



FIRST ICA/JAPAN TRAINING COURSE ON “Enhancement of Farmers’ Income and Poverty Reduction through Co-operatives-2006”

India-Thailand-Japan. December 15, 2006-April 22, 2007

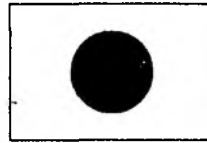
COURSE REPORT



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INTERNATIONAL COOPERATIVE ALLIANCE

**1st ICA/JAPAN TRAINING COURSE ON
ENHANCEMENT OF FARMERS' INCOME
AND POVERTY REDUCTION THROUGH COOPERATIVES-2006**

COURSE REPORT

First (1st) ICA/Japan Training Course
held in India, Thailand and Japan.
December 15, 2006-April 22, 2007

Prepared by

Prem Kumar
Adviser-ICA/Japan Training Course

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International Co-operative Alliance

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Report of the
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Mr Shil Kwan Lee, Regional Director, with the participants at ICA-AP office.

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REPORT

of the 1st ICA/Japan Training Course on
**Enhancement of Farmers' Income and
Poverty Reduction Through Cooperatives-2006**
India-Thailand-Japan
December 15, 2006-April 22, 2007

Submitted to

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

By

The International Cooperative Alliance
June 2007

Preface

This is the Report of the **1st ICA/Japan Training Course on “Enhancement of Farmers Income and Poverty Reduction Through Cooperatives-2006”**, held in India, Thailand and Japan, from December 15, 2006 to April 22, 2007. The International Cooperative Alliance [ICA] expresses its highest appreciation and gratitude to the Ministry of Agriculture, Forestry and Fisheries [MAFF], Government of Japan, for the generous financial assistance and the most active collaborative support extended by the Central Union of Agricultural Cooperatives of Japan [JA-Zenchu], and the Institute for the Development of Agricultural Cooperation in Asia [IDACA], Tokyo, in the execution of this important training activity. The ICA wishes to convey its heartfelt thanks to all its member-organizations in India, Thailand and Japan and other collaborating agencies and institutions for their assistance, advice, guidance and logistic support in the successful implementation of this training programme. The most significant and suo-moto cooperation was provided by, among others, the Indian Farmers’ Fertiliser Cooperative Limited (IFFCO), Institute of Rural Management at Anand (IRMA), the Cooperative League of Thailand (CLT) and other specialized agencies in the field of agriculture in Japan.

The ICA takes this opportunity to thank its member-organisations in the Asia-Pacific Region for sponsoring suitable candidates for participation in this training programme, which, I hope, will contribute significantly to the development of agricultural cooperatives as well as enhancing their human resource development base. The concept of farm guidance activities is not only to provide technical information to the farmers on cultivation of various crops, but also to assist them to increase their income. Efforts have been made in this training course to give more emphasis on the farm guidance, joint collection and marketing aspects in agricultural cooperatives.

The ICA is extremely grateful to Mr Kazuo Tsukada, Executive Director of the IDACA, for conducting the Part-III of the programme at IDACA and for organising study visits to important agricultural cooperatives in Japan. These visits enabled the participants to meet the leaders and members of these successful institutions as well as leaders from the national, prefecture and primary level agricultural cooperatives.

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

Iain Macdonald
Director-General

International Cooperative Alliance
Geneva, Switzerland
June 2007

Foreword

With great pleasure and satisfaction, I am submitting herewith the **Report of the 1st ICA/Japan Training Course on “Enhancement of Farmers’ Income and Poverty Reduction through Cooperatives-2006”** to the Director-General, ICA Geneva, for onward formal submission to the Ministry of Agriculture, Forestry and Fisheries [MAFF], Government of Japan. The objectives of the training course was to learn the farm guidance method aimed at increasing farmers’ income through agro-processing and thus value addition to agricultural produce, introduction and dissemination of new commodities which meet the needs of diversifying markets; to learn a diversifying joint collection and shipment which enables farmers’ income to be increased by responding to diversifying agricultural distribution; to study methods on safety and increase of quality of farm products; and to study latest methods on the integrated business management as well as vitalization of organization of agricultural cooperatives.

I would like to take this opportunity to express my sincere thanks to the Ministry of Agriculture, Forestry and Fisheries (MAFF), Government of Japan, for their continued financial support, and to the JA-ZENCHU and IDACA for their active collaboration and inspiration for the successful implementation of this programme.

I shall also make a special mention of the valuable support extended by the Indian Farmers’ Fertiliser Cooperative Ltd., and its Fertilizer Marketing Development Institute [FMDi], the Institute of Rural Management at Anand [IRMA] in making Part-I of the programme a great success. I would also place on record my sincere thanks and gratitude to the management of Cooperative League of Thailand [CLT], our member-organization, for arranging the study visit to important cooperatives for the practicing managers of the training course.

Before I conclude, I would like to thank my colleague, Mr. Prem Kumar, Programme Adviser, for his hard work and excellently handling the training course.

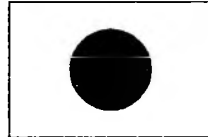
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SECTION - I

COURSE REPORT

Introduction

The International Cooperative Alliance (ICA) is an independent non-government association that unites, represents and serves the cooperative worldwide. Founded in London in 18th August 1895 by the International Cooperative Congress, the ICA, the largest non-governmental organization, is headquartered in Geneva. ICA is a member-based organization with national and international cooperative organizations in 84 countries. ICA's four offices in Africa, the Americas, Asia & Pacific and Europe, together serve 230 member organisations, representing well over 800 million cooperative members around the world.

The ICA-Asia & Pacific Office is operating from New Delhi since 1960, serves 56 national level organizations from 21 countries, representing about 520 million cooperative members.

Background

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

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

In these trainings the participants have also produced 288 grass roots development project proposals in the agricultural cooperative sector "aiming at enhancing the participation and income of grass-roots level farmer-members". A number of these projects have already been implemented in various countries.

On the basis of the achievements of the ICA/Japan Training Course on "Strengthening Management of Agricultural Cooperatives in Asia" for 20 years beginning 1986-87, a **Training Project on "Enhancement of Farmers' Income and Poverty Reduction Through Cooperatives-2006"** has now been developed and agreed upon for implementation through the International Cooperative Alliance [ICA], with a focus on the strengthening of farm guidance method, joint collection, shipment, safety and improvement of quality of farm products aimed at increasing farmer's income, as a new development for the training course, based on discussions held between the ICA, the Central Union of Agricultural Cooperatives of Japan [JA-Zenchu]/IDACA and the Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Government of Japan.

Under this project, the 1st ICA/Japan Training Course on "**Enhancement of Farmers' Income and Poverty Reduction through Cooperatives-2006**" has been held from 15th December 2006 to 22nd April, 2007 with 12 participants. The training programme has been implemented by the ICA-Asia Pacific office with the collaboration of well-known institutions e.g. the Institute for the Development of Agricultural Cooperation in Asia (IDACA), Tokyo, Japan, the Institute of Rural Management (of India) (IRMA), Anand, Gujarat, Fertilizer Marketing Development Institute (FMDI of the Indian Farmers' Fertilizer Cooperative Limited (IFFCO), Gurgaon, and the ICA member-organisations in India, Thailand and Japan.

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

The Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan contributed funds to the First Training Course which was followed by a grant for its implementation. The ICA is highly appreciative of the contribution made and grateful to the Government of Japan for this gesture.

Acknowledgements

In the implementation of the First Training Course, the ICA has received full support and cooperation from the JA-Zenchu, the international Cooperation Division of the Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan; the Institute for the Development of Agricultural Cooperation in Asia [IDACA] in Japan; the Institute of Rural Management [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 Cooperative League of Thailand (CLT) and other ICA Member-Organisations in the Region. The ICA is grateful to its member-organisations. .

Administrative Arrangements for the Project

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

Part-III of the training programme held in Japan at IDACA was conducted under the direction and guidance of Mr Kazuo Tsukada, Executive Director of IDACA. Mr Y. Abe. Manager [Training] was designated by the IDACA as the Programme Co-ordinator for this part.

Implementation Schedule

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

- I. Planning Phase: July 01-November 25, 2006
- II. Implementation Phase: December 15, 2006-January 9, 2007
- III. Reporting Phase: April 21-June 30, 2007

Course Programme

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

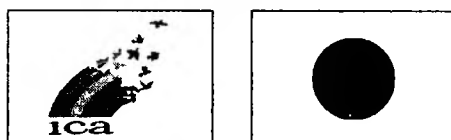
Course Participants

A total of 12 participants (men and women) were selected from among the candidates nominated by the ICA member-organizations from the following countries: Cambodia-1, China-1, India-2, Indonesia-1, Laos-1, Myanmar-1, Nepal-1, Philippines-1, SriLanka-1, Thailand-1, and Vietnam-1.

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

Reporting and Evaluation

The period from the end of the Training Course in Japan to the end of June 2007 was utilised to prepare the course report and financial statements for submission through the ICA Secretariat in Geneva to the MAFF, Government of Japan.



SECTION - II

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

– IFFCO/FMDI SEGMENT

Part-I of the Training Programme held in India

January 10-February 26, 2007

01 Introduction

Part-I India Segment covered:

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

Part-II Thailand Segment covered:

- Comparative Field Study Visits in Thailand

Part-III Japan Segment covered:

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

After having completed their Home Country Assignments, all the participants got together in India on the 10th of January 2007. A formal inaugural session was held on January 11, 2007 at FMDI, Gurgaon.

02 Inaugural Session of Part-I of the Programme

The First ICA/Japan Training Course on 'Enhancement of Farmers' Income and Poverty Reduction through Cooperatives-2006' was formally inaugurated at the Fertiliser Marketing Development Institute (FMDI) of the

Indian Farmers' Fertiliser Cooperative Limited [IFFCO] in Gurgaon (Haryana State) on January 11, 2007. The inaugural session was attended by Mr. D.K. Bhatt, Marketing Director, IFFCO, Mr. Shil-Kwan Lee, ICA Regional Director [Asia-Pacific], Mr. H. Sakata, First Secretary in the Embassy of Japan, Mr. Ikuo Ashikari, General Manager, IDACA, Tokyo, Mr. Bhagwati Prasad, Chief Executive, NCUI, Mr D. Bhattacharaya, General Manager (PA & HRD), IFFCO, Dr. R.N. Kundu, Sr. Manager (Trg), IFFCO/FMDI, and Mr Prem Kumar, Programme Adviser from ICA-Asia & Pacific.

The training course was formally inaugurated by Mr. D.K. Bhatt, Marketing Director of IFFCO. He said that IFFCO has the honour to organise such an international training programme as it has given high priority to the human resource development. He also mentioned that success story of IFFCO can be taken as an example for how cooperative movement can be a success in the world of competition. Only through cooperative movement the developing countries in Asia can succeed. Achievements in cooperatives should be shared among poor people with an aim to reduce the poverty. IFFCO is doing this in so many ways such as sharing profits and investing in social welfare activities.

Mr. Shil Kwan Lee, ICA Regional Director (Asia-Pacific), welcoming all the participants said that this is not the 1st programme, but 21st in the series. However, we have made certain changes in the title as well as subject curriculum, giving more emphasis on farm guidance method, joint collection, shipment, safety and improvement of quality of farm products aimed at increasing farmers' income, improve his productivity and reduce poverty from Asian countries. Mr. Lee also appreciated the Government of Japan for its continued support for the development of agricultural cooperatives in the region through ICA/Japan Training Course. He briefly elaborated about the various activities of the ICA-AP for the information of the gathering.

Mr. Sakata, First Secretary, Embassy of Japan, wished for the success of the training course on behalf of Ministry of Agriculture, Forestry and Fisheries (MAFF), Government of Japan. He said "It is indeed commendable that ICA has been organising this training programme most successfully over two decades. Over the years, several young managers of agricultural cooperatives from different countries in Asia have benefited from these training courses...Agriculture has largely been an unorganized sector in most of the Asian countries. This traditional sector has been increasingly influenced by the forces of globalization and innovative technologies...In this context, I believe, the synergy of agricultural cooperatives can effectively prepare individual agriculturists to face these changes while bringing about the needed internal transformation of this traditional sector. I recall such a role played by the Japanese agriculture cooperatives in the last century. ...I am sure there is much the participants in this training course will have a chance to learn from the Japanese experience...In this way, you would be able to contribute to the agricultural and economic development in your own country. I wish you an immensely enriching and fruitful participation in the training course".

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

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

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

On the 12th and 15th January, in the Regional Review Session, each participant made an excellent presentation of their Country Background Papers by using OHP and Power Point. The presentations revealed the following common facts in Asia & Pacific region: that agriculture still contribute 21% of GDP in all the Asia-Pacific countries; that they are facing almost similar problems, viz. lack of capital, infrastructure and professional management, over dependence on state for finance and above all the politicization.

On 20th January, a Field Study Visit to IFFCO's adopted village was conducted in District Rewari. The participants attended a Farmers' Meeting in IFFCO's adopted village, Masani, wherein they talked to local farmers about their life and work. It was a pleasant experience to see that the lady participants not only discussed about various aspects of their life with local women folk, but also sang and danced with them. The participants also had an opportunity of visiting Palhawas Primary Agricultural Cooperative Society.

Mr. R.N. Kundu, Chief Manager (Training), IFFCO, along with Mr. Prem Kumar, Adviser, ICA-AP chaired the closing session on the 25th January, 2007. At the end, Dr. Kundu distributed to the participants a Certificate of Participation to each participant. Mr. Mange Ram, Senior Field Officer, proposed a vote of thanks on behalf of IFFCO.

03 An Overview of Agricultural Cooperative Situation in the Participating Countries

Two days of the training programme were devoted to the review of agricultural cooperative situation based on the Country Background Papers prepared and presented by the participants.

01] Cambodia

Population: 13 million; total land area: 181,035 sq.km; total cultivable land area: 2.8 million ha; total irrigated land area: 250,000 ha; per capita income: US\$ 350; total number of cooperatives: 67; Membership: 4,092.

The Kingdom of Cambodia is a country in South-East Asia, located in the south-western part of the Indo-China peninsula. Cambodia covers a geographic area of 181,035 square kilometres. It has 13.8 million inhabitants (according to 2003 statistics). The ratio between male and female is 48.5 and 51.5 per cent respectively. The growth of population is 1.8 per cent per year. The official language of Cambodia is Khmer, while the second language (spoken by the educated older people) is French. However, in recent years English has gained popularity. Cambodia has two seasons – dry season from November to April and rainy season from May to October. The mean monthly temperature ranges only from 31-32 degree Celsius. Annual average temperature is 27 degree Celsius. Unreliable rainfall and flooding are major constraints on the development of agriculture. Cambodia is divided into 4 zones: Highland (mountainous area), upland, lowland (seasonally flood) and coastal.

In 1950's and 1966's, 512 cooperatives were well established in Cambodia. They were under the control and administration of the Royal Office of Cooperatives of Cambodia and the supervision of Ministry of Agriculture. During that time, there were 13 provincial credit cooperatives granted loans to cooperative members, 390 multipurpose agricultural cooperatives, 55 consumers cooperatives, 14 specialised production cooperatives (e.g. for rice, cotton, tobacco) and 40 school cooperatives.

In 1965, agricultural cooperatives roughly owned total trading turnover of US\$ 13 million. Under the regime of Democratic Kampuchea (1975-1979) all cooperatives were transformed into "Popular Communes" that operated on a collectivized basis with all activities directed to the furtherance of the socio-political objectives of the government. After the 1979, People Republic of Kampuchea, collective cooperatives was transformed into "Solidarity Groups" for collective production using the limited remaining resources left after the period of Democratic Kampuchea. After the period of absent cooperatives in Cambodia (1979-1999), actually, in 2001, a Royal Decree on Establishment and Functioning of Agricultural Cooperatives was approved by the Government of Cambodia, and then in 2003, MAFF prepared "Proclamation on promulgating of the Royal Decree on establishment and functioning of agricultural cooperatives in Cambodia. 67 agricultural cooperatives, with a membership of 4092, and a share capital subscribed by its members around US\$ 167,835, were established by rural poor farmers in 17 provinces/city of Cambodia. Generally, an agricultural cooperative can implement businesses based on their needs such as credit, supply, marketing and farm guidance activities.

The Department of Agricultural Extension (DAE).is a leading government organisation that contributes significantly toward the improvement of food security, rural income and agricultural production of Cambodia. It comprises six offices as follows: (1) Office of Administration and Personnel, (2) Office of Planning, Finance and International Cooperation, (3) Office of Human Resource Development, (4) Office of Media Services, (5) Office of Farming Systems, and (6) Office of Farmer Organization.

The primary responsibility for government relations with agricultural cooperatives within MAFF is vested in the DAE which includes an Office of Farmers' Organizations within its proclaimed structure. The functions of this office consist of – developing and maintaining government legislation (including statutes, policies and regulations) for the formulation and registration of agricultural cooperatives in Cambodia; promoting and facilitating the formulation of agricultural cooperatives based on local needs and potential by providing appropriate training and technical support to provincial and district extension staff in the relevant laws, regulations and administrative procedure; disseminating Royal Decree on Establishment and Functioning of Agricultural Cooperatives to farmers, NGOs, international organizations and potential donors in order to protect legal structure and meaningful

of agricultural cooperatives; providing training courses to agricultural cooperative leaders and members with all relevant topics in order to strengthen the capacity of cooperative leaders and its members; and conducting external audit to help agricultural cooperatives in financial management and bookkeeping.

02] China

Some of the basic indicators of China are as follows: Population-1.30756 billion; Land Area-9.6 million sq.km, Cultivated land-101 million hectares; GDP: 13, 6515 billion Yuan; Per capita income-US\$ 700 (Yuan 5,460). The main agricultural products in China include rice, wheat, corn, cotton, tobacco, tea, raw silk, vegetable oils, live hogs, and live poultry.

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

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

The Supply and Marketing Cooperatives (SMCs) in China are the important agricultural cooperatives. They are cooperatives economic organizations whose members are chiefly farmers. They consist of the All China Federation of Supply and Marketing Cooperatives (ACFSMC), 31 provincial, 336 prefecture, 2,370 county federations and 22,537 primary cooperatives, with a membership of 160 million farm households, 1.2 million employees and 289 thousands business outlets. The ACFSMC is the largest cooperative in China, and the largest agriculture cooperative of China. It is the apex organization of the Supply and Marketing Cooperatives (SMCs) of the whole country. By the end of 2005, the total assets have amounted to 464.61 billion Yuan, total profit has amounted to 6.58 billion Yuan, large leading enterprises have amounted to 412 exemplary farm produce bases have amounted to 6,000, market share-agricultural inputs supply has amounted to 60%; market share-cotton purchase has amounted to 110,000 of SMCs in China. And there are 14,000 specialized cooperatives, 6,000 various trade associations, 113000 multi-function cooperatives in the SMCs of China.

The ACFSMC is an organization combining the supply and marketing cooperatives throughout the country. It is the highest organ of administration of the SMCs. Its functions and tasks are to take charge of studying and formulating the development strategy and the development program for the nationwide SMCs and guide the development and reform of the SMCs throughout the country; to organize, coordinate and manage the business operation in the major means of agricultural production and farm and sideline products according to authorization by the government; to safeguard the right and the interests of the SMCs at all levels; to harmonize the relations between the cooperatives and other competent departments, guide the business activities of the SMCs throughout the country and promote the flow of goods between the cities and the countryside; to propagate and carry out the principles and policies concerning the rural economic formulated by the Party Central Committee and the State Council; and to participate in various activities of the International Cooperative Alliance on behalf of China's cooperatives. It has 16 subordinate enterprises, 8 science and research institutes and 7 institutions and 12 national level specialized associations. It has played an important role in encouraging farmers to participate in the market, promoting the industrialized management of agriculture, providing services to farmers and agricultural production. It constitutes a vital link between the government and farmers.

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

[03] India

Some of the basic indicators are as follows: Population-1.09 billion; Land area-32, 87,263 sq.km; Cultivated area-193.03 million ha; Share of agriculture in GDP-21%; Average land holding-1.18 ha; Total number of cooperatives of all type-5.5 lakhs; Membership-229,510 million; Per capita Income-US\$ 343 per annum. Main crops of the country: rice, wheat, tea, cotton, potatoes, sugarcane, pulses, oilseeds, jute, rubber etc.

Agriculture is the mainstay of the Indian economy. Agriculture and allied sectors contribute nearly 21 per cent of Gross Domestic Production (GDP), while about 65-70 per cent of the population is dependent on agriculture for their livelihood. The agricultural output, however, depends on monsoon, as nearly 60 per cent of the area sown is dependent on rainfall.

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

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

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

The Kerala State Cooperative Agricultural & Rural Development Bank Ltd., [KSCARDB] (then Kerala Cooperative Central Land Mortgage Bank) established in 1956, with a avowed purpose of catering the long term agricultural credit needs of the farmers in the state; is the apex financial institution organized under federal structure, having 48 Primary Cooperative Agricultural & Rural Development Banks [PCARDB] as its members functioning at Taluk level. The KSCARD Bank has always been in the forefront of committed activities aimed at bettering the social scenario of the village community. The enactment of KSCARD Banks Act 1984 gave fillip to streamline and diversify its activities to achieve the primary objective of comprehensive agricultural and rural development as envisaged by nation builders.

As an apex organisation, KSCARD Bank provides financial assistance to the PCARDBs for lending and organisational support in cases of recovery, supervision of loan utilization etc. The main aim of the Bank is to provide long term advances to the farmers through PCARDBs. Now days the Bank has entered new areas such as short term and medium term loans through diversification of lending.

The Indian Farmers' Fertiliser Cooperative Limited (IFFCO) is a cooperative organisation having a membership of 37,724 cooperatives from village level to national level, spread over in 28 states and 2 Union Territories with a share capital of Rs.422.51 million. It has emerged as world's largest fertiliser producing cooperative. It has established four modern plants located at Kandla and Kalol in Gujarat and at Phulpur and Aonla in Uttar Pradesh and acquired a giant phosphatic complex fertiliser plant at Paradeep in Orissa in 2005. IFFCO has also made its global mark by setting a JV fertiliser plant in Oman in 2005.

The IFFCO produced 64.35 lakh tones of fertilizers in the year 2005-2006, contributing 29% of the country's total nitrogenous fertilizers production and 23% of total phosphatic fertilizer production. The society has registered a turnover to Rs.9943 crore during 2005-2006, while its pre-tax profit stood at Rs.482 crore. The society declared a dividend of 20% for its shareholders for fifth year in a row.

Development of 3300 villages as model agricultural villages through IFFCO Village-Adoption Programme, establishment of 127 storage-cum-Community Centres and large numbers of IFFCO Adopted Cooperative Societies and in turn providing them with infrastructural and training support have paid a rich dividend in strengthening the cooperative channel and technology dissemination in the country. A charitable trust known as "Kisan Sewa Fund" (KSF) has been set up to provide needy farmers with relief and rehabilitation measures in the wake of natural calamities. Pursuant to IFFCO's plans to diversify into areas other than fertilizer, IFFCO and Tokio Marine and Fire Insurance Company Limited, Japan, established a joint venture company known as "IFFCO Tokio General Insurance Co. Ltd." (ITGI) for undertaking general insurance business in India. Introduction of Sankat Haran Bima Yojna – a product of IFFCO's JV – has been proved to be a real safety bonanza to the farmers of the country. IFFCO has made foray into power sector by establishing JV Company ICPL (IFFCO Chattisgarh Power Project) with a capacity of 1000 megawatt. The plant is likely to start power generation in 2010-11.

[04] Indonesia

Some of the basic indicators of Indonesia have been as follows: Population-222 million, Total Land Area-1.9 million sq.km. Total Cultivable land-approximately 49 million ha; Per Capita Income-US\$ 650; Total number of Cooperatives-132,965; Total Cooperative Membership-27377,498; Main crops of Indonesia are : paddy, palm oil, rubber, coconut, cocoa, coffee, tea, sugar cane, and tobacco.

Agricultural cooperatives in Indonesia are organised in a three-tier structure. The multipurpose cooperatives [KUDs] at the primary level, which are federated into the PUSKUD at the provincial level and these, are affiliated to INKUD at the national level. There are at present 77,120 primary and secondary cooperatives, 7.150 Village Unit Coop [KUDs] and 69,970 Non-Village Unit Coop in Indonesia. The KUD is characterised by its multipurpose business with farmers, fishermen and handicraftsmen as its members. Most activities are anchored on agriculture. The main functions of KUDs are [a] distribution of farm production inputs and consumer goods; [b] provision of credit and collection, processing and marketing of produce of members. Though the KUDs function on a multipurpose basis, their organisational strength is weak both in financial and business terms. Due to weak structural and financial link-up between the KUD, PUSKUD and INKUD, the cooperatives are not able to compete with private traders. Government training facilities are available for cooperative employees through its network of 33 provincial level cooperative training centres and one national level cooperative training centre.

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

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

As an institution belonging to the Indonesian Cooperative Movement, LAPENKOP has its mission, i.e. to empower the Indonesian Cooperative Movement through education and training programmes. In disseminating cooperative education and training programmes, LAPENKOP uses network system. So far, LAPENKOP has existed in 22 provinces and 150 LAPENKOP at district level throughout the country with more than 2000 facilitators of member education which are recruited from primary cooperatives. LAPENKOP of North Sumatera Province is one of the LAPENKOP's provincial offices. In addition to its core programme, member education, other training programmes designed by LAPENKOP are Board Education, Training of Facilitators, Training of Trainers workshops.

[05] Laos

Some of the basic indicators of Laos are as follows: total area-236,800 sq.km. out of which 20% is cultivable, 80% is mountainous and 47% is under forest cover; Population-5.8; Per Capita Income-US\$ 491; Almost 90% of the poor in Lao PDR live in rural areas and their main productive activity is subsistence farming; The industry sector, which contributes less than 46.4% to GDP, are largely composed of state-owned enterprise which are

subsidised by the government; exchange rate-1USD=9,000 kip. About 20% of the land area is lowland; the other 80% is upland and mountains. 88% of the land area is in the Mekong basin, other 12% is in the northeast.

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

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

The Provincial Agriculture and Forestry Service Office is a government organisation at municipal level and technical supervision of Ministry of Agriculture & Forestry and had equal status with line province of Agriculture and Forestry Service Office of Vientiane capital. Agriculture and Forestry Extension Centre is one of technical promotion section that belongs to Agriculture and Forestry Service of Vientiane capital, including administration office, agriculture section, irrigation section, livestock section and forestry section.

Agriculture and Forestry Service Office of Vientiane Capital (PAFO) is a provincial technical body of the Ministry of Agriculture and Forestry based in Vientiane Capital. Its policy is focussed on rice production 53,900 ha and average yield of 4.00 t/ha. The PAFO consists of 9 Districts agriculture and forestry extension office, 3 agriculture centres, 6 livestock and fisheries projects and 28 irrigation projects. It has a total permanent staff of 425, out of which 54 are women, and part-time staff 32. The area of vegetable cultivation is approximately 7,390 hectare per year, the livestock and fisheries work to promote the farmers to take the prevention of the diseases and curative method. Recently it has 169 farms.

Now in Lao PDR there is no cooperative, but there are diversified scale farmers production groups of agriculture, livestock and animal group and women credit saving group. These groups operate independently. In order to consolidate these small groups into a cooperative, there is a need to educate government officials who are capable of providing guidance for the organisation process and for operation of agricultural cooperative, there is a need to train adequate number of agricultural extension workers.

[06] Myanmar

Some of the basic indicators of the Union of Myanmar are as follows: Total population-54.29 million; Total land area-67.66 million hectare; Share of agriculture to GDP: 38.5%; Total cultivable land- 10.75 million ha; Total number of cooperatives-17727; Total co-operative membership-4 million; Per Capita Income-US\$ 507. Main crops of the country include-: paddy wheat, groundnut, sesame, pulses, sunflower, cotton, sugarcane, jute, chilly, onion, garlic, ginger, mango, bananas.

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 at 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 has a total membership of 224. The CCS is engaged in business and cooperative promotional activities. It 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 Htet Arkar Kyaw Farming and General Trading Cooperative Syndicate Ltd., was established on 29th December, 1993 at Taung Ngu Township, with 3 member primary cooperatives, to fulfil the needs such as supply of inputs and loans, income generating, education and training of the member societies and their farmer-members.. They subscribed share of 60 million kyats each. A branch office has already opened in Yangon. There is a Board of Directors consisting of 9 members, presided by the Chairman of the Society. It also has a working committee, export and import committee, wholesale and retail trading committee, inspection committee under the immediate control and supervision of the Board of Directors.

It is carrying out agricultural production of seasonal and perennial crops such as paddy, sugarcane, beans and pulses, purging nut and cashew nuts, export of beans and pulses and timber and import of edible palm oil and chemical fertilizers. It is trying to get permission from the government for utilization of fallow and virgin lands.

It directly helps the cooperative farmer-members societies by supplying inputs such as certified seeds, fertilizers, insecticides, pesticides and fungicides, loans, machineries and equipment and consumers' goods (palm oil). It issues dividend on share and rebate to the farmer-members annually.

In production sector of Myanmar, cooperative agricultural production is being given special priority as the economy of Myanmar largely depends on the agricultural production which makes favourable impact on the development of national economy.

[07] Nepal

Total population of Nepal is: 25.34 million; Land Area 147,181 sq.km; total cultivable land 3,954,915 ha; Per capita income US\$ 250; Total number of cooperatives 8045, Membership: 1.3 million; Main crops of the country: paddy, maize, wheat, millet, tea, oilseeds; the country is divided into three regions-Mountain, Hill and plane Terai. The mountain area covers 15% of the total area, hills covers 68% and the terai region covers 17%.

Nepal is an agricultural country. About 65.7 per cent of its population is dependent on agriculture. Some major constraints are poor irrigation facility, commercialization of inputs, land fragmentation, dearth of right kind of human resources, high cost of production and low return of output; poor food security mechanism etc. Major agriculture crops include paddy, maize, wheat, potato, buckwheat, vegetables and fruits, tea sugarcane, tobacco etc. Moreover, livestock also is major sector of agriculture and includes cow, buffalo, poultry, fish etc.

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

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

The National Cooperative Federation of Nepal Limited [NCF], an apex body of the cooperative movement of Nepal, registered on June 20, 1993 under the Cooperative Act, 1992, was voluntarily and jointly organised by cooperatives of different levels on the basis of universally accepted cooperative principles. At present NCF has a membership of 3 Central Co-operative Unions, 1 National Cooperative Bank, 58 District Level Co-operative Unions and 7 Single Purpose Primary Co-operative Societies. It represents 8045 cooperatives operating throughout the Kingdom of Nepal with approximately 1.3 million members.

The National Cooperative Bank Limited (NCPL), Nepal, has been established in 2003 under the Cooperative Act of 1992 as an umbrella institution to provide banking and financial service to all its member cooperatives established throughout the country. With the objective to provide financial assistance to cooperative societies to uplift the socio-economic status of members, and to promote cooperative movement coordinating with national and international cooperative institutions according to the policy guidelines of Central Bank. NCBL has

been working on the wholesale lending/deposit mobilization and other promotional services with 1100 members in 54 districts (out of 75 districts) within its two years of operation.

Considering the importance of establishing a bank to exclusively serve the cooperative institutions all over the country, the government had amended the Cooperative Act 1992, and released 10 million rupees as equity participation to establish this bank.

NCBL is a national level organisation to meet the financial needs and launches different promotional activities to help member cooperatives at the levels of primary cooperative societies, single purpose district cooperative unions, district cooperative unions, central cooperative unions and National Cooperative Federation, which are its members. The bank at present has one branch and eight representative offices. The bank has made a plan to convert all these offices into district cooperative banks in future.

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

[08] The Philippines

Some of the basic indicators of the Philippines are as follows: Total population-89,468,677; 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-14.8%; No. of registered cooperatives-59,765, Total membership-2,838,913 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 Metro Ormoc Community Credit Cooperative Inc. (OCCCI) was established on August 23, 1978 by concerned church people lead by Sister Carmella Mitaran, OSB, and Project Coordinator of Children Christian Fund (CCF) and Father Oscar Lorenzo, a local parish priest of Sts. Peter and Paul parish, Ormoc City.

OCCCI was organised to respond to the needs of the local parishioners and poor ormocanons hoping that this cooperative will help them endure the bondage of poverty. At the outset, OCCCI has started with only 78 members and with more than Pesos 28,000.00 initial capitals.

After three years on infancy stage, OCCCI was registered with Department of Local Government and Community Development on July 30, 1981. Later on the 25th day of January 1991, OCCCI received its confirmation of registration from the Cooperative Development Authority (CDA).

Twenty three years later on March 21, 2001, the name Ormoc Community Credit Cooperative Inc. (OCCCI) was amended into Metro Ormoc Community Cooperative, but maintains OCCCI as an acronym. Savings and

Credit were two major services identified to serve the need of members. Under savings product it has: Regular Savings, Building Fund special Savings, Time Deposits, Share or Fixed Deposits, Kiddy & Youth Savings, Graduation Savings, Fiesta Savings, Special Savings, Coop Savings Link (CSL) and Savings Assurance Plan (SWAP). While our Credit Services ranges from Agricultural Loan; Non-Agricultural Loan; Providential Loan, Pensioners Loan, ELAGPE, OCCI small Medium Enterprise Loan (OSMEL), Special Regular Loan, Re-Financing and special projects like: Pagtibangay alang sa Ting-usbawan (PAST), Savings and Credit with Education (SCWE) for rural women, Livelihood Development Programme for OFW, FARM for farmer beneficiaries for agrarian reform programme.

OCCCI offers variety of social services and benefits members like mortuary, hospitalization, dental and loan insurances. These social services are designed to help lessen the burden of members in times of death and illness. OCCCI is also involved in the Community Environmental Projects like tree planting, coastal clean up and waste segregation in the communities where there is active cluster organisation.

At present, as of August 2006, OCCCI has attained the following: Total Savings is 169,079,494.19 million; total net loans 218,064,885.94 million; total assets: 302,334,914.25 millions; total share capital 32,579,888.30 million; Gross Income of 46.6 million and a running net income of 6.7 million. OCCCI now is building its dream office building along Arradaza St., Ormoc City.

Right now, OCCCI has a total of 9 branches and 6 satellite offices located at the 4 major provinces of Eastern Visayas i.e. Biliran, Western Samar, Southern Leyte, Northern and Western Leyte. OCCCI has a total of 135 employees assigned in different branches and satellite offices.

The great challenge OCCCI is facing now is the ugly face of delinquency. Some of the identified causes are laxity, improper conduct of CIBI and economic crisis. However, this common problem which is mostly experienced by credit and savings cooperative will not prevail if all the safety measures, guidelines and policies are observed and implemented.

[09] Sri Lanka

Some of the basic indicators of Sri Lanka are as follows: Total population-18,797 million; Total land area-65,610 sq.km; Average land holding is 1.35 ha; Total number of cooperatives-over 10,000; Total co-operative membership 5.6 million; Per capita income- US\$ 1197; Main crops: tea, rubber, coconuts and paddy, especially spices.

The national economy of Sri Lanka is heavily dependent upon agricultural exports. Tea is by far the principal export crop. Others are rubber, coconuts, and spices, especially cinnamon. More than 80 per cent of the people work on small subsistence farms, where the main food crop is rice. Rice output grew in the 1980s as a result of the expansion of land available for cultivation and from the impact of the Green Revolution. The nation has been self-sufficient in rice since the mid-1980s.

Sri Lanka is rich in industrial rocks and minerals such as graphite, mica, silica sand, quartz, feldspar, and gemstones. The nation is the world's largest producer of graphite, a form of carbon that is used in the making of pencils. Long known as a land of gems, the island has dozens of varieties of precious and semiprecious gemstones.

Despite various efforts, Sri Lanka's agriculture continues to suffer from natural shocks, technology gaps, low investment, and inadequate availability of quality inputs, inadequate funding, transportation problems, marketing problems and the lack of a consistent set of trade and tariff policies.

The origin of the cooperative movement of Sri Lanka goes far back to the early agricultural society. The cooperative movement was introduced to Sri Lanka by the British rulers at the beginning of the 20th century. The strength of membership of the movement at present is approximately 5.6 million. Presently the Cooperative Movement of Sri Lanka comprises over 36 entities at three levels – primary level (16), secondary level (7), and apex level (12). The above three entities represented over 10,000 cooperative societies all over the Island.

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 Cooperative Marketing Federation (Markfed) was formed as a registered society by amalgamating the activities of three large cooperative societies, namely, All Ceylon Cooperative Societies of Agriculture Producers and Sellers; Cooperative Societies of Producers and Sellers Agriculture Commodities in Northern Areas; and Cooperative Societies of all Ceylon Consumers. The membership of the society consists of multipurpose cooperative societies and agriculture cooperative societies. Furthermore, Sri Lanka Rubber Cooperative Society was amalgamated to the Markfed. The current membership of the Markfed includes 267 cooperative societies all over the Island. The objective of the Markfed is expanding, strengthening and development of the cooperative movement in compliance with the cooperative policies and norms by safeguarding the cooperative identity and also contributing towards the development of their member society, particularly fulfilling requirements of farmer community and general public for their economic development and social, cultural and skills development by engaging in the spheres of agriculture and other related fields.

The Markfed consists of several functional units under the direct supervision of the General Manager and above the General Manager there are two authority levels, namely, Chairman and the Board of Directors and the Governing Body. The Governing Body is the highest levels of the organisation, making policy decisions, comprising the representatives of island wide multipurpose cooperatives and agricultural cooperatives unions numbering 267. Directing and monitoring role in respect of the implementation of policy decisions taken by the governing body is played by the Chairman and the Board of Directors.

Sri Lanka is an agriculture country and majority of people are engaged in farming activities. The Federation plays a role as a purchasing agent of agro-products and this is an encouraging factor for farmers to engage in farming activities since they get a reasonable price for their produces and thereby get an opportunity to earn a reasonable income. The Federation also plays an advisory role and helps the farmers by providing agricultural equipment (at few places) and farmers are immensely benefited by such activities of the Federation.

[10] Thailand

Some of the basic indicators of Thailand are as follows: Population: 62.4 million; Land Area: 513,115 sq. kms; Share of agriculture in GDP-8.8%; Per Capita Income: US\$ 2,742. Main crops of the country: rice, tapioca, rubber, corn, sugarcane, coconuts and soybeans.

Agriculture has an important role in the national economic growth. It has been a major source of food supply, farm workforce and employment generation. Approximately 57% of the total arable land is used for rice cultivation. Rice farming is the chief occupation of Thai farmers. The average size of farm household is about 10 acres. Thailand's principal exports are agricultural products, which constitute about 55% of the total exports. Rice is the chief export. Other exports include sugar, rubber, corn, frozen and canned seafood's, fresh fruits, vegetables and flowers.

Cooperatives in Thailand are categorized into 7 types, namely, agricultural, fisheries; land an settlement, thrift & credit, consumer, service cooperatives and credit union cooperatives. Currently, there are over 6,553 cooperative at primary level throughout the kingdom with over 9 million people being directly involved as cooperative members. The agricultural cooperatives are considered a majority of agricultural producers. At present, there are almost 4,118 cooperatives in agricultural cooperative sector, which included agricultural, land settlement, and fisheries cooperatives, with more than 5 million farmers being member. The cooperatives itself has significantly contributed to the national economic growth throughout the country. The livelihoods of its members are made secure by cooperative enterprises. But the cooperative movement is still weak and facing several problems and constraints.

The Cooperative League of Thailand (CLT), established according to Cooperative Act in 1968, as the national apex body of the Cooperative Movement in the country. It has affiliates of 7,448 cooperatives at all levels serving over 9.8 million households. The CLT plays a major role in the area of cooperation, promotion and development of the cooperatives in Thailand to help and promote sustainable development of Thai cooperatives.

The organisational structure of the CLT is administered by the General Meeting of Cooperative Representatives, Board of Directors, and Executive Director, two Deputy Executive Directors. There are five bureaus serving the CLT activities – office of the Director, Cooperative Training Institute, CLT Coop Training Centre, Technical and Propagation Bureau, and Cooperative Promotion and Development Bureau.

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

The Lablao District is about 6 kms far from Muang Uttaradit District. The word “Lablao” means “Unseen”. Muang Lablao is a rural village which has been famous long time ago with a fertile land for farming. Most villagers in Muang Lablao are engaged in farming and planting. Products that earned incomes and fame for Muang Lablao is Lang sat durian and shallots.

Lablao Agricultural Cooperative and Thung Yang Agricultural Cooperative, which were respectively owned by 657 and 548 individual members, merged together under the new name “**Muang Lablao Agricultural Cooperative Ltd.**” Currently the cooperative owns over 158 million Baht of share capital, over 125 million Baht of deposits, over 389 million Baht of credit, and over 30 million Baht of reserve fund.

The main business activities of the Lablao Agricultural Cooperative Ltd., is credit business, providing consumer products and sales of fertilizers, rice and petrol at cheaper price, and collection of members products for supplier. The main occupation of the members is in the three main areas – rice growing/farming, onion growers, and fruits field. The target of the cooperative policy is to try and fill the needs and demands of the members for better living.

[11] Vietnam

Some of the basic indicators of Vietnam are as follows: Total population-82.12 million; Total land area-329,247 sq. km; Total cultivable land: 9 million ha, Waste land: 45%; Share of agriculture in GDP-21.10%; Total No. of cooperatives-18,222; Total membership-17,899; Per capita income-US\$ 411. Main agricultural products include, rice, pepper, coffee, rubber, flowers, tea, fruits.

Vietnam is an agricultural country as the population living in the rural area accounts 75%, among this farmers account for 70%. The agricultural sector plays an important role in contributing to economic growth in Vietnam.

Vietnam's agriculture in the period of innovation develops the cultivation, husbandry, forestry and fishery all-sided. The speed of the agricultural growth is stable 4-5%/year and food increases by 5%. The agriculture of Vietnam has basically met the demand of the cereals and food within the country and stabilizes the cereal security.

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

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

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

Training of co-operative office-bearers and staff is partly carried out through training centres or programmes of provincial co-operative alliances and partly through the Vietnam Institute for Small Enterprise Cooperatives and the Technical and Economic College of the VCA. The Non-State Economic Development Centre (NEDCEN) belongs to VCA, is an organisation developing activities, programmes and development support project, which

benefits cooperatives, small and medium-sized enterprises and household business in the fields of enterprises establishment, environment, energy efficiency, science and technology, information, agriculture and forestry, gender, trade etc.

The Thua Thien Hue Cooperative Alliance [TTHCA] belongs to the organization system of VCA and acts as a counselor for the provincial Party Committee People's Council. The Provincial People's Committee in the sustainable development of kinds of cooperative economy and increasingly becomes the foundation of the national economy. The Provincial Cooperative Alliance was established according to Article 49 of the Cooperative Law in 1996 with a view to mobilize, instruct households of individual economy and cooperative with the principles of voluntary, equality, mutual-profitability and democratic administration and contribute to improving the development of the State's socio-economy and implementing the goals of rich people, strong country and equal, democratic and civilized society. The Provincial Cooperative Alliance operates under the leadership and direction of the Provincial Party Committee and Provincial People's Committee. Being a member of Committee of Vietnamese Fatherland Front of Thua Thien Hue Province, the Provincial Cooperative Alliance is an organization enjoying the legal status and functioning within the frame of law and regulations of Vietnam Cooperative Alliance as well as TTHCA. The TTHCA's activities directly or indirectly helps the member agriculture cooperatives – consulting, supporting, providing services for members in the aspects of law, scientific investment, technology, information, finance, credit, market; training the leaders of cooperative alliance system, management staff, members, labourers of the cooperatives as well as other members; propagandizing and mobilizing businesses of individual economy, small farmer economy, family households and small scale business to develop cooperative economy and cooperatives.

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. These visits enabled the participants to observe for themselves the activities of the cooperative organisations at primary, secondary and national levels.

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

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

- International Cooperative Alliance [ICA] – Asia & Pacific, New Delhi
- National Cooperative Union of India-NCUI, New Delhi
- National Agricultural Cooperative Marketing Federation of India Ltd. [NAFED-India], New Delhi
- Fertiliser Marketing Development Institute [FMDI of IFFCO], Gurgaon, Haryana
- Farmers' Meeting at IFFCO's adopted village, Masani, District Rewari, Haryan
- IFFCO's adopted society - Palhawas Primary Agricultural Cooperative

Study visits in Gujarat State

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

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



Group photo of the participants at the inauguration of the Training Course at FMDI, Gurgaon.



Photo taken at the closing of the IFFCO/FMDI Segment



Prof. Y.K. Alagh, Chairman of IRMA with the participants



Participants with Director and faculty of IRMA



Participants with Mr. Mongkalut Tukanut, Chairman, CLT, during study visits in Thailand



Participants with Mr. Pramote Thavorn, Deputy Director General, Cooperative Promotion Department (CPD) of Thailand



Participants at the Inauguration of the First Training Course at IDACA, Tokyo



At the closing of the Course at IDACA, Tokyo, seated from (l-r) Mr. Prem Kumar, Program Advisor, ICA-AP, Mr. Shil Kwan Lee, Regional Director, ICA-AP, Mr. Banura Kosei, Section Chief, Int'l Coop. Division, MAFF and Mr. Kazuo Tsukada, Executive Director, IDACA

SECTION - III

PROJECT MANAGEMENT IN AGRICULTURAL COOPERATIVES

The IRMA Segment:

January 27 to February 24, 2007

The module on Project Management in Agricultural Cooperatives of the First training course on "Enhancement of Farmers' Income and Poverty Reduction through Cooperatives" was conducted at the Institute of Rural Management (IRMA), Anand, Gujarat State, India. The ICA chose IRMA, an institute of higher learning of national importance for its focus on cooperatives and rural development programmes. IRMA was established in 1979 at the initiative of National Dairy Development Board with support from Government of India, Government of Gujarat and Swiss Development Cooperation. The mandate of IRMA is to provide management education, training, research and consultancy support to cooperatives and rural development organizations. Since its inception, IRMA has been working closely with cooperatives, NGOs, Government and other national and international agencies.

Inauguration

The training of ICA-IRMA module on Project Management in Agricultural Cooperatives as part of the first training course on "Enhancement of Farmers' Income and Poverty Reduction through Agricultural Cooperatives" was conducted at the Institute of Rural Management, Anand, between 27th January 2007 and 24th February 2007.

The inaugural session was held in the afternoon of 27th January. After the initial round of introduction by the participants, Prof. S.R.Asokan, Coordinator of the IRMA module, extended a warm welcome to the participants and Mr. Prem Kumar to IRMA.

Mr. Prem Kumar, Programme Advisor ICA-Asia and Pacific, in his address conveyed the greetings of ICA. He recalled the relationship with IRMA in the past programmes and thanked IRMA for their continued interest in implementing the ICA training module on Project Management.

Prof. H.S.Shyiendra, Acting MDP Coordinator at IRMA, formally inaugurated the module. He greeted the participants and Mr. Prem Kumar and thanked ICA for assigning IRMA the responsibility to handle the module on Project Management. He felt that the theme chosen for the training "Enhancing Farmers' Income and Poverty Reduction" was very topical and relevant in the era of increased globalization and competition since the poor were often marginalized in the process. He was of the opinion that the programme was well designed as it covered various subjects. He also elaborated on the activities of IRMA and the facilities available at the institute. He wished the participants a wonderful and fruitful stay at IRMA during their study period.

Prof. S.R.Asokan explained how the module at IRMA was designed in consultation and valuable inputs from Mr. Prem Kumar. He said apart from the class room sessions field trips were organized for the participants to successful cooperative ventures to gain first hand understanding of their functioning to complement their class room learning. He also stressed that participants would work to improve their project proposal during their stay here from the learning in the class as well as through the guidance from the designated faculty advisors.

Faculty

The programme was segmented into teaching modules covering different subjects, which were handled by designated faculty members under the overall coordinator-ship of Prof.S.R.Asokan. Prof. G. Krishnamurthy, Prof. S.K. Mitra, Prof. A. Verma, Prof. Shiladitya Roy, Prof. Arvind Gupta, Prof. Preeti Priya, Prof. K.V. Raju, Prof. Nivedita Kothiyal and Prof. H.K. Misra constituted the faculty team.

Design of the Module

The module at IRMA was designed to improve the professional capabilities of managers of agricultural cooperatives by honing their conceptual and analytical skills through preparing project proposals. The topics covered at the Institute were: [01] Project Management; [02] Financial Accounting and Costing; [03] Financial Management; [04] Marketing Management; [05] Integrated Agricultural Cooperative Business Management; [06] Leadership & Governance, and [07] Information and Communication Technology in Agricultural Cooperatives. Comparative field study visits to primary, district, state and national level cooperative institutions were also included as part of the curriculum.

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

Topic-01

Project Management

[Prof G. Krishnamurthy]

Project Management in agricultural cooperatives was the central theme of the module of training at IRMA. Participants presented their project in the first week. Throughout the course the participants revised/improved their original proposals on the basis of classroom learning and guidance from the designated faculty. The participants made presentation of their revised proposal before their departure from IRMA.

Topic-02

Financial Accounting and Costing

[Prof. S.K. Mitra]

[Prof. A. Verma]

The broad objective of this module was to provide a comprehensive understanding of the concept of financial accounting, costing and budgeting. Some of the important topics in the module included introduction to financial accounting, profit & loss accounting, balance sheet, ratio analysis, costing and pricing of products and services in agricultural cooperatives; break-even analysis; cost-volume and profit relations.

Topic-03

Financial Management

[Prof. Shiladitya Roy]

Financial management module included topics on working capital management and project evaluation methods. While discussing working capital, special emphasis was laid on time value of money; estimating relevant cash flows; financial criteria for investment decisions in agricultural cooperatives, importance of member's capital

Topic-04

Marketing Management

[Prof. Arvind Gupta/Prof. Preeti Priya]

The marketing management module included basic concept of cooperative marketing, market and competition, marketing mix, market intelligence, product life cycle and new product development, and impact of WTO negotiations on agriculture.

Topic-05

Integrated Agricultural Cooperative Business Management [IACBM]

[Prof. KV Raju/Prof. SR Asokan]

This module covered integral components of agricultural cooperative business and services (farm guidance, joint collection, credit supply, value addition, packaging and shipment), and roles and responsibilities of different tiers of cooperative system.

Topic-06

Leadership & Governance

[Prof. Nivedita Kothiyal]

Key themes discussed in the module included attitudes and values relevant to cooperatives, effective cooperative management through participatory decision-making process, effective governance through cooperative leadership and responsibility of cooperative leaders (preparation of second line in leadership)..

Topic-07

Information & Communication Technology in Agricultural Cooperatives

[Prof. H.K. Misra]

Use of information technology in disseminating information for enhancing farmer's income was covered under the topic.

Project Proposals Prepared by the Participants

The selected participants were expected to undertake their home country assignments [HCAs] prior to the actual commencement of the training course in India. They were expected to prepare a suitable project proposal while still working with their respective organizations in their respective countries under the guidance of the chief executive officers.

The ICA-AP provided the selected participants a Manual on Project Formulation prepared by IRMA.

The participants prepared the following 12 project proposals:

S.No.	Country	Name of the Participant	Name of the Project
1	Cambodia	Noun Putheara	Establishment of a Rice Processing Unit in Chhouk District, Kompot Province
2	China	Guo Xiaoru	Building a Coffee Company
3	India	Thomaskutty Thomas	Establishment of a Rubber Processing Unit
4	India	Pravir Shukla	Establishment of a Rice Processing Unit
5	Indonesia	Renny Elisabeth Sagala	Dried Cocoa Processing
6	Laos	Silivanh Boulavong	Improvement on Management of Agricultural Producer Group
7	Myanmar	Myat Chit Thanda	Edible Oil Processing Plant
8	Nepal	K.B. Upreti	Bamboo Processing Plant
9	Philippines	Jose R. Mosquite	Charcoal Briquette Production from abandoned Biomass for Household Energy, Livelihood Generation and Waste Mitigation in Ormoc and neighbouring town and City in Region 8, Philippines
10	Sri Lanka	J.D. Somasiri	Big Onion Marketing Project for Sri Lankan Farmers
11	Thailand	Rangsan Deenarong	Processing Promotion for Members' Extra Income and Poverty Reduction
12	Vietnam	Dang Thi Anh Tuyet	Building a Rice Milling Workshop in Thuy Thanh 2 Co-operative

All the selected participants brought the draft project proposals to India which were discussed and analyzed by faculty members of IRMA. Based on these discussions and learning in the class room a revised version of the project proposal was presented by the participants towards the end their training at IRMA.

SECTION - IV

COMPARATIVE FIELD STUDY VISITS IN THAILAND

The second part of the training course on comparative field study visits in Thailand was arranged by the Cooperative League of Thailand [CLT] to the following national/primary levels agricultural cooperatives/ Cooperative Promotion Department in and around Bangkok from 27 February to 8th March, 2007. .

1. The Cooperative Movement of Thailand
2. The Cooperative League of Thailand [CLT]
3. The Cooperative Promotion Department [CPD]
4. Credit Union League of Thailand [CULT]
5. Baanpaew Agricultural Cooperative Limited, Samut Sakhon Province
6. Dontoom Agricultural Cooperative Limited, Nakhonpathom Province
7. Muang Rayong Agricultural Cooperative Ltd., Rayong Province
8. Bankhai Agricultural Cooperative Ltd., Rayong Province
9. Muang Chanthaburi Agricultural Cooperative Limited, Chanthaburi Province

1. The Cooperative Movement in Thailand

Cooperatives in Thailand, like in all developing countries, have been initiated by the government since 1915 with the prime aim of using as a means to improve the livelihood of small farmers. This is due to the increasing indebtedness problem resulting from farmers who were suffering from the shifting of self-sufficient economy to trade economy. The natural disaster such as drought and flood even added further to create more chronic and severe indebtedness to the farmers. Consequently, they lost their farmland and becoming laborers and thus leaving their debts unpaid.

The first cooperative in Thailand named Wat Chan Cooperative Unlimited Liability was established by the government on February 26, 1916, in Phitsanulok, following the Raiffeisen credit cooperative type with a single purpose of providing farm credit and being organized as a small village credit cooperative to help the severely indebted farmers.

In 1966, the government-cum-credit cooperative-owned Bank for Cooperatives was reorganized to the "Bank for Agriculture and Agricultural Cooperatives" a state enterprise, functioning as a financial center of agricultural cooperatives including lending directly to individual farmers.

In 1968 with the objective to strengthen the cooperative movement, the Government enacted the Cooperative Act, 1968, which allowed the establishment of the Cooperative League of Thailand, functioning as the apex organization of the cooperative movement. The said Cooperative Act also allowed for the amalgamation program which combined the neighboring small village credit cooperatives, paddy and marketing cooperatives, land improvement and land settlement cooperatives into a large scale cooperative at district level performing multipurpose functions and were officially categorized as agricultural cooperatives.

At present, the cooperatives in Thailand are officially categorized to seven (7) types, namely:

1. Agricultural Cooperative,
2. Land Settlement Cooperative,
3. Fisheries Cooperative,
4. Consumer Cooperative,
5. Saving and Credit Cooperative,
6. Service Cooperative, and
7. Credit Union Cooperatives

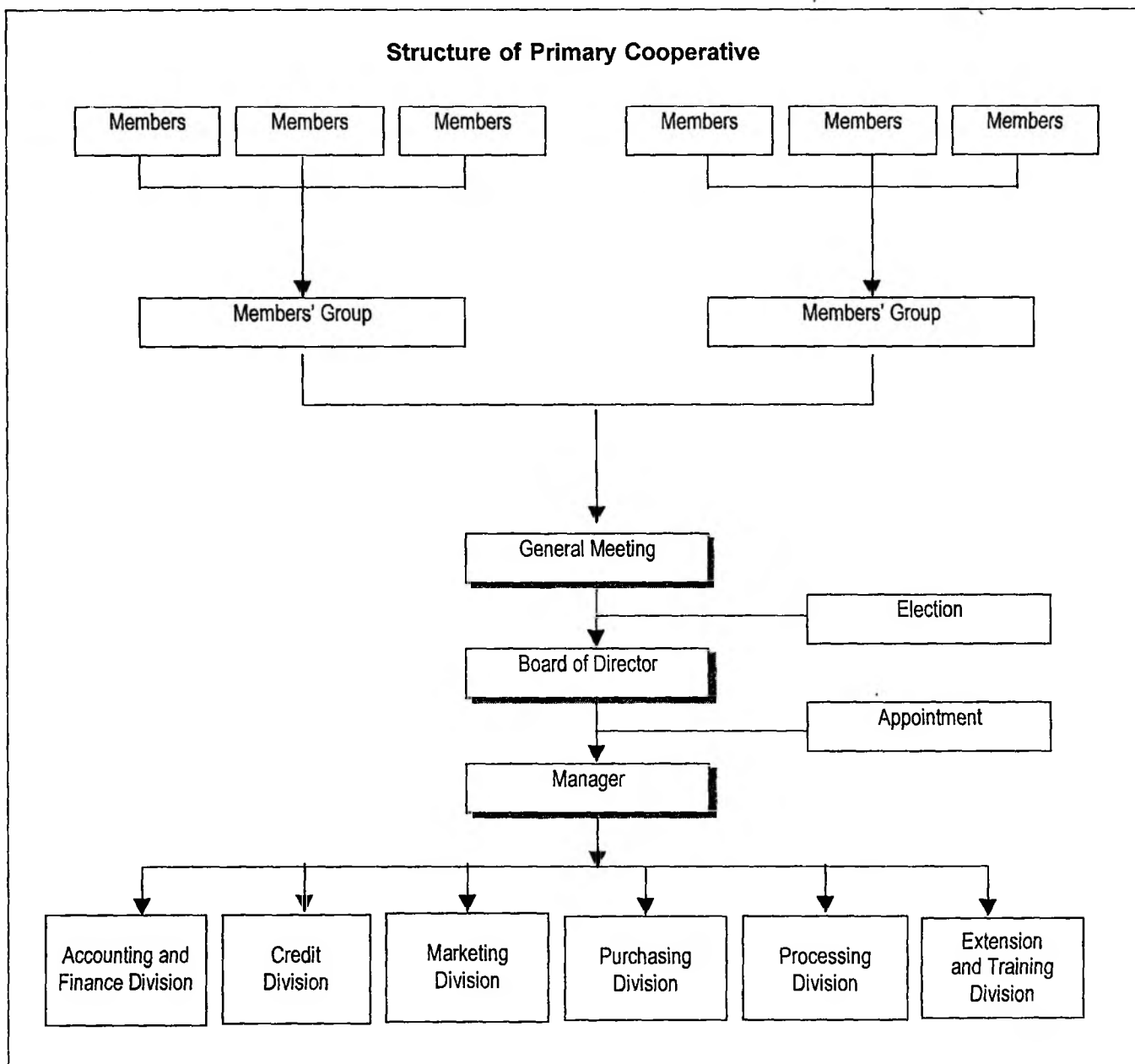
1. **Agricultural Cooperatives** - Agricultural cooperatives are established to enable farmer members to engaging in business together, thus helping one another in times of crisis as well as gaining for themselves a better livelihood and quality of life.
2. **Land Settlement Cooperatives** - The primary objective of Land Settlement Cooperatives is to allocate land to farmers who having either no land or small holding to make use for their living earning. Its operational scope is the same as that of agricultural cooperatives. However, land settlement cooperatives put more emphasis on land development including familiarizing members with appropriate farming techniques and modern irrigation methods.
3. **Fisheries Cooperatives** - Fisheries cooperatives consist of members who are involved in fishing activities, both fresh and seawater. The main purpose is to deal with production and marketing problems through joint purchasing, access to loan funds, increased knowledge of the fishing industry, and promotion of natural resources conservation.
4. **Consumer Cooperatives** - Consumer Cooperatives are formed by consumers in obtaining various goods at reasonable prices and guarantee standard. It is a legal body, registered under the Cooperative Act, with its members as its shareholders. Members voluntarily co-invest in their cooperative stores to fulfill their purchasing needs in away that will sustain their economic well-being.
5. **Saving and Credit Cooperatives** - Saving and Credit Cooperatives are those whose members are people having the same occupation or living in the same community. Its main purpose is to promote savings among members and provide loans for productive investment.
6. **Service Cooperatives** - The service cooperative is another cooperative type formed by persons engaged in the same occupation to deal with common concerns including building up employment security and maintaining the members' existing occupation.
7. **Credit Union Cooperatives** - The first credit union in Thailand was organized on July 25, 1965 by 13 pioneers with initial saving 360 Baht, its name was "**Soonklang Thewa Credit Union**". Fr. Alfred Bonninque believed that dreams will come true if people join hands together and achieve their goals without bias to other people. This is the principle he believed people in the slums of Huay Kwang, Bangkok should observe to improve their life and be of equal level to other people in the society. The credit union is the meeting point of people who trust and people who help people.

Organizational Structure of Cooperatives in Thailand

Cooperatives in Thailand are vertically organized in a three - tiered system; primary cooperative at district level and federation at provincial and national level. The primary cooperative consists of individual members while members of provincial and national federations are cooperatives. The members will elect the board of directors (BOD) through the general assembly with maximum number is not greater than 15 persons for cooperative development policies formulation. The BOD, then, appoints a manager and staff to run the cooperative business.

Five or more cooperatives at primary or provincial level can together form a provincial or national federation to undertake joint activities on behalf of their primary affiliated such as processing and trading of agricultural produces.

At national level, there is the Agricultural Cooperative Federation of Thailand of which all 76 provincial agricultural cooperative federations are affiliates. There are also Sugarcane Growers Cooperative Federation of Thailand, Swine Raisers Cooperative Federation of Thailand, Dairy Cooperative Federation of Thailand and Onion Growers Cooperative Federation of Thailand. Land Settlement Cooperatives, however, has only a regional federation in the Central Region whereas Thrift and Credit Cooperatives, and Consumer Cooperatives are affiliated in a national federation of their own.



2. The Cooperative League of Thailand [CLT]

The Cooperative League of Thailand (CLT), established according to Cooperative Act in 1968, as the national apex body of the Cooperative Movement in the country. It has affiliates of 7,448 cooperatives at all levels serving over 9.8 million households. The CLT plays a major role in the area of cooperation, promotion and development of the cooperatives in Thailand to help and promote sustainable development of Thai cooperatives.

The organizational structure of the CLT is administered by the General Meeting of Cooperative Representatives, Board of Directors, and Executive Director, Two Deputy Executive Directors. There are five bureaus serving the CLT activities – Office of the Director, Cooperative Training Institute, CLT Cooperative Training Centre, Technical and Propagation Bureau, and Cooperative Promotion and Development Bureau.

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

3. The Cooperative Promotion Department (CPD) Ministry of Agriculture and Cooperatives

The Cooperative Promotion Department (CPD) is the lead agency to promote and develop cooperatives and farmer groups into self-reliance and member-reliance. It is responsible for promoting and disseminating the cooperative ideology, principles and methods to cooperative personnel, farmer groups and the public, promoting, supporting and strengthening the cooperative system, improving cooperatives' learning process to increase the capacity of business management as well as the efficiency of their operation, and encouraging cooperatives to upgrade the business linkages to international levels for better living quality of cooperatives members both socio-economic aspects.

Miss Supatra Thanaseniwat is the present Director-General of the Cooperative Promotion Department (CPD) in the Ministry of Agriculture and Cooperatives.

4. Credit Union League of Thailand [CULT]

The first credit union in Thailand was established on 25 July 1965 by 13 pioneers with initial saving 360 Baht, its name was "Soonklang Thewa Credit Union"

The Credit Union League of Thailand (CULT) is a national organization with a network of over 800 credit cooperative groups, with more than 380,000 individual members, from all over Thailand. CULT works towards developing a strong and viable Thai credit union (CU) movement founded on the values of commitment, honesty, sacrifice, responsibility, sympathy, and trust; promoting self-help and mutual help in order to achieve human development and peace. It seeks to develop CUs as the main financial institution in the community. It is dedicated to delivering excellent financial services and other services to its members that are responsive to their social and economic needs. The General Assembly of CULT is the highest governing body in the network's structure, and the membership elects a Board of Directors and Supervisory Committee.

Funding Resources : Shares from affiliated members; Bonding Loan; Deposit from individual credit union and other cooperatives; Loan, Promissory Note and Bond; Reserve and Other fund; and donations. The revenue received by CULT does not yet enable it to self-finance its activities, so it still gets funds from the international aid system, particularly for training activities (12.8%).

5. Banpaew Agricultural Cooperative Ltd., Samut Sakhon Province

Banpaew Agricultural Cooperative Ltd. was registered under the Cooperative Act on 1 October 1974.

Cooperative Operation divides into 4 departments as follows: Accounting department, Credit department, Purchasing department, Business department, Marketing, Collection and Exports.

There are 3,810 members with 43 cooperative groups (on 21 March 2006).

The occupation of the members: farming and fishing.

There are 15 persons (14 men and 1 woman) on the Board of Directors.

Mr. Wilat Suriwong is the Chairman and Mrs. Prasertsri Mangkornsaksit is the Manager.

There is 18 operating staff.

6. Dontoom Agricultural Cooperative Ltd., Nakhonpathom Province

Dontoom Agricultural Cooperative Ltd. was registered under the Cooperative Act on 26 February 1976 based on joint purchasing and selling with 502 initial members along with 36,140 Baht for capital.

Cooperative Operation divides into 5 departments as follows: Accounting and Financial department, Credit department, Marketing department, Gasoline station and Drinking Water Factory.

Members : 1,640 members

Operating capital : 193 millions Baht

Board of Directors : 9 (8 men and 1 woman)

Chairman : Mr. Beaw Tridecha
General Manager : Mrs. Amporn Muenjong
Operating staff : 15 staff (7 men and 8 women)

Cooperative Assets:

1. Land around 10 rai (2,270,613 Baht)
2. Building (total budget is 7.9 millions Baht)
3. 2 trucks

7. Muang Rayong Agricultural Cooperative Ltd., Rayong Province

Muang Rayong Agricultural Cooperative Ltd. was registered under the Cooperative Act on 14 September 1962 under the name of Muang Rayong Agricultural Cooperative, Unlimited, in type of credit cooperative for production. Later on 24 June 1969 it was registered under the present name which is a type handling financial affairs in accordance with the Cooperative Act of B.E. 2511. Currently, there are 1,589 individual members and the operational results are shown below:

Share Capital	03,831,080 Baht
Reserve Fund	3,025,683 Baht
Deposits	112,216,065 Baht
Total operational fund	06,654,065 Baht
Net Profit	11,547,881 Baht

The society provides loans to the members to meet investment costs for activities related to agriculture – short-term loan for which the repayment must be done within 1 year, medium-term loan for which the repayment to be made within 5 years, and long-term loan for which repayment to be done within 10 years.

Deposits also are divided into three types – savings deposits, special savings deposits, and truth savings deposits.

The cooperative supplies goods related to agricultural production, such as fertilizers and pesticides, for members at reasonable price in order to save their production costs.

The Cooperative has also undertaken three different projects to promote members' occupations as follows: Cattle Raising Promotion Project, Goods Processing Promotion Project, and Drinking Water Manufacturing Project. In addition, the society looks after the members' welfare schemes such as educational fund for members' children from primary to university level, funeral aiding fund for the dead members at least 20,000 Baht, free of charge, aiding members who encounter natural disasters or calamities and training and education of members through study visits programme.

8. Bankhai Agricultural Cooperative Ltd., Rayong Province

The Bankhai Agricultural Cooperative Ltd. was registered under the Cooperative Act on 1 November 1974.

Cooperative Operation divides into 5 departments as follows;

1. Accounting and Financial department
2. Credit department
3. Marketing department
4. Gasoline station

There are 2,231 members with 28 cooperative groups in 7 Tambon around Bakhai District

The society provides short-term, medium-term and long-term loans to its members. It supplies goods such as fertilizer, agricultural chemicals, milling rice etc. to its members.

Deposits – savings deposits with interest at 1% per annum, special savings deposits with interest at 2% per annum and Truth saving deposits with an interest rate of 3% per annum.

The funeral aiding fund of the cooperative offers financial support for the dead members and their families, as well as mutual help to conduct the funeral rites.

The cooperative promotes members' business by forming following vocational groups in order to increase their incomes – Organic Vegetable Cultivator Group, Cattle Raising Group, and women Groups (making wreath and garland, stringing beads).

The Board of Directors consists of 15 members who are elected by the General Assembly.

Chairman : Mr. Sai Kangkawekin
General Manager : Mr. Sampan Buranayaporn
Operating staff : 16 staff (10 men and 6 women)

9. Muang Chanthaburi Agricultural Cooperative Ltd., Chanthaburi Province

Muang Chanthaburi Agricultural Cooperative Ltd. was registered under the Cooperative Act on 1 July 1970.

Members : There are 2,741 households with 37 cooperative groups.
Occupation of members : Farmers/fruit growers
Board of Director : 14 men and 1 woman in the board who were elected from the General Assembly.
Chairman : Mr. Rewat Piumraluk
Manager : Mr. Khachon Worawart
Operating staff : 25 staff (11 men and 14 women)
Shares' Value : 147,690,820 Baht

Cooperative's Business:

No.	Business	Operation Results (Baht)
1	Credit Business	29,384,400.55
2	Goods Supply	123,785.33
3	Collecting Business	(291,161.45)
4	Processing Agricultural Products	(530,059.39)
5	Service and Agriculture Promotion	(3,040,061.95)

SECTION - V

INAUGURATION OF PART-III OF THE TRAINING PROGRAMME IN JAPAN

Inaugural Session

The Part-III of the first Training Course was formally inaugurated on 12th March, 2007 by Mr. Kazuo Tanaka, Senior Officer, International Cooperation Division, International Affairs Department, Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Government of Japan in Tokyo. Mr Kazuo Tsukada, Executive Director of IDACA and Mr. Prem Kumar, Adviser-ICA/Japan AMT Program, also addressed the inaugural session. Mr. I Ashikari, General Manager, and other senior officers of IDACA were present.

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

Mr. Tanaka of MAFF said: "From 2006 onwards, built upon the results achieved so far, we decided to contribute newly to the training project with a focus on joint collection, shipment and marketing required for the diversifying distribution of agricultural products as well as on farm guidance activities necessary for introduction and dissemination of new commodities which match the needs of diversifying markets. Moreover, our government announced the New Development Initiative which would help promote new approaches to supporting the agriculture, forestry and fishery sectors in LDCs, thereby further obtaining benefits resulting from the Free Trade System. As part of the Initiatives, we at the MAFF are planning to accept 1,000 trainees per year and also dispatch experts. I hope that by making use of knowledge on farm guidance, joint collection, shipment and marketing method gained from the trainings in India and Thailand, you will endeavour to promote agriculture and agricultural cooperative by strengthening your agricultural cooperative activities. As the training course lasts long until April 20th, I sincerely wish that the training will be going well with a good result and that you will not get tired stemming from differences in climate and social conditions between our countries".

Mr Kazuo Tsukada, Executive Director, of IDACA, welcomed the participants to Japan and IDACA. He said that IDACA was established in 1963. Funds for the establishment of IDACA were contributed by all Japanese agricultural cooperatives. More than 40 years history of IDACA, about 5,000 participants from 106 countries mainly in Asia have been trained. In the past, IDACA training courses were focussed on general introduction to Japanese agricultural cooperative movement. Recently, specialized training courses such as focused on poverty reduction income generation, women positive participation in development, safety and quality improvement of agricultural products through agricultural cooperative activities have been developed. He said that this training course of six weeks duration has been carefully developed and specially designed to introduce to you how Japanese agricultural cooperatives are playing their role in the field of income generation in rural areas.

He informed the participants that this year due to global warming, it is not so cold as usual. Now it is beginning of spring and within 10 days the participants will have the chance to see cherry blossom. He advised the participants to take care of their health. He hoped that the participants stay in IDACA will be very comfortable and fruitful.

Part-III of the programme was located in Japan and held in collaboration with the IDACA. Classroom teaching, field study visits and orientation on various aspects of development of agricultural cooperatives in Japan was arranged by IDACA.

The programme included the following segments :

Practice of Japanese Agricultural Cooperative on farm guidance, joint collection, shipment, safety and improvement of quality of farm products;

- Business management method of the Japanese Agricultural Cooperative
- Direct interaction with agricultural cooperative leaders and farmer-members.

After completing the IDACA training programme, the participants left Japan for their home countries on 22nd April, 2007.

SECTION - VI

COMPARATIVE FIELD STUDY VISITS IN JAPAN [In Tokyo, Fukuoka and Fukushima Prefectures]

Field Study Visits in Japan

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

- Institute for the Development of Agricultural Cooperation in Asia-IDACA, Tokyo
- JA-Fukuoka Prefectural Union
- JA Zen-Noh Fukuren
- JA Niji
- JA Itoshima
- JA Fukushima Prefectural Union
- JA Shin-Fukushima
- JA Aizu Midori
- Fukushima Agricultural Technology Centre

1. Study visits in Fukuoka Prefecture

Fukuoka City, the capital of Fukuoka Prefecture, is the largest city with five million populations in Kyushu Island of Japan. It is known as the agricultural production prefecture, representing West Japan.

There are a lot of brand farm products of the prefecture such as rice, strawberry, egg plant, persimmon, and green tea etc. These products get high reputation from throughout the country. Other important farm products in the Prefecture are wheat, kiwi fruits, gerbera, orchid (cut flower), barley, garland chrysanthemum, welsh onion, grapes, rose, soybeans and lettuce.

JA-Fukuoka Prefectural Union

The Prefectural Union is positioned as the comprehensive guidance organization of JA group in Fukuoka covering the jurisdictional area of Fukuoka Prefecture. The main objective of the Union is to ensure sound development of agricultural cooperatives and agricultural cooperative federations. To attain this, the Union conducts activities such as guidance on farming and better living related activities, publicity and public relations activities, audit, reflection of opinions of members into agricultural policy, and education and training for officials and employees of JAs and prefecture federations. Through these business activities, the Union assists the JA groups which contribute to the regional society for supply of safe and reliable foods as well as development of agriculture in Fukuoka.

The Union has 80 employees and 13 officials to serve its members.

There are 25 JAs in the Prefecture with a total membership of 270,000 members, out of which 130,000 were regular members and 140,000, are associate members. The total annual turnover of farm products in the Prefecture was 240 billion yen, out of which JAs turnover was 110 billion yen. Due to change in the policy of the government, the farmers are now free to sell their products in the open market as well.

The Union organizes every year a symposium on the theme of "Let us think of Food and Life" which is attended by 700-800 people from the prefecture. This symposium is being conducted over the last 10 years.

The Prefectural Union is also operating a Prefectural Agricultural Cooperative Education Centre, which is run

under the general guidance of JA-Zenchu Guidance Department. The main objectives of the training centre are to improve the quality of managers and other employees working with the JAs in the Prefecture.

JA Zen-Noh Fukuren

The JA Zen-Noh Fukuren plays a vital role in the cooperative movement for leading and doing activities to complement Prefectural Union and JA Primary Cooperatives initiatives for realization of their goal to enhance farmers' income through product value addition and rural community development. The JA Zen-Noh Fukuren undertakes the marketing of farm products and gives technical guidance to the JA and its members. It also conducts development of new varieties of farm products in close tie with government's research and experimentation station. In order to obtain high price of the farm products, it has enhanced and upgraded the level of farm products as well as PR activities with the consumers. Besides developing local markets, it also develops markets for export to Taiwan, Thailand, USA, Hong Kong and Canada. The JAs mission is to help serve the interest of the farmers thereby increasing their income and returns in production and marketing.

The farm products produced in the prefecture are strawberry, persimmon, Chinese gooseberry, vegetables etc. The JA has its own soil testing centre, farm products inspection centre, green tea trading centre, and seed and seedling centre.

The business implementation plan developed by the Fukuren covers the following segments:

- To strengthen the local agricultural production bases aimed at Sustainable development
- To expand marketing functions and strengthen comprehensive marketing strategy
- To establish new business functions and strengthen competitiveness by giving full Role to function
- To evolve comprehensive better living activities responsive to the needs of local Communities
- To improve and strengthen management bases and fully demonstrate the functions

JA Zen-Noh Fukuren has the following departments: Administration Department, Farm Management Department, Farm Products Department, Horticulture Department, Materials Department, Farm Machinery & Fuel department and Better Living and Facilities Department.

JA Niji

It has a total membership of 10,740 (7,718 regular members and 3,015 associate members). JA Niji is located in the East-South part of Fukuoka Prefecture made up of three towns, namely, Ukiha, Yoshii and Tanushimaru. It faces the Chikugo River in the North and the Minou mountains in the South, forming agricultural area with 168.54 km and stretching 20 km from East to West and 8 km from South to North. In the area, there are some interesting tourist spots such as wine factory in Tanushimaru town, Shirane Waterfalls in Ukiha town, white wall store houses in Yoshii town and it's well known as a Kappa's town.

The basic policies of the JA Niji are: promotion of agriculture, creation of rich life through better living activities; sound management through rationalization and efficient business operations; safety assurance in community life; provision of information and education; and creation of vigorous farm villages through positive agricultural policy activities.

The land is divided into two categories that is, the plain land of the Chikuho river basin and the Minou mountains. It is blessed with a good climate congenial for agriculture with an annual average temperature in the plain land area being 15.9 C, annual average precipitation 2,155 mm. Under such a favourable environment, paddy and wheat are produced in the fertile paddy farming area and a large fruit orchard is developed in the Minou mountain area where persimmon, grape, peach and the Japanese pear are produced. Greenhouse horticulture centering mainly tomato and strawberry production is thriving. Especially, tomato production is in full swing and its cultivated land area increased because of introduction of hydroponics cultivation together with increase of new cultivators and farm successors. In floriculture, shipping of carnation is number one in the Prefecture, and also production of garden trees is positioned as the highly ranked products in the nation.

Major business activities of JA are, among others, as follows:

Farm Guidance Activity: the ratio of joint marketing of commodity-wise groups such as paddy, fruits, vegetables, trees, flowers and livestock, thereby attempting to establish competitive production area with high quality and

stable production. Strive to reinforce farm guidance planning function and strengthen farm guidance system to create an attractive agricultural basis.

Economic activity: Supply production materials, consumer goods, farm machinery, vehicles and fuels, etc. for attaining rich lives of members and residents.

Credit-Mutual insurance Activity: Play a role of regional financial institution and provide the total life insurance plan to meet members' life style and also promote various mutual insurance commodities to protect lives and property of members and regional residents.

Better Living Activity: Strengthen comprehensive better living centre function in an attempt to realize a rich life and hold JA festival, self-supply market or other activities to deepen exchange between food and agriculture, e.g. ceremonial services (wedding, funeral).

It has 4 main departments: General Affairs & Planning Department, Credit & Mutual Insurance Department, Farm Guidance Department, and Economic Business Department. It has 360 employees: General Manager-1, Ordinary employees-193, Farm Guidance Advisers-20, Better Living Advisers-4, Full-time temporary staff-142

As at the end of March 2006, its business turnover was: Savings 71,335 million yen, Loans 14,449 million yen, purchasing business 4,503 million yen and marketing business 5,849 million yen.

JA Itoshima

Itoshima area, located in the west of Fukuoka Prefecture with mild climate affected by Tsushima Warm Current, is flanked by Fukuoka City in the east and by Saga prefecture in Seburi-Kaminari Mountain Range in the south. Itoshima Plain is formed with mild slope geographical condition in the north, where Maebara City and Nijo town are located. Separated by old Itoshima Water Works, Itoshima peninsular is formed in Genkai Sea with Shima town.

JA Itoshima has a total membership of 8,369 households (regular members: 4,490 and associate members: 3,879). The total cultivated area is 4,098 hectares, out of which 3,184 hectares are paddy fields. The cooperative undertakes a large scale livestock development activity, which includes beef cattle, dairy cattle, pig breeding, broilers, and hen layers. The JA has a board of directors of 19 members (2 members are female), 5 auditors and 365 employees. The main facilities of the cooperative include: 10 branch offices, 3 country elevators, 2 A-Coop Store, 3 gas filling stations, 2 agricultural warehouse, and other facilities like general farm guidance centre, horticultural distribution centre, low temperature storehouse, farm machinery centre. There are a number of commodity-wise groups, women association, and youth association, and assets management group, tax filing group, production associations and pension club. The largest number of production groups is in horticulture business, especially for persimmon, strawberry, citrus fruit, cabbage, eggplant, pumpkin, ornamental flowers and trees and various types of fruits and vegetables groups.

The cooperative has 4 main departments to operate its business, e.g. administration department, finance department, farm guidance department, better living department. Participants were given an opportunity to visit JA's farm guidance office, rice seedling centre and country elevator.

Its business turnovers in the fields of marketing was 7,670,940 yen, purchasing 8,309,578 yen, credit business 70.9 billion yen, outstanding loans 25,383 million yen, mutual insurance business 497 billion yen. The total claims paid to the insurers in the FY 2005 were 7.2 billion yen.

The cooperative had developed 12 years ago a comprehensive Plan of Action for the 21st Century for the creation of three concepts: Human resource development with full of vigour, Establishment of attractive and rich regional community; and Production of quality products. The basic plan for the promotion of Itoshima agriculture is:

- production of genuine farm products which guarantee their safety, freshness and reliability
- Fostering of people who have a sturdy and strong spirit to push development of Itoshima agriculture and creation of various organizations
- Creation of regional communities full of vitality
- Production of genuine farm products which guarantee safety, freshness and reliability.

The JA Itoshima will tackle this by increasing its activities in the fields of farm guidance, purchasing business marketing business and installation of joint marketing facilities like the distribution centre.

2. Study visits in Fukushima Prefecture

Fukushima prefecture is situated in the southernmost part of the Tohoku District. It has a population of 2.07 million. It is the third largest prefecture in Japan. According to topography, climate etc., it is divided into three areas – Nakadori, Aizu and Hamadori.

The agriculture in the prefecture over the years is gloomy due to plunging turnover in agriculture business. There prices of agricultural commodities are stagnant. In this prefecture, the farm households and persons engaged chiefly in farming (farming population) have been decreasing in number year by year because of lower income and successors in farming, while the elderly persons engaged in farming have been increasing in proportion.

The government has cut down subsidy to the small farmers and inclines to give subsidy and give subsidy mostly to those farmers who are now promoting group/hamlet farming or thereto farmers are trying to export management scale. Rice consumption is going down and there is overproduction of rice in the prefecture.

The agriculture in Fukushima Prefecture produces various kinds of farm products. The main farm and livestock products are rice, peach, pear, apple, kidney beans, field pea, cucumber, tomato and beef cattle. Thus it is one of the important industries that support the prefecture.

JA Fukushima Prefectural Union

The JA Fukushima Prefectural Union, composed of 17 member JAs, has a total membership of 240,232 (regular members: 158,025, associate members: 82,207). There are 704 members on the Board of Directors (including 147 auditors) in the 17 JAs. Total employees working in the JAs are 6,069 (male: 3,855, female: 2,214).

The JA is now facing difficulties in that farmers tend to not depend on JA unlike before and they sell their products direct to the wholesale market through internet. The Prefectural Union gives professional guidance to JAs to have efficient operation by closing some of the branches and consolidation of some office, increase in part-time jobs, and reduction of personnel cost from 70% to 61%. The Union is also trying to promote and increase the participation of women in the cooperative management, promoting the service to the old in the rural community, and giving agricultural exposure to primary and high school students.

The business turnover of the JAs in Fukushima Prefecture (as at the end of February 2005) was: savings: 1,200 billion yen, loans: 389.9 billion yen, purchasing business: 69.5 billion yen, marketing business: 109.6 billion yen and long-term mutual insurance policies in force: 10,553.9 billion yen.

The basic problems common to JA Group Fukushima are: (1) Supplying safe, reliable farm products and promoting regional agriculture, (2) Pushing the innovation in economic business to meet expectations of the members, (3) Strengthening activities to improve the soundness and sophistication of management and (4) Stepping up cooperative activities to expand and strengthen the foundation of the organization and activate the localities.

JA Shin-Fukushima

Fukushima City is situated in the northern part of Fukushima Prefecture. It lies in the centre of the Fukushima basin surrounded by the Abukuma highland on the east and the Azuma mountain range on the west. Mt. Shinoubu lies in the city centre. The central part of the mountain is a flat land where fields stretch wide. The northern and northwestern parts are fruit-growing localities, famous especially for peaches, pears and apples. Concerning peaches and pears, in particular, Fukushima City is Japan's largest producer (among all municipalities). The southern and southwestern parts are mostly paddy fields.

The total population of Fukushima City is 290,924 (as of May 2004). The total number of households in the Fukushima City is 108,764, number of farm households 7,676.

JA Shin-Fukushima was established on February 1, 1994 as a result of amalgamation of eight JA's in Fukushima

City to conform to the principle of "one JA in one city". It celebrated its 12th anniversary of foundation this year. The eight JAs amalgamated were: Kita-Fukushima, Fukushimashi, Fukushimashi Sunami, Minami-Fukushima, Fukushimashi Ilzaka, Fushimashi Seibu, Fukushimashi Noda and Matsukawacho.

The amount of farm products handled by JA Shin-Fukushima in 2004 were Yen 7,193 million, with fruits account for 65.5%, or Yen 4,715 million, of the total sales. The sales of farm products by direct-selling stores have been steadily increasing year by year, exceeding Yen 476 million in 2004.

The new JA Fukushima has 10 branch offices, 12 liaison offices, 6 core materials stores, 3 materials stores, 1 green centre, 3 agricultural machine centres, 5 direct-selling stores, 1 distribution centre, 1 farm product processing centre and 4 food processing facilities, 6 joint fruit-grading centres, and 1 joint flower-grading centre.

It has three affiliated companies : New Fukushima Cooperative Service – selling housing lots, real estate agency; JA Shin-Fukushima Fuels – gas filling business, LP gas business, motor vehicle maintenance business; JA Shin-Fukushima Life – A-coop stores, wedding and funeral service business, foodstuffs business; and JA Shin-Fukushima Welfare Society – agri-homes, day care business, home help service business.

The organization had (as of January 31, 2005) 19,646 total members (regular members: 9,977, associate members: 9,669). There are 31 directors (out of which four are full-time Directors), 7 Auditors (one full-time Auditor), and 466 employees (including 381 regular employees).

As of January 31, 2005, it has an owned capital of Yen 6,999 million (including share capital of Yen 3,682 million) and surplus of Yen 63 million.

The Shin-Fukushima has decided to take the following measures for the next generation: (1) Integration of regional, educational and cultural activities; (2) Deployment of a school education supporting project as a measure for the next generation; (3) "Chagrin" fiesta; (4) JA's project for junior high school students to experience fruit production; (5) support for contest in rice cultivation in buckets; and (6) supply of foodstuffs for school meals and tie-up with schools.

JA Aizu Midori

The JA's area of jurisdiction that covers nine towns and villages is as wide as 1,138 sq. kms, including the level area of the Aizu basin and the mountainous area along the mountain range. Regarding production of rice in FY 2001, the JA accounted for 8% of the total cultivated area and 9% of the total output in Fukushima Prefecture. Looking at the recent change in farming population, due to the dwindling number of farm households, the farming population has been decreasing continually. On the other hand, farmers of 65 years and over are increasing in proportion. The change in agricultural labour structure brought about by the aging of farm workers, etc. has become conspicuous. Under this condition, it is of urgent necessity to foster and secure farm successors in this area.

The JA as at the end of the current year has a total of 11,103 members (regular members 8,678, associate members 2,425). The total amount of paid-in share capital was Yen 4,622,255,000 and amount of share capital per regular member was Yen 434,912.

There are 28 Board of Directors (3 full-time Directors), and 7 Auditors (1 full-time Auditor) and the total employees in the JA are 356.

The JA's business plan for the 8th business year will tackle the following areas: Supply of safe, reliable farm products and promotion of regional agriculture, Economic business reform to meet the members' expectations, Reinforcement of activity to improve soundness and sophistication of management; Consolidation of the organizational foundation and activation of the community through reinforcement of cooperative activities and Lobbying and public relations activities. The JA shall strive to establish a production and marketing system which can assure the consumers that its products are all safe and that the locality is a stable base of supply of farm products unaffected by weather conditions. In addition, the JA will develop new methods of distribution and marketing, including the selling of farm products through the Internet.

Producers Groups : The Producers Groups (commodity-wise groups), originally formed through two-time amalgamation (9 JAs amalgamated in 1998 and one JA amalgamated in 2001), were once broken up to be re-

organized to be the JA operation area-wide commodity-wise groups for production and marketing activities.

Guidance System: Farm advisors are assigned in nine branch offices (former primary cooperatives) for guidance on production and marketing. Farm guidance for livestock is managed by the Head Office. Since some products are common among the branch offices operation area, leaders for specific commodities are assigned for unification of production technique. For implementing farm guidance with a motto of "visiting guidance" for FY 2005, farm advisors actively visit the cultivated areas and the producers); job clarification was made i.e. farm advisors in charge of technical and marketing of the products and farm advisors for collection and shipment. The branch office-based guidance system was abolished and instead wide area farm advisors covering several branch office level operation area aiming at improvement of production technique.

Management of Producers/Commodity-wise Groups: Commodity-wise groups, except paddy farming group, form the board of executives with the respective leader among whom leader and other posts are appointed. Groups for paddy farming and organic farming are formed on a basis of general branch offices. Expenses for the activities of producers groups are covered with annual membership fee, shipment volume and subsidy from JA. Main activities of the group are: (1) discussion and guidance for production technique (2) marketing strategy and visiting wholesale markets, (3) study visits to advanced production sites and study meeting on the results of the year. The Secretariat for the groups is formed by Farm Management Department and leaders of the groups.

Participants had the opportunity of interacting with the three commodity-wise group leaders in the field of paddy, apple and cucumber.

Fukushima Agricultural Technology Centre

The Fukushima Agricultural Technology Centre, a new core centre for agricultural development in Fukushima Prefecture equipped with the function of promoting safe and secured agriculture and that of agricultural education, was established with the core of technological development functions through reshaping and integrating various agricultural test/research institutes. The purpose of the Centre is enhancement of a test/research system, and providing educational spots to consumers and children where they can learn and understand agricultural charms and importance, through participating in the activities held in each of the facilities (interaction activity building, demonstration farm fields, etc.)

Its main functions are: (i) technology development and planning coordination, (ii) supporting regional agriculture, (iii) support advanced farmers, (iv) food safety-oriented and environmentally friendly agricultural support, and (v) interaction with residents of the prefecture and for transmission of information.

The Centre is headed by a Director. It has the following Departments: Administration Department, Agriculture Safety Promotion Department (Pest Control Centre), Organic Farming Promotion Office, Planning and Management Department, Agro-environment Department, and Crop and Horticulture Department.

SECTION - VII

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

Introduction

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

Evaluation Objectives

The main objectives of this Evaluation were to:

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

Summary of the Evaluation

12 participants attending the Course had participated in the Evaluation exercise, and returned their Evaluation Forms duly filled up. Two participants of the Training Course, namely, Dr. Pravir Shukla of India and Mr. Jose R. Mosquite of the Philippines, in consultation with the Programme Adviser, compiled the results of the End-of-the-Course Evaluation. Given below is a **brief summary** of the evaluation:

Achievement of Course Objectives: All the 12 participants have stated that the objectives of the Training Course have been highly achieved.

Achievement of Own Objectives: 8 participants said to have achieved 85% own objectives and 4 participants achieved 75%. These objectives, which were different from the Course objectives and which were established by the participants themselves, are stated to be as follows:

- * To have a better exposure to the cooperative movement in the present global scenario.
- * To expose different cultures from the three countries and participating countries
- * To acquire cooperative management knowledge to enhance farmers' income.
- * To learn some successful experiences of the Asian countries and exchange views with participants of other countries
- * To improve self-confidence, communication skills, personality and quality of performance.
- * To acquire knowledge, experience and skills about the agricultural cooperatives and project proposals.

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

- i. Preparation and appraisals of viable project proposals to enhance farmers' income.
- ii. Actual experience from the field study visits of different cooperatives in India, Thailand and Japan has broadened the minds of respective participants. This will be helpful in managing their respective organisations.
- iii. Theoretical knowledge gained from the lecture sessions in FMDI, IRMA, IDACA regarding various management aspects, especially IRMA Module.

Home Country Assignments [HCAs]: 50% of the participants have expressed their opinion that they were satisfied, while 42% reported to be fully satisfied and 8% not satisfied with the HCAs.

Project Preparation and Project Appraisal skills after attending IRMA Module: The replies were: most of the participants have expressed that after attending the IRMA Module, they are now confident of developing a viable project proposal with special reference to benefiting the farmer members.

IRMA and IFFCO/FMDI Training Components in India: 8 of the participants said that the IRMA and IFFCO/FMDI training components were highly relevant, while 4 said relevant.

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

Comparative Field visits in India, Thailand and Japan: 92% of the participants said these were well organised and highly relevant, while 8% said these were relevant.

India: AMUL, IFFCO, IRMA, Amalsad Primary Agricultural Cooperative

Thailand: CLT, CPD, CULT, Bankhai Agricultural Cooperative Ltd., Dontoom Agricultural Cooperative Ltd., Muang Rayong Agricultural Cooperative Ltd., Muang Chanthaburi Agricultural Cooperative Ltd., Women's Group activities.

Japan: JA Fukuoka Prefectural Union, JA-Niji, JA Zen-Noh R & D Centre, Fukushima Agricultural Technology Centre, JA Itioshima, JA Shin Fukushima, JA Zen-Noh Fruits and Vegetables Distribution Centre in Japan were of great significance.

Do you think this training programme is useful and relevant: Highly relevant and important for middle level managers. It should be continued as it fulfils the needs of managers of agricultural cooperatives in preparing project proposals.

Logistics and Practical Arrangements: 50% of the participants have expressed that logistics and practical arrangements made for the training course were excellent, while 50% said it was very good.

General Comments, Suggestions and Recommendations

1. Compliment Government of Japan (MAFF) for extending support to ICA-AP for conducting this training course.
2. The training course is relevant and successfully conducted. It should be continued in the future too.
3. Duration of the IDACA part of the training course should be reduced. Efforts should be made to have English speaking lecturers at IDACA.
4. Study visits to cooperatives having similar activities should be avoided in Japan.
5. Age limit of the participants should be between 35 and 45 only.
6. Persons those who have already attended any of the ICA/IDACA training activity should not be accepted for this course.
7. Follow-up training programme of one week duration among the former participants should be organised.
8. A brief report to the nominating organisation/department on the performance of each participant during the entire training course is sent by the Programme Adviser.
9. Format on the preparation of field study visit report is provided in advance. Observation to JAs activities should be only which are in operation. Inter-action with farmers is arranged.
10. Participants of other training course should not be mixed with the ICA course at IDACA.
11. IDACA kitchen should be opened on Saturdays also. Some activities may be organised on Saturdays.

SECTION-VIII

COURSE CONCLUDING SESSION AND AWARD OF CERTIFICATES OF PARTICIPATION

The concluding session of the 1st Training Course was held at IDACA, Tokyo, on April 20, 2007. The session was attended by Mr Banura Kosei, Section Chief, International Cooperation Division, International Affairs Department, MAFF, Mr. Shil-Kwan Lee, ICA Regional Director (Asia-Pacific), Mr. Kazuo Tsukada, Executive Director of IDACA, including all his senior staff, and Mr. Prem Kumar, Programme Adviser of the ICA-Asia-Pacific, New Delhi.

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

Mr. Shil Kwan Lee, ICA Regional Director (Asia-Pacific) congratulated the participants on the successful completion of the training course. He sincerely expressed the thanks of the ICA-AP to the MAFF, Government of Japan, for extending financial support to conduct this training course for more than 20 years. He briefly explained about the situation of the cooperative movement in this region and various planned activities of the ICA-AP. He said that in the Asian countries 70% of cooperatives are related with the agriculture. In each country there are different types of cooperative structures and cooperatives. The cooperative has to compete in the market. He expressed the hope that he may meet the participants of this training course as a good cooperative leader in their own country. He thanked Mr. Tsukada of IDACA and his staff for making necessary arrangements for the training course. He also thanked to Mr. Prem Kumar, Programme Adviser, for his contribution and good job done to the success of this training course.

Addressing the session, Mr Banura Kosei of MAFF expressed hearty congratulations to the participants for their great efforts to complete this training course. He further expressed his sincere gratitude, on behalf of MAFF, to ICA-AP, especially Mr. Prem Kumar, and IDACA staff for the implementation of this course. He expressed the hope that participants will play a leading role for their organisations and country after returning to their countries. He advised the participants to keep in touch with each other after this course.

Mr. Kazuo Tsukada, Executive Director of IDACA, expressed sincere thanks to Mr. Banura Kosei of MAFF who has strongly supported this training course. He thanked Mr. Kosei for sparing his valuable time to attend the closing session. He highly appreciated Mr. Shil-Kwan Lee, ICA Regional Director (Asia-Pacific) for his excellent leadership towards fruitful implementation of this training course. He also informed that the JA group is facing many difficult issues such economic globalisation, changing circumstances on food consumption, stagnant agriculture production and ageing of rural population. He extended congratulations to the participants on successful completion of the training course. He said that in IDACA part of the course, efforts were made to introduce the activities of JA group and the agricultural cooperative movement of Japan. He also expressed that their might be similar problems in the countries of the region and hoped that the participants will overcome the challenges by utilising their skill and knowledge enhanced through this training course. He wished the participants safe journey back home.

Ms. Dang Thi Anh Tuyet of Vietnam and Mr. JD Somasiri of Sri Lanka spoke on behalf of the participants.

Ms. Dang recounted the experiences and feelings of the participants during the Training Course. The participants felt that this training course was highly relevant for the present-day managers of agricultural co-operatives in Asia. She hoped that this type of training course would continue in the future too. During the training in Japan, the participants have been able to get a deep insight into the functioning of JAs, farm guidance welfare activities, distribution system of farm products and marketing business, method of management of producers' groups and establishment of joint marketing system. She said that revival of the existing systems in our countries is not an easy task and it is going to be a gradual process, but yet, our efforts to contribute in a little manner will not go unrecognized, with a vision to revive the region and further expanding the entire nation. She expressed a sense of satisfaction with the knowledge they all had gained from this new experience of visits to India, Thailand

and Japan. She made a special mention of Mr. Prem Kumar, the Programme Adviser, for excellently handling the course. He guided all of us with patience and tolerance at every step.

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

Mr. Somasiri said that the programme has created enormous goodwill for the Japanese experiences of management of agricultural cooperatives as well as for the ICA. Visits to various JAs had enabled the participants to better appreciate and understand the progress of the agricultural cooperatives, especially in the application of modern technology, farm guidance, marketing, better living activities, welfare activities and so on. With simple guidance and extension services, cooperatives have been able to generate additional income and services for their members. He appreciated the Programme Adviser, Mr. Prem Kumar, for successfully conducting this training course. The success was due to his excellent planning and arrangements made for the training course. He thanked Mr. Abe for successfully completing Part-III of the training course. He extended gratefulness of the participants to Mr. Kazuo Tsukada, ED, IDACA, for his kindness and hospitality during their stay at IDACA.

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

ANNEX - I

PART - I OF THE PROGRAMME

[A] Home Country Assignments: Dec 15, 2006-January 9, 2007

[B] IFFCO-FMDI SEGMENT: January 10-27, 2007

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

- Jan 10 Wed** - Arrival in New Delhi/Gurgaon
- Transfers to FMDI at Gurgaon
- Stay at FMDI Hostel
- Jan 11 Thu**
0830 - 0900 Registration at FMDI
0900 - 1100 Inaugural Session at FMDI
1130 – 1300 **General Orientation and Information on Practical Matters**
By Mr. Prem Kumar, Programme Adviser, ICA-AP
1400– 1600 **Introduction to India**, by Dr. G. Shrotriya, IFFCO Foundation
1830 ICA Welcome Dinner
- Jan 12 Fri**
0930 - 1100 Regional Review Session-I [Mr Prem Kumar].
1130 - 1300 Regional Review Session-II [Dr. S.V.Kavore]
1400 – 1530 Regional Review Session-III [Dr. R.N. Kundu, Chief Manager]
1600 – 1730 Regional Review Session-IV [Dr. R.N. Kundu]
- Jan 13 Sat** Visit Taj Mahal, Agra
- Jan 14 Sun** Free
- Jan 15 Mon**
0930 – 1100 Regional Review Session-V [Mr. A. Roy, General Manager (Mktg)].
1130 - 1300 Regional Review Session-VI [Mr A. Roy]
1400 – 1530 Regional Review Session-VII [Mr.S.K. Tyagi, General Manager]
1600 – 1730 Regional Review Session-VIII [Mr.S.K. Tyagi]
- Jan 16 Tue**
0930 – 1100 Technical Session-1
An Overview of IFFCO Activities,
By Dr. S.P. Shukla, Zonal General Manager (Marketing), IFFCO, Bhopal
1130 –1300 Technical Session-2
Information and Communication Networking in Cooperatives,
By Mr. K.L. Nalwaya, Executive Director, NCU

- 1400 - 1530 Technical Session-3
Human Resource Development in Agricultural Cooperatives,
By Mr. D.Bhattacharya, General Manager (HRD & PA), IFFCO
- 1600 – 1730 Technical Session-4
Communication for Management Excellence,
By Mr. D. Bhattacharya, General Manager (HRD & PA), IFFCO
- Jan 17 Wed**
0930 – 1100 Technical Session-5
Cooperative Principles and Philosophy,
By Mr. B.D. Sharma, Sr. Consultant, ICA Domus Trust
- 1130 – 1300 Technical Session-6
Recent Trends in the Development of Cooperatives in Asia-Pacific Region,
By Mr. B.D. Sharma, Sr. Consultant, ICA Domus Trust
- 1400 - 1530 Technical Session-7
Farm Guidance and Better Living Activities through Agricultural Cooperatives,
By Dr. Daman Prakash, IFFCO Foundation
- 1600 – 1730 Technical Session-8
Self-Help Groups as Precursor to Cooperative Action,
By Dr. Daman Prakash, IFFCO Foundation
- Jan 18 Thur**
0930 – 1100 Technical Session-9
Entrepreneurship Development and Business Planning for Agricultural Cooperatives,
By Dr. G. Shrotriya
- 1130 – 1300 Technical Session-10
Poverty Alleviation Through Cooperatives – Alternative Approaches,
By Dr. G. Shrotriya
- 1400 – 1530 Technical Session-11
WTO – Rules & Modalities for Negotiations,
By Mr. Rajiv ID Mehta, ICA-AP
- 1600 – 1730 Technical Session-12
Market Connectivity – Roles & Responsibilities of Secondary & Tertiary Cooperatives,
By Mr. Rajiv ID Mehta, ICA-AP
- Jan 19 Fri**
0930 - 100 Technical Session-13
Discussions with Participants on Feedback
- Mr. Prem Kumar
- 1130 - 1300 Technical Session-14
Agricultural Credit – Backbone of Cooperative Movement,
By Dr. Daman Prakash, IFFCO Foundation
- 1400 - 1530 Technical Session-15
Multifunctionality of Agricultural Cooperatives,
By Mr. Rajiv ID Mehta, ICA-AP

- 1600 - 1730 Technical Session-16
Fair Trade – Networking Strengths of Cooperatives,
By Mr. Rajiv ID Mehta, ICA-AP
- Jan 20 Sat** Visit to IFFCO's adopted villages (full day)
- Jan 21 Sun** Free
- Jan 22 Mon** Technical Session-17
0930 – 1100 **Increasing Productivity of Crops through Balanced Use of Fertilizer – IFFCO's Experience,**
By Dr. S.V. Kaore, Chief Manager (AS), IFFCO
- 1130 - 1300 Technical Session-18
Participatory Rural Appraisal as a Tool to Strengthen Cooperatives,
By Dr. P.S. Marwaha, Chief Executive, IFFDC
- 1400 - 1530 Technical Session-19
Marketing Concept, Market and Competition,
By Mr. A. Roy, GM, IFFCO
- Jan 23 Tue**
Study Visits Programme in New Delhi
-ICA Office for Asia- Pacific (ICA-AP)
-National Cooperative Union of India (NCUI)
-National Agricultural Cooperative Marketing Federation of India-NAFED
- Jan 24 Wed**
0930 – 1100 Technical Session-20
Cooperatives and Challenges to Open Market Economy,
By Mr. Rajiv ID Mehta, ICA-AP
- 1130 – 1300 Technical Session-21
Governance in Agricultural Cooperatives,
By Dr. D.P. Neb, Sr. Consultant, NCUI
- 1400 – 1530 Technical Session-22
Organisation Behaviour in Cooperatives,
By Mr. Rajiv ID Mehta, ICA-AP
- Jan 25 Thur**
0930 - 1100 **Evaluation Session of the FMDI-IFFCO Segment**
Distribution of Certificates
- 1400 - 1730 FMDI-ICA-AP for stacking luggage of participants-FMDI
- Jan 26 Fri** **Holiday – Republic Day** (Flag hoisting ceremony, IFFCO Colony, Gurgaon, Cultural Programme)
- Jan 27 Sat**
0400 Departure for Vadodra on way to IRMA from the IGI-Delhi [Palam] Domestic Airport [IC-817 0600/0830]

**[C] IRMA Module on Project Management in Agricultural Cooperatives
January 27–February 24, 2007**

**Session Plan
Venue: Syndicate Room 2, ETDC, IRMA**

Date	9.15 – 10.45	11.15 – 12.45	14.00 – 15.30	16.00 – 17.30
27.1.2007 Sat.	Arrival from New Delhi via Baroda (IC-817), settling down, Registration, Issuance of Reading Material, Briefing about facilities & Campus Visit		Inauguration, introduction to faculty/Introduction to IRMA module/ Allotment of faculty guides for projects	Ice Breaking Session by Prof. Nivedita Kothiyal. DCS Visit
28.1.2007 Sun.	Free			
29.1.2007 Mon.	PM-1	L&G-1	MM-1	AMUL Visit
30.1.2007 Tues.	Project Presentation			
31.1.2007 Wed.	PM-2	L&G-2	MM-2	IACBM-1
1.2.2007 Thurs.	PM-3	L&G-3	MM-3	FAC –I
2.2.2007 Fri.	PM-4	FAC-2	L&G-4	GCMMF Visit
3.2.2007 Sat. 4.2.2007 Sun.	Visit Mother Dairy, Gandhinagar and IFFCO, Kalol			
5.2.2007 Mon.	PM-5	FAC-3	FM-1	MM-4
6.2.2007 Tues.	PM-6	PM-7	FM-2	IACMB-2
7.2.2007 Wed.	PM-8	FAC-4	MM-5	Project consultation with guide
8.2.2007 Thurs.	PM-9	MM-6	FM-3	IACMB-3
9.2.2007 Fri.	PM-10	MM-7	FM-4	FAC-5
10.2.2007 Sat.	MM-11	IACMB-4	Visit to Baroda City	
11.2.2007 Sun.	REST			
12.2.2007 Mon.	ICT-1	ICT-2	IACBM-5	MM-8
13.2.2007 Tues.	PM-11	FM-5	FAC-6	FAC-7
14.2.2007 Wed.	Project Consultation	FAC-8	FM-6	MM-9
15.2.2007 Thurs.	IACBM-6	FM-7	MM-10	FAC-9
16.2.2007 Fri.	Visit to Amalsad Multipurpose Cooperative Society (overnight stay at Hotel Yuvraj, Surat)			
17.2.2007 Sat.	Return to IRMA			
18.2.2007 Sun.	REST			
19.2.2007 Mon.	PM-12	FAC-10	L&G-5	L&G-6
20.2.2007 Tues.	FM-8	IACBM-7	L&G-7	L&G-8
21.2.2007 Wed.	FM-9	IACBM-8	PM-13	PM-14
22.2.2007 Thurs.	FM-10	MM-12	PM-15	Project revision
23.2.2007 Fri.	Project Presentation			
24.2.2007 Sat.	Departure for New Delhi via Baroda IC-817			

Topics/Focus	Sessions	Resource Person
1. Project Management [PM]	15	Prof. G Krishnamurthi
Focus: Project Management in agricultural cooperatives is the central theme of this module of training at IRMA. Participants start by making a presentation of their project in the first week. Throughout their stay, the participants are expected to revise/improve their original projects on the basis of class room inputs and guidance. The participants make presentation of their revised proposal before their departure from IRMA.		
2. Financial Accounting & Costing [FAC]	10	Prof. S.K. Mitra Prof. A. Verma
Focus: Introduction to Financial Accounting; Profit & Loss Accounting; Balance sheet; Ratio Analysis; Costing and Pricing of Products and Services in Agricultural Cooperatives; Break-even Analysis; Cost Volume and Profit Relations.		
3. Financial Management [FM]	10	Prof. Shiladitya Roy
Focus: Working Capital Management; Time Value of Money; Estimating relevant Cash Flows; Financial Criteria for Investment decisions in agricultural cooperatives, importance of members' capital.		
4. Marketing Management [MM]	12	Prof. Arvind Gupta Prof. Preeti Priya
Focus: Cooperative Marketing Concept; Market & Competition; Marketing Mix; Market Intelligence, product life cycle and new product development. Impact of WTO Negotiations on agriculture.		
5. Integrated Agricultural Cooperative Business Management [IACBM]	8	Prof. K.V. Raju Prof. S.R. Asokan
Focus: Integral components of agricultural cooperative business and services; [Farm Guidance, Joint Collection, Credit Supply, Value Addition, Packaging & Shipment]; Roles and Responsibilities of different tiers of cooperative system.		
6. Leadership & Governance [L&G]	8	Prof. Nivedita Kothiyal
Focus: Attitudes and Values relevant to cooperatives; Effective Cooperative Management through participatory decision-making process; Effective governance through cooperative leadership; Responsibility of cooperative leaders (preparation of second line in leadership).		
7. Information and Communication Technology (ICT) in agricultural cooperatives	2	Prof. H.K. Misra
Focus: Use of information technology in disseminating information for enhancing farmer's income.		
8. Field Visits		Prof. S. R. Asokan Mr. B.C. Patel

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

Feb 24 Sat	-Return to New Delhi from Vadodra. [IC-817 0905/1030] -Collect baggage from ICA -Stay at Hotel Vikram, New Delhi
6.30 pm	-ICA Farewell Dinner
Feb 25 Sun	Sight seeing in Delhi

Feb 26 Mon

10 am

To ICA office to leave material for despatch
Free [Preparation for departure to Tokyo via Bangkok)

7.00 pm

Lv. Delhi TG-316 0005
ar. Bangkok 0540

**PART-II: ICA/CLT COMPARATIVE FIELD STUDY VISITS TO
AGRICULTURAL COOPERATIVES IN THAILAND
27 February to 8th March, 2007**

Feb 27 Tue

05.40

- Arrival of participants from New Delhi (by TG-316)
- Transfer to First Hotel, Bangkok

12.00

Group Lunch at First Hotel

14.00

- Inauguration of the Study Visits Program at CLT Office, Bangkok
- Introductory Remarks by Chairman, CLT

18.00

Welcome Dinner hosted by CLT

Feb 28 Wed

10.00 – 12.00

Visit Cooperative Promotion Department – CPD, Bangkok

12.00 – 13.00

Group lunch

14.00 – 16.30

Visit Credit Union League of Thailand – CULT, Bangkok

17.00

- Return to First Hotel, Bangkok
- Group dinner

Mar 1, Thu

06.30

Breakfast at Hotel

07.30 - 09.00

Leave Hotel for Baanpaew Agricultural Cooperative Ltd.,
Samutsakorn Province

09.00 - 10.00

Briefing at the office of the Baanpaew Agricultural Cooperative Ltd.

10.00 - 12.00

Visit Women Group's activities

12.00 - 13.30

Lunch hosted by Baanpaew Agricultural Cooperative Ltd.

14.00

Observe the agricultural cooperative facilities

16.00

- Return to First Hotel, Bangkok- Group dinner

Mar 2 Fri

06.30

Breakfast at the hotel

07.30-09.30

Leave for Dontoom Agricultural Cooperative Ltd.,
Nakornpathom Province

09.30-10.30

Briefing at the office of Dontoom Agricultural Cooperative Ltd.

10.30-12.0	Observe the cooperative facility
12.00-13.30	Group Lunch
13.30-16.00	- Sightseeing (Rose Garden) - Return to First Hotel Bangkok - Group dinner
Mar 3 Sat	
07.00	- Breakfast at hotel - Check out of hotel and proceed to Pattaya
09.00	- Leave Bangkok for Pattaya, Chonburi Province - Check-in Sun Beam Hotel
12.00	Group Lunch at hotel
14.00-17.00	- Sightseeing – Stone Park and Crocodile Park - Return to hotel
Mar 4 Sun	
09.00	- Breakfast at hotel - Check out of Sun Beam Hotel and proceed to Rayong Province
12.00	Check in Rayong Sea Beach Hotel
12.00 - 13.00	Group Lunch in Hotel
14.00 - 17.00	- Sightseeing in Rayong Sea Beach - Return to Hotel
Mar 5 Mon	
06.00 - 07.00	Breakfast at hotel
07.00 - 10.00	Leave for Muang Rayong Agricultural Cooperative Ltd.
10.00 - 12.00	Briefing at the cooperative's office
12.00 - 13.30	Lunch hosted by the cooperative
14.00 - 16.00	Visit Bankhai Agricultural Cooperative Ltd., Bankhai District, Rayong Province
16.00	- Return to hotel - Group dinner
Mar 6 Tue	
07.00	- Breakfast at hotel
10.00 - 12.00	Visit Muang Chanthaburi Agricultural Cooperative Ltd.
12.00 - 13.00	Group Lunch
14.00 - 15.30	- Visit facilities of the Muang Chanthaburi Agricultural Cooperative - Return to Rayong Sea Beach Hotel - Group dinner

Mar 7 Wed	
06.00 - 07.00	- Breakfast at the Hotel - Check out of Rayong Sea Beach Hotel
08.30	- Leave Rayong for Bangkok - Check in First Hotel, Bangkok
12.00	Group lunch at hotel
13.30 - 15.30	Visit Grand Palace, Bangkok
16.00	Return to Hotel
18.00	ICA Farewell Dinner
Mar 8 Thu	
	Breakfast at hotel
09.00	Visit Bangsai Arts and Craft Center of H.M. Queen Sirikit of Thailand, Ayudhaya Province
12.00	- Group Lunch - Return to First Hotel
Afternoon	Free for shopping and preparation for travel to Japan
Mar 9 Fri	
	Breakfast at Hotel
05.00	- Leave Hotel for Suvarnabhumi Airport (Thailand new international airport) to catch flight for Tokyo (TG-676 at 0820/1600)

PART-III OF THE PROGRAMME
E. IDACA SEGMENT: March 09-April 21, 2007

Mar 9 Fri		Arrival of participants Orientation about comfortable stay at IDACA and course programme
Mar 10 Sat		Free
Mar 11 Sun		Free
Mar 12 Mon	FN	Inauguration ceremony (11 am) Group Photo
	AN	Briefing on the Programme by IDACA Coordinator
Mar 13 Tue		Interim Report and Job Report
Mar 14 Wed	FN	Japan's Economy and Society, by Y.Abe, IDACA
	AN	Japan's Agriculture, by Y. Abe, IDACA

Mar 15 Thu		Organisation and Business of JA, by I Ashikari, General Manager, IDACA
Mar 16 Fri		Farm Guidance Activities, by Y. Abe, IDACA
Mar 17 Sat		Sight-seeing of Tokyo
Mar 18 Sun		Free
Mar 19 Mon		Distribution System of Farm Products and Marketing Business of JA Group, by K. Harada
Mar 20 Tue		Visit to JA Zen-Noh Metropolitan Fruits and Vegetable Centre Ltd.
Mar 21 Wed		Free (National Holiday - Spring Equinox Day)
Mar 22 Thu		Method of management of Producers' Groups and Establishment of Joint Marketing System, by I. Yanagawa, JA Shonan
Mar 23 Fri		Enhancement of Safety and Quality of Agricultural Products, by A. Uno, JA Zenchu
Mar 24 Sat		Free
Mar 25 Sun		Free
Mar 26 Mon		Leave for a Study Visits to Fukuoka Prefecture
Mar 27 Tue	FN AN	JA Fukuoka Prefectural Union JA Fukuren run by JA Zen-Noh
Mar 28 Wed	FN AN	JA Niji Observation of facilities
Mar 29 Thu	FN AN	JA Itoshima Observation of facilities
Mar 30 Fri		Leave Fukuoka for IDACA, Tokyo
Mar 31 Sat		Free
Apr 1 Sun		Free
Apr 2 Mon		Summary of Study Visits in Fukuoka
Apr 3 Tue		Women Entrepreneurship Development Activities, by J. Kano, JBIC
Apr 4 Wed		Significance of the Chisan-Chisho Movement and JA's Approaches, by T. Nishino, JA Zenchu
Apr 5 Thu		JA's Marketing Strategies and Roles of JA, by K. Yamamoto, Expert

Apr 6 Fri	Visit to JA Zen-Noh Technical Centre Activities
Apr 7 Sat	Free
Apr 8 Sun	Free
Apr 9 Mon	Leave for Study Visits to Fukushima Prefecture
Apr 10 Tue	study visits
Apr 11 Wed	-do-
Apr 12 Thu	-do-
Apr 13 Fri	Return to IDACA
Apr 14 Sat	Free
Apr 15 Sun	Free
Apr 16 Mon	Q & A about the whole training session
Apr 17 Tue	Group Discussion & Drafting Final Report
Apr 18 Wed	Group Discussion & Drafting Final Report
Apr 19 Thu	Presentation of Group reports
Apr 20 Fri	Evaluation & Closing Ceremony (11 am.) Preparation for Departure
Apr 21 Sat	Preparation for Departure Leave for Narita
Apr 22 Sun	Departure for home countries

Annex-II

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Annex-III

LIST OF PROJECTS PREPARED BY THE PARTICIPANTS

Course 1: Project proposals produced during Course 1 (2006-2007)

- 01 RICE PROCESSING,
Mr. Noun Putheara, Cambodia
 - 02 BUILDING A COFFEE COMPANY
Ms. Guo Xiaoru, China
 - 03 ESTABLISHMENT OF A RUBBER PROCESSING UNIT
Mr. Thomaskutty Thomas, India
 - 04 ESTABLISHMENT OF RICE PROCESSING UNIT
Dr. Pravir Shukla, India
 - 05 DRIED COCOA PROCESSING
Ms. Renny Elisabeth Sagala, Indonesia
 - 06 IMPROVEMENT ON MANAGEMENT OF AGRICULTURAL PRODUCER GROUP
Mr. Silivanh Boulavong, Laos
 - 07 EDIBLE OIL PROCESSING PLANTS
Ms. Myat Chit Thanda, Myanmar
 - 08 BAMBOO PROCESSING UNIT
Mr. K.b. Upreti, Nepal
 - 09 CHARCOAL BRIQUETTE PRODUCTION FROM ABANDONED BIOMASS FOR HOUSEHOLD ENERGY, LIVELIHOOD GENERATION AND WASTE MITIGATION IN ORMOC AND NEIGHBOURING TOWNS AND CITIES IN REGION 8, PHILIPPINES
Mr. Jose R. Mosquite, Philippines
 - 10 BIG ONION MARKETING PROJECT FOR SRI LANKAN FARMERS
Mr. J.D. Somasiri, Sri Lanka
 - 11 PROCESSING PROMOTION FOR MEMBERS' EXTRA INCOME AND POVERTY REDUCTION,
Mr. Rangsang Deearong, Thailand
 - 12 BUILDING A RICE MILLING WORKSHOP IN THUY THANH 2 COOPERATIVE
Ms. Dang Thi Anh Tuyet, Vietnam
-

PARTICIPANTS

1st ICA-Japan Training Course on “Enhancement of Farmers’ Income and Poverty Reduction Through Cooperatives-2006”

India-Thailand-Japan. December 15, 2006 – April 22, 2007



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