooperative organisations in

Delhi and Gurgaon, held at the Fertiliser Marketing Development Institute (FMDI) of Indian Farmers' Fertiliser Cooperative Limited (IFFCO) from January 7 to 19, 2002 [ii] Management Leadership Development Module at the Institute of Rural Management [IRMA] at Anand, from January 20 to February 23, 2002 and [iii] the Wrap-up Session held in New Delhi (February 23-24). The third segment was on comparative field study visits to agricultural cooperatives and related institutions in Sri Lanka, which was conducted from February 25 to March 3, 2002 with the active support and collaboration of the National Cooperative Council of Sri Lanka (NCC-SL).

The Course was inaugurated by Mr D.K. Bhatt, Marketing Director of the Indian Farmers' Fertiliser Cooperative Limited [IFFCO] at the Fertiliser Marketing Development Institute (FMDI) of IFFCO at Gurgaon. Mr B.D. Sharma, ICA Acting Regional Director for Asia and the Pacific, Mr. Kazuo Kodama, Minister, and Mr Mitsuaki Kinoshita, First Secretary in the Japanese Embassy in India, attended the Inaugural Session. A message received from Mr. Y.Nakaoka, Managing Director, IDACA, Tokyo, was read by the Programme Adviser at the inaugural session.

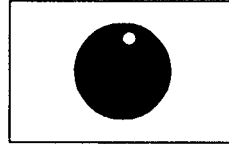
Mr Prem Kumar, Programme Adviser, ICA ROAP, was responsible for the conduct of the Training Course. The programme held in Japan was held under the direction of Mr Yoshitada Nakaoka, Managing Director of the IDACA. Mr. T. Nakashima, Deputy Manager, was designated by IDACA as Programme Co-ordinator for the Part-II of the course.

As a part of their studies, the participants had produced 15 development project proposals during their Home Country Assignments [HCAs] in accordance with the guidelines provided by the ICA. They developed the concepts of these proposals in consultation with their parent organisations. While at IRMA, the participants were imparted training in skills of developing project proposals.

The second part of the programme held at IDACA included extensive classroom work and study visits to agricultural cooperatives in and around Tokyo, Nagano 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.

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 16th Training Course a total of 240 managers of agricultural cooperatives from 14 countries of Asia had attended the training programmes. They prepared a total of 237 project proposals on topical subjects.



REPORT OF THE SIXTEENTH [16TH] ICA-JAPAN TRAINING COURSE ON
**STRENGTHENING MANAGEMENT
OF AGRICULTURAL COOPERATIVES IN ASIA**
India-Sri Lanka-Japan. November 14, 2001-April 21, 2002

SECTION-II

COURSE REPORT

01 Background

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

The ICA, an international non-governmental organisation established in 1895, was chosen by the MAFF as the most suitable international organisation for bringing about these changes in the cooperative system in Asia. Within the United Nations, the ICA enjoys Category-1 Status with the UN Economic and Social Council [UN-ECOSOC]. The ICA has affiliates in 90 countries with 251 national cooperative organisations and four international organisations serving over 900 million individual members world-wide. The ICA Regional Office for Asia and the Pacific [ICA ROAP] operating from New Delhi, India, since 1960, serves 53 national level cooperative organisations from 21 countries and the ACCU.

02 Project Objectives

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

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

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

03 Acknowledgements

In the implementation of the 16th 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 Technical Cooperation Division of the Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan; the Institute for the Development of Agricultural Cooperation in Asia [IDACA] in Japan; the Institute of Rural Management [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 National Cooperative Council of Sri Lanka 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, Sri Lanka and Japan, for receiving the participants and for providing them with information and advice on their operations.

04 The Sixteenth Year of the Regional Project

During the sixteenth years of the Project, 240 managerial personnel, both men and women, working in middle to senior level positions in agricultural cooperatives or in their apex level organisations from 14 countries from Asia, i.e., Bangladesh-15, China-24, India-36, Indonesia-18, Iran-03, Korea-20, Malaysia-15, Myanmar-11, Nepal-04, Pakistan-12, Philippines-23, Sri Lanka-22, Thailand-19 and Vietnam-18 were trained. By and large, a majority of the participants were selected from cooperative organisations, having direct relationship with activities aimed at serving the farmer-members of agricultural cooperatives.

05 Financial Support to the Project - Generous Contribution from the MAFF-Government of Japan

The positive decision of the Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan to contribute funds to the ICA for the sixteenth 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, capabilities and capacities 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

Dr. Daman Prakash, the Project Director, retired from the services of ICA ROAP effective 30th June 2001.

Mr. Prem Kumar, Adviser, ICA/Japan AMT Programme, lead the regional project from the Sixteenth Course. The entire Training Course was co-ordinated and implemented by him under the direction of the Regional Director. Mr. Prem Kumar has been working with the ICA ROAP since 1966 in various capacities.

The Part-II of the training programme held in Japan at IDACA was conducted under the direction and guidance of Mr Yoshitada Nakaoka, Managing Director of IDACA. Mr Toru Nakashima, Deputy Manager, 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 11, 2001

- 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 Sri Lanka in consultation with the ICA Member-Organisations;
- Sending invitation letters to ICA member-organisations to sponsor suitable candidates for the 16th Training Course;
- Selection of participants and finalising arrangements for their studies, travels and accommodation;
- Practical arrangements for organising the first part of the Course in India and Sri Lanka including holding consultations with IDACA for conducting Part-II of the programme in Japan; and
- Financial arrangements for the Training Course.

II. Implementation Phase: November 14, 2001-January 06, 2002

- Home Country Assignments [HCAs] for actual preparation of project proposals by the selected participants in their own countries. November 14, 2001 - January 6/7, 2002;
- Part-I of the Course in India, including comparative field study visits, during the period January 07-February 24, 2002. Field Study Visits in Sri Lanka, February 25-March 3, 2002;
- Part-II of the Training Course at IDACA, Tokyo. March 04-April 21, 2002;
- Final End-of-the-Course Evaluation and the Concluding Session in Tokyo. April 19, 2002; and
- Departure of participants from Japan to their respective countries, April 21, 2002.

III. Reporting Phase: April 22-June 30, 2002

- Preparation of narrative and financial reports of the 16th 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. Fifteen [15] participants were consequently selected from 11 countries viz., Bangladesh-01, China-01, India-02, Indonesia-01, Myanmar-01, Nepal-01, Pakistan-01, Philippines-02, Sri Lanka-02, Thailand-01 and Vietnam-02. Out of them, three were women.

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

A list of all the former participants who had attended all the 16 Training Courses is placed at **Annex-III**.

11 Location 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 Sri Lanka were arranged by the National Cooperative Council of Sri Lanka to primary level cooperative organisations, agricultural cooperative and other cooperative institutions in Colombo, Galle, Ratnapura, Kandy, and Kurunegala.

Part-II of the Training Course was held at the IDACA premises in Tokyo, Japan, under an agreement signed earlier between the ICA ROAP and the IDACA. Comparative field visits to agricultural cooperative organisations in and around Tokyo and in Nagano 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, Sri Lanka 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 Regional Office for Asia and the Pacific [ICA ROAP], 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
- Haryana Agricultural University Regional Research Centre, Bawal. Dist. Riwari. Haryana
- Beedawas Village [IFFCO-adopted village] in District Gurgaon, Haryana

Study visits in Gujarat State

- Institute of Rural Management [IRMA], Anand, Gujarat
- National Dairy Development Board [NDDDB-India], Anand, Gujarat
- Sandesar Milk Producers' Cooperative Society Limited, Anand area, Gujarat
- AMUL Dairy, [Anand Milk 'Cooperative' Union Limited], Anand, Gujarat
- Dairy Museum at AMUL, Anand, Gujarat
- Tribhuvandas Foundation for Rural Development, Anand, Gujarat
- Mother Dairy Plant at Gandhinagar, Gujarat
- IFFCO Production Unit at Kalol, Gujarat
- CORDET [Cooperative Rural Development Trust] at Kalol, Gujarat
- Energy Cooperative, Methan, Gujarat
- Dudhsagar Dairy: Mehsana Dist Milk Producers' Cooperative Union Ltd., Mehsana, Gujarat
- Krishak Bharati Cooperative Ltd., KRIBHCO Fertiliser Plant at Hajira, Surat, Gujarat
- Sugar Cooperative Society, Bardoli, Gujarat

Sri Lanka

- National Cooperative Council of Sri Lanka (NCC-SL)
- Kotapola Multipurpose Cooperative Society
- Galle Cooperative Development Office
- Morawakkorala Tea Producers' Cooperative Society
- Cooperative Rural Banks' Union, Ratnapura
- National Institute of Cooperative Development, Polgolla
- Cooperative Rural Banks Union, Kurunegala
- Coconut Triangle Milk Producers' Cooperative Societies Union Ltd.,
- Dunagaha Coconut Producers' Cooperative Society Ltd.,
- Cooperative Marketing Federation of Sri Lanka (Markfed)

Japan

- Ministry of Agriculture, Forestry and Fisheries [MAFF], Tokyo
- Institute for the Development of Agricultural Cooperation in Asia-IDACA, Tokyo
- Agricultural Research & Development Centre of JA-ZenNoh
- Nagano Prefectural Union of Agricultural Co-operatives (JA Nagano Prefectural Union)

- Nagano Agricultural Cooperative (JA Nagano)
 - Ota Wholesale Market in Tokyo
 - Kagoshima Prefectural Union of Agricultural Cooperative (JA Kagoshima Prefectural Union)
 - Minami-Satsuma Agricultural Cooperative (JA Minami-Satsuma)
 - Minami-Nihon Kumiai FeedStuff Inc.
 - Kagoshima Prefecture Kumiai Fertiliser Inc.
 - Kagoshima Prefecture Agricultural Experiment Station
 - Institute of Food Processing and Utilisation, Kagoshima Prefecture
-

Chronology of ICA-Japan International Training Courses on "Strengthening Management of Agricultural Cooperatives in Asia" held from 1986-87 to 2001-2002

Course	Dates	Countries where courses held	Participating countries
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, Philippines, Sri Lanka, Thailand [09]
04	Oct 23 1989- May 10 1990	India, Thailand, Japan, and Republic of Korea	Bangladesh, China, India, Korea, Malaysia, Pakistan, Philippines, Sri Lanka, Thailand [09]
05	Oct 22 1990- May 10 1991	India, Thailand, Japan and Republic of Korea	Bangladesh, China, India, Korea, Malaysia, Pakistan, Philippines, Sri Lanka, 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, Philippines, Sri Lanka, Thailand and Vietnam [11]
Total number of attending participants			240
Total number of training courses held			016
Total number of countries covered under the project			014
Total number of project proposals prepared by the attending participants			237

SECTION-III

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

Part-I of the Training Programme held in India and Sri Lanka
January 06-March 03 2002

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

Sri Lanka Segment covered:

- Comparative Field Study Visits in Sri Lanka

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 Nagano and Kagoshima Prefectures in Japan

After having completed their Home Country Assignments, all the participants got together in India on the 6th of January 2002. A formal inaugural session was held on Monday, January 07 2002 at FMDI, Gurgaon.

02 Inaugural Session of Part-I of the Programme

The 16th 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 Monday, January 07 2002 by Mr. D.K Bhatt, Marketing Director of IFFCO. Mr. Kazuo Kodama, Minister and Mr. Mitsuaki Kinoshita, First Secretary in the Embassy of Japan, were present at the Inaugural Session, conveyed the greetings of H.E the Ambassador of Japan in India and the Ministry of Agriculture, Forestry and Fisheries-MAFF/Japan. Others who were present at the Inaugural Session were Mr. B.D Sharma, ICA Acting Regional Director for Asia and the Pacific; Dr G.C Shrotriya, Chief Manager [Agricultural Services] IFFCO; and Mr. Prem Kumar, Programme Adviser.

Welcoming the participants and the distinguished guests on behalf of the International Cooperative Alliance Regional Office for Asia-Pacific, Mr. Sharma said: "It is important for participants to know the significance of this intensive Training Course because cooperatives have made a difference in helping and augmenting farmers in rural areas".

Mr. Prem Kumar, Programme Adviser, welcomed the Chief Guest and the participants to the inaugural session. He congratulated the participants on their selection for the training course and wished them a very successful training programme. He expressed his gratitude to the Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Government of Japan for their continued cooperation and support to

the programme and to the JA-Zenchu and IDACA for their active collaboration in the successful implementation of the programme. He also expressed the gratitude of the ICA to IFFCO and its Fertiliser Marketing Development Institute for providing generous support to the programme.

In his Inaugural Address, Mr D.K Bhatt, Marketing Director of the IFFCO said: "It is my proud pleasure to preside over the Inaugural Session of this important Training Course. It has been a good opportunity for the IFFCO to work with the ICA on various important issues, especially in hosting a part of this Training Course. In this process we have also learnt from the experience of participating countries. Ours is a business organisation as well as a cooperative institution. We have, therefore, to cater to the needs of the market as well as of our basic farmer-members through their cooperative institutions. We have found that many of our achievements are mainly due to high level training of our field and operational staff, and therefore, the IFFCO supports any programme which has a strong training component in it. This particular programme has attracted our attention. On behalf of the IFFCO and on behalf of the Indian Cooperative Movement I congratulate and thank the ICA for sponsoring this management training project. I also thank the Government of Japan through Mr. Kazuo Kodama and Mr. Matsuaki Kinoshita, who are present here, for providing funding to this programme. It is a very useful contribution."

Dr G.C Shrotriya, Chief Manager [AS] and IFFCO Programme Coordinator proposed the vote of thanks to all the guests and hoped that all the participants would make use of the learning opportunity given to them and that they would enjoy their stay in India and at the FMDI.

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

The first two weeks 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 11 countries.

[01] Bangladesh

Bangladesh is one of the developing countries in South-Asian region. The total area of the country is 1,43,998 sq. km with a population of 129.50 million. About 80-85% of the population directly or indirectly depends on agriculture. Agriculture is the main occupation of the people employing 63.2% of the labour force. This sector directly contributes around 32% of the gross domestic product [GDP]. Rice, wheat, jute, sugarcane, tobacco, oilseeds, pulses and potatoes are the principal crops. The industrial sector contributing around 19% of the targeted GDP is dominated by readymade garments, jute processing followed by cotton textile and cigarettes.

Agricultural cooperatives in Bangladesh stand divided into two parallel structures i.e. the traditional cooperatives [numbering 40,678] headed by the Bangladesh Jatiya Samabaya Union [BJSU] following a three-tier structure; and among farmers cooperatives [numbering 103,424] following two-tier cooperative pattern under the administrative control of Bangladesh Rural Development Board [BRDB]. Both the types of cooperatives serve the same target groups and have created, the problem of overdues on the one hand and inadequacy of loans on the other. The apex organisation of the traditional cooperatives is the BJSU, which also serves as the umbrella organisation of the Movement.

The Bangladesh Milk Producers Cooperative Union Ltd., (BMPCUL) popularly known as 'Milk Vita', was established in 1973 with the objectives of raising subsidiary income of the poor, landless and marginal farmers, living in relatively remote rural areas of the country by way of purchasing their produced milk at a reasonable price through guaranteed market under cooperative fold and ensuring the regular supply of safe, hygienic and nutritious milk and milk products to the city dwellers at a fair price.

It has 450 primary societies with approximately 60,000 farmer-members who supply milk to the socie-

ties. The organisation extends medicare, vaccination, artificial insemination, fodder extension, arrangement of Bathans (pastureland), training, interest free loan etc. to the farmers.

BMPCUL is the central union of the primary societies and it is managed through a 9-member Managing Committee with six elected from the farmer-members including the Chairman and the Vice-Chairman and other three are nominated by the Government.

02] China

Some of the basic indicators of China are as follows: Population-1.21 billion; Land Area-9.6 million sq. km; Cultivated land-95.333 million ha; 26.3% for paddy cultivation, Per capita income-US\$ 620. The main cereal crops cultivated in China include paddy/rice, wheat, maize, millet, and sorghum. The All-China Federation of Supply and Marketing Cooperatives [ACFSMC] is the national apex of the Movement.

Agriculture occupies a dominant place in the economy. The Cooperative Movement first started in China in early 20th century, continues to progress under the All-China Federation of Supply and Marketing Cooperatives. The first cooperative was organised in 1918 followed by agricultural marketing cooperatives in cotton growing regions. Consumer cooperatives were formed in the 1920s and the first Cooperative Law was promulgated in 1935. In 1949, after the founding of the Peoples Republic of China, supply and marketing cooperatives were set up in early 1950s to assist the farmers with their input supply and output marketing and to meet their credit requirements.

The supply and marketing cooperatives of China follow a four-tier structure. 33,601 grass-root level supply and marketing cooperatives federate themselves into 2,300 county level cooperatives, which, in turn, are affiliated to the 28 SMCs at municipal and provincial levels. All the SMCs are federated into the All-China Federation of Supply and Marketing Cooperatives [ACFSMC]. The ACFSMC was formed in 1954 and became a member of the ICA in 1985. As the representative national apex of the Cooperative Movement, the ACFSMC is responsible for the cooperative reform programme, development strategy, policy coordination, management and protection of interests of SMCs. The ACFSMC coordinates and harmonises actively the relations between the SMCs and other government departments and helps the SMCs across the country to promote foreign trade and technical exchanges with foreign countries.

The SMCs boast an extensive network of 700,000 business units, with a membership of 80% of the Chinese farmers. 0.16 billion farmer-member households as shareholders with a total capital base of 10 billion yuan. The ACFSMC has more than 16,392 industrial enterprises for value addition purposes and about a million employees with a total output of 83.5 billion yuan. 80% of output value comes from agro-processing.

[03] India

Some of the basic indicators are as follows: Population-1.027 billion; Land area-328.73 million ha; Cultivated area-189.54 million ha; Share of agriculture in GDP-26%; Average land holding-1.5 to 2 ha; Total number of cooperatives of all type-528, 249; Membership-228.767 million; Per capita Income-US\$ 340. Major products include rice, wheat, sorghum, maize, coarse pulses, pulses, oilseeds, cotton, jute, sugarcane and horticultural crops.

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 movement in 1904, it has now branched off into several specialised sectors such as marketing, international trade, agro-processing, fertiliser production and supply, production of heavy machinery, housing, consumer, fisheries etc. Agriculture is the strongest segment of the cooperative sector. Co-operatives cover 99.5% of all villages in the country and rural household coverage of 96%.

Most of the cooperatives are vertically integrated through their respective specialised federations or unions at the district, state and national levels. Twenty-one national level specialised federations 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 and also has membership within the ICA. Primary cooperatives are affiliated to the district level unions/federations, which, in turn, are federated into 353 State level unions/federations.

Agro-processing activities are undertaken by 244 cooperative sugar factories covering 60.5% of sugar produced in the country, 70,188 dairy cooperatives federating themselves into unions, 138 oil seed cooperatives, rubber, horticultural cooperatives and others such as rice and other mills. Value-adding co-operatives are agro-processing units providing infrastructure for the benefit of farmers. The principal segments of these are: sugar cooperatives, dairy cooperative, rubber cooperatives, oil seeds co-operatives, horticultural cooperatives and fertiliser cooperatives.

The National Agricultural Cooperative Marketing Federation of India [NAFED-India] is the apex body of marketing cooperatives in the country. 5,923 primary marketing societies and 27 state level cooperative marketing federations are affiliated to NAFED. NAFED serves its member-organisations and through them farmer-members of cooperative societies through its 34 branch offices including Agro-Service Centres and Industrial Units. Through its wide network NAFED ensures an effective interface for stabilising market prices, price support operations of various oil-seeds and pulses, and market intervention activities of perishables like onion, potato, ginger, pineapple, grapes and citrus fruits. In conjunction with public sector corporations like the Food Corporation of India, Cotton Corporation of India marketing cooperatives helps ensure proper and effective procurement of commodities from farmers at remunerative prices.

NAFED's internal trade was Rs. 9040 million and export trade amounted to Rs.1730 million in 2000-2001 NAFED exports commodities like onions, potatoes, garlic, kino, grapes and other fruits, and niger-seed and imports pulses, fertilisers and supports the government by importing essential commodities as and when required. The NAFED is continuously endeavouring to diversify its activities and in setting up of value adding activities in the fields of processing etc.

The Karnataka State Cooperative Apex Bank Ltd., was established in 1915 with initial owned funds of Rs. 0.54 lakhs, deposit of Rs.1.54 lakhs and working capital of Rs.1.80 lakhs. Today it has 28 branches in Bangalore city with Rs.137.78 crores of owned funds and Rs.1289.18 crores of deposits and 75 members consisting of DCC Banks, Urban Cooperative Banks and State Government and State level institutions. The management of the Bank vests in a Board of Directors consisting of 24 members. The principal objectives of the Bank are: financing short-term (agriculture) loans for marketing of crops and advancing medium-term loans for development of agricultural infrastructure such as lift irrigation, dairy, poultry, plantation, gobar gas etc. It also advances working capital loans to state level co-operatives like MARKFED, KCCF and to national co-operatives such as IFFCO, KRIBHCO etc.

[04] Indonesia

Some of the basic indicators of Indonesia have been as follows: Population-204 million, Total Land Area-100 million ha, Total Cultivable land- approximately 70 million ha. Per capita income-US\$ 500; Total number of co-operatives – 99,765; Total co-operative. Membership- 22,977,000. Main crops of Indonesia are: paddy, palm oil, rubber, coconut, cocoa, coffee, tea, sugar cane, 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 9,767 Village Unit Coop [KUDs] and 89,998 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 27 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 Institute of Cooperative Management [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], establishes the programme to strengthen member participation. 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. LAPENKOP exist not only at national level but also at province and district level. The establishment of LAPENKOP at province and district levels is carried out gradually according to the needs, capacity, and demands from the province or district.

[05] Myanmar

Some of the basic indicators of the Union of Myanmar are as follows: Total population-47.25 million; Total land area-60.99 million hectare; Total cultivable land-8.73million ha; Total number of cooperatives-18099; Total co-operative membership-2.6 million; Per Capita Income-US\$ 267. Main crops of the country include-: paddy wheat, cotton, sugarcane, beans and pulses.

The Co-operative Movement in Myanmar was introduced in 1904 in accordance with the Indian Cooperative Societies' Act. The first agricultural credit cooperative was registered in January 1905. After independence in 1948, two cooperative laws were enacted in 1956 and 1970 respectively. The 1970 cooperative law was amended in December 1992 in line with the new market-oriented economic policies of the country. The new law promulgates a four-tier system, with the primaries at the grass root level, the syndicate at the secondary level, union sat the tertiary level and the Central Co-operative Society [CCS] at the apex.

The CCS is the national spokesman organisation of the Cooperative Movement and has been a member of the ICA since 1993. The CCS is engaged in business and cooperative promotional activities. CCS also carries out cooperative education and training activities in collaboration with the Department of Cooperative Development. The primaries are multipurpose in character and provide credit, input supply and marketing of member's produce in addition to allied services. Owning and operating processing facilities like rice mills, oil expellers, condensed milk manufacturing, salt plants, textile mills and other workshops, do value adding. Rice and rice products, beans and pulses, maize etc are exported and fertiliser, machineries and other consumer food etc. are imported.

The Mya-Thitsar Agricultural Co-operative Ltd., has its area of operation is in Alebo Village in Magwe Township. This village is in the south and 37 miles far away from Magwe Township. In Magwe Township, there are 146 all types of co-operative societies, including primary agricultural co-operative societies (22) and one agricultural co-operative syndicate. The Society was formed with 18 members and they cultivate 290 acres of land. The general meeting is the supreme body and it lays down the guidelines for the society and its members. The main crops grown are sesame, groundnuts, pigeon peas and green beans. There are also livestock breeding in the village.

[06] Nepal

Total population of Nepal is: 23.21 million; Land Area 147181 sq .km; Per capita income US\$ 244; Rural Population-85%; 81% people involved in agriculture and contributes 40% to national GDP; Economic Growth Rate-6%; Main crops of the country: paddy, maize, wheat, barley; about 38% of the

population live below the poverty line Ecologically, the country is divided into three regions-mountain, hill and terai. The mountain area covers 15% of the total area, hills covers 62% and the terai region covers 23%.

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, 56 District Level Co-operative Unions and 6 Single Purpose Primary Co-operative Societies. It represents 5,671 primary cooperative societies operating throughout the Kingdom of Nepal with approximately 1.3 million members.

The NCF is also engaged in business activities. In order to meet the growing demand for farm inputs, especially fertiliser and seeds, the Federation has entered into agreement with the IFFCO in India for the supply of chemical fertilisers. The Federation has been trying to re-energise its constituents, the district level cooperative unions to undertake more and more of business activities rather than limiting themselves to member education programmes.

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

The District Cooperative Union Ltd., Kaski, Pokhara, is a multipurpose cooperative union, established in 1969 with 29 members from different sector. There are 1 District Milk Processing Union of Multipurpose Co-operative Societies, 16 Dairy Co-operative Societies, 4 Savings and Credit Societies and 1 Women's Multipurpose Society. It undertakes promotional and business activities to support member organisations and cooperative farmer members. The total business turnover of DCU in 1999-2000 was Rs.10 million only.

[07] Pakistan

Total Population 137.500 million; Total area: 796,095 sq. km; Cultivable land 21.59 million hectares; irrigated 12.68 million hectares, wasteland 8.91 million hectares; Per capita income US\$ 443; agriculture contributes 25% of GDP; main crops are wheat, rice, cotton, sugarcane, maize and oilseeds.

As of 2000, Pakistan had 66,178 cooperatives, out of which 46,615 were agricultural cooperatives. The total membership of the cooperatives was 3,532,995 members. Administratively the cooperatives are affiliated to the secondary federations at district level, then to the provincial level federations and at the national level to the National Cooperative Union of Pakistan, which is the spokesman organisation for the entire Cooperative Movement, and a member of the ICA.

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

[08] The Philippines

Some of the basic indicators of the Philippines are as follows: Total population-76.5 million, Total land area-300, 000 sq.km; Total coast area-34, 600 kilometres; Total cultivable land-9.2 million hectares; Per capita income-US\$ 1,050. Share of agriculture in GDP-21%; Main crops include rice, corn, coconut, sugarcane, banana, pineapple, coffee, mango, tobacco, abaca, rubber, cacao fiber, root crops, spices, fruit bearing and vegetables.

The Philippines, comprising 7,100 islands and islets with three main islands of Luzon, Visayas and Mindanao, is principally an agricultural country. 47% of its 76 million population is highly dependent on agriculture. Agricultural production in the country suffers every year due to typhoons.

Cooperatives in the Philippines cater to diverse needs of its membership., i.e. credit, consumer, marketing, services etc. and mostly are multipurpose in character. The new Cooperative Societies Act, [RA 6938], enacted in 1990, has made the cooperatives free from government interference and paved the way for a smooth and proper democratic development of the movement. As of September 2001, the total number of 59,566 was registered co-operatives comprising of all types of co-operatives, of which 32,912 were registered as agricultural co-operatives and 26,654 for non-agri co-operatives.

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

The Bontoc Multipurpose Cooperative (BCCI) started its operation on November 1, 1979. It was registered with the Ministry of Agriculture (Region VIII) on September 18, 1986. Since the start of operation in November 1979 to July 1992, services offered was pure lending on a P300.00 loan ceiling at the rate of 1% interest a month or 12% a year. Loans come in the form of productive, providential and supervised loans. The mission and objectives of the co-operatives are to promote cooperative as a way of life; to promote entrepreneurship and increase capital, savings through provision of income generating projects and; to train members and officers to become responsive to the development needs of the community.

The Nueva Vizcaya Alay-Kapwa Multipurpose Cooperative (NVAKMPCO) was organised on June 28, 1975 as Alay Kapwa Organisation and was registered with the Bureau of Cooperative as Nueva Vizcaya Alay Kapwa Credit Cooperative on March 1, 1982. It was converted into a multi-purpose cooperative on April 28, 1993. From being a Credit Cooperative, it ventured into other income generating activities such as Agri-Trading – dealer of different fertilisers, pesticides, veterinary medicines and feeds. As a lending institution, loans are granted to farmer-members for their agricultural expenses and lending them agricultural inputs at a minimal cost. The coop also provides information on farming technologies through training and providing them technical assistance wherein the coop services as conduit of government agencies.

[09] Sri Lanka

Some of the basic indicators of Sri Lanka are as follows: Total population-193.4 million; Total land area-65610 sq.km; Average land holding is 1.35 ha; Contribution of agriculture to GDP 19.7% in 2000; Per capita income \$856. Total number of cooperatives 11,849; Total co-operative membership 5.65 million.

Agriculture is the most important sector of Sri Lankan economy. It gives employment to at least 50% of the economical active population with high degree of subsistence farming, provide about 20% of GDP and account for roughly 40% of countries exports. 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.

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

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

The Wayamba Cooperative Rural Bank Union Ltd. was established on 16th February 1994 as a secondary level cooperative financial institution. The area of operation is North Western Province; one of the 8th Provinces of Sri Lanka and its head office is in the city of Kurunegala, which is the capital of the province. There are 50 large-scale registered cooperative societies of coconut producers', dairy farmers and animal husbandry within the area of operation holding membership. The Board of Directors of the Union consists of 9 members (with 3 appointed by the Commissioner) who are responsible for policy-making and management. The main objective of the Union is to promote socio-economic and cultural requirements of its members.

The Coconut Triangle Milk Producers' Cooperative Union Ltd. (CTMU), established in 1978 with the aid of the World Bank in collaboration with the National Livestock Board of Sri Lanka, is the biggest milk collector in the coconut triangle of Sri Lanka. Its main objectives are: establishing a consistently reasonable price for milk and providing necessary inputs such as feed, medicine and other accessories at a subsidised price. It has 150 primary co-operatives, both registered and unregistered, at farmer level as its members. There are more than 12000 dairy farmers and it is about 80% of the total dairy farmers of the coconut triangle. The total milk collection per day is 15000 litres, out of which 30% goes to value added product processing. The CTMU plans to launch a project named "Milk Heritage" in order to uplift the living standards of the farmers by helping them to produce other agricultural products.

[10] Thailand

Some of the basic indicators of Thailand are as follows: Population: 614 million; Land Area: 513,115 sq. kms; Share of agriculture in GDP-11%; First Cooperative Act 1928; Total number of Cooperatives: 10,332; Total number of members: 6.6 million households; Newly revised Cooperative Societies Act in 1999.

The Cooperative League of Thailand [CLT] was established under the present Cooperative Society Act of Thailand which was enacted on 7 June 1968, The Act proclaimed that there shall be an institution called the "Cooperative League of Thailand" consisting of members which are cooperative socie-

ties throughout the Kingdom without sharing profit of income. The League has affiliates of 5,610 primary co-operatives with its membership of 8,086,263 household. The total population of Thailand is 61 million. The CLT represents as a national apex of the Cooperative Movement. It is only organisation dedicated entirely and exclusively to the promotion of Cooperative Movement activities in the country.

The CLT is governed by the general meeting, which is composed of representatives from all types of cooperatives in the country. The number of Board of Directors is 46 persons of which 41 persons are elected and Minister appoints five persons for Agriculture and Cooperatives. The term of office is 2 years. The Board appoints a person whom it deems fit as its Director. The Director is an ex-officio and the term of office is four years. The organisational structure is comprised of Administrative Division, Finance Division, Planning Division, Cooperative Training Institute and Cooperative Training Centre. At present, there are 74 staff including the Executive Director.

The National Co-operative Development Board (NCDB) has been recently 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.

The Co-operatives Promotion Department in the Ministry of Agriculture is responsible for the promotion of cooperatives and their business development. The Cooperative Federation of Thailand is the marketing and supply organisation which promotes the business of agricultural cooperatives in the country.

[11] Vietnam

Some of the basic indicators of Vietnam are as follows: Total population-79.93 million; Total land area-325, 360 sq. km; Share of agriculture in GDP-21.10%; Total cooperatives-14, 841; Total membership-8.2 million; Per capita income-US\$ 397. Main agricultural products include, rice, soya, peanut, sugar, mung pulses, silk, jute, fresh tea, rubber, tobacco and cotton.

The agricultural sector plays an important role in contributing to economic growth in Vietnam. Total irrigated land is 18,600 square km. 80% of population is living and working in rural areas. Paddy is the main commodity and the country has been able to achieve an export surplus of 2 million tons yearly. Other main crops include maize, sweet potatoes, cassava, potatoes, soybean, peanuts, rubber and fruits and vegetables.

The co-operative enterprises at the primary level are affiliated to the district unions which, in turn, federate into provincial unions. At the national level all cooperatives federate into the Vietnam Cooperatives Alliance [VCA], which is a non-governmental social, economic organisation and an apex organisation of Vietnam Co-operative Movement. It is organised at the central and provincial levels. The co-operative alliance has been established in all 61 provinces and cities throughout Vietnam. It is a member of the ICA. As the apex organisation, the VCA represents the Movement in national and international fora.

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 Non-State Economic Development Centre under VCA.

Many joint ventures between cooperatives and private trade, between cooperatives and multinationals from other countries have been established for manufacture of a variety of products both for domestic consumption and export. With the restructuring programmes announced by the government, the cooperatives, under the leadership of the VCA, are expected to play an important role to strengthen the economy of farmer-members.

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 Regional Office for Asia and the Pacific [ICA ROAP], 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
- Haryana Agricultural University Regional Research Centre, Bawal. Dist. Riwari. Haryana
- Beedawas Village [IFFCO-adopted village] in District Gurgaon, Haryana

Study visits in Gujarat State

- Institute of Rural Management [IRMA], Anand, Gujarat
- National Dairy Development Board [NDDB-India], Anand, Gujarat
- AMUL Dairy [Anand Milk 'Cooperative' Union Limited], Anand, Gujarat
- Dairy Museum at AMUL, Anand, Gujarat
- Tribhuvandas Foundation for Rural Development, Anand, Gujarat
- Mother Dairy Plant at Gandhinagar, Gujarat
- IFFCO Production Unit at Kalol, Gujarat
- CORDET [Cooperative Rural Development Trust] at Kalol, Gujarat
- Dudhsagar Dairy: Mehsana Dist Milk Producers' Cooperative Union Ltd., Mehsana, Gujarat
- Krishak Bharati Cooperative Ltd., KRIBHCO Fertiliser Plant at Hajira, Surat. Gujarat
- Sugar Cooperative Society, Bardoli

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

04 Comparative Field Study Visits in Sri Lanka

The comparative field study visits in Sri Lanka were arranged to primary level cooperative organisations, agricultural cooperative and other cooperative institutions in Colombo, Galle, Ratnapura, Kandy and Kurunegala. The National Cooperative Council of Sri Lanka arranged the field visit. The participants visited the following institutions in Sri Lanka during the period February 25-March 3, 2002:

- National Cooperative Council of Sri Lanka (NCC-SL)
- Kotapola Multipurpose Cooperative Society
- Galle Cooperative Development Office
- Morawakkorala Tea Producers' Cooperative Society
- Cooperative Rural Banks Union, Ratnapura

- National Institute of Cooperative Development, Polgolla
- Cooperative Rural Banks Union, Kurunegala
- Coconut Triangle Milk Producers' Cooperative Societies Union Ltd.
- Dunagaha Coconut Producers' Cooperative Society Ltd.
- Cooperative Marketing Federation of Sri Lanka

During their field visits in Sri Lanka the participants were able to interact with the senior level cooperative officials, leaders, managers and members of multipurpose and other cooperative institutions.

The National Cooperative Council of Sri Lanka [NCC-SL]: is the apex cooperative organisation and is an umbrella organisation of the entire Movement. It participates in discussions with the government on cooperative policies and programmes. 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, offers diploma and certificate courses, both long-term and short-term both to cooperative employees and officials of the department.

SECTION-IV

MANAGEMENT LEADERSHIP DEVELOPMENT MODULE

The IRMA Segment: January 20-February 23, 2002

The Management Module of the Sixteenth 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. IRMA, established in 1979, by the National Dairy Development Board [NDDB], provides management training and research support to the co-operatives engaged in dairy business.

The IRMA was selected by the ICA because of its rural and cooperative development environment 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. The chronology of the eight [08] ICA Management Courses held at IRMA is as follows:

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

01 Inaugural Session

The ICA-IRMA module was conducted at the Institute of Rural Management, Anand, from January 20-February 22, 2002. Prof. Katar Singh, Director of IRMA, formally inaugurated the Management Module on 21 January 2002. He welcomed the participants and Mr. Prem Kumar and thanked the ICA for assigning IRMA the responsibility for conducting the management modules. He mentioned that the IRMA had already conducted seven programmes of this type and his faculty members and the Institute by itself had gained a lot of experience by interacting with international participants. He was happy that the ICA has been providing training opportunities to the managers of agricultural co-operatives in the Region and at the same time making use of the IRMA and its experiences. 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. Dr Katar Singh 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.

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

02 Teaching Modules/Faculty

The programme was segmented into teaching modules, which were handled by designated faculty members under the leadership of Prof. Haribandhu Panda. Prof. G. Krishnamurthi, Prof. K.V. Raju, Prof. Shailesh Gandhi, Prof. Shiladitya Roy, Prof. Sukhpal Singh, Prof. S.N. Biswas, Prof. L.K. Vaswani, Prof. K.P. Reddy, Prof. Nirlesh Kothari, consisted the faculty team. Prof. P.J. Modi and his colleagues helped the participants in the computer-training programme.

03 Detailed Module Designs

The module at IRMA consisted of segments, which aim at improving the capabilities and capacities 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] Preparation of Agricultural and Agro-Industrial Project Proposals; [02] Financial Accounting and Costing; [03] Financial Management; [04] Marketing Management; [05] Retailing and Supply Chain Management; [06] Integrated Cooperative Systems; [07] Individual Group Behaviour; [08] Human Resource Development; [09] MIS and E-Business; [10] Livelihood Security; [11] Quality Management; [12] Strategic Management; [13] Computer Awareness; and [14] Comparative field study visits to primary, secondary and national level cooperative institutions.

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

TOPIC-01

Preparation of Agricultural and Agro-industrial Project Proposals

[Prof. G. Krishnamurthi]

Definition of a development project as given by the World Bank: "A project, ideally, consists of an optimum set of investment-oriented actions, based on comprehensive and coherent sector planning, by means of which a defined combination of human and material resources is expected to cause a determined amount of economic and social development. The components of a project must be precisely defined as to character, location and time. Both the resources required – in the form of finance, materials and manpower – and the general benefits – such as cost savings, increased production and institutional development – are estimated in advance. Costs and benefits are calculated in financial and economic terms or defined [if quantification is not possible] with sufficient precision to permit a reasoned judgement to be made as to the optimum set of actions."

The Birth of Projects: Projects have been a part and parcel of human beings since time immemorial and will continue to be so, as long as the human race exists. The very first projects of the human being were probably the successful attempts by the earliest inhabitants of earth to fulfil their basic needs of hunger, thirst, clothing, and shelter. As civilisation developed, projects became more complex and formalised, with the concomitant need for elaborate planning.

Management of Projects: The growing concern of economists for effective utilisation of the resources [human as well as non-human] led to the development of a host of tools and techniques for comparison of investments with benefits; this, in turn, made possible the project format.

Programmes versus Projects: Difference between programmes and projects: A programme is simply a collection of several inter-related projects; and each project in a programme has its own objectives and contributes to the objectives of the programme. In other words, projects are simply manageable components of a programme, so arranged as to meet the objectives of the programme.

Types of Projects: Projects may be classified into different types depending upon their nature, size of investment, purpose, and objectives, etc. **Classification of Projects:** In a similar way, depending upon the size, level of investment and risk, projects can be classified as: Experimental/ R&D/Technology Development Projects; Pilot Projects; Demonstration Projects; Full-scale Production/ Commercial Projects.

Characteristics of Projects: A project is characterised by the following features: Clear and specific objectives; Uniqueness of scope of endeavour, meaning that a project is different and distinct from all similar endeavours; Initial investment; Benefits spread over the duration of the project; Specific dates of start and completion for construction/creation of productive assets/facilities; Several interdependent and independent activities, each of which has its own schedules for start and completion, and con-

sumes time and other resources; Conflicts arising from uniqueness of projects. **Project Life Cycle:** Broadly speaking, any project/programme may be considered to pass through *four distinct and identifiable stages/phases* in its life: Project/programme identification phase; Project/programme definition phase; Project/programme execution phase; Benefits realisation phase. All the four phases of a project are important and significant, as the completion of every phase leads to some tangible outputs and heralds the start of the following phase.

Project Identification: The first and foremost task of any entrepreneur/investor/social worker is the identification of a worthwhile project. In the case of agricultural projects, it is a combination of the demand for a particular agricultural commodity and the availability of factors capable of meeting the demand for that particular commodity that dictate the project choice. Projects originate from various sources e.g., from the people, entrepreneurs, governments, international agencies, and governmental and non-governmental organisations.

Project Feasibility Report - An Introduction to Preparation and Data Requirement: A project should be: technically, commercially, financially, economically, socially, culturally and legally viable; implementable; and bankable. The formats are context-based; that is, the formats for the project proposals depend upon the nature of the projects, the kind of assistance sought, the project location, the kind of operations the financial institution or funding agency is involved in, etc. Some people use a simpler format [see **Figure-A**].

Suggested Steps in Project Preparation: As a normal practice, project preparation follows the steps as are enumerated hereunder: [01] Generation of ideas; [02] Initial screening of ideas; [03] Preliminary feasibility of selected idea [s]; [04] Plan for feasibility analysis; [05] Market analysis; [06] Technical analysis; [07] Procurement analysis; [08] Financial analysis; [09] Economic analysis; [10] Ecological analysis; [11] Study of feasibility from other considerations such as political, cultural, social angles; [12] Preliminary implementation plan, including plans for creation of organisation, management structure, training of personnel, construction and initiating operation of facilities; [13] Identification of risk factors and evaluation of risk; [14] Evaluation of feasibility; and [15] Preparation of funding proposal.

Data for Project Preparation: The preparation of projects is a highly dynamic and reiterative exercise, which calls for continuous collection of a large amount of data and fitting the data into the project format. **Project implementation planning** is not only demanding but also a critical phase of project management. It can be explained through a *network*, which is a good aid to implement various activities, availability of funds, and control the timeframe. The network consists of: charts, graphs and other illustrations like Gantt chart, Critical Activity Path, PERT, CPM etc.

Figure-A

A BRIEF ON PROJECT FORMULATION

CHARACTERISTICS OF A PROJECT

- 01 A start and a finish
- 02 A time frame for completion
- 03 A unique one-timeness
- 04 An involvement of several people on an ad hoc basis
- 05 A limited set of resources
- 06 A sequencing of activities and phases

HOW TO MANAGE PROJECTS TO A SUCCESSFUL COMPLETION

- 01 Bottomline of project management
- 02 Completion on time, within the budget and according to desired quality standards
- 03 Effective project managers
- 04 Take the time necessary to plan their projects and to manage that plan well
- 05 Involve a large number of people in the planning process
- 06 Know when to stop planning and when to move into action
- 07 Employ their power to lead the project towards completion

RULES FOR MANAGING PROJECTS

- 01 Set a clear project goal
- 02 Determine the project objectives
- 03 Establish checkpoints, activities, relationships and time estimates
- 04 Draw a picture of the project schedule
- 05 Direct people individually and as a project team
- 06 Reinforce the commitment and excitement of the project team
- 07 Keep everyone connected with the project informed
- 08 Build agreements that vitalise team members
- 09 Empower yourself and others on the project team
- 10 Encourage risk-taking and creativity

GOALS HAVE TO BE

- 01 Clear
- 02 SMART [Specific, Measurable, Agreed Upon, Realistic and Time-Framed]
- 03 Communicated to all team members
- 04 Kept constantly in front of people

OBJECTIVES NEED TO BE

- 01 SMART
- 02 More narrowly defined
- 03 Related to overall goal
- 04 Linked to rewards for achieving goal

GOOD PROJECT MANAGERS DEFINE

- 01 Checkpoints to mark project progress
- 02 Activities that get the project done
- 03 Relationships among activities
- 04 Time estimates for each activity schedule

[Material extracted from W. Alan Randolph & Barry Z. Posner's "Effective Project Planning and Management - Getting the Job Done" Prentice-Hall of India Private Limited, New Delhi.]

TOPIC-02

Financial Accounting and Costing

[Prof. Shailesh Gandhi]

"Accounting is an art of recording, classifying, and summarising in a significant manner and in terms of money, transactions and events which are, in part at least, of a financial character and interpreting the results thereof." A close scrutiny of this definition reveals that: [1] There are certain users of accounts who need economic information; [2] Accounting data should be relevant to aid decision making of the users of accounts; and [3] Transactions and events are measured and relevant data are processed and communicated to the users of accounts through accounting. The final function of accounting is the interpretation of the summarised data in such a manner that the end user can make meaningful judgement of financial condition or the profitability of business operations or can use the data in preparing future plans and laying down policies to execute such plans.

Distinction between Book-keeping and Accounting: The terms 'book-keeping' and 'accounting' are often used synonymously because the distinction between the two is very thin. In fact, bookkeeping is complementary in accounting process. Where 'book-keeping' is a systematic recording of financial and economic transactions, 'accounting' is the analysis and interpretation of bookkeeping records.

Advantages of Accounting: Innumerable monetary transactions occur in the business organisations: [i] Accounting keeps systematic records of such transactions and summarises them through entries in the various accounts; [ii] The State of the financial health of the organisation can be monitored through the preparation of the statements such as the Profit and Loss Statement [or Income Statement] and the Balance Sheet. While the Profit and Loss Statement provides information on the income generated

during a specified period, the Balance Sheet lists the assets owned and the amount owed as on a specified date. Both statements draw the information only from the accounting records; [iii] When monies are borrowed from banks and financial institutions, the financial data required by these lenders can be provided only through a sound accounting system; and [iv] Calculation of tax liabilities is facilitated by a good accounting system.

Financial Accounting, Cost Accounting and Management Accounting: Accounting is generally classified into *three different disciplines* as follows: *Financial Accounting* - It deals with preparation of Trial Balance, Profit and Loss Account and Balance Sheet. It shows the amount of profit earned or loss incurred during a period; *Cost Accounting* - It shows classification and analysis of costs on the basis of functions, processes, centres etc. It also deals with cost computation, cost saving, cost reduction, cost control etc.; and *Management Accounting* - It deals with the processing of data generated in financial accounting and cost accounting for managerial decision-making. It also deals with application of managerial economic concepts for decision-making.

Financial Statements: Typically, the major financial statements which results from the process of accounting are: Profit and Loss Statement; Balance Sheet; and, Funds Flow Statement. A Profit and Loss Statement depicting how the profits or losses come about in a certain periods. A Balance Sheet is a statement of what an organisation owes and what it owns at a given point of time. A Funds Flow Statement is a statement of resources from which funds or cash were raised and the uses to which this funds or cash were put during a certain period. **The Balance Sheet:** A statement, which states out the financial condition of a business enterprise, is known as the Balance Sheet.

Balance Sheet – Some Basic Concepts: The basic accounting concepts which guide the formulation of generally-accepted accounting principles in relation to balance sheet may be summarised as: [i] Business entity concept; [ii] Going concern concept; [iii] Monetary unit concept; [iv] Cost concept; [v] Conservatism concept; and [vi] Accounting equivalence concept.

The Profit and Loss Statement: The profit and loss statement enables one to ascertain whether the business operations have been profitable or not during that particular period. The important distinction between the Balance Sheet and income statement is that the Balance Sheet is on a particular date while the income statement is for a period - usually one-year.

Books of Accounts: A business organisation maintains *three important books of accounts*, namely: **Cash Book** - To record cash receipts and payments including receipts and payments through a bank. A separate cash book is kept to record petty expenses. The petty cash book is recorded by imprest system; **Journal** - To record non-cash transactions like credit sales, credit purchases, sales returns, purchase returns, year-end adjustments, if any; and, **Ledger** - The Ledger contains a classified summary of all transactions recorded in cash book and journal. A ledger is not an independent record. The transactions recorded in a ledger are derived from either cash book or journal. **Preparation of Financial Statements, Profit & Loss Account:** From a given Trial Balance a Trading and Profit and Loss Account can be prepared to determine the profit or loss made by a business organisation during a particular period. At the time of preparation of Profit and Loss account, the following points may be kept in mind: All expenses are debited to Profit and Loss account; All incomes are credited to Profit and Loss account; In addition to treating the incomes and expenses found in the Trial Balance, we may have to give special treatment to certain 'Adjustments' also; and the profit is credited to Reserves account. If there is net loss, it is debited to Reserves account in the Balance Sheet, in the case of companies and in the case of sole trader and partnership, the net profit is credited to capital account and net loss is debited to capital account.

Capital and Revenue Expenditure: Capital Expenditure: Capital expenditure refers to expenditure the benefit of which is not fully derived in one year but spread over several periods. **Revenue Expenditure:** It is expenditure incurred and the benefit of which is derived in the year in which the expenditure was incurred. **Financial Ratios:** To evaluate a firm's financial condition and performance, the

financial analyst needs to perform “checkups” on various aspects of a firm’s financial ratio, or index, which relates two pieces of financial data by dividing one quantity by the other. **Types of Ratios:** The commonly used financial ratios are of essentially two kinds. The first kind summarizes some aspect of the firm’s “financial condition” at point in time – the point at which a balance sheet has been prepared. The second kind of ratio summarizes some aspect of a firm’s performance over a period of time, usually a year. These ratios are called either *Income Statement or Income Statement/Balance Sheet Ratios*.

TOPIC-03

Financial Management

[Prof. Shiladitya Roy]

Working Capital Management: *There are two concepts of working capital: gross working capital and net working capital. Gross working capital is the total of all current assets. Net working capital is the difference between current assets and current liabilities. Working capital management is a significant facet of financial management. Financial managers spend a great deal of time on working capital management. In the management of working capital, two characteristics of current assets must be borne in mind (i) short life span, and (ii) swift transformation into other asset forms. The working capital needs of a firm are influenced by numerous factors. The important ones are (I) nature of business, (ii) seasonal operations, (iii) production policy, (iv) market conditions, and (v) conditions of supply.*

An important working capital policy decision is concerned with the level of investment in current assets. Determining the optimal level of current assets involves a trade-off between costs that rise with current assets and costs that fall with current assets. The former is referred to as carrying costs and the latter as shortage costs.

Project Evaluation: The following are the different financial methods of evaluating projects involving Capital Investment: Pay back; Accounting Rate of Return [ARR]; Net Present Value [NPV]; Internal Rate of Return [IRR]. Of these, the NPV and IRR methods have gained maximum acceptance, as these take into account the time-value of money through a process of compounding/discounting of the cash flows. Because of this, the NPV and IRR methods are referred to as Discounted Cash Flow [DCF] techniques. **Time-Value of Money:** The principle of the time-value of money is that a certain sum of money today is not worth the same as in the future and vice versa. A certain sum of money available today can be invested to earn interest or return over the ensuing period. **Net Present Value:** The NPV method consists of discounting all future cash flows to the present value by means of some appropriate rate of interest. The rate of interest to be used should reflect the minimum rate of return, which is acceptable to the organisation for a given investment. The quantitative data required to carry out this method are: the initial cost of the project; the cost of supplying the capital required or the minimum rate of return acceptable; the value of the future cash flow in each period; the life of the project; and the discount factors. The computation is carried out as follows: [i] Calculate the present value of each year’s net cash flow by multiplying the projected cash flow by the appropriate discount factor; and [ii] Add the computations and arrive at the single figure of net cash flows in present value.

The Internal Rate of Return [IRR]: The Internal Rate of Return is an alternative approach used in making investment decisions, which also takes into account the time value of money. The IRR represents the return [in present terms] earned on an investment over its economic life. It is defined as that interest rate which, when applied to the cash flows generated by an investment, will equate the present value of the cash inflows to the present value of the cash outflows. In other words, it is the discount rate which will cause the NPV of an investment to be zero.

Relevant Cash Flows: For applying the Discounted Cash Flow [DCF] techniques, obviously the first step would be to identify the relevant cash flows which would be subject to discounting. Costs would be the cash outflows and benefits the cash inflows, which would need to be drawn up.

TOPIC-04

Marketing Management

[Prof. Sukhpal Singh]

Scope of a Marketing Organisation: A marketing organisation is more than a sales agency, and typically performs an array of functions involved in reaching a product from the producing point to the consuming point, whether raw, semi-processed, or processed. Cooperatives have been argued to be one of the best systems in agricultural produce marketing and processing especially in situations of market failure which obtain very often in agricultural markets and that too in agrarian economies. Cooperatives could also be organised when producer-members would like to corner a larger part of the returns associated with the value-adding process, through better coordination of supply with demand. While cooperatives perform a variety of marketing functions, they are no different from what must be performed by other types of business organisations. They are not unique in the functions they perform, but in the manner and philosophy in which they are performed.

Marketing of Agro-Food Products: it is important to point out that in international competitiveness [especially in agro-food products], low cost inputs, and more so cheap labour, is seldom a major competitive advantage. Superior product quality, design innovations, robust delivery performance, customization, and excellent after-sales service are distinctive characteristics at the firm level to gain competitive advantage.

Marketing Management Concepts: There are *five main approaches* to study marketing management. These are: the production concept; the product concept; the selling concept; the marketing concept; and the societal marketing concept. Selling and marketing are two distinct activities. Selling pertains to the needs of the seller. Marketing is not the art of selling what you make but knowing what to make. This is based on the needs of the buyers. 'Marketing management is the process of planning, executing the conception, pricing, promotion and distribution of ideas, goods and services to create exchanges that satisfy individual and organisational objectives.'-Kotler. Marketing management is done at *three levels* e.g., **Corporate** – Value system, mission, market analysis; **Business Unit** – segmentation, targeting and positioning; and **Operations** – 4Ps+Building relationships. The **4Ps of Marketing Mix** are: Product, Price, Place and Promotion. Product covers – variety, quality, design, features, brand name, packing, sizes, services, warranties and returns; Price covers – list price, discounts, allowances, payment period and credit terms; Place covers – channels, coverage, assortments, locations, inventory and transport; and Promotion covers – sales promotion, advertising, sales force, public relations and direct marketing.

Problems of Marketing: The problems of an individual firm operating in the international market are at *two levels*: pre-shipment and post-shipment. The pre-shipment problems are those of product design quality, delivery, and costs, that originate to a large extent in the agricultural production and marketing sectors, which are quite inefficient in terms of costs and deliveries. These problems demand solutions that may or may not be under the control of individual firms such as backward integration, contract farming, corporate farming, marketing and procurement arrangements, and so on. **Marketing Barriers:** Barriers to entry could be many and they differ from the ones the firms face in the domestic markets. Some of these barriers in international markets are: culture, language, nature and accessibility of distribution channels, government policy, expected global and local competition, political and economic environment, exchange rate changes, and customer switching costs.

TOPIC-05

Retailing and Supply Chain Management

[Prof. L.K. Vaswani]

Supply Chain Management (SCM) is a methodology which presents an integrated approach to resolve issues in sourcing, customer-service, demand flow and distribution. The main objective of SCM is to fulfill the demand at the right place, at the right time with the right quality at the lowest possible cost. SCM can be considered to comprise of the following key components: Sourcing Strategy, Inven-

tory Strategy, Warehousing Strategy, Transport Strategy, and Customer Satisfaction Strategy

Global competitiveness today means that the customer is supreme. Only those enterprises are going to be successful, which are able to provide goods and services to the customer in a timely and cost effective manner creating customer delight. Every link in the supply chain can add upto competitive advantage for an organisation.

Retailing: The three major changes that are occurring are: (1) Institutionalised retailing, (2) Branded retailing, and (3) Relationship marketing based retailing. Institutionalised retailing has entered India not in the form of a singular retailer or a group of retailers; it has entered in India as a systematic set up of supply chain management. In Branded retailing, the retailers have come into with private brands. The third important change is the induction of relationship marketing. In short, this means retaining and looking at customer from the viewpoint of life time value.

TOPIC-06

Integrated Cooperative Systems

[Prof. KV Raju]

[A] Technology: Production and Marketing

Key ideas: *Primitive technology – Production for immediate and local consumption – Decentralised subsistence economy – Functional specialisation – More or less simple and egalitarian distribution of value generated – Independence highly valued – Modern technology – Production for distant markets – Monetisation of economy – Centralised production – Task, activity specialisation and automation – Risk and uncertainty – Problems in distribution of value – Role of intermediation – Importance of coordination.*

What Do We Mean by Technology? Goods and services have *three types of utility*, namely, of form, of place and of time. Production or manufacture methods assist creation of form utility; transport facilities add place utility; and storage methods add time utility. Travel and communication facilitates the exchange. **Primitive Technology** i.e., technology that helps creation of form, place and time utilities only in a very limited way, essentially limits and binds people to immediate vicinity and immediate future. Primitive production based on primitive technology is thus largely for immediate and local consumption or fulfillment. There is not much possibility for exchange. **Modern Technology** i.e., technology that helps creation of form, place and time utilities in a big way, essentially liberates people from the tyranny of immediate vicinity and immediate future. Productivity assumes importance as goods and services produced must be exchanged with others and that too withstanding competition. Economies of scale and scope lead to large-scale production. With improved methods of storage and mass transport, exchange is extended to reach global level crossing regional and national boundaries.

What is the Central Problem of Sharing Value? Methods of sharing of value by dividing the value realised on exchange in the proportion of contributions made towards production of goods and services become difficult as exchange is ever extending to persons who are beyond the immediate reach of the producers in terms of space and time. Economies of scale and scope lead to large-scale production and distribution networks. The uncertainty in production and risk in marketing gets enhanced. There is always an unequal distribution of ability and willingness, both endowed and acquired, to assume risks in any group. This pushes some to negotiate for definite and fixed returns, even if less, for their contributions.

[B] Characteristics of an Agri-Business Organisation

Key ideas: *Agri-business organisation – Production orientation – Market orientation – Impact of modern storage, processing technologies towards centralisation – Problems and prospects on the way –*

Technology suggests capital intensive, centralised agricultural production – Integration with processing and marketing – Choice before farmers: Organise or be organised – Need for coordinated production integrated with processing and marketing – Question of independence and autonomous functioning.

Farmers' Organisations: To meet the challenge, farmers need to organise themselves or they will be organised by the market forces. Agricultural production technology may have some small-scale bias, but processing, storage and marketing lean towards large scale. With liberal policy framework and the need for integration, the situation would soon change. This situation gives virtually very few choices to farmers: Decentralised, independent and small scale production with uncoordinated arrangements for processing and marketing would eventually lead to – either decentralised, independent and small scale production with coordinated arrangements for processing and marketing or large scale, centralised production integrated with processing and marketing.

The '**Anand cooperative pattern**' is an example of a system with well-defined design features, which have evolved over years of experimentation. Some of these design principles are: dairy cooperatives shall not provide or guarantee cattle loans; the secretary shall be an employee of the cooperative and responsible to the board; voting rights shall only be given to those members who satisfy a certain patronage condition; milk shall be paid for at regular intervals on the basis of fat tests of each member's milk supply; unions shall be located 300-600 km from a city and not in its neighbourhood; every union shall have a powder plant; and so on.

Design Principles for Federal Cooperative Systems: The next task is then to identify and define general design principles based on the framework developed here, which would help to improve the general performance of co-operatives. *Seven main principles* emerge: [i] Patronage representativeness in the governing structure should be increased by: keeping the locus of control within the cooperative's governing structure; electing the board by an unpartitioned electorate and ensuring patronage-linked voting rights; [ii] Competitive advantages can be created and translated into superior performance by the village co-operatives through the federal system securing access to technologies inaccessible to village co-operatives; harnessing scalar economies; exploiting new markets and value-added products; building strong member-orientation; [iii] The federal body can help improve the village co-operatives' performances through high-quality supervision from the federal staff; proper orchestration of the federal operational plan with the village co-operatives' plans; and high-quality resource and organisational support from the federal body to the village co-operatives; [iv] The 'centrality; of operation and a viable volume of business are achieved by: starting with businesses central to the economies of the members; building 'positive ratchets' into the operating system; forming and nurturing dominant coalitions amongst different groups of membership; and expanding the opportunities of the members through a range of diversified services; [v] 'Selective insularity' from the local socio-political system can be built into the design of a cooperative so as to ensure high patronage cohesiveness for the governing structure, through: bye-laws discouraging party politics being incorporated into the cooperative structure; increasing the board's accountability to the patrons; continuing the cooperative education of the members and boards; [vi] High levels of patronage responsiveness within the operating system can be developed through: ensuring complete, accountability of the management and staff to the co-operative's board; designing patronage-linked compensation policies for the staff; ensuring patronage-linked voting in the election of board members; the board making high-performance demands on the operating system backed with high-performance support; and [vii] The integrity of the relationship between the cooperative and its patrons is maintained through: appropriate pricing policies that govern the economic transactions between members and the cooperative ensuring complete reciprocity between contribution and reward; and identifying and deploying appropriate technologies for the payment of members.

Factors Explaining Performance: If we were to study the performance of all the village cooperatives – weavers', dairy, oilseeds, cotton, credit, paddy, and so on – in any given district, and assume that the best performing cooperative in each category represented the design potential performance (mea-

sured in whatever terms we chose) for that category we might ask what kind of factors are likely to explain the shortfalls from the design potential. In our view, the factors that influence the performance of individual cooperative can be classified into four categories of factors: individual –related; context-specific; macro-environmental; and design factors. Different combinations of these explain performance variations at different levels. Within a federal cooperative system, for example, much of the variation in the performance of cooperatives is explained by individual-related and context-specific factors. Individual-related factors include the competence and motivation of key people involved in the management and governing of the cooperative. Most exceptional successes in cooperatives are traced to highly competent and committed leaders or managers from the federal system. Similarly, some of the performance variations within a federal system would also be explained by context-

Case studies on multipurpose co-operatives and their functions and roles in integrated cooperative activities were discussed. Participants were encouraged to make individual presentations building on the concepts they had learnt in the module. Specific emphasis was laid on whether this approach is workable in the participating countries and, if so, the commodity sectors which could be identified; the possible constraints that may be experienced in the implementation of this approach and steps needed to be taken to overcome the bottlenecks.

The participants concluded that certain level of integration is existing in their own country situations and further improvements are possible for full integration.

TOPIC-07

Individual Group Behaviour

[Prof. SN Biswas]

Perceptual Process: *Perception* helps us to understand the world around us. It is a process through which we select, organise and interpret external stimuli. Our behaviour depends on how we perceive the external environment, which may not necessarily reflect the actual reality. The manager who is aware of these differences is more likely to make decisions after careful consideration than the manager who is not aware of such differences is. There are both internal factors and external factors, which affect our selection process. The internal factors that affect our selection process are our personality make-up; our past experiences; and our motivation. On the other hand, external factors that affect our perception, which we call stimulus characteristics, are: Size of the stimulus; Intensity; Contrast; Motion; Repetition; Novelty; and Familiarity. **Principles of Perceptual Organisation:** After we select stimuli from external environment we organise them into meaningful pattern. Psychologists have discovered certain principles, which govern our organising process. These are: Figure-ground principle - This refers to our ability to distinguish 'figure' from the background. We tend to select a stimulus as 'figure', which we pay attention to; Continuity - The tendency to perceive objects in a continuous pattern; Closure - The tendency to complete an incomplete stimulus based on our past experiences; Proximity – A tendency to perceive stimuli, to be related, which are in close proximity to each other; and Similarity – A tendency to perceive similar stimuli as a common group.

Attitudes: Attitudes are likes and dislikes. Our response to an "object" is often in line with what we believe about and how we feel towards that object. Having an idea or belief about the object is the minimum condition for having an attitude with regard to it. An attitude may be understood as an idea or belief charged with emotion predisposing an individual to act in a particular way to persons, things, situations, issues, etc. **Attitudes and Behaviour:** Attitudes signify what people think of, how they feel about, and how they intend or would like to behave towards an attitude object. Social norms, peer expectations, established habits, expected consequences, and situational factors also influence one's behaviour. **Functions of Attitudes:** To live in harmony with the world, humans have to, in some contexts, control the environment and in other contexts they need to accommodate to the control of the environment. Attitudes help people to understand the world around them, to lead an adjusted life in the world, to protect their self-esteem, and to express their fundamental values. **Attitude Formation:** We learn our attitudes from direct experience with attitude objects as well as from other people. Early in life parents are the source of our attitudes. As we grow up the sources multiply.

Effective Communication: No matter what approach is adopted for changing attitudes, communication of some kind [informational, persuasive, or coercive] is always at the root of it all. While it is true that not all communication or information leads to attitude change, any attitude change requires and is related to some information about the attitude object and about the consequences of the advocated attitude. Therefore, effective communication is a must for any attempt to succeed in changing others' attitudes. Communication involves a source [*who says*], a message [*what*], a channel [*in what medium*], and an audience [*to whom*].

Motivation: Managers are mostly concerned with the motivational level of their team members. In many cases, causes of poor performance is attributed to the lower level of motivation of workers. Motivation is an energising force, which propels the individual to act towards certain direction in a persistent manner. There are *three important characteristics of motivation*: It has a direction; it energises the individual to put in effort; and, Persistence in the goal. One major duty of the managers is to channelise the employee motivation effectively towards achieving organisational goals. Managers frequently want to know what drives the individual to act in certain ways, what direction the behaviour would take and how to maintain the desired behaviour.

Executive Effectiveness: Organisations, to be effective, need executives who are able to reach their objectives. An effective executive is able to reach the desired objectives both efficiently and effectively. Some managers perform more effectively than the others under similar conditions do. This can be due to certain abilities and characteristics of the person, which are consistent with the organisational environment and the demands of the job. **Characteristics of Effective Executives:** Accurate self-assessment, Conceptualisation, Concern with relationships, Concern with impact, and Developing others.

The Art of Active Listening and 10 Steps in Being an Active Listener: Communication is effective, only when the difference between the intended message sent by the sender and the message interpreted by the receiver is minimum. In order to achieve this skill there is a need to understand the other person. One of the ways is to listen to him/her. There are various kinds of listening such as, the passive listener who is not interested in what the speaker says; then we have the fault finding listener who listens for contradictions, irrelevancies, errors and weaknesses; and there is a third type of listener who wants to understand the person in order to help him/her and establish proper communication. The listener, while listening actively, should follow 10 steps: [i] Be non-judgmental; [ii] Ask clarificatory questions; [iii] Note all verbal and non-verbal cues; [iv] Show interest in the speaker as a person; [v] Use feed back to check understanding; [vi] Be attentive; [vii] Be empathetic [viii] Be patient with the listener; [ix] Create positive listening environment; and [x] Stop talking and start listening

10 Steps to Remember in Giving Feedback: [i] Be specific and not general in feedback; [ii] Time the feedback appropriately; [iii] Check for the mood of the receiver and the situation; [iv] Give feedback on aspects that the receiver can rectify and not on aspects which are beyond the control of the receiver; [v] Feedback should be given immediately or soon after the event has taken place; [vi] Feedback should be descriptive and not evaluative in nature. [vii] It should only describe the behaviour and not judge it; [viii] Make sure that the receiver is ready to receive the feedback; [ix] Check your own motivation before giving feedback. [x] Are you serious in helping the other individual? **Steps to Remember while Receiving Feedback:** Have motivation to receive feedback; While receiving feedback be an active listener; Be non-defensive; Seek clarification time to time; When the feedback is over, think through it and decide on an action plan; Do not harbour any negative feelings towards the giver. S/he has extended her/his helping hand. Be thankful !

Working in a TEAM: Managers are required to work in a team. The work-teams in which the managers perform are usually small but are complex in their character. Some of the reasons behind people joining certain teams are: Attraction to team members - Individuals may join teams because they are simply attracted by other team members. This attractiveness may be physical attractiveness and or similarity in attitudes, personality types, needs, economic status, attitudes, perceived ability, etc.; Team activities - Individuals at times get attracted to a team for the activities they perform; Team goals -

Individuals may join teams because of the goals pursued by the team and not necessarily the activities; Occasionally individuals join teams because the membership of the group confers on them certain status.

It has been found that most of the successful teams go through a *five-stage developmental sequence*. These are: **Forming: Storming: Norming: Performing:** and **Adjourning:** Once the goals are accomplished the team dissolves. There are teams, which are created for a shorter, time-span whereas, some other teams go on forever.

An Effective Team Leader: Ensures Quality Decision-Making; Balance Between Planning and Action; Technical Competence; Flow of Ideas; Openness; Involvement and Participation; Clear sense of Direction and Purpose; **Avoids** Excessive focus on details; **Allows** Mistakes; Challenge within supportive environment; Flexibility of approach; **Develops** Review and feedback mechanisms; Listening skills; Questioning ability; Focus on task accomplishments; Ability to resolve conflicts constructively; **Shares** Information; and **Encourages** Humour.

TOPIC-08

Human Resource Development

[Prof. K.P. Reddy]

Human resource development (HRD) in the organisational context is a process by which the employees of an organisation are helped, in a continuous, planned way to: (i) acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles; (ii) develop their general capabilities as individuals and discover and exploit their own inner potentials for their own and/or organisational development purposes; and (iii) develop an organisation culture in which superior-subordinate relationships, team work, and collaboration among sub-units are strong and contribute to the professional well-being, motivation and pride of employees.

In brief, HRD is a managerial function; deals with human resources; focuses on development; operates through certain processes; uses a variety of mechanisms/instruments; is based on certain values and beliefs; and contributes to organisational development.

Role Efficacy Scale: The performance of people working in an organisation depends on their own potential effectiveness, their technical competence, their managerial skills and experience, and the design of the roles they perform in the organisation. It is the integration of individuals and their roles that ensures their effectiveness in the organisation. Role efficacy can be seen as the psychological factor underlying role effectiveness.

Dimensions of Role Efficacy: Role efficacy has ten dimensions: Centrality vs. Peripherality; Integration vs. Distance; Proactivity vs. Reactivity; Creativity vs. Routinism; Linkage vs. Isolation; Helping vs. Hostility; Superordination vs. Deprivation; Influence vs. Powerlessness; Growth vs. Stagnation; and Confrontation vs. Avoidance.

360-Degree Performance Appraisal: Using 360-degree appraisals provides a broader view of the employee's performance. The most obvious benefit of the 360-degree appraisal is its ability to corral a range of customer feedback. It provides formalized communication links between employees and their customers. It makes the employee much more accountable to his or her various internal and external customers.

Key steps to effectively implement 360-degree appraisals are: (1) top management communicates goals and need for the 360 appraisal, (2) a team of employees and managers should participate in the development of the appraisal criteria and process, (3) train employees on giving and receiving constructive feedback, (4) instruct employees on the nature of the 360-appraisal instrument and process, (5) pilot test the appraisal first in one part of the company, (6) continually reinforce the goals of the 360-degree appraisal and be ready to change the process when needed.

Performance Analysis: Performance analysis is an important component of development oriented performance appraisal system in an organisation. It is aimed at reducing the subjectivity involved in performance ratings of an appraisee. Formal performance analysis is generally done at the time of annual performance review.

TOPIC-09

MIS and E-Business

[Prof. Nirlesh Kothari]

This course discusses the roles of IS and IT at the operational, tactical and strategic levels in the management of an organisation. It aims to enable participants to understand the basic concepts and developments associated with IT, organisational issues associated with IS, and to evolve a framework for an organisational information system. The focus is on using information as an underlying, common factor for integrating core business processes in various functional areas and optimizing use of resources. The course briefly covers various types of IS such as TPS, MIS, EIS etc., Database management, Communication and networking, Internet, ERP and the implementation issues.

Management Information System [MIS]: The goal of MIS is to enable managers to make better decisions by providing quality information. In the modern days of information technology [IT], managers make use of computers and a vast variety of database. The key to building and using effective information system is that managers need to know how to apply technology to solve problems and make decisions. The MIS consists of *five related components*: hardware, software, people, procedures and collections of data. *Data* consists of factual elements; *Information* represents data that has been processed, organised and integrated to provide more insight; *Knowledge* represents a higher level of understanding, including rules, patterns and decisions. Humans are also capable of *wisdom* where they put knowledge, experience and analytical skills to work to create new knowledge and adapt to changing situations. The quality of an information system is measured by its ability to provide exactly the information needed by managers in a timely manner. The information must be accurate and upto date.

The fundamental aim is to support organisational processes in alignment with organisational goals. These systems provide support for management at all levels viz., strategic planning, management control and operational control. Each of the management activity includes planning, control and decision-making. Support based on information system is of paramount importance in most of the tasks related to management activities. All management systems are tuned to support management process and are basically management support systems.

Electronic Commerce [e-commerce]: Traditionally commerce is a dynamic business process, which enables the interaction between the buyer and seller for a business transaction. E-commerce is an extension of the commerce on the Internet. E-commerce is exchanging products and services online on the Internet. The foundation for successful e-commerce is extension of an outline cash register. Before a business can expect to engage in successful e-commerce, Internet public relations and marketing must play a crucial role in laying foundation for effective sales. In order to make a consumer willing to engage in e-commerce with a business, the business must present an image of reliability, trustworthiness, quality, professionalism and responsibility. E-commerce has a tremendous impact on the structure of business supply chains. The companies worldwide are adopting the Web-based network to integrate their suppliers for efficiency in the commerce and major cost savings.

TOPIC-10

Introduction to Computers

[Prof. P.J. Modi]

Computer basics and Internet

Internet-Search strategies: successful searching combines creative guessing of Uniform Resource Locators (URL) along with smart use of subject directories and search engines. Following two general strategies: (1) URL Guessing and Cutting, (2) Using Search Engines.

URL Guessing and Cutting: For many sites, do not even bother with directory or search engines. When you are searching for a specific organisation's Web site, first try guessing the central URL for the organisation. The following steps may help: (i) with Netscape and Internet Explorer, leave off <http://>; (ii) try the common **www** to start the machine address; (iii) use the name, acronym, or brief name of the organisation (Nara, Honda, Ukyo) in the middle; (iv) add the appropriate top level domain, most often. Com. Try one of the following:

Com for commercial

Edu for educational

Org for other organisations

Gov. for U.S. federal government

Net for Internet service providers and networks

URL guessing can help in finding pages for URLs that no longer work and links that lead to dead ends. Try chopping off parts of the URL, starting on the right-hand side and stopping at every /

Search Engines for Large Searches: Search Engines attempt to find and index as many sites as possible. Search features vary greatly, as does the actual scope, size, and accuracy of the databases. Use these for:

- w Unique keywords
- w Combinations of unique keywords
- w Field searching and limiting
- w Pages buried deep in a Web site

TOPIC-11

Quality Management

[Prof. Hitesh Bhatt]

In providing services or delivering any product, there will be a variation and the process of minimization of such variations can be termed as "Quality Management Process". The participants were given a chance to appreciate the scope of such processes and their application in their respective organisations. The sessions provided the basic framework from where detailed knowledge may be acquired. The sessions essentially covered issues related to variation and means by which such variations can be minimized.

Topic-12

Strategic Management

[Prof. Haribandhu Panda]

For competitiveness and long-term survival of the organisation senior management should have competence in analyzing strategic issues, choosing a particular strategy and implementing the same. The above basic framework of strategic management was explained to the participants through a case study.

04 Development Project Proposals

Prepared by 16th 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 of about 50 days [November 14 2001-January 06 2002]. 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 07, 2002.

The ICA ROAP provided the selected participants with a detailed guideline on project preparation. The material provided included a manual on project formulation prepared by the IRMA. The draft proposals were first presented to all the participants and IRMA faculty members with a view to take note of the objectives and main functions of the draft project proposals. This initial presentation also 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.

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.

All the participants prepared the following 15 development project proposals:

1. Milk Vita Market Expansion through Establishment of UHT Milk Plant by Mr. Bidyut Kumar Mondal, Bangladesh
2. Kiwi Fruit Juice Processing Project by Mr. Li Wenlong, China
3. The Farmers Coop Oil Mill Ltd., Pravagada, Timkur District, Karnataka by Mr. Jangamappa, India
4. Integrated Coconut Processing by Mr. A.K Rath, India
5. Processing Dried Pineapple Sweets by Mr. Apsoro Soewarno, Indonesia
6. Value addition to Agricultural Produce through Agro Processing Mya-Thitsa Agricultural Cooperative Ltd. by Mr. Kyaw Tint, Myanmar
7. Coop Milk Processing Plant, Kaski, Pokhara, Nepal by Mr. Dilli Ram Tiwari, Nepal
8. Mechanisation of Hybrid Corn Production of Bontoc, Southern Leyte, by Mr. Ernest Aliling, Philippines
9. NVAKMPCO Livelihood Programme Tilapia Production by Ms. Verlyn G. Pascua, Philippines
10. Establishing a Coop Rice Processing Center in North Western Province by Mr. L.P. Amarakoon, Sri Lanka
11. Manufacturing of Ice Cream by Mr. D.D.K.I Arachchi, Sri Lanka
12. Strengthening Marketing of Organic Product Pesticide Free Hom Thong Bananas by Ms. Natcha Klanniem, Thailand
13. Training on Solution Reduction and Auditing of Pollution for Sustainable Promotion of Traditional Handicrafts in villages of Vietnam by Ms. Lai Ngoc Hoa, Vietnam
14. Pig Raising for Meat by Mr. Phung Khanah Toan, Vietnam
15. Vegetable Growing and Marketing at Kot Sultanpur, by Dr. Suhail Saleem, Pakistan

With a view to objectively appraise the project proposals, the concerned faculty members from the IRMA worked as resource persons and commented upon the projects presented and assisted them in revising their projects.

The participants introduced their projects with the help of overhead transparencies. The participants were given 30 minutes each, 20 minutes for presentation and 10 minutes for question-answers. The faculty members sought clarifications, raised questions, made observations as well as suggestions in their feedback to each of them. On the basis of the feedback thus received, the participants revised their projects by incorporating additional information and analytical tables.

*[A consolidated list of Development Project Proposals produced by the participants during their training under the ICA/Japan Training Course [Course 1-16] is given at **Annex-IV**].*

SECTION-V

INAUGURATION OF PART-II OF THE TRAINING PROGRAMME IN JAPAN

Inaugural Session

The Second Part of the 16th Training Course was formally inaugurated on 5th of March 2002 by Mr Kazunari Iwafuchi, Section Chief, Technical Cooperation Division, International Affairs Department, General Food Policy Bureau of the Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan at IDACA in Tokyo. Mr. Shil-Kwan Lee, Regional Director, ICA ROAP, and Mr Yoshitada Nakaoka, Managing Director of IDACA, also addressed the inaugural session.

Welcoming Mr. Iwafuchi, Mr. Shil Kwan Lee, the Regional Director 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 Sri Lanka for a week. He briefly described about the Cooperative Movement of India, Korea, and Japan and few other Asian countries. He said that the Indian Cooperative Movement has about 2 million members in cooperative societies, which is the largest in the world in terms of membership.

Delivering his brief speech on behalf of the Ministry of Agriculture, Forestry and Fisheries (MAFF), Government of Japan, Mr Iwafuchi, welcomed the participants of the training course to Japan. He also appreciated the efforts made by Mr. Shil Kwan Lee, Regional Director, ICA ROAP, Mr. Yoshitada Nakaoka, MD, IDACA, Mr. Nakashima and all people concerned who were engaged in the preparation and implementation of the course.

He said: "As you know, this course is mostly funded by the contribution from the Government of Japan through the ICA. We understand co-operatives are playing very important roles for the development of the primary industries. Therefore, we have started to contribute for the implementation of ICA Agricultural Cooperative Training Course since 1986, and ICA Training Course for Women Leaders of Agricultural Co-operatives since 1991... I expect that you will exchange views and knowledge among yourselves and Japanese staff. You can compare the Japanese Agricultural Co-operatives system with your own country and India and Sri Lanka. I sincerely hope that upon return to your home countries you will make best effort in applying the knowledge and ideas gained from this training course. Please enjoy the nature of Japan and the Japanese culture. I wish you would take care of your health and complete this course with fruitful achievement".

Mr Yoshitada Nakaoka, Managing Director, of IDACA, welcomed the participants to Japan and IDACA. He also welcomed the new Regional Director of Asia and the Pacific of the ICA, Mr. Shil Kwan Lee to IDACA and thanked him for being present on the occasion. Mr Nakaoka briefed the participants on the role and functions of the IDACA since its establishment in 1963 and training more than 4000 participants from Asia, Africa and Latin America. He mentioned that although the resources of IDACA are limited, we would still continue to provide training. He also mentioned about the importance of WTO Agreement Negotiations. We have to understand the concept and relations between "Multifunctionality of Agriculture" and WTO Agreement Negotiations.

He requested the participants to study the experiences of the Japanese Agricultural Cooperative Movement and try to emulate and implement some aspects suited to their own situations and experiences. He appreciated the role and support of MAFF in extending its funding support towards this cause. He mentioned that the IDACA enjoys a good working relationship with the ICA Regional Office for Asia and the Pacific, and from this relationship both the institutions stand to benefit.

The Japanese Agricultural Cooperative Movement had successfully introduced a number of innovations, which are of great relevance to the Movements in the Region. Some of the interesting features of the agricultural co-operatives in Japan have been: Historical Development of the Agricultural Cooperative Movement; Amalgamation of co-operatives to make them more viable and service-oriented; Farm

guidance and better-living services; Marketing and Purchasing Business, Rural Finance and Credit Business, Mutual insurance business, etc. The Japanese agricultural co-operatives have also offered a number of technical assistance programmes for the development of agricultural co-operatives in the Asia-Pacific Region.

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

Mr. Masashiro Kon-No, Manager of International Policy and Strategic Planning Affairs, JA-Zenchu, delivered a special supplementary lecture on “**Position of JA Zenchu on the WTO Agricultural Negotiations and its Background**”.

- (1) **Multifunctionality of Agriculture:** The multifunctionality of agriculture, which cannot be ensured through agricultural trade, should be ensured through sustainable agricultural production in every country. Agriculture is an economic activity, which not only produce food and fibre and also creates both tangible and intangible produces. Agriculture not only produces products, trade and commerce but also provides some multifarious and public benefits item like recreational, sanitary and public health and water purification through forestation, maintenance of rural community. It is difficult to evaluate people from enjoying the benefits of multifunctionality at free of cost (public facilities).
- (2) **Food Security:** Sustainable food security should be ensured based on domestic agricultural production.
- (3) **Fair and Equitable Trade Rules for both Food-Importing and Exporting Countries:** Equity between food importing and exporting countries should be restored in order to establish fair and equitable trade rules.
- (4) **Consideration for Developing Countries:** Efforts by developing countries to improve their agricultural production potential should be supported in order to achieve the goal of the FAO Rome Declaration in 1996.
- (5) **Consideration of Concerns of Consumers and Civil Societies:** Consumers have growing concerns about genetically modified food products. Food safety should be properly considered.

Multifunctionality in Japan

Agriculture in Japan plays the following roles (multifunctionality of agriculture), and these values created by farming can be translated into a total sum of 7 trillion yen annually:

- a. Land conservation
 - i) Flood prevention
 - ii) Prevention of soil erosion
 - iii) Prevention of landslides
- b. Fostering water resources
- c. Preservation of the natural environment
 - i) Management of organic waste
 - ii) Resolution and removal of polluted substances
 - iii) Maintenance of bio-diversity and preservation of wildlife habitats.

- d. Formation of scenic landscape
- e. Transmission of culture
- f. Rural amenity
- g. Maintenance and revitalisation of rural communities
- h. Food security

Natural Conditions in Japan and the Multifunctionality of Agriculture

- The volume of rainfall in Japan is 1,714mm annually, similar to that in Indonesia of 2,620mm and in the Philippines of 2,360mm.
- Rivers are relatively short and they flow down from steep mountain areas. Substantial rainfalls frequently cause floods.
- Thus, farmland, especially paddy fields, often plays an important role in storing excess water. In cities urbanised since the 1980s, disasters have led to many houses being flooded below floor level as well as above floor very frequently. Trends including the decline in paddy field areas and the increase in residential areas have contributed to these disasters.

Food Security

- Nature of food – fundamental and indispensable for the maintenance of life and health
- Global food supply tends to be unstable – special feature of agricultural trade (concentration of food export to some specific countries) – vulnerability to unusual climates
- Food Security in Developing Countries – Starvation and malnutrition – FAO Rome Declaration in 1996: “reducing the number of undernourished people to half the present level no later than 2015” – the FAO predicted that the target might be delayed by 15 years.

SECTION-VI

COMPARATIVE FIELD STUDY VISITS IN JAPAN [in Tokyo, Nagano and Kagoshima Prefectures]

01 Field Study Visits in Japan

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

- Ministry of Agriculture, Forestry and Fisheries [MAFF], Tokyo
- Institute for the Development of Agricultural Cooperation in Asia-IDACA, Tokyo
- Agricultural Research & Development Centre of JA-Zenoh, Hiratsuka
- Nagano Prefectural Union of Agricultural Cooperative (JA Nagano Prefectural Union)
- Nagano Agricultural Cooperative (JA Nagano)
- Ota Wholesale Market
- Kagoshima Prefectural Union of Agricultural Co-operatives (JA Kagoshima Prefectural Union)
- Minami-Satsuma Agricultural Cooperative (JA Minami-Satsuma)
- Minami-Nihon Kumiai FeedStuff Inc.
- Kagoshima Prefecture Kumiai Fertiliser Inc.
- Kagoshima Prefectural Agricultural Experiment Station
- Institute of Food Processing and Utilisation, Kagoshima Prefecture

02 Study Visits in Nagano Prefecture

Nagano has a varied climate. Located inland, variations in temperature were great, not only throughout the year, but also throughout the day. Arable lands can be found at altitudes of 260m to 1,500m. Over 50 per cent of these lands are located on slopes with grades of 5 degrees or more. Nagano's position is at the geographical centre of Japan means that its proximity to the nation's concentrated population centres in Tokyo and Yokohama, Nagoya, Kyoto, Osaka and Kobe is excellent.

The climate and topography of Nagano seem to favour agriculture. A variety of agricultural activities such as horticulture, rice cultivation, and animal husbandry were found. Horticultural activities, in particular, are responsible for over 100 different items of produce from vegetables, fruits, and mushrooms. These, along with floriculture products, account for over 50 percent of Nagano's total agricultural output.

Nagano boasts of a serene natural environment surrounded by spectacular mountains where scenic farming communities can be found. Nagano's location insures excellent water resources and a well-developed appreciation for conservation.

Nagano Prefectural Union of Agricultural Co-operatives (JA Nagano Prefectural Union)

In Nagano Prefecture, there are 28 agricultural co-operatives, out of which one co-operative in urban area, 5 farming village near the city, 5 in the hilly and mountainous area and 17 in the farming villages, and 123 single purpose societies. Due to amalgamation, from 396 primary co-operatives in 1961, it reduced to 28 societies in the year 2000.

In 1965, there were 245,945 regular members with 216,148 farm households; it reduced in 1999 to 220,321 regular members with 192,474 farm households. It had 5338 officials and 870 employees in 1965, whereas in 1999 there were 991 officials with 5338 employees.

The total amount of share capital in 1999 was 70,817,442 yen and the average share capital per farm household was 367,933 yen.

In the fiscal year 1998, the total marketing business turnover by all commodities was 261,350 million-yen and purchasing business turnover was 203,399 million-yen.

JA Prefectural Union is covering all the important aspects for providing better linkage and promotional coverage to each member cooperative. It provides education, training, giving advice on organisational structure, promotional work, auditing and other facilities.

Nagano Agricultural Cooperative (JA Nagano)

JA Nagano, is located in the northern part of Nagano prefecture, it consists of one city and six towns, which lies in the northern district of Nagano City and Kamiminochi County. Its population is 284,973.

The area has a wide range in altitude covering plain, hilly and mountainous area and highland, that includes Zenkoji Daira plain, Madarao, Kurohime, Litsuna, and Togakushi mountain range. The main rivers are Chikuma and Sai River.

The JA Nagano's operational area consists of one city, three towns, and six-eight villages. The amalgamation has helped JA to have better business system such as big centres for grading, processing, storage etc. It has 33,661 members (Regular members 20,444, Associate members 13217) with 27,862 farm households. A farmer who cultivates more than .5 hectare of farm land and is engaged in farming more than 50 days in a year are the qualification to become a regular member. There are 51 members on the Board of Directors with 16 Auditors, out of which there are 3 representative directors, 3 managing directors and 1 Auditor on full-time basis. Total numbers of employees are 1,039, out of which 596 are male and 443 are female.

JA Nagano set up Women Counsellor System consisting of six women contracted since 1997 for reinforcement of organisation and activation of management by taking opinions and demands of women. By setting up Women Counsellor System, JA Nagano has proved that women are also important human resources like men, instead of being a burden of the nation.

To face the competition of the 21st Century, JA Nagano have formulated the Long-Term Plan 21 (FY 2001-FY 2006) that is "JA Nagano Management Philosophy", which enabled the creation of the society with equal participation of men and women to foster life and improve living with agriculture and cooperative as the core of the activities, which is most unique and also demand of the age. The Long-Term Plan has the following challenges and basic objectives:

Three Challenges: Challenge for Agriculture of New Century with full of Vitality; Challenge for Creation of Life with Generosity for Good Education, Mutual Help and Support to each other; and Challenge for JA Reform for more Members and the Community with Full Integrated Power.

The Basic Objectives and Main subjects in Three Challenges are: Establishment of "JA Nagano Brand" by strengthening marketing; Improvement of Self-sufficiency through Agricultural Promotion based on 'High Quality', 'Safe' and 'Secure' production; Establishment of Regional Farm Management System and Fostering of Diverse Farm Successors; Promotion of Purchasing Business for Production aiming at Reduction of Farm Management Cost; Promotion of Lobbying Activities to Support Life and Living; Creation of Life with good health, good environment and kind to the people; Creation of society with equal participation of men and women; Promotion of JA activities to meet the expectation of members and the community; Development of collaborative projects to realise the wishes of members and users; and Building information network system to connect with the community and the members.

The participants also visited Saigawa Farm Management Centre (for farm guidance and collection and shipment of vegetables); Local Industry Development Centre with farmer's market (direct sale shop); Naganuma Fresh Fruits Park (direct sale shop); and the Fruits & Grading Centre.

03 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, and stretches 272 km east and west and 590 km north and south. It has a total area of 9,166.58 km², ranked 10th in Japan, and small groups of islands. It has two main peninsulas – Satsuma peninsula and Okuma peninsula. The groups of islands stretching west and south have about 27% of the total area of Kagoshima Prefecture. The average annual temperature is 17C to 18C. The climate of Kagoshima is temperate with much rain. The total number of farm households in Kagoshima as of February 2000 is 98,211, and in the last five years it has decreased to 12,696. The total farming population is 292,722 and the number of marketing farm household is 65,494. The population consists of 143,230 males and 149,492 females. 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 129,60 ha, of which the area of paddy and upland crops is 41,900 ha as of August 2000.

Agriculture income increased by 5% due to increase of gross agricultural income and the non-agricultural income decreased by 8.4% from the previous year due to fall in income from land rent, interest income and salary. The gross agricultural production in 1995 was 433,500 million yen, a decrease of 5,700 million yen or 1.3% from the previous year, which was attributable to reduction of production of rice, sweet potato, leaf tobacco, while the production of vegetables, chicken, eggs, processed products showed an increase.

Kagoshima Agricultural Co-operatives in Kagoshima Prefecture

As of January 2000, the total number of farm households was 98,211, which showed a downward trend and lowest ever. The number of people engaged in farming, limited to commercial farmers, is 107,189, the farming population was 206,454 and about 107,189 were engaged mainly in farming. The total number of members is 251,231 and for the last four consecutive years the regular members have decreased by 13,797. The total number of employees was 7,932.

Deposit and savings have increased slightly, but the loans show no marked fluctuations. In 2000, the deposits were 991,375 billion-yen, while the savings balance was 564,977 billion-yen and loans balance were 338,551 billion-yen.

Though the new contracts of long-term mutual insurance have increased, the long-term mutual insurance possession amount has fallen below the previous year due to the expiry and midway cancellation etc.

The marketing business turnover has fallen below the previous year from 172,93 billion to 5,496 billion yen in spite of the increase in sale of rice. At the same time, sales of other items decreased. The purchasing business turnover was 116,112 billion yen, an increase of 1,021 billion yen compared to the previous year.

Minami-Satsuma Agricultural Cooperative (JA Minami-Satsuma)

The Minami Satsuma Agricultural Cooperative is the largest JA in the Kagoshima Prefecture. It got amalgamated in the year 1998, which comprises 7 JAs in 2 cities and 5 municipalities. The total land area of JA Minami Satsuma is 53,376 ha, out of which the cultivated area is 9,948 ha and the forests and fields area is 30,334 ha. The total population is 93,914, out of which the total number of households is 38,163. The total number of farm households is 7,293, of which 2,886 are full-time, 4,407 part-time and 2,756 are non-commercial farm households. The total number of regular and associate members was 19,521. The numbers of members are decreasing every year due to ageing of farmers and lack of farm successors. As at the end of the current fiscal year, the share capital of the regular member was 4,213,218 yen while that of associate member was 415,177 yen. The production volume if

increasing but the marketing turnover is decreasing due to high prices of agri-produce compared with the prices of imported items. There are 32 Directors (4 full-time) and 8 Auditors. The total number of employees was 559 (429 male and 130 female). There are 3 General Managers, 57 Farm Advisers, 3 Better Living Advisers and 500 employees.

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

Name of Group	No. of Groups	No. of Members
Agri.Production-related Group	51	3,324
Tea Production-related Group	8	1,173
Livestock Production-related Group	25	270
Better Living Production-related Group	4	3,169
Credit Business-related Group	7	11,587
Mutual Insurance Business-related Group	7	1,912

For the future development of JA Minami Satusuma, they have undertaken 3-Year Medium-Term Plan. Its vision is towards establishment of farming village full of vitality and attractive regional communities. The Three Pillars of the Plan are:

1. To take measures to draw the potential of agriculture to the maximum
2. To realise regional communities with much security
3. To make sound management body through reform of management, businesses and organisation.

Minami-Nihon Kumiai Feedstuff Inc.: In Kagoshima Prefecture the number of livestock is high. In order to fed the livestock, the Miyazaki Prefecture Economic Federation, the Kagoshima Prefecture Economic Federation and the JA National Economic Federation established the Minami-Nihon Kumiai Feedstuff Inc. Since its inception, the company has shown rapid growth and set up second factory in the year 1979. They are maintaining all the hygienic measures to prevent the spread of diseases through feedstuff. The company is supplying feedstuff to the farmers through JAs and it caters to the demand of farmers and ensures timely supply of feed through their efficient distribution system.

It has a paid share capital of 1 billion yen (Miyazaki Pref. Economic Federation: 285 million yen, Kagoshima Pref. Economic Federation: 325 million yen and JA National Economic Federation: 390 million yen).

The organisational structure consists of one President, one Vice-President, one Executive Director, two Managing Directors and Board of Auditors.

Kagoshima Prefecture Kumiai Fertiliser Inc.: JA Kagoshima Prefectural Economic Federation and National Economic Federation have established on 1st May, 1980 as Kagoshima Prefecture Kumiai Fertiliser & Feed-stuff Inc On 6th January 1981 it got registered as Kagoshima Prefecture Kumiai Fertiliser Inc. and started its operation on 10th February, 1981. The share capital is 50 million yen, of which JA Kagoshima Prefecture Economic Federation has 40 million-yen and the JA National Economic Federation has 10 million-yen. There are 9 Directors, 2 Auditors and 21 employees. The organisational structure consists of Chairman, President, Executive Director and Managing Director. The manufacturing capacity of the company is 6,000t/month i.e. 72,000t/year of the Bulk Blending granulated compound fertiliser. It is a very economical fertiliser; saves time and labour to produce it and can be supplied 10% cheaper.

The company has set up a good soil testing laboratory in the factory area to conduct soil testing which is free of cost for farmers that guides the farmers about the type of fertiliser required for their soil.

Kagoshima Prefectural Agricultural Experiment Station

The Kagoshima Prefectural Agricultural Experiment Station was established in the year 1900 and it has now four sub-stations, bio-technology institute and the Institute of Food Processing and Utilisation. The experimental station has an area of 85.10 hectares in which it conducts trial farming (all types of crops). 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 disseminates 2,832 list of information from Newspapers; supplies information of 68 cases and distributes 2000 copies of Newsletter of the Institute. And most of all, consultation is also offered through phone and by visitation. The total staff is 191 (105 research staff and 63 field staff). These employees are engaged for agricultural development in Kagoshima Prefecture.

Kagoshima Prefectural Agricultural Experiment Station is committed to the agricultural development of Kagoshima Prefecture researching for the following six main purpose:

1. Growing agricultural products with global competitive power
2. Prevention of environmental pollution
3. New transporting techniques of agricultural products
4. Farm planning and management for sustainable agriculture
5. Reduction and restoration of the damages by regional natural disasters
6. Intensive fundamental researches for new techniques and methods.

The following are the divisions of the Experimental Station: Division of Research Planning and Farm Management; Division of Crops and Rice Breeding; Division of Vegetables; Division of Flowers and Ornamental Plants; Division of Plant Pathology and Entomology; and the Division of Soil Management and Fertiliser. There is an Institute of Food Processing and Utilisation.

The Division of Research Planning and Farm management looks after research planning, management; publication of useful information for extension and library; management of agricultural information and establishment of information system and development of the planning and management of farming households.

The Division of Crops and Rice breeding looks after rice breeding, improvement of rice cultivation and multiplication and distribution of foundation seeds (rice, wheat, and barley).

The Division of Vegetables looks after breeding and selection of vegetables, improvement in the quality and production of vegetables, techniques and methods for preventing environmental pollution in vegetable production.

The Division of Flowers and Ornamental Plants looks after breeding of lily and chrysanthemum, evaluation and selection of newly established varieties and their qualities and labour and cost saving cultivation methods.

The Division of Plant Pathology and Entomology is responsible for the establishment of biological control measures of plant and forecasting methods of diseases and insect pests.

The Division of Soil Management and Fertiliser is responsible for the improvement of fertiliser application for environmental preservation of land soil, development of soil and nutritional diagnosis technique etc.

The Institute of Food Processing & Utilisation, Kagoshima Prefecture

The Institute is attached to Kagoshima Prefectural Agricultural Station. The organisational structure consist of one Director, whose responsibility is to oversee the overall operation, two main fields for

research and experiment in charge of the following: Product Development, Distribution and Storage and one in the Training for Agro-Processing and distribution.

The Institute undertakes training for Processing Technology, Quality Control and Distribution for agricultural products, more especially on storage of processed foods, transportation of fresh fruits and vegetables.

[The following two officials from the Japan Bank of International Co-operatives (JBIC's) Project on Infrastructure Adjustment Business in the Provincial Government of Lana Del Norte, Republic of the Philippines, joined the 16th ICA/Japan Training Course during the period April 1-16, 2002: (1) Ms. Diamelah Adriatico Padios, Confidential Secretary of Governor, and (2) Ms. Gemma Abadies Harun, Rural Improvement Co-ordinator].

SECTION -VII

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

- A Summary

01 Introduction

An End-of-the-Course Evaluation covering the entire duration of the Training Course was conducted at IDACA in the last week of the 16th Training Course by using a specially designed evaluation form.

02 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.

03 Summary of the Evaluation

All the 15 participants attending the Course had participated in the Evaluation exercise, and returned their duly filled in Evaluation Forms. The results of the End-of-the-Course Evaluation were compiled by two participants of the Training Course e.g., Ms Verlyn G Pascua of the Philippines and Dr Suhail Saleem of Pakistan in consultation with the Project Adviser. Given below is a **brief summary** of the evaluation:

Achievement of Course Objectives: 100% have stated that the objectives of the Training Course have been achieved. It has covered all the segments, which were listed in the Course Information given earlier by the ICA.

85% of the **participants' own objectives** were said to have been achieved. These objectives, which were different from the Course objectives and which were established by the participants themselves, were stated to be as follows:

- To develop skills as a leader and learn management experiences in agricultural co-operatives
- To learn methods and ways to make a project proposal
- To exchange experiences and to develop inter-personal and communication skills among the participants
- To enhance knowledge on cooperative management
- To know more about the other countries and institutions and compare them with one's own

From which part of the Training Course you have benefited the most: The replies were: Comparative Field Study visits in Japan; preparation of project proposals, idea of amalgamation, cooperative insurance and credit business, learning practical knowledge on the actual operation of JAs. Group discussions were of high value.

Overall assessment of the programme - over 85% positive rating.

The general impression on the total structure, contents, location and conduct was rated thus: Well structured, comprehensive, very appropriate locations and professionally executed.

and visited were highly relevant. The comparative field study visits to the milk co-operatives, fertiliser co-operatives, bio-gas plant in India; Morawakkorala Tea Producers Cooperative, Wayamba Cooperative Rural Bank's Union and the Dunagaha Coconut Producers Cooperative in Sri Lanka; and JA Nagano, JA Kagoshima Prefectural Union, JA Minami-Satsuma, and Ota Wholesale Market in Japan, were of great significance.

The most rewarding experiences were from India [Dairy Co-operatives, IFFCO, KRIBHCO & IRMA]; Japan [JA-Nagano, Zen-Noh's Agricultural Research & Development Centre at Hiratsuka, JA Minami-Satsuma, JA Kagoshima Prefectural Union, Ota Wholesale Market]. In Sri Lanka, the visits to co-operatives in Galle, Ratnapura, Kandy, Krunegala were interesting.

Most important aspects of training programme in Japan: Study visits, marketing strategies, farm guidance, better-living activities, joint purchasing, women's associations, recycling, environment friendly policies, welfare for the elderly people.

Relevance of the programme to your own work: Extremely relevant. Better understanding of formulation of projects, inter-personal relationship, and management of institutions. Managerial capabilities improved, agro-processing activities in India and Japan; clear identification of responsibilities among Board members in Japan and their non-interference in the day-to-day work of JAs and strong voice of JAs to the government.

Do you think this training programme is useful and relevant: Highly relevant and equally important for senior and middle level managers. Should be continued as it fulfils the needs of managers of agricultural co-operatives; Helps improve skills in producing project proposals.

The participants also mentioned that the information given by the ICA at the time of recruitment was comprehensive and informative. The material provided by the ICA on preparation of projects was useful.

All participants expressed their total satisfaction with the leadership of the ICA ROAP & IDACA.

04 General Comments, Suggestions and Recommendations

Some of the comments made by the participants were:

- The duration of the programme is JUST RIGHT;
- The conduct of the course is excellent and involves highly professional and knowledgeable lecturers;
- The course should be continued in the future
- Short follow-up course should be conducted to see the impact of application of study
- To organise more study visits at grass-roots level to meet with the farmers and members directly;
- More exposure about JAs function and practical aspect of market and competition in Japan is required;
- The sponsoring organisations should have some commitment in the project implementation which are prepared by their own participants;
- Topics on credit business especially micro and macro finance should be included in the next training course ;
- IRMA part of the training is important and very useful for project formulation.
- The training programme is well arranged and very much useful for the participants
- All the participants should come from multipurpose level because they have direct access and close contact with the farmers.
- Field study visits to livestock co-operatives should be included.
- Teaching methodology of this course should be maintained. It is highly essential and excellent.

SECTION-VIII

COURSE CONCLUDING SESSION AND AWARD OF CERTIFICATES OF PARTICIPATION

The concluding session of the Sixteenth Training Course was held at IDACA on April 19, 2002. The session was attended by Mr. Kazunari Iwafuchi, Section Chief, Technical Cooperation Division, International Affairs Department of the MAFF, Mr Yoshitada Nakaoka, Managing Director of the IDACA, including all his senior staff, and Mr. Prem Kumar, Programme Adviser, of the ICA ROAP.

Addressing the session, Mr Iwafuchi expressed hearty congratulations to the participants on successful completion of the training course. He was happy that the participants were in safe and good health in spite of the different climate and customs of Japan. He said that Japan agriculture and agricultural communities have faced problems on several issues, e.g. reduction of self-sufficiency ratios, decline of farming population, decrease of cultivable lands in mountainous districts and ageing population. He was happy that he was able to participate along with the participants in the study visits to Nagano Prefecture where he experienced the actual situation of the Japanese Agricultural Co-operatives in rural areas.

He was happy that the participants have learnt a great deal from their participation in the training programme and hoped that they will contribute effectively to the development of their own organisations. He was satisfied that the ICA has been able to implement the training programme efficiently.

He expressed his thanks to Mr. Prem Kumar, Programme Adviser, Mr. Nakaoka, the Managing Director of IDACA, Mr. Nakashima, the course co-ordinator, and other IDACA staff for successfully implementing the training course.

Mr. Yoshitada Nakaoka, Managing Director of the IDACA, extended congratulations to the participants on successful completion of the training course. He emphasised that without collaboration and support of participants, this training course would not have been successful. The various comments and suggestions made by the participants in the evaluation report will be studied much more in detail by IDACA in the near future and he assured the participants that some of their suggestions will surely be introduced in the future.

He said that Mr. Shil Kwan Lee, the Regional Director of ICA ROAP, joined us in the inaugural session. However, he could not be present today due to re-organisation at the ICA headquarters. In spite of this, he was sure that the ICA would continue to support this training programme.

This course has been successfully implemented by Mr. Prem Kumar, the Programme Adviser, ICA ROAP, in active collaboration with Mr. T. Nakashima. He said that he is proud to have Mr. Nakashima on his staff. Mr Nakaoka said that due to his preoccupation with the IDACA Board Meeting, he could not interact with the participants so often. However, he was getting the feedback from Mr. Nakashima on day-to-day basis. He was happy that Mr. Iwafuchi from MAFF, who is very supportive of this kind of training programme, had attended both the inaugural as well as closing sessions here at IDACA. He requested the participants to be in touch with IDACA at regular intervals. He wished the participants a pleasant journey back home.

Mr Prem Kumar, Programme Adviser, ICA ROAP, presented a summary of the End-of-the-Course Evaluation. He expressed his full satisfaction on the successful completion of the programme. He congratulated the participants on their completing the training programme successfully. He conveyed his highest appreciation to the participants for co-operating with him in the day-to-day conduct of the training programme. He said that the success of the training programme was due to the understanding of the participants, collaborating agencies, ICA and IDACA. If there has been any shortcoming any-

where, it was due to him, he said. He thanked the MAFF, JA-Zenchu, IDACA, ICA member-organisations, and institutions, which provided support to the successful implementation of the training programme. He said that it was a matter of great pleasure that Mr. Shil Kwan Lee, Regional Director, ICA ROAP, was present at the Inaugural Session of Part-II of the training course at IDACA. He expressed his gratefulness to Mr. Nakoka for reposing confidence in him to run the 16th training course. He extended special thanks to Mr. Nakashima, the course co-ordinator for Part-II of the course, for extending his full cooperation to him. He thanked the staff of IDACA for all their help and assistance.

Mr Bidyut Kumar Mondal, a participant from Bangladesh, spoke on behalf of all the participants. He recounted the experiences and feelings of the participants right from the time of their admission to the Training Course until the time of their departure from Japan upon the completion of the Training Course. He expressed that all the participants felt that the programme was highly relevant for the present-day managers of agricultural co-operatives in Asia and hence should be continued. He expressed a sense of satisfaction with the overall conduct of the training programme and the knowledge they all had gained from this new experience of visits to India, Sri Lanka and Japan. He made a special mention of the help, assistance and guidance extended by the Programme Adviser, Mr. Prem Kumar, to the participants throughout the duration of the training course.

The **Certificates of Participation** from the ICA as well as from the IDACA were awarded to the participants at the end of the concluding session. Mr Shil-Kwan Lee, the Regional Director, signed the ICA Certificate of Participation and Mr Yoshitada Nakaoka, Managing Director of the IDACA, signed the IDACA Certificate.

ANNEX-I

COURSE PROGRAMME

PART-I OF THE PROGRAMME

Home Country Assignments: Nov 14 2001-January 06, 2002

Home Country Assignments - HCAs to be accomplished by the participants in their home countries under the guidance of their sponsoring organisations as per guidelines provided by the ICA

IFFCO-FMDI SEGMENT: January 07-19, 2002

ICA-IFFCO Training and Development Module on Review of Management of Agricultural Cooperatives in Asia

- Jan 06 Sun**
- Arrival in New Delhi/Gurgaon
 - Transfers to FMDI at Gurgaon
 - Stay at FMDI Hostel

Jan 07 Mon

- 0830-0900 Registration at FMDI
0900-1100 Inaugural Session at FMDI
1130-1300 Recent Developments in the Management of Cooperatives in Asia-Pacific, By Mr. B.D. Sharma, Acting Regional Director, ICA ROAP
1400-1530 General Orientation and Information on Practical Matters, including language Introduction to India, by Mr. Rambir Singh and Dr G.C. Shrotriya, IFFCO
1600-1730 Cooperative Principles and Philosophy, by Dr. Daman Prakash
1830-2030 ICA Welcome Dinner – Hotel Vikram

Jan 08 Tue

- 0930-1100 Regional Review Session-I
1130-1300 Regional Review Session-II
1400 1530 Regional Review Session-III
1600-1730 Food Security and Agricultural Cooperatives, by Dr. Daman Prakash

Jan 09 Wed

- 0930-1100 Regional Review Session-IV
1130-1300 Regional Review Session-V
1400-1530 Regional Review Session-VI
1600-1730 Regional Review Session-VII

Jan 10 Thu

- 0930-1100 Technical Session-01
An Overview of Activities of IFFCO – Indian Farmers' Fertiliser Cooperative Ltd
By Mr. B.D. Singh, General Manager (Marketing), IFFCO
1130-1300 Technical Session-02
Nominal Group Technique and its Application, by Dr. Daman Prakash

- 1400-1530 Technical Session-03
Cooperative Legislation – A Regional Review
By Ms. Anita Manchanda, Director, National Cooperative Union of India
- 1600-1730 Technical Session-04
Human Resource Management in Agricultural Cooperatives
By Dr. C.S. Rao, Chief Manager (HRD), IDFFCO
- Jan 11 Fri**
- 0930-1300 Technical Session-05
Business Development Plan for a Primary Agricultural Cooperative
By R.K. Anand, Principal, Delhi State Cooperative Training Centre
- 1400-1530 Technical Session-06
Governance in Agricultural Cooperatives in Asia
By Dr Gopal N. Saxena, General Manager (Coop Services), IFFCO
- 1600-1730 Technical Session-07
Management Information System in Cooperatives and its
Application in Networking Development, Mr. K.L. Nalwaya, Executive Director, NCU
- Jan 12 Sat** Visit to Jaipur and Agra-Taj Mahal (Night halt at RICEM, Jaipur)
- Jan 13 Sun** Return to FMDI via Agra
- Jan 14 Mon**
- 0930-1100 Technical Session-08
Management of Agro Input Distribution in Cooperatives
By Mr. R.C. Gupta, Dy. Director General, FAI
- 1130-1300 Technical Session-09
Development and Management of Farm Forestry Cooperatives
Dr. Virendra Kumar, Chairman, IFFDC
- 1400-1530 Technical Session-10
Agricultural Services Provided by IFFCO and Practices in the Region
By Dr. G.C. Shrotriya, Chief Manager (Agri Services), IFFCO
- 1600-1730 Free
- Jan 15 Tue**
- 0930-1100 Technical Session-11
Natural Resource Management – Experiences of Agricultural Cooperatives
By Dr. G.C. Shrotriya, Chief Manager (Agri Services), IFFCO
- 1130-1300 Technical Session-12
Quality Management and ISO
By Dr Ajit Singh, Director, Total Quality Associates
- 1400-1530 Technical Session-13
Member Participation in Cooperatives with special reference to IFFCO
By Dr. Gopal N Saxena, General Manager (Coop Services), IFFCO
- 1600-1730 Technical Session-14
Agri-Produce Marketing through Cooperatives in India
By Dr. P.K. Pandey, General Manager(Trg), NAFED
- Jan 16 Wed Study Visits Programme in New Delhi**
- ICA Regional Office for Asia and the Pacific
 - National Cooperative Union of India
 - National Agricultural Cooperative Marketing Federation of India-NAFED

Jan 17 Thu

- 0930-1100 Technical Session-15
Communication for Managerial Excellence,
Dr.C.S. Rao, Chief Manager (HRD), IFFCO
- 1130-1300 Technical Session-16
Women Empowerment through Cooperatives
By Mrs. Savitri Singh, Deputy Director, NCUI
- 1400-1730 Technical Session-17
Art of Living
By Mrs Shama Sodhi

- Jan 18 Fri** Technical Session-18
Comparative field study visits of IFFCO village (full day)

Jan 19 Sat

- 0930-1100 Technical Session-19
Evaluation Session of the FMDI-IFFCO Segment
Distribution of Certificates
- 1400-1730 FMDI-ICA ROAP for stacking luggage of participants-FMDI

Jan 20 Sun

- 0400 Departure for Baroda on way to IRMA from the
IGI-Delhi [Palam] Domestic Airport [IC-817 0600/0830]

IRMA MANAGEMENT SEGMENT
Day-to-Day Programme of IRMA Module : January 20 - February 23 2002

Date	9.00 - 10.30	10.50 - 12.20	14.00 - 15.30	16.00 - 17.30
Jan 20 2002 Sun.	Arrival from New Delhi via Vadodra, settling down and orientation to IRMA module	-		
Jan 21 2002 Mon.	Inauguration and Introduction	Campus Tour & Computers Lab	MM-1	MM-2
Jan 22 2002 Tue.	PM-1	FAC-1	MM-1	Introduction to Computers-1
Jan 23 2002 Wed.	PM-2	FAC-2	ICS-1	Introduction to Computers-2
Jan 24 2002 Thur.	PM-3	MM-4	FAC-3	ICS-2
Jan 25 2002 Fri.	PM-4	FAC-4	MM-5	Filed visit : AMUL
Jan 26 2002 Sat.	Republic Day Celebrations	Feature film: Manthan Feature film: Gandhi		
Jan 27 2002 Sun.	Rest			
Jan 28 2002 Mon.	Project presentations			
Jan 29 2002 Tues.	FM-1	FAC-5	PM-5	IGB-1
Jan 30 2002 Wed.	FM-2	FAC-6	PM-6	IGB-2
Jan 31 2002 Thur.	FM-3	FAC-7	PM-7	Field visit: TF
Feb 01 2002 Fri.	FM-4	FAC-8	PM-8	FAC-9
Feb 02 2002 Sat.	FM-5	FM-4	Film on functional areas of management	
Feb 03 2002 Sun.	Rest			
Feb 04 2002 Mon.	FM-6	PM-9	MM-3	IGB-5
Feb 05 2002 Tues.	FM-7	PM-10	MM-4	IGB-6
Feb 06 2002 Wed.	FM-8	PM-11	MM-5	IGB-7
	FM-9	PM-12	Field visit	
Feb 08 2002 Fri.	FIELD VISIT : Mother Dairy, IFFCO, Mehsana, Akshardham, Sabarmati Ashram			
Feb 09 2002 Sat.				
Feb 10 2002 Sun.	Rest			
Feb 11 2002 Mon.	PM-13	HRD-1	E-Business-1	Field visit: Urban Coop. Bank
Feb 12 2002 Tue.	PM-14	HRD-2	E-Business-2	Field Visit: NDDB
Feb 13 2002 Wed.	APPRAISAL OF PROJECTS & REVISION			
Feb 14 2002 Thur.	APPRAISAL OF PROJECTS & REVISION			
Feb 15 2002 Fri.	FIELD VISIT: KRIBHCO, Agricultural Market Yard, Bardoli Sugar Cooperative			
Feb 16 2002 Sat.				
Feb 17 2002 Sun.	Rest			
Feb 18 2002 Mon.	PM-15	IGB-8	RSM-1	Field Visit: DCS
Feb 19 2002 Tue.	PM-16	IGB-9	RSM-2	Faculty consultation
Feb 20 2002 Wed.	PM-17	IGB-10	RSM-3	Faculty consultation
Feb 21 2002 Thur.	PM-18	SM	Address by	
Feb 22 2002 Fri.	FEEDBACK & VALEDICTORY		Dr. V. Kurien	
Feb 23 2002 Sat.	Departure for New Delhi via Vadodra [IC 817]			

Course/Topic		Resource Person
1. Project Management (PM)	18 Sessions	Prof. G Krishnamurthi
Focus: Project Management in agricultural cooperatives is the central theme of this module of training at IRMA. Participants are expected to work on a Project already identified by them. Project presentation and appraisal are now part of the module at IRMA itself, and occupy a significant chunk.		
2. Financial Accounting and Costing (FAC)	10 Sessions	Prof. Shailesh Gandhi
Focus: Introduction to Financial Accounting, Profit & loss accounting; Balance sheet; Ratio analysis, Costing and pricing of products and services in agricultural cooperatives; Break-even analysis; Cost-Volume and Profit relations		
3. Financial Management (FM)	9 Sessions	Prof. Shiladitya Roy
Focus: Working capital management; Time value of money; Estimating relevant cash flows; Financial criteria for investment decisions in agricultural cooperatives		
4. Marketing Management (MM)	5 Sessions	Prof. Sukhpal Singh
Focus: Marketing concepts, marketing mix, consumer behaviour, segmentation, marketing strategy, impact of WTO policies on agricultural cooperatives		
5. Retailing and Supply Chain Management (RSM)	4 Sessions	Prof. L. K. Vaswani
Focus: Retailing and supply chain management		
6. Integrated Cooperative Systems (ICS)	6 Sessions	Prof. K. V. Raju
Focus: Integrated services: Vertical and horizontal integration; Federal cooperatives		
7. Individual and Group Behaviour (IGB)	10 Sessions	Prof. S. N. Biswas
Focus: Understanding individual: inter-personal communication; working in groups		
8. Human Resource Development (HRD)	3 Sessions	Prof. K. P. Reddy
Focus: Appraisal System, Training Need Identification and Building Development oriented culture		
9. MIS and E-Business	4 Sessions	Prof. Nirlesh Kothari
Focus: MIS and E-Business in Co-operatives		
10. Introduction to Computers	2 Sessions	Prof. P. J. Modi
Focus: Computer basics, networking and Internet		
11. Quality Management	2 Session	Prof. Hitesh Bhatt
Focus: Application of quality management		
12. Strategic Management (SM)	1 Session	Prof. H. Panda
Focus: Strategic issues in cooperatives		
13. Field Visits		Mr. Janak Patel

ICA ROAP, NEW DELHI AND SRI LANKA STUDY VISITS SEGMENT

- Feb 23 Sat** - Return to New Delhi from Vadodra. [IC-817 0915/1040]
- Stay at Hotel Vikram, New Delhi
- Collect baggage from ROAP
18.30 **ICA Farewell Dinner – Vikram Hotel**
- Feb 24 Sun** - Free [Preparation for departure to Sri Lanka]
- Leave Delhi for Colombo [UL-192 2330/0335*]

ICA/NCC Comparative Field Study Visits to Agricultural Cooperatives in Sri Lanka - February 25-March 03, 2002

- Feb 25 Mon** Arrival of participants in Colombo at 0335 hours by UL-192
Reception at airport and transfer to hotel in Colombo
AN Inaugural Session at NCC
Briefing on local programme
Briefing on the organisation and activities of the NCC by Mr. W.U. Herath, Resident Representative SCC & Managing Director, Cooperative Insurance Company
- Feb 26 Tue** Visit Kotapola MPCs and visit to the factory
Visit Galle Cooperative Development Office
Visit Morawakkorala Tea Producers' Cooperative Society
Leave for Ratnapura
[Night stay at Rathnaloka Tour Inns]
- Feb 27 Wed** Visit Cooperative Rural Banks Union, Ratnapura
Visit National Institute of Cooperative Development, Polgolla (Kandy)
Visit Temple of the Tooth Relic
Leave for Kurunegala
Visit Rural Banks Union, Kurunegala
[Night stay at Ranthaliya New Rest House]
- Feb 28 Thu** Leave for Kuliyaipitiya
Visit Coconut Triangle Milk Producers' Coop Societies Union Ltd.
Visit Dunagaha Coconut Producers' Cooperative Societies Ltd.
- Mar 1 Fri** Visit Cooperative Marketing Federation of Sri Lanka
Colombo City tour
- Mar 2 Sat** Free
- Mar 3 Sun** Leave Colombo for Tokyo UL-460 at 20.20 hours.

PART-II OF THE PROGRAMME
IDACA SEGMENT: March 04-April 21 2002

Mar 4	Mon	- Arrival of Participants from Colombo [by UL-460 at 11.50 hrs] - Move to IDACA. Stay at IDACA Hostel
Mar 5	Tue	Programme Orientation/Opening Ceremony Lecture: Japanese Society and Economy [Mr Abe, IDACA]
Mar 6	Wed	Lecture: Japanese Society with Special Reference to Changes of Rural Community in Japan [Mr. Takagi, IDACA]
Mar 7	Thu	Lecture: Organisation and Business of Agricultural Cooperatives [Mr. Nakashima, IDACA]
Mar 8	Fri	Lecture: Marketing and Purchasing Business of Agricultural Cooperatives [Mr Nakashima and Mr. Nakaoka, IDACA]
Mar 9	Sat	Sight-seeing tour in Tokyo
Mar 10	Sun	Free
Mar 11	Mon	Lecture: Rural Finance and Credit Business by Agricultural Cooperatives [Mr. Shimizu, The Norinchukin Research Institute]
Mar 12	Tue	Visit Ministry of Agriculture, Forestry and Fisheries (MAFF) (1) Outline of the Ministry and Int'l Cooperation (2) Role of the Ministry for Agricultural Cooperatives
Mar 13	Wed	Lecture: Farm Guidance and Commodity-wise Group [Mr. Nakashima, IDACA]
Mar 14	Thu	Lecture: Mutual Insurance Business [Mr. Kawane, JA Kyosairen] Lecture: Summary and Discussion on Organisations and Businesses of Agricultural Cooperatives
Mar 15	Fri	Lecture: Business Management of Agricultural Cooperative-Case Study [Mr. Furuya, JA Hadano]
Mar 16	Sat	Group Discussion
Mar 17	Sun	Free
Mar 18	Mon	Study Tour in Nagano Prefecture [Move to Nagano-shi, Nagano Prefecture]
Mar 19	Tue	Visit : Nagano Pref. Union of Agricultural Cooperatives Nagano Agricultural Cooperative (JA Nagano)
Mar 20	Wed	Visit: Nagano Agricultural Cooperative (JA Nagano)
Mar 21	Thu	Sightseeing/Back to Tokyo
Mar 22	Fri	Group Discussion and Report Making on Study Tour
Mar 23	Sat	Group Discussion
Mar 24	Sun	Free
Mar 25	Mon	Visit Agricultural Research & Development Centre of JA Zen-Noh Tour in Kanagawa Prefecture
Mar 26	Tue	Lecture: Women 's Association of Agricultural Cooperative-Case Study [Ms. Sugimoto, JA Tsikui-gun]

Mar 27	Wed	Lecture: Women Entrepreneurship Development [Ms. Kano, JBIC]
Mar 28	Thu	Lecture: Approach to Vitalization of Rural Community by Farmers' Organisation [Dr. Kunihiro Masumi, Nihon University]
Mar 29	Fri	Visit Distribution Facilities for Agricultural Products
Mar 30	Sat	Group Discussion
Mar 31	Sun	Free
Apr 1	Mon	Lecture: Development of Village Industries in Japan [Mr. Okuma, Nagano Prefecture Rural Development Institute of Agricultural Cooperative]
Apr 2	Tue	Lecture: Facility Planning of Agricultural Cooperatives [Mr. Kitayama, Zen-Noh Architects & Engineers Inc.]
Apr 3	Wed	Lecture: Business Planning of Agricultural Cooperative [Mr. Takayama, JA Matsumoto Highland]
Apr 4	Thu	Lecture: Distribution System for Agricultural Products & Marketing Business of Agricultural Cooperative [Mr. Harada, Research Institute for Distribution of Agricultural Products]
Apr 5	Fri	Visit Wholesale Market in Tokyo
Apr 6	Sat	Group Discussions
Apr 7	Sun	Free
Apr 8	Mon	Study Tour in Kagoshima Prefecture [Move to Kagoshima shi, Kagoshima Prefecture]
Apr 9	Tue	Visit Minami-satsuma Agricultural Cooperative
Apr 10	Wed	Visit Kagoshima Pref. Union of Agricultural Cooperatives Visit Fertilizer Production Plant/Feed Production Plant
Apr 11	Thu	Visit Kagoshima Pref. Agricultural Experiment Station Visit Kagoshima Pref. Agricultural Products Processing Research Centre
Apr 12	Fri	Sightseeing/Back to Tokyo
Apr 13	Sat	Group Discussion
Apr 14	Sun	Free
Apr 15	Mon	Group Discussion and Report Making on Study Tour
Apr 16	Tue	Lecture: Measures for Food Security and JA Action toward WTO issue [Mr. Kobayashi, JA Zenchu]
Apr 17	Wed	Report Making End of Course Evaluation
Apr 18	Thu	Finalisation of Evaluation Report
Apr 19	Fri	Evaluation Report and Closing Ceremony (Preparation for Departure)
Apr 20	Sat	Move to Narita Airport area for Departure to Home Countries
Apr 21	Sun	Departure of participants from Japan for home countries

Annex-II

COURSE PARTICIPANTS

- 01 Bangladesh** 01 **Mr. Bidyut Kumar Mondal**
Deputy Manager
Dugdha Bhaban
Bangladesh Milk Producers Cooperative Union Ltd
139-140, Tejgoun Industrial Area
Dhaka 1208, Bangladesh
- 02 China** 02 **Mr Li Wenlong**, Division Chief,
Department of Economic Development
All China Federation of Supply & Marketing Cooperatives
45, Fuxingmennei Street
Beijing 100 801, China
- 03 India** 03 **Mr. Jangamappa**
Manager (I&A Department)
Karnataka State Cooperative Apex Bank Ltd.,
No. 1 Pampamahakavi Road, Chamarajpet,
Bangalore 560 018, Karnataka State, India
- 04 **Mr A.K. Rath**
Branch Manager
National Agricultural Coop Marketing Federation of India (NAFED)
Red Cross Bhavan, Sachivalaya Marg,
Bhubaneswar, 751 022 Orissa State, India
- 04 Indonesia** 05 **Mr. Apsoro Soewarno**
Training Specialist
LAPENKOP-DEKOPIN
Jl. Kol. Ahmad Syam No. 10, Jatinangor
Bandung, West Java 40600, Indonesia
- 05 Myanmar** 06 **U Kyaw Tint**
Member –Board of Director /UDC
Mya-Thitsar Agricultural Cooperative Ltd.,
Alebo Village
Magwe Township, Magwe Division,
Magwe, Myanmar
- 06 Nepal** 07 **Mr. Dilli Ram Tiwari**
Managing Director
District Cooperative Union Ltd.
Kaski, **Pokhara, Nepal**

- 07 Pakistan** 08. **Dr. Suhail Saleem**
Field Development Manager
Idara-e-Kissan, Lahore Milk Plant,
40 Sharah-e-Roomi (Walton Road)
Lahore, Pakistan
- 08 Philippines** 09. **Mr Ernesto Aliling**
Manager
Bontoc Multipurpose Cooperative
Poblacion, Bontoc, **Southern Leyte, 6604**
Philippines
10. **Ms. Verlyn G. Pascua**
Internal Auditor
Nueva Vizcaya Alay-Kapwa Multipurpose Cooperative
2/F Gaddang St., Solano Public Market, Gaddang Street,
3709 Solano, Nueva Vizcaya, Philippines
- 09 Sri Lanka** 11. **Mr L.P. Amarakoon**
Chief Manager
Wayamba Cooperative Rural Bank Union Ltd.,
No. 2, Suratissa Mawatha
Kurunegala, Sri Lanka
12. **Mr. D.D. Kumara Ileperuma Arachchi**
Manager – Supply & Extension
Coconut Triangle Milk Producers' Cooperative Union Ltd.,
Weeragama, **Kuliyapitiya, Sri Lanka**
- 10 Thailand** 13. **Ms. Natcha Klanniem**
Training Officer
Cooperative League of Thailand (CLT)
4, Pichai Road, Dusit
Bangkok 10300, Thailand
- 11 Vietnam** 14. **Mr. Phung Khanh Toan**
Vietnam Cooperative Alliance (VCA)
International Economic Relations Department
77 Nguyen Thai Hoc Street
Ba Dinh District
Hanoi, Vietnam
15. **Ms Lai Ngoc Hoa**
Vietnam Cooperative Alliance (VCA)
International Economic Relations Department
77 Nguyen Thai Hoc Street
Ba Dinh District
Hanoi, Vietnam
- ICA ROAP** **Mr Prem Kumar,**
Adviser, ICA-Japan AMT Programme
International Cooperative Alliance
Regional Office for Asia and the Pacific
E-4, Defence Colony, 3rd Floor, New Delhi-24

ANNEX-III

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]

Sr. No.	Course Year	Names of Participants and their Organisations
01 BANGLADESH		
001	1986-87	Mr Md Abdus Samee, Bangladesh Samabaya Marketing Society Ltd.
002	1987-88	Mr Abdul Mannaf Mir, Bangladesh Samabaya Bank Ltd.
003	1988-89	Mr Fakir Mohd. Anwarul Quadir, Bangladesh Samabaya Marketing Society.
004	1989-90	Mr Mohd. Nuruzzaman Bhuiyan, Bangladesh Samabaya Bank Ltd.
005	1990-91	Mr Mohd. Nurul Hoque, Manager, Bangladesh Samabaya Bank Ltd.
006	1991-92	Mr Sudhir Chandra Das, Bangladesh Milk Producers' Cooperative Union Ltd.
007	1992-93	Mr Mohd Habibullah, Bangladesh Samabaya Bank Ltd.
008	1993-94	Mr Md Anwaruzzaman, Bangladesh Samabaya Bank Ltd.
009	1994-95	Mr Siddiqur Rahman, Bangladesh Milk Producers' Coop Union, [MILKVITA]
010	1995-96	Mr Md Zillur Rahman, Bangladesh Samabaya Bank Ltd.
011	1996-97	Mr Nur Mohammad Molla, Bangladesh Samabaya Bank Limited
012	1997-98	Mr Kazi Zahirul Hoque, Bangladesh Samabaya Bank Limited
013	1998-99	Mr Mosharraf Hossain, Bangladesh Milk Producers' Cooperative Union Ltd
014	2000-2001	Mr Babul Kanti Patwari, Bangladesh Samabaya Bank Limited
015	2001-2002	Mr. Bidyut Kumar Mondal, Bangladesh Milk Producers Coop Union Ltd.
02 CHINA		
016	1986-87	Mr Aiguo Guan, All-China Federation of Supply & Marketing Cooperatives
017		Mrs Xinzhen Liu, All-China Fedn of Supply & Marketing Cooperatives
018	1987-88	Ms He Lanchai, All-China Federation of Supply & Marketing Cooperatives
019		Mr Shi Yue Jin, Zhejiang Supply and Marketing Cooperatives
020	1988-89	Mr Bi Meijia, All-China Federation of Supply & Marketing Cooperatives
021		Mr Gao Jihai, Shandong Federation of Supply & Marketing Cooperatives
022	1989-90	Mr Jia Min Sheng, All-China Federation of Supply & Marketing Cooperatives
023		Mr Yang Bao Guo, Shanghai Federation of Supply & Marketing Coops Ltd.
024	1990-91	Mr Rong Jun, All-China Federation of Supply & Marketing Cooperatives
025		Mr Huang Yadong, Hubei Provincial Fedn of Supply-Marketing Cooperatives
026	1991-92	Mr Zhang Guang Lun, Shaanxi Provincial Supply & Marketing Coop Union
027		Ms Liu Quan, Shanghai Federation of Supply and Marketing Cooperatives
028	1995-96	Mr Liu Hui, All-China Federation of Supply & Marketing Cooperatives
029	1996-97	Mr Wang Songjun, All-China Fedn of Supply & Marketing Cooperatives
030		Mr Feilong Liu, Ningbo Supply and Marketing Cooperatives
031	1997-98	Mr Gao Mao Lin, All-China Fedn of Supply and Marketing Cooperatives
032		Mr Bai Tao, Shanxi Provincial Fedn of Supply and Marketing Cooperatives
033	1998-99	Mr Xu Guoliang, Qingdao Dongfang Group Company Limited
034		Mr Huang Xiao, Shandong Supply and Marketing Ccop [Group]
035	1999-2000	Mr Wen Gao Lian, All-China Fedn of Supply and Marketing Cooperatives
036		Mr Cheng Qingxin, All-China Fedn of Supply and Marketing Cooperatives

037	2000-2001	Mr Zhang Chen Guang, All-China Fedn of Supply & Marketing Cooperatives
038		Mr Li Xuan, All-China Federation of Supply & Marketing Cooperatives
039	2001-2002	Mr. Li Wenlong, All-China Federation of Supply & Marketing Cooperative

03 INDIA

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

04 INDONESIA

075	1986-87	Mr Samsul Arief, Dewan Koperasi Indonesia (DEKOPIN)
076	1987-88	Mr Yoyok Sunaryo Soekarno, Union of Dairy Coops of Indonesia, GKSI
077		Mr Maharsi Adi Sucipto, Union of Dairy Cooperatives of Indonesia
078	1991-92	Mr Johny Priyana, Union of Dairy Cooperatives of Indonesia-GKSI
079	1992-93	Mr Achmad Kosasih, Union of Dairy Coops of Indonesia GKSI
080	1993-94	Mr Tanoyo Adi, Union of Dairy Cooperatives of Indonesia-GKSI
081		Mr Iskandar Muchlas, Union of Dairy Cooperatives of Indonesia-GKSI
082	1994-95	Mr Ayi Suhendi, KPSBU Lembang, Bandung, West Jawa. GKSI
083		Ms Marleen Erna Dien, Rural Unit Coop Federation, North Sulawesi.GKSI
084		Ms Rias Dyah Tri Silvana, KUD SUKA MAKMUR, Malang
085	1995-96	Mr Andy Satyana, Manager, KUD Setia Kawan. GKSI
086	1996-97	Ms Carolina H.K., DVM, KUD Suka Mulya, Wates Kediri. East Java.GKSI
087		Mr Hermianiadi, KUD Dah, DAU, Malang. East Java. GKSI
088	1997-98	Mr Abdurahman Sopa, KUD Bayongbong. Garut. West Java. GKSI
089		Mr Taryat Ali Nursidik, North Bandung Dairy Cooperatives/KPSBU

090	1999-2000	Ms Indrawati Sinaga, INKUD
091	2000-2001	Mr Irwin Novianto, Lapenkop-Dekopin
092	2001-2002	Mr. Apsoro Soewarno, Lapenkop-Dekopin

05 IRAN

093	1991-92	Mr Mohammed Reza Gramipour, Central Organisation for Rural Coop of Iran
094	1992-93	Mr Morteza Hafezi, Central Organisation for Rural Coops of Iran
095	1993-94	Mr Ali Arbabi, Central Organisation for Rural Coops of Iran

06 KOREA, REPUBLIC OF KOREA

096	1986-87	Mr Chong Hyun Baik, National Agricultural Cooperative Federation-NACF
097		Mr Jin Woo Kim, National Agricultural Cooperative Federation-NACF
098	1987-88	Mr Yun Hee Lee, National Agricultural Cooperative Federation-NACF
099		Mr Chung Shik Shim, National Agricultural Cooperative Federation-NACF
100	1988-89	Mr Hyang Kyu Lee, National Agricultural Cooperatives Federation-NACF
101		Mr Byung Ho Jeong, National Livestock Cooperatives Federation-NLCF
102	1989-90	Mr Sang Derk Lee, Anseong Agri Coop Leaders' Training Institute, NACF
103		Mr Byung O Kang, National Livestock Cooperatives Federation-NLCF
104	1990-91	Mr Shie Kie Yup, National Agricultural Cooperatives Federation-NACF
105		Mr Kyu Hyun Lee, National Livestock Cooperatives Federation-NLCF
106	1991-92	Mr Hyun Keun Myung, National Agricultural Cooperatives Federation-NACF
107		Mr Won Tae Kim, National Livestock Cooperatives Federation-NLCF
108	1992-93	Mr Han Ju Lee, National Agricultural Cooperatives Federation-NACF
109		Mr Byeong Hak Lee, Seoul Dairy Cooperative
110	1993-94	Mr Do Hwan Woo, National Agricultural Cooperatives Federation-NACF
111		Mr Kwang Seog Song, National Livestock Cooperatives Federation-NLCF
112	1994-95	Mr Jong Soo Lee, National Agricultural Cooperatives Federation-NACF
113		Mr Pyeong Woo Min, National Livestock Cooperatives Federation-NLCF
114	1995-96	Mr Dong Young Kim, National Agricultural Cooperatives Federation-NACF
115		Mr Sun Hak Kim, National Livestock Cooperatives Federation-NLCF

07 MALAYSIA

116	1986-87	Mr Mohd Redza Haji Baba, Kementerian Pertanian Tingkat 7
117	1987-88	Mr Wan Abdul Rahman bin Wan Mohd. Zain, (FOA)
118	1988-89	Mr Ghani Fikri, Machang Rubber Smallholders' Cooperative-RISDA
119	1989-90	Mr Abdul Razak Jamin, Federal Land Development Authority-FELDA
120		Mr Abu Bakar Ujang, Asrama FELDA Semai Bakti Kelana Jaya
121	1990-91	Mr Ku Mohd Rodzi, Pejabat Pengarah FELCRA Negari Pulau Pinang
122	1991-92	Mr Rofien Sapiin, KESEDOR HQs
123	1992-93	Mr Salleh bin Rehduan, Department of Cooperative Development
124	1993-94	Mr Anthony Samuel, Department of Cooperative Development
125	1995-96	Mr Nik Mohd Nabil bin Nik Mansur-RISDA/NARSCO
126	1996-97	Mr Arikrishnan, FELDA Cawangan Kuantan
127	1997-98	Mr Zahari Mat Amin, NARSCO Cooperative Federation
128	1998-99	Mr Azhar b. Yunus, Farmers' Organisation Authority-FOA
129	1999-2000	Mr Wan Zin B. Wan Ahmad, NARSCO
130	2000-2001	Mr Jagathesa Rao, Kuala Perak Estate, Perak

08 MYANMAR

131	1993-94	Ms Sein Sein Htay, Mon state Cooperative Syndicate
132	1994-95	Mr Aung Maung, Sagaing Division Cooperative Syndicate
133		Ms Htay Htay, Township Cooperative Society
134	1995-96	Ms Khin Khin Nyunt, Hinthada Township Cooperative Society
135	1996-97	Mr Htin Kyaw Linn, Union of Agricultural Producers Coop Syndicate Ltd
136	1997-98	Mr Sein Win, Union of Agricultural Cooperatives
137	1998-99	U Zaw Myint, Ministry of Cooperatives-Myanmar
138	1999-2000	U Aung Zaw Myint, Swe Marn Aung Agricultural Producers' Coop Ltd
139	2000-2001	Ms Yi Yi Win, Degree College, Central Cooperative Society

140	2001-2002	U Kyaw Tint, Mya-Thitsa Agricultural Cooperative Ltd.
09	NEPAL	
141	1998-99	Mr Ram Bhajan Shah, National Cooperative Federation of Nepal
142		Mr Umesh Mahāseth, District Cooperative Union Ltd-Nepalganj
143	2000-2001	Mr Ganesh Prasad Koirala, National Coop Federation of Nepal Ltd
144	2001-2002	Mr. Dilli Ram Tiwari, District Coop Union Ltd., Kaski, Pokhara
10	PAKISTAN	
145	1988-89	Mr Agha Zaid Hussain, Provincial Cooperative Bank, HO,
146	1989-90	Mr Tariq Hussain Nadeem, Mercantile Finance Corporation
147	1990-91	Mr Islam Madni, National Cooperative Supply Corporation Ltd
148	1991-92	Mr Gul Muhammad, Federal Bank for Cooperatives
149	1992-93	Mr Syed Maqbool Hussain Shah, Circle Registrar, Forest Coop Societies
150	1993-94	Mr Tasadduq Hussain, Punjab Provincial Cooperative Bank Ltd.
151	1995-96	Mr Riaz Akhtar, Federal Bank for Cooperatives
152	1996-97	Mr Muhammad Nasir, Federal Bank for Cooperatives
153	1997-98	Mr Muhammad Ashraf, Panjab Provincial Cooperative Bank Limited
154	1998-99	Mr Tahir Iqbal Butt, Punjab Provincial Cooperative Bank Limited
155	2000-2001	Mr Zill-E-Hasnain, Federal Bank for Cooperatives
156	2001-2002	Dr. Suhail Saleem, Idara-e-Kissan, Lahore Milk Plant
11	PHILIPPINES	
157	1986-87	Mr Cesar Alcantara, Department of Agriculture-Tarlac. Tarlac. Philippines
158		Mrs Jean N Abdurasad, Agricultural Cooperative Marketing Federation
159	1987-88	Ms Bernardia L Barranco, Federation of Area Marketing Cooperatives Inc.
160	1988-89	Mr S.E. Coliyat, Soro-Soro Ibaba Development Cooperative
161		Mr Jose C. Palmares, Talongonan Agtabo, Ilwad Multipurpose Cooperative
162	1989-90	Mr Adolfo Dele Pena, Department of Agrarian Reforms
163		Mr Abundio V Felin, San Isidro Development Cooperative
164	1990-91	Miss Amelita Provideo, CDA Iloilo Extension Office
165		Ms Edith Susan Valdez, Cooperative Rural Bank, San Pablo
166	1991-92	Ms Belma H Sales, Cooperative Rural Bank
167	1992-93	Mr Philmore C Quilat, Cooperative Management Consultants
168	1994-95	Mr Edilberto B Lantaca Jr., Perpetual Help Credit Cooperative
169	1994-95	Mr Rony L Farquerabao, EARN Romblon Federation of Cooperatives
170	1995-96	Mr Claudio Acquino Ofrancia, West Pangasinan Fedn of Multipurpose Coops
171	1996-97	Mr Teofilo R. Quintal, Provincial Agricultural Office, Vigan. Ilocos Sur.
172	1997-98	Ms Ma Jocelyn P. Espia, Badiang Multipurpose Cooperative Society
173		Ms Estrella R. Hernandez, Bureau of Fisheries and Aquatic Resources
174	1998-99	Ms Rufina S. Salas, Cooperative Union of the Philippines Inc
175	1999-2000	Ms Nanette Dumangeng, Lamut Grassroots Cooperative-NATCCO
176		Ms Jeanelyn Apolinar, Palompon Community MP Cooperative-NATCCO
177	2000-2001	Ms Maria Fe Alombro Pineda, Sta Catalina Multipurpose Cooperative
178	2001-2002	Mr. Ernesto Aliling, Bontoc Multipurpose Cooperative
179		Ms. Verlyn G. Pascua, Nueva Vizcaya Alay-Kapwa Multipurpose Cooperative
12	SRI LANKA	
180	1986-87	Mr P.L.Gunasekara, Ruwanwella Multipurpose Cooperative Society Ltd.
181	1987-88	Mr U.G.Dayananda, Sri Lanka Cooperative Marketing Federation Ltd.
182	1988-89	Mr J.K. Thungasena, Madampe Multipurpose Cooperative Society Ltd.
183		Mr E.M.E.G. Muthubanda, Naula Multipurpose Cooperative Society Ltd.
184	1989-90	Mr Sam Deerasinghe, National Cooperative Training Institute-NCC/SL
185	1990-91	Mr M.B.R. Perera, Dunagaha Coconut Producers' Cooperative Society
186		Mr C.A.C. Fernando, Kammal pattua Coconut Producers' Coop Society Ltd.
187	1991-92	Mr Ananda Walisinghe, Cooperative Marketing Federation of Sri Lanka
188	1992-93	Mr A.F.A. Perera, Bandarawela Multipurpose Cooperative Society Ltd.
189		Mr A.G.S.M. Navaratne Banda, Aranayake Multipurpose Coop Society Ltd.

190	1993-94	Mr H.A. Siripala, Hungoma Multipurpose Cooperative Society Ltd.
191		Mr K.L. Bandula, Nattandiya Multipurpose Cooperative Society Ltd.
192	1995-96	Mr R.B. Gamini Bandara, National Cooperative Council of Sri Lanka
193		Ms Chandrika Samantha Ramanayaka, National Coop Council of Sri Lanka
194	1996-97	Mr WMK Samarasekera, Mahaweli Cooperative Society Ltd
195		Mr RKA Sunil Jayasinghe, Kundasale Multipurpose Cooperative Society Ltd
196	1997-98	Ms Padmini Alahakoon, NCC Kahagolla Cooperative Development Centre
197	1998-99	Ms Karuna de Silva, National Cooperative Council of Sri Lanka
198	1999-2000	Mr Premadasa Liyanage, Galle MPCS-NCC/SL
199	2000-2001	Ms BA Manoja Priyadarshini, Ratnapura District Coop Rural Bank Limited
200	2001-2002	Mr L.P. Amarakoon, Wayamba Cooperative Rural Bank Union Ltd.
201		Mr DD Kumara Ileperuma Arachchi, Coconut Triangle Milk Producers Coop Union

13 THAILAND

202	1986-87	Mr Sirihatakit Kreingsak, Nongvai Agricultural Cooperative Society
203		Mr Apichat Treejaturon, Cooperative Promotion Department-CPD
204	1987-88	Mr Taworn Supanawan, Cooperative Promotion Department-CPD
205		Mr Panuwat Nanakornpanom, Cooperative Promotion Department-CPD
206	1988-89	Mr Thawee Thimasaya, Agricultural Cooperative Federation of Thailand
207		Miss Wasna Junthieng, Mae Chaem Agricultural Cooperative Ltd.
208	1989-90	Mrs Jansuda Watcharayon, Cooperative League of Thailand-CLT
209		Ms Pornrut Saitongsuk, Cooperative League of Thailand-CLT
210	1990-91	Ms Maroum Sutanant, Rongkwang Agricultural Cooperative Ltd
211		Mr Suriya Thummavaro, Mueang Pijit Agricultural Coop Ltd, Mueang Pijit.
212	1991-92	Mr Pronchadin Potiya, Maetaeng Agricultural Cooperative
213	1992-93	Mrs Amporn Vongsopa, Sanpathong Agricultural Cooperative
214	1993-94	Mr Pratin Boontoy, Cooperative League of Thailand-CLT
215	1995-96	Ms Sunee Karndee, Cooperative Promotion Department-CPD
216	1999-2000	Mr Wattana Wattanapanee, Sikhui Agricultural Cooperative Limited
217		Ms Wasana Boonprasit, Tak Agricultural Cooperative Society Limited
218	2000-2001	Ms Chenchira Wongwaranon, Cooperative League of Thailand
219	2001-2002	Ms Natcha Klanniem, Cooperative League of Thailand

14 VIETNAM

220	1991-92	Mr Nguyen Quoc Tuy, Central Council of Coop Unions (VICOOPSME)
221	1992-93	Mr Le Van Nhu, Central Council of Cooperative Unions (VICOOPSME)
222	1993-94	Mrs Phung Thi Ngan Ha, Central Council of Coop Unions (VICOOPSME)
223	1994-95	Ms Tran Kim Linh, Central Council of Cooperative Unions (VICOOPSME)
224		Ms Truong Ngoc Oanh, Saigon Cooperative
225	1995-96	Mr Pham Minh Duc, Central Council of Cooperative Unions (VICOOPSME)
226	1996-97	Mr Do Tien Vinh, Vietnam Coops Company for General Trading
227		Ms Hoang Thi Vinh, Victoria Investment Trade & Services Cooperative
228	1997-98	Ms Pham Thi Thanh Hang, Vietnam Cooperative Union
229		Ms Hoang Que Lan, Vietnam Cooperative Union
230	1998-99	Mr Hoang Chuyen Can, Vietnam Cooperative Alliance-VCA
231		Mr Pham Khuong, Saigon Union of Trading Cooperatives-SAIGONCO
232	1999-2000	Mr Nguyen Anh Dung, Vietnam Cooperative Alliance-VC
233		Ms Nguyen Que Anh, Vietnam Cooperative Alliance-VCA
234	2000-2001	Ms Doan Thi Van Anh, Vietnam Cooperative Alliance-VCA
235		Mr Nguyen Hung Son, Vietnam Cooperative Alliance-VCA
236	2001-2002	Mr Phung Khanh Toan, Vietnam Cooperative Alliance-VCA
237		Ms. Lai Ngoc Hoa, Vietnam Cooperative Alliance-VCA

ANNEX-IV

LIST OF DEVELOPMENT PROJECT PROPOSALS PRODUCED BY THE PARTICIPANTS DURING THEIR TRAINING UNDER THE ICA-JAPAN TRAINING PROGRAMME [COURSE 1-16]

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. Malaysia. |
| 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 NISPROCOM; 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.L.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 CO-
OPERATIVE LIMITED.
Ms Wasna Junthieng, Thailand

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

COURSE-04: PROJECT PROPOSALS PRODUCED DURING COURSE-04 [1989-90]

October 23 1989-May 10 1990, India-Thailand-Japan-Korea

- 045 01 RANGPUR COOPERATIVE TOBACCO PROJECT
Mr Mohammed Nuruzzaman Bhuiyan, Bangladesh
- 046 02 BEIJING-ENGLISH DUCK FEEDING, PROCESSING AND MARKETING PROJECT.
Mr Jia Min Sheng, China
- 047 03 DEVELOPMENT OF RUSH MAT PRODUCTION PROJECT.
Mr Yang Bao Guo, China
- 048 04 POTATO DEVELOPMENT THROUGH INTEGRATED COOPERATIVES IN HASSAN
TALUKA. Mr D.T. Rangaswamy, India
- 049 05 MARKETING OF POTATOES IN MEERUT.
Mr Lokendra Singh Rawal, India

- 050 06 FRUIT PROCESSING MILL PROJECT.
Mr Sang Derk Lee. Republic of Korea
- 051 07 FEED-MILL PROJECT IN JEONNAM PROVINCE.
Mr Byung O Kang. Republic of Korea
- 052 08 DAIRY DEVELOPMENT PROJECT.
Mr Abdul Razak Jamin. Malaysia
- 053 09 PEPPER PROCESSING AND MARKETING PROJECT.
Mr Abu Bakar bin Ujang. Malaysia
- 054 10 ORANGE FRUIT PROCESSING AND MARKETING PROJECT
Mr Tariq Hussain Nadeem. Pakistan
- 055 11 INTEGRATED PADDY PROCESSING AND MKTG PROJECT
Mr Adolfo M. Dela Pena. Philippines
- 056 12 BICOL INTEGRATED COOP FARMING SYSTEM.
Mr Abundio V. Felin. Philippines
- 057 13 DAIRY PROJECT IN BANDARAWELA.
Mr Sam Deerasinghe. Sri Lanka
- 058 14 SERICULTURE PROMOTION AND RAW SILK PRODUCTION PROJECT
Mrs Jansuda Watcharayong. Thailand
- 059 15 SOYABEAN PROJECT.
Mr Pornrat Saitongsuk. Thailand

COURSE-05: PROJECT PROPOSALS PRODUCED DURING COURSE-05 [1990-91]
October 22 1990-May 10 1991. India-Thailand-Japan-Korea

- 060 01 RAJFULBARIA COOP POULTRY PROJECT.
Mr Mohd Nurul Hoque. Bangladesh
- 061 02 SANHE COOPERATIVE CHICKEN FEED PLANT.
Mr Rong Jun. China
- 062 03 INTEGRATED CHINESE ONION PROJECT.
Mr Huang Yadong. China
- 063 04 FRUIT PROCESSING UNIT AT NARKHED.
Mr Ziley Singh. India
- 064 05 COTTON PROCESSING AND MARKETING PROJECT.
Mr Raj Pal Gaba. India
- 065 06 RED PEPPER POWDER PLANT PROJECT.
Mr Shin Kie Yup. Republic of Korea
- 066 07 MEAT PROCESSING MILL.
Mr. Kyu Hyun Lee. Republic of Korea
- 067 08 INTEGRATED SHEEP REARING AND MARKETING PROJECT
Mr Ku Mohammed Rodzi. Malaysia

- 068 09 COTTON GINNING PRESSING AND OIL EXTRACTION PROJECT
Mr Islam Madni. Pakistan
- 069 10 SMALL FARMERS INTEGRATED MARKETING COOPERATIVE PROJECT
Ms Amelita Provido. Philippines
- 070 11 INTEGRATED PADDY PROCESSING AND MARKETING PROJECT
Ms Edith Susan Valdez. Philippines
- 071 12 MODERNIZATION OF DESICCATED COCONUT FACTORY PROJECT
Mr M.B.R. Perera. Sri Lanka
- 072 13 DESICCATED COCONUT PROCESSING FACTORY:
MODERNIZATION PROGRAMME. Mr C.A.C. Fernando. Sri Lanka
- 073 14 PROCESSING PLANT FOR FEED MIX MILL PROJECT
Ms Maroum Sutanun. Thailand
- 074 15 INTEGRATED FARMING PROJECT.
Mr Surya Thummavaro. Thailand

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

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

- 075 01 CATTLE-FEED PLANT.
Mr Sudhir Chandra Das. Bangladesh
- 076 02 SHANGZHEN CHILI PROCESSING PLANT.
Mr Zhang Guang Lun. China
- 077 03 HUNSHA COOP CLEAN VEGETABLE PROJECT.
Ms Liu Quan. China
- 078 04 SUNFLOWER SEED OIL COOPERATIVE MILL.
Dr Ram Niwas Kundu. India
- 079 05 APPLE CIDER WINE PROCESSING UNIT.
Mr Virinder Singh Sidhu. India
- 080 06 ESTABLISHING A UNIT OF FEED-MILL.
Mr Johny Prilyana. Indonesia
- 081 07 COLD STORAGE PLANT.
Mr Mohd Reza Gramipour. Iran
- 082 08 APPLE JUICE PLANT PROJECT.
Mr Hyun Keun Myung. Republic of Korea
- 083 09 CHOONGNA DAIRY PLANT.
Mr Won Tae Kim. Republic of Korea
- 084 10 PRODUCTION OF BLOCK RUBBER PROJECT.
Mr Rofien Sapiin. Malaysia
- 085 11 DAIRY DEVELOPMENT PROJECT.
Mr Gul Mohammed. Pakistan

- 086 12 VEGETABLE & FRUIT COLLECTION & MARKETING PROJECT
Mr Ananda D. Walisinghe. Sri Lanka
- 087 13 PILOT PROJECT FOR RAISING CATTLE FOR MEAT AND FOR BREEDING
Mr Pronchadin Potiya. Thailand
- 088 14 CAGE FISH RAISING COOPERATIVE PROJECT.
Mr Nguyen Quoc Tuy. Vietnam

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

COURSE-07: PROJECT PROPOSALS PRODUCED DURING COURSE-07 [1992-93]
November 09 1992-May 08 1993. India-Thailand-Japan-Korea

- 089 01 COOPERATIVE FISH CULTURE PROJECT.
Mr Mohd Habibullah. Bangladesh
- 090 02 METHENE GAS GENERATION FROM DISTILLERY AND PAPER MILL EFFLUENT.
Mr I.K. Kadu. India
- 091 03 JAISAF FOOD PRODUCTS PLANT : REVIVAL AND MODERNIZATION PROJECT.
Mr Subhash Singh. India
- 092 04 JAIPUR FRUIT & VEGETABLE COOP RETAIL MARKETING PROJECT
Mr R.S. Jakhar. India
- 093 05 FEED-MILL IN CIWEDEY DISTRICT.
Mr Achmad Kosasih. Indonesia
- 094 06 ORANGE FRUIT PROCESSING PROJECT
Mr Morteza Hafezi. Iran
- 095 07 RICE PROCESSING COMPLEX.
Mr Han Ju Lee. Republic of Korea
- 096 08 ICE-CREAM SUBSIDIARY COMPANY OF SEOUL DAIRY COOP
Mr Byeong Hak Lee. Republic of Korea
- 097 09 ESTABLISHING A RIBBED SMOKE SHEET RUBBER FACTORY
Mr Salleh Hj Rehduan. Malaysia
- 098 10 FRUIT & VEGETABLE PRESERVATION PLANT. MANSEHRA
Mr Syed Maqbool Hussain Shah. Pakistan
- 099 11 STRAWBOARD PROJECT.
Mr Philmore C. Quilat. Philippines
- 100 12 DAIRY PLANT IN BADULLA DISTRICT.
Mr A.F.A. Perera. Sri Lanka
- 101 13 ESTABLISHING A RICE PROCESSING MILL.
Mr A.G.S.M. Banda. Sri Lanka
- 102 14 RICE MILL PROJECT.
Mrs Amporn Vongsopa. Thailand

103 15 DEVELOPING TRADITIONAL PRODUCTION AS INCOME-GENERATION
Mr Le Van Nuh. Vietnam

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

104 01 NARSINGDI COOPERATIVE RICE MILL PROJECT.
Mr Anwaruzzaman. Bangladesh

105 02 SEED PRODUCTION PROGRAMME OF IFFCO.
Dr K.G.Wankhade. India

106 03 PROCESSING OF GRAM (PULSES) AT CHAMPAPUR VILLAGE
Mr Deepak Kumar Saxena. India

107 04 RAISING CATTLE BREEDING BUSINESS SCALE PROJECT
Mr Tanayo Adi. Indonesia

108 05 INTEGRATED DAIRY FARMING BUSINESS PROJECT.
Mr Iskandar Mukhlas. Indonesia

109 06 RICE PROCESSING COMPLEX.
Mr Ali Arbabi. Iran

110 07 BUCKWHEAT PROCESSING PROJECT IN PYONGCHANG COUNTY
Mr Do Hwan Woo. Republic of Korea

111 08 KWANGJEON DAIRY PLANT PROJECT.
Mr Kwang Seog Song. Republic of Korea

112 09 DANAU LUBOK ANTU COOPERATIVE AGRICULTURAL PROJECT
Mr Anthony Samuel. Malaysia

113 10 PRODUCTION OF RUBBER PRODUCTS AND RUBBER WOOD
Ms Sein Sein Htay. Myanmar

114 11 CATTLE FEED MILL PROJECT.
Mr Tasadduq Hussain. Pakistan

115 12 SOUTHERN PIONEER COOP PADDY PROJECT.
Mr H.A. Siripala. Sri Lanka

116 13 PINEAPPLE FRUIT PROCESSING & MARKETING PROJECT
Mr K.L. Bandula. Sri Lanka

117 14 TAMRIND PRESERVATION PROJECT.
Mr Pratin Boontui. Thailand

118 15 MARKETING OF MILK PROJECT.
Ms Phung Thi Ngan Ha. Vietnam

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

119 01 MILK CHILLING PLANT.
Mr Md Siddiqur Rahman. Bangladesh

- | | | |
|-----|----|--|
| 120 | 02 | STRENGTHENING AGRI. COOPS THROUGH DIRECT SUPPLY OF FERTILIZERS.
Dr D.P. Patra. India |
| 121 | 03 | REVAMPING AND MONITORING AND EVALUATION SYSTEM FOR THE DEVELOPMENT
OF PRIMARY AGRICULTURAL COOPERATIVES
Mr K.L. Nalwaya. India |
| 122 | 04 | COLD STORAGE PROJECT.
Mr C.Sehar. India |
| 123 | 05 | RAISING CATTLE BREEDING BUSINESS SCALE PROJECT
Mr Ayi Suhendi. Indonesia |
| 124 | 06 | SIDAT FISH DEVELOPMENT PROJECT IN KLATEN, CENTRAL JAVA
Ms Marleen Erna Dien. Indonesia |
| 125 | 07 | INCREASING SCALE OF BUSINESS OF DAIRY COWS PROJECT
Ms Rias Dyahtri Silvana. Indonesia |
| 126 | 08 | FLOWER WHOLESale MARKET PROJECT.
Mr Jong Soo Lee. Republic of Korea |
| 127 | 09 | KIMJE MEAT PROCESSING PLANT PROJECT.
Mr Pyeong Woo Min. Rep of Korea |
| 128 | 10 | FARM MECHANIZATION PROJECT FOR HIGH YIELD.
Mr Aung Maung. Myanmar |
| 129 | 11 | DEVELOPMENT OF SUGARCANE PROJECT.
Ms Htay Htay. Myanmar |
| 130 | 12 | COCONUT COIR [HUSK] PROCESSING PROJECT.
Mr Rony Farquerabao. Philippines |
| 131 | 13 | FARMERS INTEGRATED CONSUMERS MARKETING COOPERATIVE FOR AGRO-
FORESTRY PROJECT.
Mr Eddie B. Lantaca Jr. Philippines |
| 132 | 14 | CASSAVA STARCH PROCESSING PROJECT.
Ms Tran Kim Linh. Vietnam |
| 133 | 15 | SOYA MILK PROCESSING PROJECT.
Ms Truong Ngoc Oanh. Vietnam |

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

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

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

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

COURSE-11: PROJECT PROPOSALS PRODUCED DURING COURSE-11 [1996-97]

November 03 1996-April 20 1997. India-Sri Lanka-Japan

- 149 01 KHAILKUR COOP POULTRY PROJECT.
Mr Nur Mohammad Molja. Bangladesh
- 150 02 PROCESSING OF WILD VEGETABLES IN HALLIN COOPERATIVE
Mr Wang Song Jun. China
- 151 03 NINGBO MEILEMEN SHOPPING CENTRE.
Mr Liu Fei Long. China
- 152 04 SPICE PROCESSING-CUM-PACKAGING UNIT/NAFED-INDIA
Ms Urmil Aneja. India
- 153 05 DAIRY DEVELOPMENT PROJECT IN SRIKAKULAM DISTRICT
Mr M. Rama Gopal. India
- 154 06 ESTABLISHMENT OF VIRGIN CALF SERVICE.
Ms Carolina HK. Indonesia
- 155 07 SENTANG PROJECT IN FELDA-SCHEME VILLAGE AREA
Mr S. Arikrishnan. Malaysia

- 156 08 BRICK-MAKING PLANT PROJECT.
Mr Htin Kyaw Linn. Myanmar
- 157 09 FISH FARMING.
Mr Muhammad Nasir. Pakistan
- 158 10 FORTIFIED NPK ORGANIC FERTILISER MANUFACTURING
Mr Teofilo R. Quintal. The Philippines
- 159 11 LIQUID MILK PASTEURISING AND MARKETING
Mr WMK Samarasinghe. Sri Lanka
- 160 12 MODIFICATION/DEVELOPMENT OF RICE PROCESSING MILL
Mr RKA Sunil Jayasinghe. Sri Lanka
- 161 13 VALIDAMYCIN SOLUTION 3% INSECTICIDES PRODUCTION PROJ
Mr Do Tien Vinh. Vietnam
- 162 14 PROCESSING OF TOMATO.
Ms Hoang Thi Vinh. 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. Bangladesh
- 164 02 HONEY PROCESSING PROJECT IN SANMENXIA CHINA
Mr Gao Mao Lin. China
- 165 03 ALCOHOL PRODUCTION THROUGH PROCESSING OF MAIZE PROJECT
Mr Bai Tao. China
- 166 04 MODERNISATION OF GINNING UNIT PROJECT.
Dr R.R. Randad. India
- 167 05 CONSTRUCTION OF MINI-DAIRY AT BAGALKOT IN KARNATAKA STATE OF INDIA.
Dr V.N. Ramakrishna. India
- 168 06 DAIRY-CATTLE FEED MILL IN CENTRAL DAIRY FARMING KPSBU, LEMBANG,
WEST JAVA.
Mr Taryat Ali Nursidik. Indonesia
- 169 07 DEVELOPMENT OF DAIRY BUSINESS FOR FARMER-MEMBERS IN KUD BAYONGBONG
IN WEST JAVA
Mr Abdurahaman Sopa. Indonesia
- 170 08 RUBBERWOOD SAWMILL.
Mr Zahari Mat Amin. Malaysia
- 171 09 NATURAL ORGANIC FERTILISER PRODUCTION PROJECT.
Mr Sein Win. Myanmar
- 172 10 RAWALPINDI/ISLAMABAD COOPERATIVE DAIRY UNION LIMITED PROJECT.
Mr Muhammad Ashra. Pakistan

- 173 11 COOPERATIVE AGRICULTURAL TRADING PROJECT OF BMPC
Ms Ma Jocelyn P. Espia. The Philippines
- 174 12 ESTABLISHING A MODEL FISHERY COOPERATIVE FEDERATION IN THE BICOL
REGION.
Ms Estrella R. Hernandez. 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. China

194 02 THE SILVER BAMBOOSHOOT PROCESSING PROJECT
Mr Cheng Qingxin. 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. India

196 04 INTEGRATED INLAND FISHERIES DEVELOPMENT PROJECT IN KERALA STATE OF
INDIA.
Mr Surendra Sehgal. India

197 05 SMALL-SCALE TAPIOCA STARCH INDUSTRY PROGRAMME
Ms Indrawati Sinaga. Indonesia

198 06 REORGANISATION OF THE MANAGEMENT OF RUBBER SMALLHOLDERS
PLANTATIONS INTO COMMERCIAL ESTATE MANAGEMENT
Mr Wan Zin b Wan Ahmad. Malaysia

199 07 EFFECTIVE MICRO-ORGANISM FERMENTED COMPOST PRODUCTION
Mr Ne Linn. Myanmar

200 08 AGRICULTURAL AND RURAL DEVELOPMENT PROJECT BY ZWE MARN AUNG AGRI-
CULTURAL PRODUCERS' COOPERATIVE SOCIETY LIMITED
Mr Aung Zaw Myint. Myanmar

201 09 CONVERSION OF RICE-HULL INTO ORGANIC FERTILISER
Ms. Nanette Dumangeng. Philippines

202 10 FISH DRYING PROCESSING PLANT.
Ms Jeanelyn B Apolinar. Philippines

203 11 TEA NURSERIES AND PLANTATION PROJECT.
Mr P.D. Liyanage. Sri Lanka

204 12 MOUNTING PROCESSING BUSINESS.
Mr Wattana Wattanapanee. Thailand

205 13 MIXED FARMING THROUGH COOP ACTION.
Ms Wasana Boonprasit. Thailand

206 14 FRESH WATER ACQUACULTURE PROJECT.
Mr Nguyen Anh Dung. Vietnam

207 15 DEVELOPMENT OF LITCHI PRODUCTION AND PROCESSING
Ms. Nguyen Que Anh. 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 B.A. Manoja Priyadarshini. Sri Lanka |
| 220 | 13 | DRY LONGAN PROJECT.
Ms Chenchira Wongwaranon. Thailand |
| 221 | 14 | DEVELOPMENT OF FARMING IN RURAL MOUNTAINOUS AREAS-COFFEE
by 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 FARMER COOP OIL MILL LTD., PRAVAGADA, TIMKUR DISTT, 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 HANDICRAFTS IN VILLAGES OF
VIETNAM
Ms. Lai Ngoc Hoa. Vietnam
- 237 15 VEGETABLE GROWING & MARKETING AT KOT SULTANPUR AREA
Dr. Suhail Saleem. Pakistan



PARTICIPANTS

16th ICA-Japan Training Course on
"Strengthening Management of Agricultural Cooperatives in Asia"
India - Sri Lanka - Japan. November 14, 2001 – April 21, 2002



BIDYUT KUMAR MONDAL
Bangladesh Milk Producers
Coop Union Ltd
Bangladesh



LI WENLONG
All-China Fed. of Supply
and Marketing Coops.
China



JANGAMAPPA
Karnataka State Cooperative
Apex Bank Ltd.
India



A.K. RATH
National Agricultural Coop.
Marketing Fed. of India
India



APSORO SOEWARNO
LAPENKOP-DEKOPIN
Indonesia



U KYAW TINT
Mya-Thitsa Agricultural
Cooperative Ltd.
Myanmar



DILLI RAMTIWARI
District Cooperative
Union Ltd., Pokhara
Nepal



DR. SUHAIL SALEEM
Lahore Milk Plant
Pakistan



ENRESTO ALILING
Bontoc Multipurpose
Cooperative
Philippines



Ms. VERLYN G. PASCUA
Nueva Vizcaya Alay-Kapwa
Multipurpose Cooperative
Philippines



L.P. AMARAKOON
Wayamba Cooperative
Rural Bank Union Ltd.
Sri Lanka



D.D. KUMARA I. ARACHCHI
Coconut Triangle Milk
Producers Coop. Union Ltd.
Sri Lanka



**Ms. NATCHA
KLANNIEM**
Cooperative League of
Thailand [CLT]
Thailand



Ms. LAI NGOC HOA
Vietnam Cooperative
Alliance [VCA]
Vietnam



PHUNG KHANH TOAN
Vietnam Cooperative
Alliance [VCA]
Vietnam



PREM KUMAR
Programme Advisor
ICA ROAP



Mr. D.K. Bhatt, Marketing Director delivering the inaugural address at the function at FMDI, Gurgaon. Also seen are (l to r) Mr. Prem Kumar, Programme Adviser, ICA ROAP; Mr. B.D. Sharma, Acting Regional Director, ICA ROAP; Mr. Kazuo Kodama, Minister; Mr. Mitsuaki Kinoshita, First Secretary in the Japanese Embassy in India; and Dr. G.C. Shrotriya, IFFCO



Mr. K. Iwafuchi of the International Technical Coop. Division, Ministry of Agriculture, Forestry & Fisheries (MAFF), delivering the closing remarks. Also seated are Mr. Y. Nakaoka, MD, IDACA and Mr. Prem Kumar, Programme Adviser, ICA ROAP



The **International Cooperative Alliance [ICA]** is a worldwide international association of cooperative organisations of all types. Founded in London on 18th August 1895 by the International Cooperative Congress, the ICA has affiliates in 90 countries with 251 national and 4 international level organisations as members serving over 800 million individual members worldwide.

The ICA Regional Office for Asia and the Pacific [ICA ROAP], established in 1960 in India, is one of the five Regional Offices, which serves 53 national level organisations from 21 countries, and one international organisation [ACCU]. Main activities include: Coordination of cooperative development efforts within the Region and promotion of exchange and experiences; Project identification, formulation and evaluation; Promotion of establishment and development of national cooperative apex organisations; and Organisation of seminars, conferences and technical meetings on specific subjects including support for programmes aimed at the involvement of women and youth in cooperative activities.

The ICA enjoys Category-I Consultative Status within the United Nations Economic and Social Council [UN/ECOSOC] and has active working relations with UN and other international organisations.



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 as a part of its international cooperative projects and has assumed the role of a survey and research organisation. During the last 37 years, the IDACA has trained more than 5,500 participants 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 and its Regional Office for Asia and the 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 ISO-9002 Certified IFFCO is owned by 34,420 cooperatives with a paid-up share capital of Indian Rs 3,739 million.

It operates its Fertiliser Marketing Development Institute [FMDI] besides several farmers' training centres and has established specialised professorial 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 Bharti Cooperative Limited [KRIBHCO], Cooperative Rural Development Trust [CORDET], Indian Farm Forestry Development Cooperative Limited [IFFDC] 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, offers diploma and certificate courses, both long-term and short-term, both to cooperative employees and officials of the department.

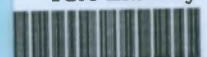


The **Institute of Rural Management, Anand [IRMA]** was established in 1979 at Anand, Gujarat State, India. Beginning with providing management training and research support to the cooperatives in the dairy sector, its mission, engages in teaching, training, research and consultancy. It conducts several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

looking for a management career with a social purpose.

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

ICA Library



ICA 02501