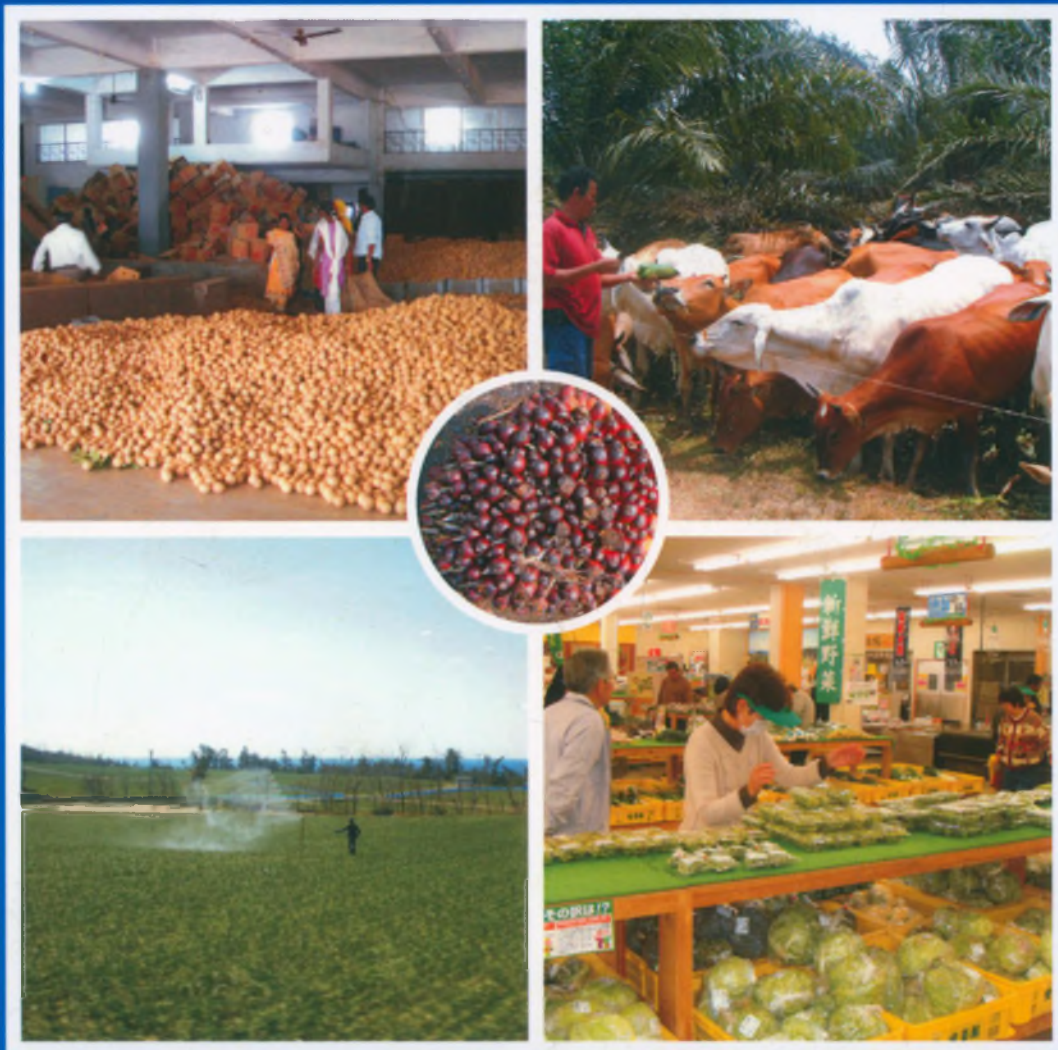




# 5th ICA-Japan Training Course on Enhancement of Farmers' Income and Poverty Reduction Through Cooperatives

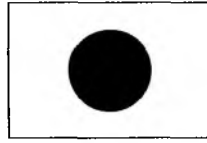
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December 08, 2010–April 19, 2011



## COURSE REPORT

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**INTERNATIONAL COOPERATIVE ALLIANCE**

**5th ICA/JAPAN TRAINING COURSE ON  
ENHANCEMENT OF FARMERS' INCOME AND  
POVERTY REDUCTION THROUGH  
COOPERATIVES-2010**

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**COURSE REPORT**

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5th ICA/Japan Training Course  
held in India, Malaysia and Japan.  
December 8, 2010-April 19, 2011

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Prepared by

**A.K. Taneja**

Project Coordinator, ICA/Japan Training Course



**International Co-operative Alliance**

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ICA - Asia & Pacific, 9 Aradhana Enclave, R.K. Puram, Sector 13, New Delhi 6



Report of the  
**5th ICA/Japan Training Course on  
Enhancement of Farmers' Income and Poverty Reduction  
through Cooperatives-2010**

India-Malaysia-Japan  
December 8, 2010 – April 19, 2011

*Report compiled by:*

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## **REPORT**

of the 5th ICA/Japan Training Course on  
**Enhancement of Farmers' Income and  
Poverty Reduction through Cooperatives-2010**

India-Malaysia-Japan  
December 8, 2010 - April 19, 2011

Submitted to

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

By

**The International Co-operative Alliance**  
July 2011



## *Preface*

**T**his is the report of the 5th ICA/Japan Training Course on “Enhancement of Farmers’ Income and Poverty Reduction Through Cooperatives–2010”, held in India, Malaysia and Japan, from December 8, 2010 to April 19, 2011. 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 sincere thanks to all its member-organisations in India, Malaysia and Japan and other collaborating agencies and institutions for their assistance, advice, guidance and logistic support in the successful implementation of this training program. The most significant cooperation was provided by, among others, the Indian Farmers’ Fertiliser Cooperative Limited (IFFCO), National Co-operative Union of India (NCUI), Institute of Rural Management Anand (IRMA), the National Co-operative Organization of Malaysia (ANGKASA), the National Land Finance Co-operative Society Ltd., Malaysia, the Co-operative College of Malaysia, 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 program, 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. Ashikari Ikuo, Managing Director of the IDACA and his staff members, for conducting the Part-III of the program at IDACA and for organising study visits to important agricultural cooperatives in Japan and taking care of the safety of all the participants in an extremely difficult situation when the strongest ever earthquake and Tsunami struck Northern Japan, triggering nuclear crisis during the stay of the participants in IDACA in March 2011. These visits enabled the participants to meet the leaders and members of these successful institutions as well as leaders from the national, prefectural and primary level agricultural cooperatives.

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

**Charles Gould**  
Director-General

International Cooperative Alliance  
Geneva, Switzerland  
June 2011



## *Foreword*

**W**ith great pleasure and satisfaction, I am submitting herewith the Report of the 5th ICA/Japan Training Course on “Enhancement of Farmers’ Income and Poverty Reduction through Cooperatives-2010” to the Director-General, ICA Geneva, for onward formal submission to the Ministry of Agriculture, Forestry and Fisheries [MAFF], Government of Japan. The main focus of the Training Course was to address the issues of market connectivity of agricultural cooperatives that includes both feasibility and viability of the operations duly stressing the concept of ‘value-addition through agro-processing’ with a view to achieve higher economic returns to the basic level farmer-members.

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 program. My special thanks also goes to Mr. ASHIKARI Ikuo, Managing Director, IDACA and his able staff for supporting and taking care of the participants during their stay in IDACA, especially after a massive 9.0 magnitude earthquake struck off Japan’s Northern coast triggering Tsunami and Nuclear crisis.

I would also like to make a special mention of the valuable support extended by the Indian Farmers’ Fertiliser Cooperative Ltd. (IFFCO), and its Fertiliser Marketing Development Institute (FMDI), the Institute of Rural Management Anand [IRMA] in making Part-I of the program a grand success. I would also place on record my sincere thanks and gratitude to the management of National Co-operative Organization of Malaysia (ANGKASA), National Land Finance Co-operative Society Ltd., and Co-operative College of Malaysia, our member-organisations, for arranging study visits to important cooperatives in Malaysia for the Trainees. Before I conclude, I would like to thank my colleague, Mr. A.K. Taneja, Project Coordinator of this Training Course, for his hard work and successfully handling the training course.

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

International Cooperative Alliance - Asia & Pacific  
9 Aradhana Enclave, R.K. Puram, Sector 13,  
New Delhi-110066. India  
June 2011

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**REPORT OF THE 5th ICA/JAPAN TRAINING COURSE ON  
"Enhancement of Farmers' Income and Poverty Reduction through Cooperatives-2010"  
India-Malaysia-Japan. December 8, 2010-April 19, 2011**

**SECTION - I**

**COURSE REPORT**

**Introduction:**

The International Cooperative Alliance (ICA) is an independent non-government association which unites, represents and serves cooperatives worldwide. Founded in London on 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 more than 94 countries active in all sectors of the economy. ICA's four offices in Africa, Americas, Asia & Pacific and Europe, together, serve more than 251 member organizations, representing one billion cooperative members around the world.

The ICA-Asia & Pacific Office is operating from New Delhi since 1960, serves 73 national level organizations from 25 countries, representing about 500 million cooperative members.

**Background:**

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, and based on the 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, a new **Training Project on "Enhancement of Farmers' Income and Poverty Reduction Through Cooperatives"** was developed and agreed upon for implementation through the International Cooperative Alliance [ICA] in 2006, with a focus on the strengthening of farm guidance methods, joint collection, marketing, safety and improvement of quality of farm products aimed at increasing farmers' income.

Under this project, the 5th ICA/Japan Training Course on "**Enhancement of Farmers' Income and Poverty Reduction through Cooperatives-2010**" was held from 8th December 2010 to 19th April, 2011 attended by 12 participants. The training program was implemented by the ICA-Asia Pacific office with the collaboration of well-known institutions e.g. the Institute for the Development of Agricultural Cooperation in Asia (IDACA), Tokyo, Japan, the Institute of Rural Management Anand (IRMA), Gujarat, India, Fertilizer Marketing Development Institute (FMDI) of the Indian Farmers' Fertilizer Cooperative Limited (IFFCO), Gurgaon, and the ICA member-organisations in India, Malaysia 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 5th ICA/Japan 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 5th ICA/Japan Training Course, the ICA received full support and cooperation from the JA-Zenchu, the International Cooperation Division of the Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan; the Institute for the Development of Agricultural Cooperation in Asia [IDACA] in Japan; the Institute of Rural Management [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], National Co-operative Organization of Malaysia (ANGKASA), National Land Finance Co-operative Society Ltd., Malaysia, Co-operative College of Malaysia and other ICA Member-Organisations in the Region. The ICA is grateful to its member-organisations.



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

Mr. A.K. Taneja, Project Coordinator, ICA/Japan Training Course, was responsible for the conduct of the 5th ICA/Japan Training Course. The entire Training Course was coordinated and implemented by him for its full duration, under the direction of Dr. Chan Ho Choi, Regional Director [ICA Asia & Pacific].

Part-III of the training program held in Japan at IDACA was conducted under the direction and guidance of Mr. Ikuo Ashikari, Managing Director of IDACA. Mr. Toru Nakashima, Dy. Manager (Training), was designated by the IDACA as the Program 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, 2010       |
| II. Implementation Phase: | December 8, 2010-April 19, 2011 |
| III. Reporting Phase :    | April 20-June 30, 2011          |

### **Course Program:**

The day-to-day program 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-organisations from the following countries - Cambodia-1, China-1, India-2, Lao PDR-1, Malaysia-1, Mongolia-1, Myanmar-1, Nepal-1, Sri Lanka-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 2011 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 Program held in India  
January 08-February 23, 2011

#### 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 Malaysia Segment covered:

- Comparative Field Study Visits in Malaysia

##### Part-III Japan Segment covered:

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

After having completed their Home Country Assignments, all the participants got together in India on the 8th/9th of January 2011. A formal inaugural session was held on January 10, 2011 at FMDI, Gurgaon.

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

The 5th ICA/Japan Training Course on ‘**Enhancement of Farmers’ Income and Poverty Reduction through Cooperatives-2010**’ was formally inaugurated at the Fertiliser Marketing Development Institute (FMDI) of the Indian Farmers’ Fertiliser Cooperative Limited [IFFCO] in Gurgaon (Haryana) on January 10, 2011. The inaugural session was attended by Mr. A. Roy, Marketing Director, IFFCO, Dr. Chan-Ho Choi, ICA Regional Director [Asia-Pacific], Mr. Suzuki Manabu, First Secretary in the Embassy of Japan at New Delhi, India, Ms. Anita Manchanda, the then Chief Executive of National Cooperative Union of India [NCUI], Mr. Ikuo Ashikari, Managing Director, IDACA and Mr. Nakashima Toru, Dy. Manager, IDACA, Mr. D. Bhattacharaya, Executive Director (PA & HRD), IFFCO, Dr. S.P. Singh, Deputy General Manager (Trg.), IFFCO/FMDI, and Mr. A.K. Taneja, Project Coordinator from ICA-Asia & Pacific.

The training course was formally inaugurated by **Mr. A. Roy, Marketing Director, IFFCO**. In his inaugural address, he stated that “IFFCO is pleased to have the privilege of hosting this segment of the program for the last 11 years consecutively. India is spread over 28 States and 7 Union Territories and despite the geographical, climatic, social and cultural diversity, people of India have deep feelings of unity and integrity and in this sense India exhibits the basic characteristic of a true Cooperative way of life. IFFCO is a product of India symbolizing “unity in diversity”. He remarked that world-wide negatives of market economy have not affected cooperatives. He stated that IFFCO’s mission “to enable Indian farmers to prosper through timely supply of reliable quality agricultural inputs and services in an environmentally sustainable manner and to undertake other activities to improve their welfare” is perfectly matching with the theme of the program. He stated that since its inception, IFFCO has owned the responsibility of uplifting the living standard of poor farmers of India by helping them to improve their income and raising their crop productivity through the use of balanced fertilizers and improved agricultural technology. He said that in highly populated areas in Asia Pacific region food security is paramount. He added that IFFCO comprising of more than 40,000 Agricultural Cooperative Societies members besides providing quality chemical fertilizers, is also

working for sustainable agricultural development safeguarding the interest of the farmers. He mentioned that IFFCO has adopted the basic philosophy of Cooperation i.e. the strength of cooperative movement emanates from its ability to empower people who are individually weak and often helpless. He further added that the important role is being played by poor farmers of India in achieving Food Security of the country and stressed that there is a need to help and support the farming community to enhance the productivity and production of agriculture and allied sector.

He greeted the participants by saying that this program originating from India will provide them a good opportunity to develop the sense of mutual cooperation. He advised the participants to use the knowledge gained from this training in implementing the appropriate projects which may result in enhancement of farmer's income & poverty reduction through cooperatives in their respective countries. He wished a pleasant and memorable stay of participants in India at IFFCO FMDI, Gurgaon, as well as at IRMA, Anand, Gujarat.

**Dr. Chan-ho Choi**, ICA Regional Director (Asia-Pacific), while welcoming all the participants, appreciated the Government of Japan for its continued support for the development of agricultural cooperatives in the region through ICA/Japan Training Course. He said that ICA attaches great importance to various training programs organized with the generous support from the Ministry of Agriculture, Forestry & Fisheries of Government of Japan and ICA's member organizations from Japan, India and Malaysia.

He further said, "we place on record ICA's deep sense of appreciation for the trust and confidence of our collaborators – JA-ZENCHU, IDACA, IFFCO, IRMA, ANGKASA, etc. - in carrying out this program in the larger interest of many agriculture cooperatives in the region. I am quite impressed with the objectives and design of the program. Domestic agriculture production is a basis for food security in every country. Farmers and their cooperatives must promote coordination at every level to make this happen. It is important for participants to know the significance of this intensive training course because cooperatives have made a difference in helping and augmenting farmers in rural areas. I look forward to meeting all the participants again during the IDACA phase of the program".

**Mr. Suzuki Manabu**, First Secretary in the Embassy of Japan in India wished all the participants a Happy New Year. He appreciated the role of ICA in organizing this Training Program very successfully for over two decades. He conveyed his deepest gratitude to ICA Regional Office for Asia and the Pacific and the collaborating institutions, namely IDACA, IRMA, IFFCO-FMDI and ICA member-organizations in India, Malaysia and Japan for joining hands in organizing the training course.

He further said that food prices continued to rise sharply during the last three years. Under the situation, to raise farm productivity to meet growing demands in sustainable way is an urgent issue, however, it is not easy to achieve under the challenges, such as climate change. In addition, since most farmers in Asia are small or marginal, it is not easy for them to protect themselves from the harsh wave of the world economy under globalization. He further said "I believe that to strengthen the activities of Cooperatives will be one of the best approaches for Asian countries to deal with these issues. Cooperatives are playing an important role in improving incomes of the farmers through providing self-employment opportunities and also stressing the concept of value addition to the agricultural products. I am sure that this Training Program would be valuable to all the participants for the purpose of strengthening those cooperatives' functions. This course is well designed to train core leaders of cooperatives not only by providing technical information but also assisting them to find out the cooperative way of doing agriculture business in order to increase farmers' income." He hoped that IDACA will introduce the Japanese experience to all participants in the training course and through this training program, Japan could contribute to the global food security as well as enhance farmers' income and poverty alleviation. He also hoped that this training course would provide a long lasting relationship between the participating countries and Japan. He wished all the participants a comfortable and pleasant stay in India, Malaysia and Japan. He believed that the participants will find many new things which they can apply to their respective countries to strengthen cooperatives. In this way, they would be able to contribute to the development of agriculture in their own countries.

**Mrs. Anita Manchanda**, the then Chief Executive, National Cooperative Union of India (NCUI), welcomed the participants on behalf of the NCUI and the Indian Cooperative Movement. She congratulated ICA-AP for organizing the 5<sup>th</sup> Training Course on "Enhancement of Farmers' Income and Poverty Reduction through Cooperatives" in collaboration with IDACA, Japan, IRMA, FMD-IFFCOI and the ICA Member-Organizations in India, Malaysia and Japan.

She said that this training course was of crucial importance at the present juncture when under the slow-down environment, emphasis was being laid on promotion of inclusive socio-economic growth and reduction of poverty levels in different regions of Asia-Pacific. Cooperatives were taking various direct and indirect

development initiatives for generation of employment opportunities and for raising income levels of farmers and through this process were facilitating poverty reduction in the region.

She further said that during its long history of 105 years, cooperative movement of India had created a strong network of cooperative institutions and cooperative societies from village to national level. It had a commanding position in credit and banking, fertilizer, dairy, sugar, marketing, housing, labour, fisheries and among other sectors of Indian economy. During the period of recession, cooperatives have maintained a steady growth and have ensured equitable distribution of benefits among members flowing from various developmental programs. The cooperatives were even providing safety net to the displaced workforce who had been adversely affected due to economic slow-down. Growing unemployment was a major problem in Indian economy, but cooperatives were playing an important role in the creation of jobs and providing self-employment opportunities. According to data available, cooperatives were providing 16.5 million jobs in terms of self-help and direct employment. Cooperatives were also laying emphasis on value additions in various agriculture crops through cooperatives. At present, sugarcane, cotton, milk and oilseeds were being processed through cooperatives. Now efforts were being made for processing of fruits and vegetables through cooperatives in the interest of improving incomes of the farmers. Under the prevailing competitive and liberal environment, cooperatives were continuously improving their professional efficiency based on the assessment of their training needs. The significance of cooperatives at the global level is reflected by the fact that 120 countries with membership of 800 million people are providing 100 million jobs to the people. Thus, cooperatives are playing a pivotal role in upgrading the living conditions of small and marginal farmers, agriculture labourers and economically weaker sections of society.

She said that she was sure that the training program would prove very interesting and informative and would open new dimensions and suggest alternatives for poverty alleviation through cooperatives.

**Mr. Ashikari Ikuo**, Managing Director, IDACA, expressed his gratitude to IFFCO for offering its facilities to implement Part-I of the training program in India. He also appreciated the role of ICA for organizing this program in collaboration with IDACA. He thanked Mr. Suzuki Manabu, First secretary in the Embassy of Japan in India for his support and guidance in organization of this course like previous year.

He congratulated all the participants on their nomination for this training course and told them that they would get valuable experiences during their stay in India, Malaysia and Japan.

He further said that the United Nations has declared the year 2012 as International Year of Cooperatives. This proves that in the current socio-economic environment, the United Nations strongly expects the role of cooperatives as humane organizations, which are managed in a democratic manner and also encourages the people of the world to grow and develop cooperatives.

He advised the participants to make full use of this opportunity with confidence and be prepared to play their role as cooperator.

He firmly believed that this training course has been implemented for the last 25 years because of the strong support and cooperation by the Ministry of Agriculture, Forestry and Fisheries of Japan (MAFF), International Cooperative Alliance (ICA), Central Union of Agricultural Cooperatives of Japan (JA Zenchu) and IDACA. In addition, the achievement of the former participants in their respective countries have been highly and positively evaluated.

He hoped that this training course will bring the participants, their organization and their country very fruitful results.

**A.K. Taneja**, Project Coordinator, ICA-AP, while introducing the project, its objectives and the profile of participants and their countries, welcomed all the distinguished guests, participants and other dignitaries. He also gave a brief account of the background of this training course.

**Mr. D. Bhattacharya**, Executive Director (PA & HRD), IFFCO, at the end of the program, presented a vote of thanks to the dignitaries for their valuable presence at the opening session. He also thanked all concerned organisations for their cooperation.

## **An Overview of Agricultural Cooperative Situation in the Participating Countries:**

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

On the 11th and 12th January, in the Regional Review Session, each participant made a very good presentation of their Country Background Papers by using LCD and Power Point. The presentations revealed the following common facts in Asia and Pacific region – financially poor cooperatives, inadequate infrastructure, lack of manpower, lack of professional management, lack of members' participation, political interference, government interference – most of the Asian cooperatives depend upon the government for their financial resources, lack of capital, etc. etc.

A summary of their country papers is given below:

### **01] Cambodia**

*Some of the basic indicators of Cambodia are as follows: Population-14.6 million; Total land area - 181,035 sq.km; Total cultivable land area-2.8 million hectares; Total irrigated land area - 250,000 hectares; Per capita income - US\$ 270; Total number of cooperatives-115; Membership - 6,000. The main agricultural products are: rice, cotton, tobacco and livestock.*

The Kingdom of Cambodia is located in the South-east Asia region and on southwestern part of Indo-China peninsula. It shares its borders with Vietnam, Thailand and Laos. Its total area is 181,035 km<sup>2</sup>. Cambodia is dominated by the lowlands along the Mekong River and Tonle Sap (Great Lake), which are the sites of most of the population and agriculture. The population of Cambodia is 14.6 million. On an average, 76 people live per km<sup>2</sup>, but in the highlands, density falls to 8 people per km<sup>2</sup>. Cambodia still comes under the category of Least Developed Countries (LDCs). More than 68 % of the population live on less than 2 USD per day (in 2004) with 26% suffering from daily hunger.

Cambodia has a tropical monsoon climate with exactly two seasons: a wet season from May to October and a dry season from November to May. The annual temperature is about 27.7 degrees centigrade, and the average temperature exceeds 30 degrees centigrade. Cambodia is a constitutional monarchy. The constitution stipulates that Cambodia adapts a policy of liberal democracy and pluralism, and that the Cambodian people are masters of the country. Buddhism is established as a national religion by the constitution and 90% of the population is Buddhist. Other religions practiced in Cambodia include Islam, Christianity. Around 85% of the population work in the agricultural sector, which contributes 30.1% to the GDP - a Gross Domestic Products, per capita - US\$ 270.

Land is a crucial and productive asset. 60% of the Cambodian people make a living from agriculture activities. Around 5.4 million ha. of land is used for agriculture and it could account only for more than 20%. The central plains lowland of the country is used for food production, while the upland areas are used for plantations. The far most important crop is rice, grown on 2.615 million ha; other crops are cassava (179,000 ha), maize (163,000 ha), beans (445,000 ha) and vegetables (48,000 ha). During the 2008/09 season, a surplus in rice production of 2.0 million tons could be achieved (designated for export).

In rural areas where more than 80% of the total population resides, landlessness has risen to 20%, and 40% of rural households have farms less than 0.5 ha. Regarding the potential of fertile soil, 28% of land is highly fertile (5.0 million ha) and 19% is medium fertile (3.4 million ha). The livestock production has slightly increased. Rubber is perennial crop which plays an important role in supporting socio-economic development, including: (1) generation of households and national revenue (2) creation of job opportunities for the rural people and retention of the migration moving from rural to urban areas and (3) contribution to environment protection against the global warming/drought, soil erosion and creation of green forest cover.

It is reported that rubber cultivation reached at around 107,900 ha in 2008 which increased 31% in comparison with the year 2007 or equivalent to 72% of the Strategic Plan for 2015 (to be achieved at 150,000 ha). With regard to the fisheries, the inland fisheries were decreased from 395,000 mts (2007) to 365,000 mts in 2008 due to the affect of natural condition (lower water level). For marine fisheries, the total catch is reported at around 66,000 mt in 2008, an increase of 18% compared with last five years. Also, aquaculture in total fish production is increased 94% if compared with the production in 2004 and 2008. In the year 2008, estimated livestock levels were cattle: 4,141,229 heads (double increased as compared with the year of 2001, while pigs slightly increased to 2,389,389 heads and poultry is approximately 15,825,314 heads. Only 16% of the total rice area is irrigated, mainly as supplementary irrigation. The most important hydrological intervention is not for the augmentation of water supply, but for flood control.

Cambodia currently has 2.5 million hectares in paddy, but a lack of irrigation means farmers can typically only grow one harvest a year at average yields of less than 3 tones of paddy per hectare.

In relation to marketing system in Cambodia, there are certain marketing channels varying from place to place. There are numerous key actors involved in the marketing process; such as producers, collectors/middlemen, wholesale markets/wholesalers, retailers and consumers. Although the Royal Government of Cambodia is undertaking one village one product approach which adapted for principles: (1) Encouraging modes of production suited to village contexts and market needs, (2) Facilitation and encouraging appropriate market identification, financing, technology transfer and input supply, (3) Provision of human resource development and training on management and (4) Facilitating the creation of agriculture cooperatives to enable stable and remunerative product prices to assist individual farmers, farmer groups, farmer associations and agricultural cooperatives, they could not compete with specialized market agents deriving from their weak points. The use of machinery in agricultural activities has remarkably increased over the last 8 years. There are 271 shops that sell agricultural machinery in Cambodia.

Government priorities for agriculture development include: i) improve food security through the expansion of rice production and other food crops; ii) add value to crop and livestock production by developing agro-processing industries; iii) increase income opportunities for farm households, particularly those headed by women, by diversifying crop production; iv) strengthen participatory processes in rural communities; v) ensure sustainable agriculture production through improved management of natural resources; and vi) increase the availability of rural financial services.

All 182 existing Agricultural Cooperatives established are Primary Agricultural Cooperatives. Since all the cooperatives are newly established, they are not yet merged together, so Federation or Union of Agricultural cooperative is not existing yet in Cambodia. However, an Agricultural Cooperative Federation/Union would be set up in the future. After the Royal Decree on the establishment and functioning of Agricultural Cooperatives has been into force since 2001, the Department of Agricultural Extension especially the Farmer Organization office had facilitated farmers to establish 61 Agricultural Cooperatives within the 21 provinces-cities in Cambodia.

According to the above indication, the Ministry of Agriculture, Forestry and Fisheries and the Department of Agricultural Extension have prepared some activities as follows: 1) Provide budget support to the agricultural cooperatives in target provinces, 2) Continuing discussion with Rural Development Bank for direct loan to cooperatives since most agricultural cooperatives have no collateral for deposit, 3) Providing training on technical and concepts of marketing and experience to leaders and members of Agricultural Cooperatives, 4) Find ways that lead to accessing the market information to the agricultural cooperatives both at local and regional levels, 5) Increasing the number of Agricultural cooperatives in Cambodia and enlarge the membership of each primary Agricultural cooperative in order to enable members to have more bargaining power for cooperative society in Cambodia, 6) Disseminating Royal Decree on Agricultural cooperatives to farmers and other concerned community development workers through organizing workshops, and distributing printed materials, 7) Convincing donors to support Agricultural cooperatives, 8) Promoting and establishing secondary and tertiary level of Agricultural cooperatives in Cambodia, 9) Reactivating cooperation with Japan International Cooperation Agency to complete survey on "Price flow of Rice Market" in Cambodia for the benefit of rice producers as well as members of Agricultural cooperatives, 10) Collaborating with cooperatives in the region for technical assistance in the field of cooperative: training, workshop, technical cooperation, dispatch of expert etc, and trading/marketing agricultural commodities produced by Agricultural cooperatives and 11) Continuing cooperation with ICA-AP for technical assistance, seminar, workshops, training and introduction of model agricultural cooperative in Cambodia.

In conclusion, Cambodia is the country based on the agricultural sector where more than 80% people live in the rural areas while 60% of it make a living from agricultural activities. Agricultural markets for the Cambodian farmers are still facing some challenges due to the middle-men competition with farmers in supplying and selling the agricultural products.

## **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: 33.53 billion Yuan; Per capita income - US\$ 3,700. 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.

Currently, there are over 150,000 farmer cooperatives in China with more than 38.7 million members, which include 34.8 million household members, representing 13.8% of the total number of households. There are three main cooperatives in China – the Supply and Marketing Cooperatives (SMCs); the Rural Credit Cooperatives; and the Handicraft Industry Cooperatives and the membership is approximately 200 million.

The Supply and Marketing Cooperatives (SMCs or China Co-ops) is the leading force in cooperative movement in China, whose members are mainly farmers. The SMCs consist of the national federations, provincial, prefectural, county federations and primary societies. Specifically, they consist of the All-China Federation of Supply and Marketing Cooperatives (ACFSMC), 31 provincial, 344 prefectural, 2,377 county federations and 21,106 primary cooperatives, 49,530 cooperative owned enterprises. The ACFSMC is the largest cooperative of China and the apex organization of the Supply and Marketing Cooperatives (SMCs) of the whole country. At the end of 2009, the total sales China Co-ops amounted to 1.04 trillion Yuan, total owners' equity to 116.9 billion Yuan, number of large enterprises have to 412, farm product bases to 6,000.

Market share: agricultural inputs supply has amounted to 60%, market share – cotton purchase has amounted to 50% of SMCs in China. There are more than 14,000 specialized cooperatives, 6000 various trade associations, 113000 multi-function cooperatives in the SMCs of China.

The China Co-op is an organization combining the supply and marketing cooperatives throughout the country. It is the highest organ of administration of the supply and marketing cooperatives throughout the country. 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 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 interest 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 urban and rural areas; to advocate and carry out the principles and policies concerning the rural economy by CPC Central Committee and State Council; and to participate in various activities of science and research institutes, institutions and 12 national level trade associations. It has been playing an important role in encouraging farmers to get involved in the market competition, promoting the agro-business, providing services to farmers and agricultural production activities. It plays a vital link between governmental agencies and farmers.

In recent years, following the rural economic reforms, with agriculture entering a new development stage, numerous specialized cooperatives came into existence, which provide various services to farmers prior to and post harvest, for example, joint purchasing fertilizers and marketing products. Most specialized cooperatives are managed according to the basic cooperative principles. Specialized cooperatives owned by shareholders and members, operate under its basic law. The Board of Directors and that of supervisors are elected on democratic basis. Cooperative membership meeting or congress is the highest decision-making organ, which determines such issues as dividend distribution plan, method to loss remedies as well as the merger or dissolution of cooperatives. Elected council members often come from large producers of agricultural products, brokers, business owners. Most specialized cooperatives focus on planting, breeding, processing, meanwhile involved in transportation, warehousing and selling consumer goods

### **03] India**

*Some of the basic indicators are as follows: Population-1.02 billion; Land area-328.73 million ha; Cultivated area-193.7 million ha; Average land holding-1.41 ha; Total number of cooperatives of all type-595,215; Membership-249.25 million; Per capita Income-US\$ 350 per annum. Main crops of the country: rice, wheat, maize, cotton, potato, sugarcane, oilseeds etc.*

India is basically an agrarian country where agriculture is livelihood for rural community. Although agriculture accounts for 14.6% of India's GDP, it employs 65% of its population. About 43% of India's geographical area is used for agricultural activities. Although it covers 2.4% of world land but it supplies food to 17% of world population. India now produces the largest quantity of milk in the world registering annual growth rate of 3.8% .

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 595,215 cooperative societies with a membership of 249.25 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, it 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 umbrella organisation of the entire Cooperative Movement in the country.

**National Cooperative Union of India (NCUI):** NCUI is the apex body of cooperatives in India. It was established in 1929 and in present form was born in 1961. Its Headquarter is located in New Delhi. Basically, it has been established to promote and develop the cooperative movement in India, educate and guide the people in their efforts to build and expand the cooperative sector and serve as an exponent of cooperative opinion in accordance with cooperative principles. The management of this institution vests in its general body and is being run through a Governing Council and Executive Committee. The President is the Head of the organization supported by the Chief Executive. Various functional divisions have been established to professionalise the management of NCUI. The main source of funds are member subscription, grants from the Government, income from Cooperative Education Fund etc.

NCUI has established strong relationship not only in India, but also with international level cooperatives. NCUI is a member of International Cooperative Alliance, which is a body with extensive cooperative coverage in 92 countries. NCUI is also a member of other international organizations.

NCUI through its widespread network - ranging from district to state and national levels, has been a pioneer in providing cooperative education to members, potential members, leadership development and other educational programs. In this field, NCUI has affiliation of State cooperative and district cooperative unions. NCUI is promoting two organizations i.e. National Centre for Cooperative Education (NCCE) and National Council for Cooperative Training (NCCT). NCUI is also implementing 44 Cooperative Education Field Projects in 23 states with a view to strengthen the democratic character of the societies, provide farm technical guidance to them, educate the members for their socio-economic upliftment and employment of women in various developmental activities. NCUI is organizing seminars, conferences, meetings, focusing on various burning issues.

**IFFCO:** Indian Farmers Fertiliser Co-operative Limited is an agricultural cooperative primarily engaged in production and distribution of fertilizers through the network of its 40,000 member-cooperative societies. IFFCO has emerged as cooperative of the farmers, for the farmers and by the farmers. IFFCO produces about 8.2 million tonnes of fertilizer through its plant located at Kalol, Kandla, Aonla, Phulpur and Paradeep and markets 11.82 million tonnes through the member societies and a chain of 158 Farmers Service Centre (FSC). The Sales Turnover of the Society during the year 2009-2010 was approx. US\$ 3.5 Billion.

Development of 3400 villages as model agriculture villages through IFFCO village adoption program, establishment of 150 storage-cum-community centres and large number of IFFCO adopted cooperative societies and in turn providing them with infrastructural and training support have paid a rich dividend in strengthening the cooperative and technology dissemination in the country. IFFCO has diversified into areas other than fertilizer – IFFCO-TOKIO General Insurance Company Limited (IFFCO-TOKIO), Oman India Fertilizer Company (OMIFCO), IFFCO Chhattisgarh Power Limited (ICPL), IFFCO Kisan Sanchar Limited (IKSL), National Commodity and Derivatives Exchange Limited (NCDEX), National Collateral Management Services Limited (NCMSL), Kisan International Trading FZE (KIT), Jordan India Fertilizer Company (JIFCO), IFFCO Kisan SEZ Limited, Indian Potash Limited (IPL), INDUSTRIES Chimiques Du Senegal (ICS), Legend International Holdings Inc, Australia (LEGEND, Americas PetroGas Inc, Canada).



#### **04] Lao PDR:**

*Some of the basis indicators of Laos are as follows: Population 6.2 million; total area 236,800 sq. km. out of which 20% is cultivable, 80% is mountainous and 47% is under forest cover. Per capita income-US\$ 520; almost 87% of the poor in Lao PDR live in rural areas and main productive activity is subsistence farming: The industry sector which contributes less than 22% to GDP, are largely composed of state-owned enterprise which are subsidized by the government, exchange rate- 1 USD = 8,000 kip.*

Lao PDR is a "Least Developed 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 the Northern provinces and among ethnic groups inhabiting remote areas; the uneducated are female household members.

The government of Lao PDR-one of the few remaining official communist states-began decentralizing control and encouraging private enterprise in 1986. Reform efforts subsequently slowed. The GDP growth rate was 7.2% per year.

Agriculture is the principal economic sector in the Lao PDR, with about 80% of population engaged in rice cultivation as the primary activity, as well as in livestock, fishery and forest 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, organic vegetables and tin. The import commodities are machinery and equipment, vehicles and fuel. Like in all developing countries, the cooperative in Lao PDR has been initiated by the government with the objective to use cooperative as tools to improve the livelihood and socio-economic condition of small farmers. The cooperatives which existed in the Lao PDR in 1970 prior to 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 cooperative, farmers' groups and people's organization have 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 organization at municipal level and technical supervision of Ministry of Agriculture and Forestry and had equal status with the Agriculture and Forestry Service office of Vientiane Capital, Agriculture and Forestry Extension Center is one of technical promotion section that belongs to Agriculture and Forestry Service office 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 body of the Ministry of Agriculture and Forestry based in Vientiane capital. Its policy is focused on rice production 53,900 ha and average yield of 4.00 tons per ha, the PAFO consists of 9 districts Agriculture and Forestry extension office, 3 agriculture centres, 6 livestock and fisheries projects and 26 irrigation projects. It has a total permanent staff of 425, out of which 54 are women, and 32 part-time staff.

During the period 1975-85, the Agriculture and Forestry sector received high priority in the Nation's socio-economic development. State farmers and cooperatives were encouraged to modernize and increase agricultural production rapidly and also to abolish the patterns of dispersed small farming holding. Price and distribution of commodities were substantially controlled by the state.

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 organization process and for operation of agricultural cooperatives. There is also a need to train adequate number of agricultural extension workers.

#### **05] Malaysia:**

*Some of the basic indicators are as follows: Malaysia is located along Straits of Malacca and southern South China Sea; thirteen states and a federal territory; separated by the South China Sea into two regions, Peninsular Malaysia (West Malaysia) and East Malaysia (Sabah and Sarawak). Malaysia borders are with Thailand, Indonesia, Brunei, Singapore, Vietnam, and the Philippines. The total area is 330,000 sq. km; Peninsular (138,000 sq. km); East Malaysia (192,000 sq. km). Malaysia has an equatorial climate. The temperatures ranges from 32°C – 22°C. Rainfall is common throughout the year. The population: 2009 -*

over 28 million. Ethnic group: Malays (50.4%), Bumiputra (11%), Chinese (23.7%) and Indians (7.1%). Religions: Muslims (60.4%); Buddhist (19.2%). Language: Bahasa Malaysia (official); English.

#### **Agricultural Background:**

Land is 33.06 mil ha; Suitable for agriculture 7.15 mil ha (Peninsular), 3.15 mil ha (Sabah) and 4.45 mil ha Sarawak.

Major crops - oil palm (8.0 mil ha); rubber (1.2 mil ha); cocoa (0.4 mil ha). Food crops – paddy (0.7 mil ha). Marketing of Agricultural Crops - Malaysia Palm Oil Council (MPOC), Malaysian Rubber Board (MRB), Malaysian Cocoa Board (MCB), Federal Agricultural Marketing Board (FAMB).

The Malaysian government policies renewed interest in agriculture for food production principally to off-set the unhealthy trend of steady increase in food imports.

Agricultural Management; Under the Ministry of Agriculture and Agro Based Industries (MOA) and its agencies: DOA, MPOB, Risda, MCB, LKIM, FOAM.

#### **Technological Development, Research, Training and Farm Education:**

Malaysian Agriculture Research and Development Institute (MARDI), Palm Oil Research Institute of Malaysia (PORIM), Rubber Research Institute of Malaysia (RRIM), Malaysian Cocoa Board (MCB), Forest Research Institute of Malaysia (FRIM), National University of Malaysia (UKM), University of Malaya (UM) and the Agriculture University of Malaysia (UPM), Department of Agriculture (DOA), Department of Forestry (DOF) and the Malaysian aspiration - Malaysian Biotechnology Information Centre (MABIC).

#### **Cooperatives Background:**

The Co-operative Societies Enactment was introduced in 1922. The first cooperative is “The Co-operative Thrift and Loan Telekom Malaysia Limited”. The Cooperative Act was implemented in 1993. The number of cooperatives by end of 2009 has reached 7,215 co-ops. Cooperatives in Malaysia are facing challenges and internal problems. The country’s Cooperative Policy is targeting to achieve 5% on Malaysia in 2020 while currently it is 1% only.

#### **Organisational Structure:**

Under the Ministry of Domestic Trade, Co-operatives and Consumerism; The Malaysian Cooperatives Commission; The Cooperative College of Malaysia (CCM) and The National Co-operatives Movement of Malaysia (ANGKASA).

**Training and Development Programs** are provided by the agricultures institute, universities CCM and ANGKASA.

**ANGKASA** is an apex body of cooperatives; established on 12 May 1971; member of ICA. The role of ANGKASA - Unite the cooperative movement, represent nationally and internationally, implement education programs and facilitate all kinds of services.

## **06] Myanmar**

*Some of the basic indicators of the Union of Myanmar are as follows: Total population – 59.13 million; population growth rate – 2.02%; Total Land area – 676,577 sq km, Cultivable Land area – 67.6 mil ha; Average land holding – 2.32 ha, Total number of cooperatives – 16,745; Total co-operative membership – 2.2 million; Main crops of the country include – Cereals, Oilseeds, Pulses, Industrial Crops, Kitchen Crops, so on.*

Myanmar has a tropical climate with three seasons. They are rainy season, winter season and summer season. Myanmar is an agricultural country and agriculture sector is the backbone of economy.

Agriculture sectors contributed over 31.7% of GDP, over 4.1% of total export earnings and employs 65% of the labour force. Farm population is agriculture workers as a percentage of the total labour – 71%. Net irrigated area – 2337 ha.

On 3rd January 1905, the first co-operative known as ‘Myin Mu Township Agricultural Credit Co-operative Society’ was registered. Since that day onwards, co-operatives were formed. However, there were many shortcomings, difficulties, and challenges, which were overcome. During these years, many laws were

adopted as to be in line with the changing economy. The present co-operative law was enacted in 1992 and a total of over 12,000 societies were formed and registered. This law encouraged new co-operatives to come-up and allowed old co-operatives to be restructured.

Myanmar Co-operative Movement is led by the Ministry of Co-operatives. Movement is organized as four tier system. First tier is the Primary Co-operative Society; the Federation is in the second tier, the third tier is the Union level and Central Co-operative Society is the apex organization. Myanmar Co-operatives are valued in all three sectors of economy. They are production, services and trade.

Central Co-operative Society was first established in 1975 on 8 January and was reformed on 22 March 2002. The CCS is the national umbrella organization of the Co-operative Movement and has been a member of the ICA since 1993. CCS's member societies are 441 societies, which include Union of Co-operative Federations and Co-operative Federations. CCS assists its tertiary, secondary and primary co-operatives in promoting and strengthening their social-economic enterprises by providing small loans, overseas trainings, in country workshops and trainings and by nominating participants to attend seminars, forums and international conferences.

CCS is engaged in different kinds of financial assistance – (i) Loan to agriculture co-operatives (ii) Loan to co-operative societies. CCS is now implementing the micro-finance program in 8 States and Divisions in Myanmar. Currently, there are 141 MFIs in 72 townships with over 58,025 members. CCS intends to extend the micro-finance project throughout the country. CCS main activities are training and education, international relations, information, networking and other related business activities.

In the agriculture sector of Myanmar, production of agricultural co-operatives is being given special priority, as the economy of Myanmar depends largely on the agricultural production which makes favorable impact on the development of national economy.

## 07] Mongolia

**Location:** Mongolia is a landlocked country in East & Central Asia. It is bordered by Russia to the North and China to the South, East and West.

**Area:** Total 1,564,116 sq. km (603,909 sq. miles) Mongolia is the 19<sup>th</sup> largest and the most sparsely populated independent country in the world. It is also the world's second-largest landlocked country after Kazakhstan. It stretches 2 400 km from West to East and, at the maximum point, 1250 km from North to South. The average land height is approximately 1600 m above sea level. 81.2% is rural land, 5.1% is urban land, 8.2% is forest land.

**Population:** 2.8 million and population density is 1.5 people per square km. Approximately 30% of the population live nomadic and semi-nomadic life style and Ulaanbaatar, the capital city, is home for about 40% of the population.

**Climate:** The climate is semi-arid continental. There are 4 seasons. Most of the country is hot in the summer and extremely cold in the winter with January averages dropping as low as (-30° C). Ulan Bator has the lowest average temperature of any national capital in the world. Mongolia is high, cold and windy. It has an extreme continental climate with long, cold winters and short summers, during which most of its annual precipitation falls.

**Religion:** 50% of Mongolia's population is Buddhist, 40% have no religion, 6% are Shamanist and Christian and 4% are Muslim.

**Official language:** The State official language is Mongolian, which is spoken by the 95% of the total population.

**Agriculture:** Mainstay of the agriculture is livestock breeding. Animal husbandry alone produces 80 per cent of agricultural input to GDP. The majority of the population outside urban areas is engaged in subsistence herding. There are 31.8 million heads of livestock in Mongolia.

In 2007 Government adopted "Third crop rehabilitation program" to support the crop and vegetable production and the sector is recovering very quickly from the downfall. 36% of total labour force of Mongolia is employed by agriculture sector.

**Irrigation:** 180 irrigation systems were applied to 9959 ha in last 3 years and the farm land with irrigation reached to 34.0 thousand ha.

**Fertilizer:** Mostly agricultural produce in the country is organic; and pesticides and chemical fertilizers are

rarely used. Bio-fertilizer industry is developing very rapidly in Mongolia using the resource of animal wastes

**Farm machinery:** 80% of farm machinery was renewed in the framework of "Third crop rehabilitation program".

**Warehousing:** 2 warehouses with 46.0 thousand tons capacity and 60 warehouses with 100 tons capacity were built with Government assistance in last 2 years and the grain storage condition improved.

**Cooperative movement:** The democratic changes in the country has allowed the cooperatives to operate in the right way, and as a result many new cooperatives are established and the existing cooperatives reformed their structure following the international cooperative movement definitions, values and principles. At present, there are 1695 primary and secondary cooperatives actively operating in the country in all sectors of the economy.

Under the umbrella of Mongolian cooperative movement there are professional associations, namely Central Union of Industrial cooperatives, National Association of Mongolian Agricultural Cooperatives, Consumers Cooperatives Federation, Association of Savings and Credit Cooperatives and Cooperative Training and Information Centre.

National Association of Mongolian Agricultural Cooperatives (NAMAC) is one of the leading institutions in the cooperative movement of Mongolia and today it represents over 400 agricultural cooperatives nationwide with 20 branch offices in the provinces. Mostly the members of NAMAC operate in very rural remote areas and make large contributions towards rural development and combating poverty.

**Training:** One of the main activities of NAMAC is capacity building trainings for its members and rural population. Together with other cooperative associations NAMAC established the Cooperative Training and Information Centre in 17 provinces.

## 08] Nepal

*Total population of Nepal is: 231,51,423; Land Area 147,181 sq.km; total cultivable land 309,000, ha; Per capita income US\$ 473; Total number of cooperatives 20,306, Membership: 12,646; Main crops of the country: paddy, maize, wheat, millet, pulses, barley, oilseeds; the country is divided into three regions- Mountain, Hill and plane Terai. The mountain area covers 35% of the total area, hills covers 42% and the terai region covers 23%.*

Nepal is a land locked country and borders with India in the East, West and South and China in the North. The country has a total land area of 147,181 sq.kms, having a length of an average 885 km, spreading from East to West and breadth about 193 km, spreading from North to South. Hill ecological belt shares 61,345 sq.km. of lands, which is approximately 42% of the total land area. Mountain belt reported the second largest land area of about 35% while Terai belt occupies the smallest area of 23% of the total land area of the country. Geographically, the country is divided into three belts, namely, mountain belt, hill belt and terai belt, running east to west with a non-uniform width from north to south.

Administratively, the country is divided into 5 development regions, 14 zones and 75 districts. The mountain belt constitutes 16 districts, 39 districts in the middle comprise the hill belt and 20 districts compose the Terai belt.

Eighty percent Nepalese are dependent on farming and it accounts for more than 33.03% of the GDP. Rice is the staple food in Nepal and around 4.5 million tons are produced annually. Other major crops are maize, wheat, millet and barley. Besides food grains, cash crops like sugarcane, oilseeds, tobacco, jute and tea are also cultivated in large quantities.

The Cooperative Movement of Nepal started in 1953. But it has dramatically changed by the enactment of Cooperative Act, 1992. Although 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 9 Central Co-operative Unions, 1 National Cooperative Bank, 101 District Level Co-operative Unions and 7 Single Purpose Primary Co-operative Societies.

Following activities are undertaken by the National Cooperative Federation of Nepal:

- 1) To organize various meetings, conferences, workshops and special events;

- 2) To develop curriculum and conduct training programs;
- 3) To publish the cooperative activities in its own newspaper;
- 4) To conduct internal business;
- 5) To organize special training for women cooperatives;
- 6) To develop remote area programs and to implement it.

Besides the Ministry of Agriculture and Cooperatives and the Department of Cooperatives, 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. Other sectors which are of significance in Nepal are the dairy cooperatives, savings and credit cooperatives, Small farmers, Fruits and Vegetables, Electricity, Tea/coffee, Science & Technology Cooperatives.

**Royal Co-operative Limited (RC):** RC is a multi-purpose co-operative society, which was established in capital city of Kathmandu in 1998. It was registered in the Department of Co-operatives under Co-operative Act 1992.

It has been providing loans, micro-finance, education, training, marketing facilities, etc. to its members. At present it has 2282 members – 1367 males, 902 females and 13 institutions.

## 09] Sri Lanka

Some of the basic indicators are as follows: Total population – 19.5 million; annual growth rate 1.2%; Total land area – 65,630 sq. km; Total cultivable land – 1.9 million hectare; Share of agriculture to GDP – 19% (2004); Export income – 13.6 billion (2008); Per capita income – US \$1,020/- (2009) Main crops of the country include: paddy, coconut, tea and rubber; etc. Total number of co-operatives in Sri Lanka is 10,518.

Sri Lanka is basically an agriculture country, where 75% of its population lives in rural area and 70% of them have agriculture as their livelihood. The gross extent cultivated under major crops is Paddy 600,000 ha., Coconut 395,000 ha., Tea 211,000 ha., Rubber 115,000 ha. About 35% of the employed population is engaged in agriculture and about 24% of gross export earnings are from agriculture commodities.

The first agricultural credit society was registered in 1906. The long history of the Co-operatives in Sri Lanka is generally discussed in four phases, such as credit society (1942-1957), consumer and agriculture cooperative society (1957-1971) and Multi Purpose Co-operative Society –MPCS (1971 onwards). There are over 50 different types of Co-operative societies functioning in the country.

The National Co-operative Council of Sri Lanka (NCC) is a member organization of the ICA that conducts educational programs for members as well as employees. At national level, it has been assigned the task of planning and monitoring education activities for members. The four regional co-operative training centres of the NCC are situated in Galle, Kahagolla and Jaffna.

**Hakmana Multi-purpose Co-operative Society Ltd.** It is located in Martara District, Southern Province, which is situated 200 km from Colombo. In this area, the main crops are tea, rubber, cinnamon, rice industry, etc. This area is very popular for tourist industry. It is very close to Singharaga Forest. In this area, harvesting rice is a tradition. Population of this area is 500,000, which comprise of Sinhales, Tamils and Muslims.

- Total Membership: 200,000
- Total No. of Employees: 160 (80% female and 20% male)
- Total Assets: Sri Lankan Rupees 6 billions.

**Vision:** To give better service to every person who lives in this area.

**Mission:** To empower the members and all citizens, who live in this area, by giving/providing them education, economical resources, cultural, social activities, Information Technology, etc.

## 10] Thailand:

Some of the indicators of Thailand are as follows: The kingdom of Thailand lies in the heart of Southeast Asia, Area: 513,115 sq. km. (198,114 sq. miles). Its shape and geography is divided into four natural regions: the mountains and forests in the North; the vast rice fields in the Central Plains; the semi-arid farm lands in the Northeast plateau; and the tropical islands and long coastline in the peninsula South. The

country comprises of 76 provinces. Bangkok is the capital city. Thailand is a constitutional monarchy with His Majesty King Bhumibol Adulyadej, or King Rama IX, the ninth king of the Chakri Dynasty.

Thailand can best be described as tropical and humid country during most of the year and has a climate determined by three seasons.

The economy of Thailand is export oriented, with exports accounting for 60% of GDP. The exchange rate has reached to 37.00 Baht to a USD; GDP : \$274 billion as of 2008, for a nominal GDP at market rates of approximately US\$ 274 bln. Per capita income (2008): \$ 8,239 and Annual GDP growth rate 2.6%. Unemployment rate (2008): 1.4% of total labor force. Natural resources: Tin, rubber, natural gas, tungsten, tantalum, timber, lead, fish, gypsum, lignite, fluorite.

Agriculture (8.9% of GDP) Products - rice, tapioca, rubber, corn, sugarcane, coconut, soybean. Industry: Types - tourism, textiles, garments, agricultural processing, cement, integrated circuits, jewelry, electronics, petrochemical and auto assembly.

Thailand is one of the most staunch Buddhist countries in the world. The national religion is Theravada Buddhism, a branch of Hinayana Buddhism, practiced by more than 90% of all Thais. The remainder of the population adheres to Islam, Christianity, Hinduism and other faiths, all of which are allowed full freedom of expression. Thailand is a country of scenic diversity and ancient traditions, of tranquil temples and modern urban life style. With an independent history going back more than seven centuries, it has managed to absorb a variety of cultural influences and blend them into something uniquely and memorably Thai.

### **Cooperative Movement of 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. 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 re-organized and formed the "Bank for Agriculture and Agricultural Cooperatives", a state enterprise, functioning as a financial centre 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. At present, the cooperatives in Thailand are officially categorized into seven types, namely:-

1. Agricultural Cooperatives;
2. Land settlement Cooperatives;
3. Fisheries Cooperatives;
4. Consumer Cooperatives;
5. Saving and Credit Cooperatives;
6. Service Cooperatives; and
7. Credit Union Cooperatives.

Cooperatives in Thailand are vertically organized in a three-tiered system – primary cooperatives at district level and federation at provincial and national level. The primary cooperatives consist of individual members while members of provincial and national federations are cooperatives.

The members elect the Board of Directors through the General Assembly. 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 members, such as processing and trading of agricultural produces.

At national level, there is the Agricultural Cooperative Federation of Thailand (ACFT), of which all 76 provincial agricultural cooperative federations are affiliated.

### **Thawangpha Agricultural Cooperative, Limited:**

Thawangpha District is one of fifteen districts of Nan Province. This district is 42 kilometer away from the city and 687 kilometer from Bangkok. Its population is 13,450 households. 70 percent of the whole land is

covered with forests and valleys. The main agricultural products are comprised of rice, corn, soya bean, tobacco, and farm crops.

Thawangpha Agricultural Cooperative Limited was firstly registered on 9 May 1973 with the main objective to provide loans for members' agricultural investment. The cooperative has been operated by strictly following rules and regulations. Presently, there are 5,769 individual members in 38 groups.

**Vision:** To be a business leader; To enhance members' quality of life; To encourage people to adopt technology; To be an excellent cooperative leader.

**Business of the Co-operatives:** Credit Business; Saving Business; Coop. Store Business; Collection of Production; Petrol Station Business; Processing Units Business;

## 11] Vietnam

*Some of the basic indicators of Vietnam are as follows: Total population-86 million; Total land area-324,480 sq. km; Share of agriculture in GDP-24%; Total cooperatives-18,294; Total membership-125,000; Per capita income-US\$ 648. Main agricultural products include, rice, sweet potatoes, pepper, coffee, tea, rubber and many kinds of fruits and marine products.*

Vietnam is basically an agricultural country. Though remarkable progress in economy and industry has been achieved recently, economic growth in Vietnam is still centred on the agricultural sector, which accounts for more than 25 percent of GDP. More than 45 percent of the country's foreign exchange earnings come from agricultural exports. Moreover, in the rural areas, which are home to close to 70 percent of the population, farming and fishing are the only forms of livelihood known to most. Agricultural statistics, therefore, play an important role for the agricultural sector of Vietnam. Small-scale or self-sufficient production is the mainstay of agriculture in Vietnam. Households are usually scattered. Concentrated and large-scale production has not been developed much, especially in the North and along the Central Coast of the country. Agricultural households practice mixed culture in general, including combination management of agriculture, forestry and fishery at household level. Other than agriculture households, state enterprises and cooperatives play an important role in agricultural production in Vietnam.

Agricultural land area is now more than 7.1 million ha. The area of arable land in Vietnam, lowest in the world, land area is only about 0.12%. While those on less fertile land away, gradually giving way to industrial parks, golf courses, the annual population increase of about 1 million people. Agricultural land cannot be recovered or very few can. Although Vietnam is still short of food, exports is relatively stable, food security at national level is not of concern, but rapid current land conversion will set challenges for the future.

In 2007, Vietnam ranked 34th in the world in agricultural output, with a value of USD 9.7 billion. Due to the higher growth of the construction and industrial sector, the structure of Vietnam's economic sectors continues to transform towards increase in the construction and industry, and decrease in agriculture, forestry and fishery. The proportion of the agriculture, forestry and fishery declined from 23.24% in 2001 to 20.36% in 2006. Vietnam aims to achieve an annual growth rate of 9-11% for agricultural and rural development by 2010, doubling the current rate.

**The Vietnam Cooperative Alliance (VCA)** is a 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.

In recent years, the cooperative movement has developed remarkably in terms of quantity and quality. Every year, nearly 1,000 cooperatives are established in the whole country. By February 2009, the cooperative sector in Vietnam comprised of 18,180 cooperatives and 44 cooperative unions, including 8,622 agricultural cooperatives, 2,996 industrial, small industry and handicraft and construction cooperatives, 1,086 transportation cooperatives, 478 fishery cooperatives, 869 trading and service cooperatives, 1,022 credit cooperatives (also called people's credit funds), 2,743 electrical service cooperatives, 112 environment cooperatives, 184 other types of cooperatives and about more than 320,000 cooperative groups, 12.5 million cooperative members of which female cooperative member account for 64%. Typically, the number of chairwomen (female leader) is 450. Business sector which have remarkable number of female laborer (75- 85%) are Trading and Services, economic households, small and micro businesses and production units, and become a large socio - economic sector having important and irreplaceable impact on many economic sectors and professions, especially agriculture, fishery and marine, micro credit, small industry and handicraft, commodity and passenger transportation. It also directly influences the livings and livelihood of about 47 – 50 million people, especially in the rural and mountainous areas. In many local communities,

cooperatives are often market leaders and play significant roles in major sectors such as agriculture, retailing, transportation, rural credit, power generation services.

Co-operative Assistance Fund (CAF) is a state financial organization, with the purpose of supporting productive development activities, technical development, market expanding, building the form of Cooperatives, reducing hunger and eliminating poverty, creating jobs for local people. This is a highly social activity, which the Vietnam Council is encouraging and developing.

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***From 13<sup>th</sup> January, following technical sessions were taken up by the experienced faculty members of IFFCO, NCUI, ICA & other institutions & organizations:***

- **Soil Health Management for Sustainable Agriculture – IFFCO Experience:**  
*by Dr. S.V. Kaore, Dy. General Manager (Agri. Services), IFFCO.*

In his paper, Dr. Kaore informed the participants that since its inception, IFFCO has been providing service to the farmers and cooperatives through its field programs. These programs have provided a platform for interaction between the farmers and cooperatives, IFFCO and the officials from various departments / institutes associated with agricultural development in general and fertilizer use in particular. These programs are the tools for transfer of farm technologies at farmers level and assist in increasing productivity of crops. Results from ON FARM demonstrations / trials indicate increase in yield due to application of balanced fertilizer use. Linkages with State Agricultural Universities/Research Institutes/ National and International Organisations further strengthened the programs. ICT and other electronic medium of communication helped to reach the farmers in a short time and they are useful. Transfer of technology from lab to land is important to increase productivity of crops. The crop production techniques are demonstrated by IFFCO on farmers' fields through demonstrations, trials and also discussed during various field programs. The paper presented by Dr. Kaore, highlighted IFFCO's efforts on increasing productivity of crops through balanced use of fertilizer on farmers' field.

- **Cooperative Principles and Philosophy:**  
*by Dr. Daman Prakash, Sr. Consultant, IFFCO Foundation.*

Under this topic Dr. Daman Prakash explained the definition of Cooperatives, according to the ICA Statement of Cooperative Identity-1995, essential components of the Identity Statement, Cooperative Values, Ethical Values. He also briefed the participants about the Principles of Cooperation (*Values are the Foundations*). "The Cooperative Movement is a significant sector of the World Economy". He also explained about the facts and figures of the cooperatives in the world (1.1 billion members; 100 million employees; Employ 20% more people than all the multi-nationals combined; Over US\$ 1 trillion worth output; 10<sup>th</sup> largest economy in the world). He also explained the chronology of Principles – International Cooperative Congress takes note of the shifts in world social and economic situation and approves changes. "Cooperatives should not be judged exclusively on the basis of any one principle; rather they should be evaluated on how well they adhere to the Principles as an entirety".

- **Strengthening the Co-operatives & Co-operative Network – Ways & Means:**  
*by Dr. Daman Prakash, Sr. Consultant, IFFCO Foundation, New Delhi.*

Dr. Daman Prakash informed that Co-operative is an enterprise with strong social content. He briefly explained about the Principles of Co-operation, especially, Co-operation among Co-operatives; Structure of a co-operative institution – vertical and horizontal linkages; Community/Group is already a network; Knowledge-sharing and experience-sharing; Connectivity; Role of national and international agencies; ICA is a platform facilitating networking; Co-operatives are a big business; ICA's Global-300 Survey; Models in Asia-Pacific; Co-operatives have a strong negotiation power; Networking; Information and Communication Technology; Blogs; Internet; International meetings; TCDC-approach; etc.

He further explained that the ICA and other international organizations, at times, continue to operate programs which help co-operatives in improving their performance and which help strengthen them. Networking by means of TCDC-type (Technical Co-operation among Developing Countries) programs help generate information, experience and collaboration. Stand alone concept is not a good strategy. Networking, understanding, collaboration and coordination are the means to strengthen co-operatives throughout the world.



Knowledge and experience-sharing, participation, use of ICT and frequent interactions through dialogues and on-the-spot visits help build an effective network which, in turn, strengthens the co-operative enterprise.

- **Role of IFFCO in Agriculture & Rural Development in India:**  
*by Dr. D.P. Patra, Joint General Manager (Marketing), IFFCO, New Delhi.*

Dr. Patra covered the following topics in his paper – origin of IFFCO; what is IFFCO; share capital of IFFCO; IFFCO is divided into five zones; IFFCO's member societies; IFFCO's path to success – joint ventures in India, joint ventures abroad; IFFCO's vehicles for social up-liftment. He also explained about the role of IFFCO's subsidiaries in rural development – Indian Farm Forestry Development Coop. Ltd. (IFFDC); Cooperative Rural Development Trust (CORDET); Kisan Sewa Trust; IFFCO Foundation. He also explained about IFFCO's commitments.

- **Participatory Rural Appraisal (PRA) Technique**  
**– a tool for assessing the development needs of a village:**  
*by Dr. H.C. Gena, Project Manager, Indian Farm Forestry Development Cooperative Ltd. (IFFDC), New Delhi.*

Dr. Gena explained that need assessment requires data/information, which can be collected through baseline survey (conventional method) PRA, He then explained what the data/information is required for and what are the conventional approaches to collect data; What are the problems of conventional methods of collecting data; What is PRA; the Core of PRA; Principles of PRA; PRA Methodology; Objectives of PRA; Use of PRA; Process of PRA; Types of PRA activities; PRA Techniques; Benefits of PRA methods; PRA and IFFDC experience; PRA and Cooperatives; Outcomes of PRA; etc.

- **Origin, Growth and Development of Global Co-operative Movement with Special Reference to India:**  
*by Mr. B.D. Sharma, former Chief Executive, NCUI, New Delhi*

Mr. B.D. Sharma covered the following topics in his paper – The origin in 18<sup>th</sup> century – Visualization by Robert Owen; Establishment of Labour Equitable Exchange; Cooperative way of Management; Christian Socialists' advocacy for cooperatives.

In 19<sup>th</sup> century – Emergence of concept of cooperatives as economic system; 1844 Rochdale Pioneers Consumer Store in UK; First workers cooperative and in 1867 National Granger Movement (Farmers' Cooperative Movement in USA); First Cooperative Credit Union by Raiffeisen in 1864 in Germany; Workers' Cooperative in Italy; Dairy Cooperative in Denmark; Agricultural Cooperative in Japan; First Urban Cooperative Credit Society in 1898 in India; Establishment of ICA in 1895.

In 20<sup>th</sup> century – Formulation of Cooperative Principles; Expansion and Diversification of cooperatives in various countries in different sectors; State sponsorship and support to cooperatives – Formulation of specific laws for cooperatives; impact of globalization and liberalization on cooperatives; Reforms in Governance. Indian Cooperative Movement: State sponsored; Started as a credit movement in 1904 and later diversified and expanded.

- **Micro-Finance through Co-operatives – A Tool for Poverty Reduction:**  
*by Mr. B.D. Sharma, former Chief Executive, NCUI, New Delhi.*

Mr. B.D. Sharma spoke on the essential characteristic features of the poor. Micro-Finance refers to small scale financial services that are provided to the poor to create and enhance their income generating capacity. He then explained the Strategy of micro-finance; Pattern of micro-finance; Cooperatives and Micro-Finance; Important steps to be taken; Empowerment of women through Micro-Finance; Principal Agencies of Micro- Finance; Micro-Finance in India; Share of Financial Institutions in Micro-Finance; Criticism of Micro-Finance.

- **Governance of Coops with special reference to Agricultural Cooperatives:**  
*by Mr. B.K. Mishra, Managing Director, FISHCOPFED, New Delhi.*

Mr. Mishra covered in his paper topics about the current scenario of Agriculture in India; some facts about the Indian agriculture (*contributes to 24% of GDP; provides food to 1 billion people; produces 51 major crops; there are more than 100,000 primary agricultural coops. in India, including Fisheries coops*). He explained about the activities of Agriculture Coop. Federations in India; Governance of Agriculture Coops in India; Factors influencing good governance; importance of good governance; problems in maintaining

good governance; Agriculture Universities in India – there are 28 Agriculture Universities in India; Major achievements of Indian agriculture; Value addition to agriculture commodities. He also covered topics, such as Agriculture and climate change; Agriculture and Food security; etc.

- **Climate Change & Future Challenges in Agriculture – Global Scenario:**  
*by Dr. D.S. Yadav, Director, Marketing, Fertiliser Association of India (FAI).*

Dr. D.S. Yadav explained in his paper about the Climate Change; What is Global Warming - global warming simply refers to an increase in temperature of the Earth surface. He also explained about the Earth Climate; Factors responsible for Climate Change; Contribution of sectors in GHGs Emission; Earth Atmosphere; Causes of Climate Change; What are the Green House Gases – act as blanket and trap heat radiating from the earth and make the atmosphere warm; Contribution of GHGs to Global Warming; What is Ozone Layer; Impact of Climate change on Agriculture; Effect on Crop Yields; Projected impacts of climate change on South Asian agriculture; Adaptive Capacity; Adaptation in Agriculture; Remedial Measures; What is Kyoto Protocol – Govt. of India signed in 2007 (5% minimum cut in emission level), USA-7%, Japan-6%, European Union-8%.

Climate change is likely to reduce yields of most crops in long term. In short-term, effects may be small. Increased climatic variability could, however, cause significant fluctuations in production.

In short term, several options relating to technology transfer, its adoptions, policies and land and water management can help minimize negative impacts. In long term, better adapted genotypes are needed to adapt to multiple stresses linked with climate change.

- **Agro-Produce Marketing Through Co-operatives in India:**  
*by Dr. Pramod Kumar, Director, Institute of Marketing and Management (IMM), New Delhi.*

Dr. Pramod Kumar covered in his paper the Cooperative Marketing Structure in India, Activities of National Agricultural Cooperative Marketing Federation of India (NAFED); Structure of Primary Agricultural Co-operative Societies (PACS); Primary Marketing Co-operatives; Types of Co-operative Marketing Societies; Activities of Primary Marketing Co-operatives; Agro-processing Co-operatives (Primary); Dairy Co-operatives; District/Central Marketing Societies; State Co-operative Marketing Federations; etc.

- **Farm Forestry Operations through Cooperatives – IFFDC Experience:**  
*by Dr. K.G. Wankhede, Chief Executive, IFFDC, New Delhi.*

Indian Farm Forestry-Development Cooperative Ltd. (IFFDC) was promoted by IFFCO in 1993 for sustainable rural development and its Chief Executive is Mr. Wankhede. The Mission of IFFDC is “to enhance the socio-economic status of the people through collective action by sustainable natural resources management”. Mr. Wankhede explained the objectives of IFFDC, its cooperative advantage. He also explained about its projects – Phase-I, Phase-II, its achievements; its strength and limitations; Phase-III, project focus; Income Generation activities of IFFDC; etc.

- **Role of ICT in Agricultural Co-operatives for maximization of Societies’ Productivity:**  
*by Mr. K.L. Nalwaya, Ex-Executive Director, NCUI, New Delhi.*

Mr. Nalwaya explained about the relevance of ICT application; relevance of ICT applications for rural communities. He said that best managers are always well informed and hence to improve the management of agricultural cooperatives, application of latest information technology and well trained manpower is essential. He also explained ICT driven socio-economic changes in India – Indian IT Policy, Communication Initiatives; Use of ICT Application in Cooperatives; Cooperative Information System; etc. He gave some examples of initiatives in ICT Application by Indian Co-operatives.

- **Human Resource Development Practices in Agricultural Cooperatives:**  
*by Mr. D. Bhattacharya, Executive Director (HR), IFFCO, New Delhi.*

In his presentation, Mr. Bhattacharya informed the participants that Human Resource is the basic resource in co-operatives and the ways and means required for the development of this vital resource assume great significance in co-operatives. Cooperation is meaningless without an enlightened, responsible and skilled human resource.

He further explained about alignment of individual values with organizational values. He also explained

about the Core Values; organizational values; definition of values and emotions; ethics; un-ethicality; definition of organizational culture; characteristics of organizational culture; etc.

- **Effective Communication for Management Excellence:**  
*by Mr. D. Bhattacharya, Executive Director (HR), IFFCO, New Delhi.*

In brief, Mr. Bhattacharya informed the participants that communication is a multi-disciplinary segment of civil society. There are very many models and ways to communicate. Verbal communication is most common and as such all pervasive. In cooperatives, the significance of communication is extremely important because cooperatives are people based enterprises. There is a dire need to communicate effectively in cooperatives so as to ensure peace, harmony and unity in actions.

- **Challenges before Agriculture Cooperatives in the context of global economic scenario**  
*by Mr. Rajiv ID Mehta, former Dy. Regional Director, ICA-AP, New Delhi.*

The presentation was made on the premise of fast rising market prices of essential agricultural commodities and the balancing act expected of the cooperatives in serving the markets with extra cushion. The market sizes shrunk globally as a result of global economic recession thereby carving out more space for cooperatives to retain the size. The basic coop difference was elaborated with simple explanations and examples. The bottom line and the top line of the farming community were discussed and understood in an interactive mode.

- **Agricultural Cooperatives as Community-based Enterprises:**  
*by Mr. Rajiv ID Mehta, former Dy. Regional Director, ICA-AP, New Delhi.*

The cooperatives are a unique form of community based enterprises and rather most effective type of enterprises that cater to economic, social and cultural needs and aspirations of the community they belong to. The presentation was focused on the values that constitute cooperatives and the practices that transform the values into practice particularly in the agricultural sector.

- **Entrepreneurship Development and Business Planning in Agriculture Cooperatives:**  
*by Dr. G.C. Shrotriya, Advisor (Contents), IKSL, New Delhi.*

Dr. Shrotriya presented the above paper and covered following topics – who is an entrepreneur; what are entrepreneurial skills; what are technical skills; how to recognize own capability; how to morph into an entrepreneur; what is entrepreneurship; concept of entrepreneurship; characteristics of entrepreneurship; Phases of entrepreneurship development; what are the entrepreneurship stimulants; what is entrepreneurship audit; what are the business development aims; what is business development plan; stages of preparation of a business plan; analysis of data; decision of business activity; implementation of plan; etc.

- **Poverty Alleviation through Cooperatives – Alternative Approaches:**  
*by Dr. G.C. Shrotriya, Advisor (Contents), IKSL, New Delhi.*

Dr. Shrotriya explained the definition of “Poverty” in various countries. He then explained about the people who are “Below Poverty Line” in various countries; what is the relation between poverty and people ? what are the parts of poverty? who is poor? who and how many poor? He gave some facts about poverty in the world (over a billion people live on \$1 a day or less; 25,000 lives are lost every day from hunger and poverty; this year 11 million children younger than 5 will die needlessly – more than half from hunger-related causes; poor families spend over 70% of their income on food. (an average American family spends just over 10%). He further explained about the regions where poverty is highly prevalent; who and how many poor people are in East Asia and Pacific? who and how many poor people are in South Asia? Poverty in India – 220 million people in India are still waiting to be lifted out of poverty; poverty in rural areas; what are the goals ahead? what are the millennium development goals? poverty agriculture and rural development; agriculture and rural economy; agriculture and rural growth for poverty alleviation; why there is poverty? alternative approaches for cooperatives; development in agriculture sector; infrastructure development; re-generation of traditional industry; improving management; household strategy for poverty reduction; unlocking potential of poor farmers and their communities; Micro-Finance; Human Resource Development. He concluded with the following remarks “We, in Agriculture Cooperatives, can definitely play a constructive role in alleviation of poverty”.

- **Role & Functions of Ideal Co-operatives:**

*by Mr. Rajiv I.D. Mehta, former Dy. Regional Director, ICA-AP, New Delhi.*

Co-operatives are being seen as an ethical model for the delivery of services vital to its members and community at large. The co-operatives therefore ought to be commonly visible in showing the care they display for the individual client, customer, patron and whatever they deal with co-operatively. The presentation dealt with the ideal roles, responsibilities and duties of members, leaders and managers at various levels of the coop movement.

- **Marketing of Agro Inputs through Co-operatives:**

*by Mr. S.S. Dalal, Manager (Marketing), IFFCO, New Delhi.*

In his presentation, Mr. Dalal explained briefly about the co-operative movement; the Principles of Cooperation; Cooperatives' role in disbursement of agricultural credit; Cooperatives' Role in Fertilizer Marketing; etc. He also explained about the agriculture inputs and how they are marketed – seeds, oil and lubricants; fertilizer; agro-chemicals; tractors; harvesters; thrashers; etc. Marketing Channels; Cooperative Marketing Structure; Measures to improve Cooperative Marketing Societies;

- **Enhancing Agriculture knowledge through action based learning:**

*by Dr. Tarnendu Singh, IFFCO*

The participants were briefed and shown the Agriculture Knowledge Museum, located at the 2<sup>nd</sup> floor of FMDI in order to impart agriculture knowledge through action based learning. Main pillars of knowledge are – soils; Agro ecological regions of India; Agricultural Machinery; Nutrients; Seeds; Improved Agronomic Practices; Water; Plant Protection, etc.

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On 19th January, a Field Study visit to IFFCO's adopted village KARNERA, District Faridabad, Haryana, was conducted. The participants visited the IFFCO village, wherein they interacted with the local farmers. 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 in their traditional dresses.

The participants also visited a Primary Agricultural Cooperative Society at village Kheri Kalan, a Farmers' Service Centre (FSC) in Ballabgarh, Dist. Faridabad, Haryana, The basic concept of establishing the IFFCO Farmers' Service Centre is to provide integrated service to the farming community in order to help them in increasing their agricultural production. IFFCO Farmers Service Centre also serves as a model for cooperatives and other institutional agencies.

On 21st January, visits to the office of the ICA-AP, NAFED and NCUI were organised, which proved very helpful in understanding the working of these national level cooperative organisations in India.

**Comparative Field Study Visits in India:**

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

- Fertiliser Marketing Development Institute [FMDI of IFFCO], Gurgaon, Haryana. A part of first segment of the course "ICA-IFFCO Training and Development Module on Review of Management of Agricultural Cooperatives in Asia" was held at Fertilizer Management Development Institute (FMDI), Gurgaon, from January 10 to 22, 2011.
- Primary Agricultural Cooperative Society (PACS), Kheri Kalan, District Faridabad, Haryana. The participants visited the office of the Primary Agricultural Cooperative Society in Kheri Kalan village, District Faridabad. They were briefed by its Manager about the activities.

- Visit to Central Cooperative Bank, Kheri Kalan Branch, District Faridabad, Haryana. In the same campus of PACS, the participants visited the local branch of Central Cooperative Bank, Kheri Kalan.
- Visit to IFFCO's Farmers' Service Centre (FSC), Ballabgarh, Haryana. The participants also visited the Farmers' Service Centre (FSC) of IFFCO in Ballabgarh. Mr. Yashpal Malik, Area Manager, briefed the participants about its activities.
- IFFCO's adopted village, Karnera, District Faridabad, Haryana. At the end, the participants visited the adopted village of IFFCO in Faridabad District and observed the development made by IFFCO in this village.
- International Cooperative Alliance [ICA] –Asia & Pacific, New Delhi. The participants visited the office of the ICA-AP on 21st January 2011. Dr. Chan Ho Choi, Regional Director, ICA-AP, explained about the activities of ICA-AP.
- National Agricultural Cooperative Marketing Federation of India Ltd. [NAFED-India], New Delhi. In the forenoon of 21st January, the participants visited the office of the National Agricultural Cooperative Marketing Federation of India Ltd. (NAFED). Its Addl. Managing Director Mr. Jagmohan Bhanot, briefed the participants about NAFED's operations.
- National Cooperative Union of India-NCUI, New Delhi. On the same day, in the afternoon, the participants visited the office of the National Cooperative Union of India (NCUI). Here the then Chief Executive, Ms. Anita Manchanda briefed about the activities of NCUI, in the presence of other senior officers of NCUI.

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#### **Closing Session at FMDI:**

Mr. S.P. Singh, Dy. General Manager (Trg.), IFFCO, summarized the Evaluation Report given by the participants. He said that in view of the Feed-back, received from the participants, we can say that it was a successful component of the Training Course. Mr. Taneja thanked all the participants for their kind cooperation in conducting the FMDI Module of the course successfully and wished them a comfortable journey to IRMA, Anand. At the end, Mr. S.P. Singh and Mr. A.K. Taneja distributed the "Certificate of Participation" to each participant along with a memento given by FMDI to all participants.



Group photo at the inauguration of the 5th ICA/Japan Training Course at FMDI, Gurgaon



Dr. Chan-Ho CHOI, Regional Director, ICA-AP addressing the gathering at the inauguration at FMDI, Gurgaon



Dr. A. Roy, Marketing Director, IFFCO delivering the inaugural address



A view of the distinguished guests at the inauguration



Mr. Suzuki Manabu, First Secretary, Embassy of Japan in India, addressing the gathering at the inauguration



Participants sitting with the locals at IFFCO's adopted village Karnera, District Faridabad



Participants at the Taj Mahal, Agra



Participants visited the IFFCO's Farmers' Service Centre (FSC), Ballabgarh, Haryana



Participants at the office of ICA-AP in New Delhi



Participants visited the office of the National Agricultural Cooperative Marketing Federation of India (NAFED), New Delhi



Participants at the office of the National Co-operative Union of India (NCUI) at New Delhi



Mr. S.P. Singh, In-charge of FMDI, delivering 'Certificate of Participation' to the participants

## **SECTION - III**

### **PROJECT MANAGEMENT IN AGRICULTURAL COOPERATIVES**

**The IRMA Segment: January 23 to February 23, 2011**

The Project Management in Agricultural Cooperatives Module of the 5th ICA/Japan Training Course was conducted at the Institute of Rural Management Anand, IRMA, Gujarat State, India. The ICA chose IRMA, an institute of higher learning and of national importance, for conducting this module. IRMA is an autonomous institution with the mandate of contributing to the professional management of rural organisations. It was founded in 1979 at the initiative of the National Dairy Development Board with the support of Government of India, Government of Gujarat and Swiss Development Co-operation. Ever since its inception, IRMA has been working closely with Co-operatives, NGOs, Governments, National and International agencies.

#### **Inaugural Session**

The ICA-IRMA Module on Project Management in Agricultural Cooperatives was conducted at the Institute of Rural Management, Anand, from 23 January to 23 February, 2011. Prof. Rakesh Saxena, officiating Director of IRMA, formally inaugurated the IRMA Module on 24 January, 2011. He welcomed the participants and Mr. A.K. Taneja and thanked the ICA for conducting the program at IRMA.

Prof. Madhavi Mehta, MDP Coordinator, extended a warm welcome to the participants and Mr. Taneja to IRMA and the program. She explained about the activities of IRMA and facilities available to the participants at the campus. She thanked the ICA for reposing its faith in IRMA and wished the participants of the program a pleasant and fruitful stay at the Institute.

Mr. A.K. Taneja, Program Coordinator, ICA-Asia & Pacific, in his address conveyed the greetings of the ICA. He briefly explained the background of the training course and thanked the IRMA Director and the faculty members for their continued support to the ICA in the implementation of current and previous programs.

Prof Himadri Roy Chaudhuri, IRMA Coordinator, while welcoming the participants, briefed about the program design of IRMA segment. He said that apart from the class room sessions, field trips were also organized for the participants to some successful cooperatives to gain first hand knowledge of their functioning to compliment their class room learning.

#### **Teaching Modules/Faculty**

The program was segmented into teaching modules covering different subjects, which were handled by designated faculty members under the overall coordinator-ship of Prof. Himadri Roy Chaudhuri. Prof. Hitesh Bhatt, Prof. Paresh Bhatt, Prof. Shiladitya Roy, Prof. Preeti Priya, Prof. K.V. Raju, Prof. S.N. Biswas, Prof. Nivedita Kothiyal, Prof. S.R. Asokan, Prof. Asmita Vyas and Prof.H.K. Misra constituted the faculty team.

#### **Detailed Module Designs**

The module at IRMA consisted of segments, which focussed at improving the conceptual, analytical and leadership capabilities of managers of agricultural co-operatives to help in developing their skills in improving the management of their co-operatives using a project approach. The main topics taught at the Institute were: [01] Project Management (PM); [02] Financial Accounting and Costing (FAC); [03] Financial Management (FM); [04] Marketing Management (MM); [05] Integrated Agricultural Cooperative Business Management (IACBM); [06] Leadership & Governance (L&G), [07] Information and Communication Technology in agricultural cooperatives (ICT), and [08] Comparative field study visits to primary, district, state and national level cooperative institutions.



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

Topic-01

**Project Management (PM)**

[Prof. Hitesh Bhatt]

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

Topic-02

**Financial Accounting and Costing (FAC)**

[Prof. Paresh Bhatt & Prof. Asmita Vyas]

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 (FM)**

[Prof. Shiladitya Roy]

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

Topic-04

**Marketing Management (MM)**

[Prof. Preeti Priya & Prof. S.R. Asokan]

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

Topic-05

**Integrated Agricultural Cooperative Business Management [IACBM]**

[Prof. KV Raju]

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 (L&G)**

[Prof. S.N. Biswas & 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 (ICT)**

[Prof. H.K. Misra]

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

### **Study visits in Gujarat State:**

Study visits to cooperative institutions in Gujarat, India were organized. The participants visited the following institutions in Gujarat.

- **Institute of Rural Management Anand [IRMA], Gujarat:** The participants left FMDI, Gurgaon, on 23rd January for Anand, Gujarat. They stayed at the campus of the Institute of Rural Management (IRMA), Anand, Gujarat, from 23rd January to 23rd February 2011. Here they studied mainly as to how to make a project in order to enhance the income of farmers by way of value addition to their existing products.
- **AMUL Dairy [Kaira District Co-operative Milk Producers' Union Ltd.,] Anand, Gujarat:** The participants visited the Plant and Office of Amul Dairy on 29th January 2011. They were briefed by its Public Relation Officer about the activities of Amul Dairy. The participants also observed its Plant in Anand.
- **Sandesar Primary Milk Producers' Cooperative Society Ltd.** On 29th January, in the evening, the participants visited the Sandesar Primary Milk Producers' Cooperative Society Ltd. and observed its operations.
- **IFFCO Production Unit at Kalol, Gujarat:** On 5th February, the participants visited the office and plant of IFFCO Production Unit at Kalol, Gandhi Nagar, Gujarat. They were briefed and showed the plant's activities, including the activities of CORDET.
- **Mother Dairy Plant at Gandhinagar, Gujarat:** On 05th February, the participants visited the Mother Dairy Plant at Gandhi Nagar, Gujarat, and observed its operations.
- **Gambhira Coop. Farming Society, Gujarat:** In the afternoon of 8th February, the participants visited the office and field of Gambhira Coop. Farming Society. They were briefed about its activities by one of the Directors of the society. The participants also met the Chairman of the Society, Mr. Deepak Patel.
- **Amul Chocolate Plant, Moga, Gujarat:** On 9th February, the participants visited the Amul Chocolate Plant at Moga, near Anand, Gujarat, and observed its operations.
- **Gujarat Cooperative Milk Marketing Federation (GCMMF):** On 10th February, the participants visited the office of the Gujarat Cooperative Milk Marketing Federation (GCMMF). Its Managing Director, Mr. R.S. Sodhi briefed the participants about its activities.
- **Amalsad MPCS, Gandevi Coop. Sugar Mill, Surat, Gujarat:** On 12th February, the participants visited the complex of Amalsad Multi Purpose Cooperative Society, Gandevi Coop. Sugar Mill, in Surat, Gujarat, and observed their activities/operations.

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

### **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. 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, a revised version of the project proposal was developed for presentation at IRMA and for their sponsoring organizations.

The participants prepared the following 12 development project proposals:

S.No.	Country	Name of the Participant	Title of the Project
1.	Cambodia	Mr. Channarith Pech	Rice seed variety production in Bos Leav Ler Agricultural Cooperative.
2.	China	Mr. Xu Mingfeng	Developing a website to promote the international trade and cooperation for China Co-ops.
3.	India	Dr. Devi Dayal	Setting up of a Mango Pulp Unit at Kandla.
4.	India	Mr. Ramesh Kaul	Setting up of a Cashew nut processing Plant at Sindhu Durg District.
5.	Lao PDR	Mr. Sonexay Komxaysana	Enhancing Milled Rice Production in Vientiane Capital.
6.	Malaysia	Ms. Zunaina Binti Subari	Developing habits of Kitchen Edible Garden in householders.
7.	Mongolia	Ms. Altantuya Tseden-Ish	Enhancement of Sea Buckthorn production through co-operatives.
8.	Myanmar	Mr. Aung Kyaw Tun	Setting up of a Sugar Mill in Shwebo Township.
9.	Nepal	Mr. Sita Ram Kaphle	Development of Vegetable Marketing through Agricultural Cooperatives.
10.	Sri Lanka	Mr. Thilak Kumarasiri	Establishment of a Rice Mill at Matara District.
11.	Thailand	Mr. Winai Harnta	Setting up of a Mustard Greens Processing Unit at Thawangpha district.
12.	Vietnam	Mr. Le Xuan Tap	Manufacturing of yeast producing micro-organisms at Lao Cai province.

The revised project proposals were presented to the faculty members before the end of IRMA Module. A summary of their project is given below:

### **Cambodia (Mr. Channarith Pech)**

**1. Title of the project:**

Rice seed variety production (100 tons per 1 year) in Bos Leav Ler agricultural cooperative.

**2. Name & Address of the Implementing Organization:**

Kratie Provincial Department of Agriculture (PDA, Kratie)

**3. Area of Operation – Location:**

Bos Leave Ler village, Bos Leave commune, Chethborey district, Kratie province, which is located 340 kilometers long from Phnom Penh the capital city of Cambodia.

**4. Objective(s) of the Project:**

- (1) To increase farmers' income by producing the rice seed varieties,
- (2) To promote the innovation of agricultural techniques,
- (3) To sufficiently meet the demand of PDA itself in providing rice seed variety to the farmers.

**5. Nature of Business:**

Agricultural Inputs Supply by producing rice seed variety for selling.

**6. Capital Investment:**

- a. **Total Capital Investment Required:** US\$ 6,300
- b. **Sources of Funds:** Ministry of Agriculture Forestry and Fisheries (MAFF), Cambodia.

7. **Sources of Raw Material:** Rice seeds from Research Institute and University
8. **Finished Product:** Rice Seed Variety Product.
9. **Organization & Management:** The project will be organized by KRATIE, Provincial Department of Agriculture (PDA). There are 4 project implementers from the PDA which will be supporting all the activities of producing rice seed varieties of cooperative within a period of the project by providing training, guidance and monitoring in order to pave way for cooperative members to produce rice seed variety.
10. **Financial Highlights:**
  - Cost of the Project: US\$ 6,300
  - Profit Volume: It is a non-profit project.
11. **Project Life:** 36 months – from 1st January 2012 to 31st December 2014
12. **Project Implementation Period:** 12 months – from 1st January 2012 to 31st December 2012.
13. **Outcome and Impact of the Project:**
  - (1) Farmers' income will continuously increase through producing the rice seed varieties by themselves.
  - (2) The project of rice seed variety production will be considered by commune authority as a priority project all over the commune.

## **CHINA (Mr. Xu Mingfeng)**

1. **Title of the project:**  
Developing a website to promote the international trade and cooperation for China Co-ops
2. **Name & Address of the Implementing Organization:**  
International Cooperation Department, ACFSMC,  
#45 Fuxingmennei St. Beijing , 100801, China
3. **Area of Operation – Location:** Beijing, China
4. **Objective(s) of the Project:** To develop an e-business website for members of China Co-ops to promote the international trade and economic cooperation so that co-ops can increase export, and enhance member incomes.
5. **Nature of Business:** NGO, apex Federation of Supply and Marketing Cooperatives in China.
6. **Capital Investment:**
  - a. **Total Capital Investment Required:** USD 114,000, including USD 48,000 initial investment and USD 66,000 follow-up investment.
  - b. **Sources of Funds:** Initial investment from governmental grants (US\$ 48,000) and follow-up investment from ACFSMC Business Fund loan (5% annual rate).
7. **Sources of Raw Material:** N/A
8. **Finished Product:** Website ([www.coopchina.coop](http://www.coopchina.coop)).
9. **Organization & Management:** International Cooperation Department, ACFSMC ; Management: ACFSMC E-Business Center
10. **Financial Highlights:**
  - **Pay back period:** 5.2 Years, exclusive of governmental grants of US\$ 48,000 as indicated above.
  - **Profit Volume Ratio:** 71%
  - **Debt Service Coverage Ratio:** 1.83
11. **Project Life:** Seven Years.
12. **Project Implementation Period:** Four months.

### **13. Outcome and Impact of the Project:**

To start an e-commerce website to promote the international trade and cooperation for China Co-ops with foreign co-ops in Asia Pacific region. This project will help members of China Co-ops to enlarge the ambit of export and import as well as economic and technical cooperation. Farmer members will also benefit from higher profit and larger quantity. Job opportunities may increase due to a larger production scale. Cooperatives in ICA Asia-Pacific Region will enjoy the convenience of trade and cooperate with Chinese product suppliers and buyers.

## **INDIA (Dr. Devi Dayal)**

### **1. Title of the project:**

Setting up of a (450 MT PA capacity) Mango Pulp Unit.

### **2. Name & Address of the Implementing Organization:** IFFCO – Kandla CORDET Farm Pantiya, At Pantiya, Taluka: Anjar, District: Kutch (Gujarat).

### **3. Area of Operation – Location:** Whole area of Pantiya Gram Panchayat and parts of Anjar taluka of District Kutch (Gujarat).

### **4. Objective(s) of the Project:**

- To provide technical knowhow to farmers and serve as model project.
- To increase the income of farm and farmers through value addition.

### **5. Nature of Business:** Manufacturing of mango pulp.

### **6. Capital Investment:**

a. **Total Capital Investment Required:** USD 225,000.

b. **Sources of Funds:** Own Funds – USD 66,700

Loan from Cosmos Cooperative Bank Ltd. Gandhidham, Kutch – USD 272,000

### **7. Sources of Raw Material:** Mango can be procured from the farmers of nearby villages and also from open market. The Kutch district have area of 7800 hectare under mango and production was 56300 MT during 2009-10.

### **8. Finished Product:** Processed pulp and mango seeds. Seeds can be used for plantation, preparation of mouth-freshner, medicinal use etc.

### **9. Organization & Management:** The project will be managed by the CORDET which comprises of 1 Chairman, 1 Trustee and 11 members of executive committee. The project will be implemented by present staff and additional staff appointed for the project.

### **10. Financial Highlights:**

- Pay back period: 30 months
- Profit Volume Ratio: 28.30%
- Debt Service Coverage Ratio: 1.54

### **11. Project Life:** 7 Years.

### **12. Project Implementation Period:** Ten months.

### **13. Outcome and Impact of the Project:**

- Good demand of good quality mango pulp in the country as well as in foreign countries.
- Farmers will get a reasonable higher price of their produce.
- Agro-processing is an emerging area in which cooperatives can play a vital role for economic development of farmers through value addition.
- Farmers or co-operatives can install such project in future for enhancement of their income.

## **INDIA (Mr. Ramesh Kaul)**

1. **Title of the project:**  
Setting up of a Cashew-nut Processing Plant at Sindhu Durg District.
2. **Name & Address of the Implementing Organization:**  
National Cooperative Union of India, New Delhi.
3. **Area of Operation – Location**  
District Sindhu Durg, Maharashtra.
4. **Objective(s) of the Project:** To Enhance farmers' income.
5. **Nature of Business:** Processing of Cashew-nuts
6. **Capital investment:**
  - a. **Total Capital Investment Required:** USD 888,888.
  - b. **Sources of Funds:**

Term Loan	(60% from State Govt. through NCDC): 240 (533,333)
Equity Participation by Members	55 (122,222)
Grant	80 (177,777)
State Subsidy	25 ( 55,555)
Society Share	4%
7. **Sources of Raw Material:** Co-operative sector societies.
8. **Finished Product:** Cashewnut.
9. **Organization & Management:** The project will be managed by the Office Bearers and Employees of the Society.
10. **Financial Highlights:**
  - Pay back period: 6 years.
  - Profit Volume Ratio: 9%
  - Debt Service Coverage Ratio: 2.2
11. **Project Life:** 8 years.
12. **Project Implementation Period:** Ten months from the date of approval of funds.
13. **Outcome and Impact of the Project:** Enhancement of Income of farmers.

## **LAO PDR (Mr. Sonexay Komxaysana)**

1. **Title of the project:**  
Enhancing Milled Rice Production in Vientiane Capital.
2. **Name & Address of the Implementing Organization:**  
Section of agriculture, Department of Agriculture and Forestry, Vientiane Capital, belongs to MAF, Kampeangmuang road, Nonghai village, Hadxaifong district, Vientiane Capital
3. **Area of Operation – Location**  
Consists of 4 Districts: Hadxayfong district, Xaysettha district, Xaythany district, Pakgnum district and 3 rice mills in Vientiane Capital.
4. **Objective(s) of the Project:**
  - To rapidly increase the production and stability of supplies of good quality milled rice for domestic consumption and trade. Interventions into milled rice production have more direct impact on food availability than interventions in paddy production only.
  - Fast but sustainable improvement of the rice production.
5. **Nature of Business:**  
Production of Milled Rice.

6. **Capital Investment:**
  - a. Total Capital Investment Required: USD 428,500.
  - b. Sources of Funds: Funding from E.U. & NGOs.
7. **Sources of Raw Material:** Paddy Rice from 4 Districts, as above.
8. **Finished Product:** Good Quality Milled Rice.
9. **Organization & Management:** The project will be managed by the Department of Agriculture and Forestry office, Vientiane Capital and 4 District Agriculture and Forestry Offices.
10. **Financial Highlights:**
  - Pay back period: N/A – Not Applicable as project is financed through grant from EU & NGOs
  - Profit Volume Ratio: N/A
  - Debt Service Coverage Ratio: N/A
11. **Project Life:** 22 months
12. **Project Implementation Period:** 20 months.
13. **Outcome and Impact of the Project:** (1) Increased income, productivity and market access for 3,000 Lao rice producing households (benefiting approximately 50,000 people) producing high quality paddy rice for targeted millers.

## **MALAYSIA (Mrs. Zunaina Binti Subari)**

1. **Title of the project:**  
Developing habits of Kitchen Edible Garden in householders.
2. **Name & Address of the Implementing Organization:**  
Angkatan Koperasi Kebangsaan Malaysia Berhad (ANGKASA),  
Wisma Ungku A. Aziz,  
Jalan SS 6/3, Kelana Jaya, 47301 Petaling Jaya, Selangor
3. **Area of Operation – Location:** FELDA or FELCRA farmers' housing area in Malaysia
4. **Objective(s) of the Project:**  
To enhance farmers' income through higher and different varieties of vegetable production and to market the surplus.
5. **Nature of Business:**  
Production and Marketing of farm products;
6. **Capital Investment:**
  - a. **Total Capital Investment Required:** US\$ 177,200
  - b. **Sources of Funds:**
    1. The Cooperative member share
    2. Government Grant – Malaysia Cooperative Commission (MCC)
    3. Cooperative loan through MCC (2% interest per annum)
    4. ANGKASA Education fund
7. **Sources of Raw Material:** Nearby supplier e.g. gardening centre, supermarket/hypermarket.
8. **Finished Product:**  
10 types of vegetables – cabbage, chillies, long bean, cucumber, salad, okra, brinjal, Chinese mustard, fern, kangkung (Ipomoea spp.)  
5 types of herbs – lemon grass, curry leaves, turmeric, ginger, pandan leaves;  
1 fruit – banana/tapioca/sweet potatoes/sweet corn/pumpkin

**9. Organization & Management:**

1. Household Members
2. Cooperative – 2 labourers
3. An Officer from each of the following organisations – ANGKASA, FELDA/FELCRA, MARDI, FAMA

**10. Financial Highlights:**

- Pay back period: 1 year (approximately).
- Profit Volume Ratio: 21.80%
- Debt Service Coverage Ratio: 1.2

**11. Project Life cycle:** Based on hand-holding of 5 years.

**12. Project Implementation Period:** two years.

**13. Outcome and Impact of the Project:**

1. Consumable vegetables
2. Extra income for household by selling the surplus.

- Impact**
- i) Reduction in the national deficit on food import
  - ii) Reduction in the market price

**Mongolia (Mrs. Altantuya Tseden-Ish)**

**1. Title of the project:**

Enhancement of Sea Buckthorn production through cooperatives.

**2. Name & Address of the Implementing Organization:**

"Uran zurvas" primary cooperative, bag #1, Ulaangom soum, Uvs province, Mongolia

**3. Area of Operation – Location**

20 ha farm land in 10 km from Ulaangom soum, Uvs province, Mongolia

**4. Objective(s) of the Project:**

To increase members' income through cultivation of high market value new crop, localize high quality "Oranjevaya" Russian variety seedlings of sea buckthorn and create a green environment.

**5. Nature of Business:**

Cultivation and Marketing of sea buckthorn.

**6. Capital investment:**

**a. Total Capital Investment Required:** USD 137,399.

**b. Sources of Funds:** Promoters – USD 76,669

Long Term Loan from Bank – USD 60,730

**7. Sources of Raw Material:** Seedlings, Fertilizers

**8. Finished Product:** Sea Buckthorn.

**9. Organization & Management:** "Uran zurvas" primary cooperative, Director Mr. Batsukh and his team.

**10. Financial Highlights:**

- Pay back period: 5 years (approximately).
- Profit Volume Ratio: 81.16%
- Debt Service Coverage Ratio: 1.97

**11. Project Life:** 12 years.



**12. Project Implementation Period:** Five Months.

**13. Outcome and Impact of the Project:** Cooperative production and members' income will be increased; 13-15 permanent and 25 seasonal jobs will be created; market will be supplied with high grade sea buckthorn; green environment will be established in 20 ha land, positively contributing to combat air pollution, soil erosion and desertification; ideal environmentally friendly farming will contribute to the development of the agriculture sector in Mongolia.

## **Myanmar (Mr. Aung Kyaw Tun)**

**1. Title of the project:**

Setting up of a Sugar Mill in Shwebo Township.

**2. Name & Address of the Implementing Organization:**

Shwebo Township Cooperative Federation, Sagaing Region, (upper part of the Myanmar) under guidance of Central Cooperative Society Ltd, Yangon, Myanmar

**3. Area of Operation – Location**

Industrial Zone (2) of Shwebo Township, Sagaing Region, Myanmar.

**4. Objective(s) of the Project:**

(a) To increase the income of farmers by assuring the price of sugar.

(b) To enhance sugar production for domestic consumption.

(c) To assist in facilitating coop development and to create opportunity for steady income of Shwebo TCF.

**5. Nature of Business:**

Production of ordinary sugar with white colour for domestic consumption.

**6. Capital Investment:**

a. Total Capital Investment Required: USD 233,110.

b. Sources of Funds: Loan from Coop. Bank USD 166,660  
Shwebo TCF USD 66,440

**7. Sources of Raw Material:** Sugarcane syrup will be procured from 3 agri. coop. societies of Sagaing Region, about 15 to 20 miles from this project site.

**8. Finished Product:** White Sugar.

**9. Organization & Management:** Implementation Committee for this project is headed by BOD of Shwebo TCF and financial assistance will be managed by the CCS.

**10. Financial Highlights:**

- Pay back period: 2 years (approximately).
- Profit Volume Ratio: 14.9%
- Debt Service Coverage Ratio: 1.38

**11. Project Life:** 5 years.

**12. Project Implementation Period:** One Year.

**13. Outcome and Impact of the Project:** Farmers' income will increase and also Sugar availability will increase and sugar price may reduce. To establish a secured and profitable market for the sugarcane farmers of agri-coop societies.

## **NEPAL (Mr. Sita Ram Kaphle)**

**1. Title of the project:**

Development of Vegetable marketing through Agricultural cooperatives.

**2. Name & Address of the Implementing Organization:**

Royal Cooperative Limited, Basundhara, Kathmandu, Nepal.

**3. Area of Operation – Location**

Kathmandu Valley (Kathmandu, Lalitpur, Bhaktapur) and adjoining Districts.

**4. Objective(s) of the Project:**

- a) to encourage vegetable producers to increase the quality, production and productivity of vegetables;
- b) to provide reasonable prices of their farm products to them,
- c) to empower them through proper knowledge of marketing process.

**5. Nature of Business:**

Marketing of farm products;

**6. Capital Investment:**

- a. Total Capital Investment Required: USD 83,334.
- b. Sources of Funds: Royal Co-operative Ltd. 50%  
Term Loan from National Coop. Bank 50%

**7. Sources of Raw Material:** Producer of Vegetables of Kathmandu Valley (Kathmandu, Lalitpur & Bhaktapur Dist) and adjoining Districts.

**8. Finished Product:** Fresh and Clean Vegetables.

**9. Organization & Management:** The project will be managed by the Marketing Committee of Royal Co-operative Ltd.

**10. Financial Highlights:**

- Pay back period: 3 years (approximately).
- Profit Volume Ratio: 91.89%
- Debt Service Coverage Ratio: 2.39

**11. Project Life:** 5 years.

**12. Project Implementation Period:** Six months.

**13. Outcome and Impact of the Project:** Benefiting farm producers and ultimately poverty reduction.

**Sri Lanka (Mr. Thilak Kumarasiri)**

**1. Title of the project:**

Establishment of a Rice Mill at Matara District.

**2. Name & Address of the Implementing Organization:**

Hakmana Multi purpose Cooperative Society, Hakmana, Matara, Sri Lanka.

**3. Area of Operation – Location**

The paddy farmers in the districts of Matara and Hambantota districts in southern province in Sri Lanka.

**4. Objective(s) of the Project:**

The income of paddy farmers of Matara and Hambantota districts will be increased.

**5. Nature of Business:**

The paddy will be collected from farmers and rice production will be distributed to consumer market in Sri Lanka.

**6. Capital Investment:**

- a. Total Capital Investment Required: USD 0.086 million
- b. Sources of Funds: Loan from Matara District Cooperative Rural Bank Union.

**7. Sources of Raw Material:** The paddy will be collected from Matara and Hambantota paddy farmers.

8. **Finished Product:** Quality Rice.
9. **Organization & Management:** Management of Rice Mill.
10. **Financial Highlights:**
  - Pay back period: 1.1 year (approximately).
  - Profit Volume Ratio: 4.45%
  - Debt Service Coverage Ratio: 3.1
11. **Project Life:** 5 years.
12. **Project Implementation Period:** One Year.
13. **Outcome and Impact of the Project:** Farmers' income will increase; Paddy farmers will be encouraged to grow more.

### **Thailand (Mr. Winai Harnta)**

1. **Title of the project:**  
Setting up of a Mustard Green Processing Unit at Thawangpha District.
2. **Name & Address of the Implementing Organization:**  
Thawangpha Agricultural Cooperative Ltd.,  
Nan- Thungchang road, Moo 3, Sriphum sub-district,  
Thawangpha District, Nan province, 55140, Thailand
3. **Area of Operation – Location**  
Thawangpha district including 7 other districts of Nan province.
4. **Objective(s) of the Project:**
  - To encourage farmers to participate in occupational promotion and income-raising projects;
  - To create more jobs, employment and income distribution in the rural areas
  - To enable farmers to produce and sell products on fair price
  - To Reduce the economic loss arising out of transportation and storage since the processing factory is in the same area
  - To increase the bargaining power of the farmers.
5. **Nature of Business:**  
Manufacturing and Marketing of value – Added products.
6. **Capital Investment:**
  - a. Total Capital Investment Required: USD 806,451
  - b. Sources of Funds: Capital Investment by Thawangpha Agricultural Cooperative Ltd.
7. **Sources of Raw Material:** The Thawangpha Agricultural Cooperatives Ltd, and Agricultural Cooperatives of seven different districts of Nan Province.
8. **Finished Product:** Lettuce, green cabbage (Chinese Mustard Greens) to be cooked, pickled, 2 types of packaging in 5 and 15 kilograms size plastic bags
9. **Organization & Management:** The Project will be managed by the Executive Committee of Thawangpha Agricultural Cooperative, Ltd.
10. **Financial Highlights:**
  - Pay-back period: 3 years (approximately).
  - Profit Volume Ratio: 16.34%
  - Debt Service Coverage Ratio: N/A - It is not a loan.
11. **Project Life:** 5 years.
12. **Project Implementation Period:** One Year.

### **13. Outcome and Impact of the Project:**

1. The members' income will rise due to value added products;
2. Farmers will participate in project for income-raising and poverty reductions.

### **Vietnam (Mr. Le Xuan Tap)**

#### **1. Title of the project:**

Manufacturing of yeast producing micro-organisms (used in food and animal feed) at Lao Cai province”.

#### **2. Name & Address of the Implementing Organization:**

Minh Hai Cooperative - Headquater: No 132/3 Bac Cuong, Lao Cai City.

#### **3. Area of Operation – Location:** Bac Cuong, Lao Cai City, Lao Cai Province.

#### **4. Objective(s) of the Project:**

To exploit the potential advantages of local produce, complete products and services to meet social needs, creating jobs for local workers - about 50-60 employees); To contribute positively to the economic restructuring of Lao Cai province towards industrialization and services.

#### **5. Nature of Business:**

Value Addition.

#### **6. Capital Investment:**

- a. Total Capital Investment Required: USD 226,500
- b. Sources of Funds: Own Capital – US\$ 154.692  
Loan from Cooperative Assistance Fund – US\$ 71.795

#### **7. Sources of Raw Material:** Strains of yeast, mould, be invoked to provide the food industry applied microbial technology company shares by science and technology, which have been transferred for cooperatives. To choose the appropriate strain for producing yeast and animal enzymes, then the technical part of cooperative breeding and propagation will ensure the production process.

- Sweet cassava, maize rice to be provided by agricultural cooperatives in Lao Cai province.
- Leaves to be imported from the north to provide pharmaceutical units across the province.

#### **8. Finished Product:** Yeast bread will be packed in 0.5kg, 1kg., Micro-organisms will be packed in 25kg and 50kg.

Capacity: 2,5 tons/per month: Yeast;  
2,7 tons /per month: Micro-organisms

#### **9. Organization & Management:** The Project will be managed by the Executive Committee of Thawangpha Agricultural Cooperative, Ltd.

#### **10. Financial Highlights:**

- Pay-back period: 3 years four months.
- Profit Volume Ratio: 3.81%
- Debt Service Coverage Ratio: 1.29

#### **11. Project Life:** 50 years.

#### **12. Project Implementation Period:** One Year.

#### **13. Outcome and Impact of the Project:**

- The products will be supplied to Lao Cai province and other provinces in Vietnam to meet the demand of the farmers.
- Increased profits for Cooperatives and jobs for local farmers, reduced poverty and contribution to the development of Lao Cai province.

### **Closing Session at IRMA:**

**Prof. Vivek Bhandari**, Director of IRMA, chaired the closing session on the 23rd February 2011, in the presence of Prof. Madhavi Mehta, MDP Coordinator, Prof. Himadri Roy Chaudhuri, Program Coordinator, IRMA, Mr. A.K. Taneja, Project Coordinator, ICA-AP and all concerned faculty members. Prof. Himadri Roy Chaudhuri opened the session with a positive note that the entire program has been successful in delivering its objective of updating the participants about the latest developments in management techniques that are required for the managers of the cooperative.

Mr. A.K. Taneja, Project Coordinator, ICA-AP, thanked all the participants for their cooperation and congratulated them on successful completion of the IRMA module. On behalf of ICA-AP, he also thanked IRMA for conducting this part of the program by offering its facilities and resources for the last 16 years. He further said, "on behalf of ICA-AP Regional Director, Dr. Chan Ho CHOI, I would like to place on record the highest appreciation of the ICA for providing us these facilities. Dr. Vivek Bhandari and all concerned Faculty Members have been extending their fullest cooperation to the ICA in undertaking this program. The ICA is grateful to them and to the IRMA for facilitating the organisation and conduct of this component at IRMA."

**Prof. Madhavi Mehta**, who is also the MDP coordinator at IRMA was equally vocal in her statement and mentioned about the long mutual relationship between IRMA and ICA. She was hopeful that the participants and the facilitators would continue to exchange their understanding of the changing business scenario and thereby would lead to mutually enriching learning exercises.

**Prof Vivek Bhandari**, the Director specially cherished the 16 year old relationship between IRMA and ICA. He reminded the participants about the challenges and responsibilities that lie ahead, given the paradigm shift that is coming in the way they reach out to people. He was of the opinion that Cooperatives are such structures which can really change the way people can live and grow and that seems to be a belief that needs to be propagated and practiced. He thanked the ICA for their commitment to the cause and reposing faith on IRMA. He wished the participants a very happy journey and a successful career.

At the end, the Director distributed the "Certificate of Participation" along with a memento to each participant.



A group photo of the participants at IRMA along with its Director and Faculty Members



A classroom session in progress at IRMA



Participants taking part in a group outdoor activity at IRMA



Participants visited IFFCO's Kalol Plant at Gandhi Nagar, Gujarat



Participants pose for a photograph with farmers of Gambhira Coop. Farming Society, Gujarat



Participants visited Mother Dairy plant at Gandhi Nagar, Gujarat



Farmers transporting sugarcane to the Ganadevi Sugar Mill, Surat



Participants along with the Director, IRMA, after the closing ceremony at IRMA



*Participants at Amul Dairy, Anand, Gujarat*



*Participants at the Amul Chocolate plant at Mogar, Anand, Gujarat*



*Workers packing at the Chocolate Plant of Amul Dairy at Mogar, Anand, Gujarat.*



*Workers at the Food Processing unit of Amalsad Multi-purpose Coop. Society in Surat, Gujarat*

## SECTION - IV

### COMPARATIVE FIELD STUDY VISITS IN MALAYSIA

The Part-II of the training course on comparative field study visits in Malaysia was arranged by the National Co-operative Organization of Malaysia (ANGKASA) to the following agricultural cooperatives in and around Kuala Lumpur, Malaysia, from 27th February to 5th March, 2011:

1. Office of the National Co-operative Organization of Malaysia (ANGKASA);
2. Cooperative College of Malaysia;
3. Office of the National Land Finance Cooperative Society Ltd.(NLFCS) and one of its Estates;
4. FELCRA Settlers Cooperative Society in Perak & its Palm Oil Mill;
5. Project on Swift Let Bird Nest Processing Plant at Rawang;
6. Office of the Farmers' Organization Authority (FOA) of Malaysia;
7. Office & Estate of Smallholders of Malaysia Cooperative Limited at Sungai Ambat, Mersing;
8. Office of the Agro Bank in Kuala Lumpur;
9. Office of the Malaysia Cooperative Commission in Kuala Lumpur;

#### 1. National Co-operative Organization of Malaysia (ANGKASA)

The Malaysian National Co-operative Movement (ANGKASA) was established on 12th May 1971. It was officially recognized as the apex body on 23rd May 1996. Its Head Office is in Kelana Jaya and its staff strength is 634. It has three branches – Kuching, Kota, Kinabalu and it has 16 State Liaison Offices nationwide.

#### Objectives of ANGKASA

- The unification of Malaysian co-operatives;
- To be the custodian of the rights and the philosophy of the co-operative movement;
- To represent the co-operatives at National and International level;
- To conduct educational programs;
- To instill co-operative concepts and principles amongst Malaysians;
- To provide service based facilities;
- To assist in the development of member co-operatives.

#### Vision

To be the top apex co-operative in ASEAN by 2020.

#### Mission

To ensure high quality products and services, and to defend and protect co-operative movement's rights through efficient management.

#### Three Co-operative Values

Truthfulness; Trustworthiness; Transparency.

#### ANGKASA's Business Model

##### Financial Resources:

##### *Internal:*

- a) Service Bureau
- b) Investments
- c) Fees/Commission on Services



- d) Entrance Fees
- e) Business

*External:*

KWAPK

*Responsibilities*

- Integration of Co-operatives
- Education, Information and Training
- Co-operative Expansion and Development

*Goals*

Resilient co-operative movement, contributes to the nation's GDP as the 3<sup>rd</sup> largest sector.

### **Membership**

- Membership fee (once only; entrance fee);
- RM 30 – RM 300
- No shares
- No yearly/monthly subscription dues
- As on January 2011: 4,157 Member Co-operatives (2,267 Adult Co-operatives; and 1,890 School Co-operatives – 5.11 million individual members (1.68 million students).

## **2. Co-operative College of Malaysia**

The Cooperative College of Malaysia (CCM) is the one and only cooperative education institution in Malaysia. It was established in 1956 and through the Parliamentary Act of 1968, was legislated. Through the act, CCM was given the responsibility to provide training and education on cooperative to the country's cooperative movement. Currently, CCM has been placed as an agency under the Domestic Trade, Cooperative and Consumerism Ministry.

The Cooperative College of Malaysia Act of 1968 has designated the CCM as an institution for the development and promotion of cooperative training and education in the country. The functions of the CCM are:

- Conducting courses related to cooperatives.
- Publishing or printing books on cooperatives or other related matters.
- Conducting research and offering consultancy services on cooperatives.

A Bachelors' Degree in Business Administration (Specialization in Co-operative Management), jointly organized with University Utara Malaysia (UUM) was introduced at the end of 2008.

As part of its efforts to realize its vision, CCM is actively training cooperators from developing countries in the African and Asian Pacific region under the banner of the Malaysian Technical Co-operation Programme (MTCP). Four 4-week programs are currently offered and they are:-

- Certificate in Co-operative Management (introduced in 1985)
- Certificate in Co-operative Auditing (introduced in 2001)
- Certificate in Co-operative Human Resource Management (introduced in 2002)
- Certificate in Co-operative Desktop Publishing (introduced in 2003)

CCM is also actively involved in undertaking research pertaining to the cooperative movement in Malaysia. This enables a better understanding of the issues and problems affecting the cooperative movement as well as obtains input needed to enhance the quality of training provided to cooperatives.

## **3. National Land Finance Cooperative Society Ltd. (NLFCS):**

The National Land Finance Cooperative Society Ltd. was established in 1960. It affiliated to ICA in the year 1979 as a regular member. It has 49,239 members and it belongs to Plantation sector of the cooperative.

### **General Profile:**

The economic scenario of the post-independence era in the 60's created a situation where unemployment and eviction from homes occurred when European-owned rubber estates were sold to locals who in turn fragmented and sold them for profit.

In an effort to rectify the problem which resulted from fragmentation of estates, the Malaysian Indian Congress, spearheaded by the late Tun Dr. V.T. Sambanthan, and some concerned citizens, established the NLFCS to provide opportunity for land ownership among estate workers.

Plantation workers were persuaded to buy shares in the cooperative at RM 100/= per share, payable in monthly installment of RM 10/=.

With this, the society managed to purchase its first rubber estate covering a total of 2900 acres or 1174 ha (Bukit Sidim Estate) in Kedah. From this humble beginning, today NLFCS own rubber, oil palm and coconut plantations all over the country. The participants visited one of its Estates – Kuala Perak Estate and observed its activities.

The society has implemented numerous benefit schemes for its members with the objectives to: improve the education level of its members' children; increase houses ownership of members; promote small scale entrepreneurs; and provide financial aid to members.

Realizing the fact that it cannot solely depend on plantation sector (owning and operating plantations) which is subject to fluctuating commodity prices, the Society moved on to strengthen its base by diversifying into: property development; manufacturing; establishing and operating educational institutes; trading and retail business for both domestic and export markets and health and medical services.

The society's bigger role has been in property development where to-date it has set up two townships, one each in Negeri Sembilan and Selangor and seven housing estates in various parts of the country.

Now the Society is gearing itself for greater challenges in the new millennium, namely opportunity available in the information technology and developing niche markets in the growing borderless world.

### **4. FELCRA Settlers Cooperative Society Ltd. in Perak:**

FELCRA Settlers Cooperative Society Ltd. was registered in 1986. It is located at Development Center Seberang Perak, Bandar Seberang Perak. Its main objective is to develop the socio-economic status of the members. Its motto has been – Efficiency, Quality and Profit. It has 12 Board Members, one Chairman, one Secretary and one Treasurer. It has an International Audit Committee, which has four members of the Board as its members. The Society has following Committees to look-after the day-today implementation of the projects:

- Finance, Administration, Training & Human Resource Committee;
- Counselling, Discipline and Security Committee;
- Contract of Services & Technical Committee;
- Palm Oil Contract & Coop. Mini Estate Committee;
- Wetland Farming & Machinery Committee;
- Trading and Supply Committee;
- Investment, Special Project & Property Management Committee;
- Zakat Fund (Muslim Rituals) Committee;
- Credit & Debit Control Committee.

**Membership:** By the end of financial year 31st December 2010, the society had a total membership of 1,675.

### **5. Swift Let Bird Nest Processing Plant at Rawang:**

Golden Mah bird's nest has been farmed commercially in Malaysia. Clean air, natural eco-environment create an ideal surrounding to produce high quality bird's nest. Further more, Golden Mah own its own bird's nest premise, which means quality can be assured and controlled. These house bird's nest are produced by a swallow species called "Swiflet". It must be collected in time to assure it is pollution-free and their freshness are well-reserved.

Golden Mah bird's nests are cleaned in traditional method to remove unwanted feathers and other elements. No bleaching, colouring, artificial additives/preservatives are used. Thus, the bird nest's natural quality are well-reserved.

## **6. Farmers' Organization Authority (FOA):**

The Farmers Organization Authority (FOA) is a statutory body, established in 1973 with the enactment of the FOA Act 110 (1973). The objective of the FOA is to uplift the economic and social development of farmers in Malaysia.

The Farmers' Organization Act 109 was legislated in the same year with the objective to reorganize all farmer associations and agro-based cooperatives. Under Act 109, all farmers associations were delisted and re-registered as farmers organizations, while agro-based cooperatives became unit members to the Area Farmer Organizations.

### **Functions of FOA:**

The main functions of the FOA are as follows:

- (a) To promote, stimulate, facilitate and undertake economic and social development of FOs;
- (b) To register, control and supervise FO's and to provide for related matters;
- (c) To control and coordinate the performance of the aforesaid activities; and
- (d) To ensure that these activities are carried out in such a manner as to promote government policies, especially in relation to restructuring rural society.

Currently the functions of FOA are categorized into 3 main functions, namely:

**Registrar Services** – The Director-General of FOA is also the Registrar of FO's and is responsible for the registration of FOs, supervision and control of FO's activities and auditing of FO accounts.

**Management Support Services** – FOA provides management support services to FO's through the assigning of key personnel to manage the FO's accordingly. Amongst the services provided are in human resource management, technical skills, entrepreneurship and cooperative leadership and project implementation.

**Development Services** – FOA implements programs and projects that are concurrent with existing national agricultural policies which relates to poverty eradication and transforming the agro-food sector. Annual development grants from the government are channelled to FO's to carry out agro-based projects either on a corporate or member-based approach.

### *Status of Farmers Organizations (FOs) as on 31 December 2009:*

At present there are 291 FOs and 7,213 Small Agricultural Unit (SAU) under the jurisdiction of the FOA. The 291 FOs consist of 14 State Farmers' Organizations (SFOs) and one National Farmers' Organization and 291 Area Farmers Organizations (AFOs). Out of the total 291 AFOs, 27 are under the administrative jurisdiction of Muda Agricultural Development Authority (MUDA) and 13 AFOs are under the jurisdiction of the Kemubu Agriculture Development Authority (KADA0 and 28 are under administration of the Department of Agriculture of Sarawak. FOA does not directly implement programs or projects under the three bodies.

Total registered membership of AFOs under the jurisdiction of FOA is 530,693 persons as of 31 December 2009 with a total share capital of RM 136 million with an average share per member is RM 256. The value of total assets owned by FOs is RM 376 million as at the end of 2009.

## **7. Small Land holders of Malaysia Cooperative Ltd. or KOPERASI LADANG PEKEBUN-PEKEBUN KECIL MALAYSIA BERHAD (KOPERASI LADANG):**

PKPKM is a National Organization of Smallholders which has more than 100,000 members through- out the country. It is an N.G.O. which has the objective of representing the views of smallholders on related issues. PKPKM has been recognized by the government as a body representing the smallholder and has representatives in many government agencies.

Members of PKPKM have grouped themselves together to participate in the Malaysia buoyant economy through cooperative movement known as Koperasi Ladang Pekebun-Pekebun Kecil Malaysia Berhad which presently owns two estates, as follows:

1. **Estate Sungai Ambat, Mersing, Johor.** The estate's total acreage is 4,857 and has palm oil plantation.
2. **Estate Bukit Keramat, Kemayan, Negeri Sembilan.** The state's total acreage is 1,235 and has palm oil plantation.

Beside two estates, Koperasi Ladang Pekebun-Pekebun Kecil Malaysia Berhad has diversified its business in agriculture related activities such as estate management, palm oil nursery, trading of planting material, trading of Fresh Fruit bunch and trading of agriculture products.

**Mission:**

To give maximum return to the members of Koperasi Ladang Pekebun-Pekebun Kecil Malaysia Berhad that comes from the estates income and assets that have being managed by the management in efficient, ethical and professional manner.

**Our Vision:**

To be a well-known organization in agriculture sector and any related activity, involved in the agriculture.

**Membership:**

As on 31 December 2010, the Koperasi Ladang had a total membership of 5744.

**Main Activities of Koperasi Ladang:**

- Plantation Management;
- Integrated Cattle Farming in Palm Oil Estates;
- Trading of Planting Input and agricultural tools;
- Palm Oil Nursery;
- Real Estate Management;
- Other Plantation-related Activities.

**8. Agro Bank of Malaysia**

Agrobank which was formerly known as Bank Pertanian Malaysia Berhad (BPM) was established on September 1<sup>st</sup> 1969 under the Malaysian Agricultural Bank Parliamentary Act Bill .9/69. BPM began operating as a statutory body since 1970.

BPM's Objectives are:

1. To advocate sound agricultural development in Malaysia or any part thereof;
2. To coordinate and supervise the granting of credits from public funds for agricultural purposes for the use of various persons or groups, whether incorporated or otherwise;
3. To provide loan, advances and credit facilities for agricultural development, inclusive of production and marketing;
4. The maintenance of deposits, predominantly in the agricultural sector and to this end, the acceptance of savings and time deposits.

BPM's inception was a result of government efforts in implementing irrigation projects for paddy planted twice a year for all paddy fields in Kedah and Perlis. The project which was given the most focus was in the Pengiran Muda area, managed by the Lembaga Kemajuan Muda (MADA).

The opening of its two first branches in Alor Setar, Kedah, in 1969 and Kota Bharu, Kelantan in 1970, marked a beginning in BPM's role and development towards given credit assistance to farmers.

In all, BPM's development has been active and the Bank has given credit assistance to the agro industry through its branch networks which numbered only 35 in 1980. At the time, too, the Bank was the biggest credit provider for the country's agricultural sector. The Bank was then allowed to find loan funds from the market to be distributed to borrowers in the agro industry outside its target group, besides creating several loan schemes in order to guarantee its commercial ability/value.

## **9. Malaysia Co-operative Societies Commission (MCSC)**

The 1<sup>st</sup> office of the Director of Co-operation was established in Malaysia in 1922. In 1975, it was known as the Department of Co-operative Development (DCD). On January 1, 2008, Malaysia Co-operative Societies Commission (MCSC) was established to replace DCD. MCSC is led by 12 members of the Board of Directors who are responsible for the policy and general administration of the affairs and business of MCSC.

### *Objectives of MCSC:*

The main objectives of establishing MCSC are to:-

- Foster sound & orderly development of co-operative societies and the co-operative sector in accordance with co-operative values and principles to contribute towards achieving the socio-economic objectives of the nation;
- Promote a financially sound, progressive and resilient co-operative sector; and
- Maintain confidence in the co-operative movement.

### *Functions:*

- Promote and maintain stability of the co-operative sector;
- Responsible for the surveillance, supervision and regulation of co-operative societies and the co-operative sector;
- Encourage and promote sound and orderly development of co-operative societies and co-operative sector;
- Foster co-operative values & principles;
- Create conducive environment for co-operative societies to carry out their activities;
- Register & revoke the registration of co-operative societies;
- Act as trustee and manage any scheme of Islamic financing or credit facility set up by the Malaysian Government for co-operative societies;
- Advise the Minister on all matters relating to co-operative societies and the co-operative sector; and
- Carry out any function under any written law as may be prescribed by the Minister by notification published in the Gazette.

### *NOTE:*

MCSC has all the powers, functions and duties imposed on it under the MCSC Act 2007, the Co-operative Societies Act 1993 or any written law, apart from the above functions.

### *MCSC Vision*

To be the leader in co-operatives' excellence by making co-operatives a significant contributor to the country's development.

### *MCSC Mission*

- To stimulate the development of co-operatives so as to be resilient, competitive, progressive and of integrity;
- To enhance co-operative involvement in various sectors of the economy; and
- To create competent human resources with entrepreneurial values.



*Participants at ANGKASA office in Kuala Lumpur, Malaysia*



*Participants at the Cooperative College of Malaysia, Kuala Lumpur, Malaysia*



*Participants observing field activities at one of the Estates of NLFCs*



*Workers at a Palm oil plantation in Malaysia*



*Participants along with the artistes at the farewell dinner in Kuala Lumpur, Malaysia*



*Participants at the office of the Malaysia Cooperative Commission in Kuala Lumpur*



*Participants at the Palm Oil Mill under FELCRA Settlers Co-operative Society in Perak*



*Mr. A.K. Taneja, Project Coordinator, ICA-AP, handing over a Memento on behalf of Regional Director, ICA-AP to the President of National Land Finance Cooperative Society Ltd.*

## SECTION - V

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

#### **Inaugural Session**

The Part-III of the 5th ICA/Japan Training Course was formally inaugurated on 7th March, 2011 by Mr. Yuichi Nakamura, Deputy Director, International Cooperation Division, International Affairs Department, Minister's Secretariat, Ministry of Agriculture, Forestry and Fisheries (MAFF), Govt. of Japan. Mr. Ashikari Ikuo, Managing Director of IDACA, and Mr. A.K. Taneja, Manager, ICA-AP, also addressed the inaugural session. Mr. T. Tanaka, Manager (GAD), Mr. Terunuma Hiroshi, Manager, Training Department, Mr. Y. Abe, Sr. Consultant, Mr. Toru Nakashima, Deputy Manager (Training) and other officers of IDACA were present.

Welcoming Mr. Yuichi Nakamura, Mr. Ikuo Ashikari and other senior officers of IDACA, Mr. A.K. Taneja congratulated the participants for successfully completing the first and second part of the training program held in India and also the comparative field study visit program in Malaysia 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. Yuichi Nakamura**, in his speech, welcomed all the participants to Japan. He said that during the training course, all the participants will be able to study many new things relating to Enhancement of Farmers' Income and Poverty Reduction through cooperatives, as a life-long knowledge. He hoped that the participants will be able to apply this knowledge in order to enhance farmers' income, in their respective country. He believed that participants will adjust themselves in Japan, in spite of different environment and social conditions. He was of the view that through this training course, there will be a good long-lasting relationship between Japan and participating countries.

He appreciated the role of ICA and IDACA in the implementation of this training course successfully.

**Mr. Ashikari Ikuo** expressed his hearty welcome to all the participants for their cooperation during the training course. He extended his sincere appreciation to Mr. A.K. Taneja of ICA-AP for successfully handling the training course. He wished the participants a comfortable stay in Japan. He urged the participants to think as to why the United Nations have declared the year 2012 as the International Year of Cooperatives and what is the significance of the year. He further said that the market economy is prevailing in the world. But the United Nations has appreciated cooperatives, which are managed in a democratic manner.

He also briefly introduced the IDACA. It was established in 1963 by the contribution of the then agricultural cooperative organizations, led by the Central Union of Agricultural Cooperatives in Japan for the purpose of human resource development in the agricultural cooperative sector in Asian region.

For the past 47 years, after its establishment, IDACA has accepted more than 5,500 people as participants from 109 different countries.

He hoped that the training course will be useful to the participants, who are promising leaders of agricultural cooperatives and rural development in Asian region.

He further said that "keeping in mind the course objectives, we, all the staff of IDACA, are now ready to implement the training program to meet the expectation of all of you."

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

The programme included the following components:

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

Following topics were covered under above components:

- History, Culture, Society, Economy and Agriculture of Japan.
- Historical Development of Agricultural Cooperative Organizations in Japan.
- Organizations and Business Activities of Agricultural Cooperatives.
- Farm Guidance and Organizing Member Farmers for Marketing by JA.
- Distribution System of Agricultural Products and Purchasing/Marketing Business of JA
- JA's Action for Supply of Safe and Reliable Agricultural Products.
- Way of Management of Agricultural Cooperatives and of Better Communication with the Members;
- Credit Business of JA and Rural Finance in Japan
- Education and Public relations Activities of JA
- Activities of JA Women's Association;
- Agro-processing Business of Agricultural Cooperatives and the Regional Agriculture Promotion
- Methods and Case Study for Monitoring Projects.

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

**(1) History, Culture, Society, Economy and Agriculture of Japan**  
*by Mr. Yukio. Abe, IDACA.*

Under this topic, a brief history of Japan was explained from Paleolithic period to Post World War-II and then from the end of Edo period till today. The participants were also told about the following characteristics of Japan - Land and climate of Japan, its 4 major islands: Hokkaido, Honshu, Kyushu, Shikoku; its 4 distinct seasons – spring, summer, autumn and winter. Japan's population; its density; literacy rate and language; labor force; its economy after World War-II; politics; agriculture; housing; education; religions; household economy; living conditions and environment; social security system, etc.

**(2) Historical Development of Agricultural Cooperative Organizations in Japan**  
*by Mr. Nakashima Toru, IDACA.*

In this topic, the resource person tried to explain about the development of agricultural cooperatives before World War-II and after World War-II. He also explained about the Land Reforms, which started in 1945 and about the Japanese Agricultural Policies and Agricultural Cooperatives.

**(3) Organization and Business Activities of Agricultural Cooperatives**  
*by Mr. Terunuma Hiroshi, IDACA*

The broad objective of this topic was to explain about the Agricultural Cooperative System in Japan. The author covered following subjects – **Outline of Agricultural Cooperatives in Japan** (focusing on Marketing of Farm Products and Better Living); Members of JA; What is Agricultural cooperative ?; Farm Guidance Activities of JA; Vegetable Production in Japan; Retaining Freshness of Vegetables; Distribution Flow of vegetables and fruits; Marketing Business; Diversified Marketing Methods; Distribution Flow of Agricultural Products; Facilities of JA; Purchasing Business of JA; Supplying Business Turnover of JA; Supplying Business Turnover of JA; Better Living Guidance; A-Coop Stores of JA; JA Hospitals and Health Care Activities; Gasoline Stations run by JA; **Agricultural Cooperative Activities in Japan** – Empowerment of farmers; Cooperatives and Rural Development; Characteristics of Agricultural Cooperatives; Objectives of Agricultural Cooperatives; Members' Rights and Duties; Members' Eligibility and Duties; Rights of Members; Reserved and Revolving Share Capital; Relationship between members and Agri. Coop. Types of Agricultural



Cooperatives; Area of Operation; Eligibility and Election of Directors (Committee); How to start business of Agricultural Cooperatives? **Women Empowerment and Roles of Youth Association** – Objectives of the Group; How to develop farmers' groups; Better Farm Management; Better Living;

**(4) Farm Guidance and Organizing Member Farmers for Marketing by JA**

*by Mr. Yanagawa Kazuo, JA Shonan.*

This paper was focused on agricultural cooperatives and its way of transfer of technology and education i.e. farm guidance. The scope of agricultural cooperatives' farm guidance activities being extremely wide, covered everything from individual farming management to local agricultural cooperatives' overall operations – Planning of farm management in accordance with regional agricultural promotion plan; Improvement of farm infrastructure; Quality control and joint marketing of farm products and joint purchase of farm inputs, promotion of group farming by commodities; exchange of cultivation and breeding techniques; close collaboration with agricultural extension office and other relevant institutes.

**(5) Distribution System of Farm Products and Purchasing/Marketing Business of JA**

*by Mr. Kou Harada, expert, Association for International Promotion of Agricultural Cooperatives.*

In this paper, the author explained the following subjects – Development of the food system; Change in production volume according to the type of business in the food industry; Purchasing behavior of the Japanese consumers; Change in farm product distribution to the emergence of the super market; Break-even point; Management of supermarkets; Why supermarkets adopt self-service system; relationship between HQ and Stores; Numerical Management of all operations; Point of Sales System; Mechanism of Wholesale Market; Measures taken by JAs to distribute Farm Products; Marketing Business of JAs; Purchasing Business of JAs, etc.

**(6) JA's Action for supply of Safe and Reliable Agricultural Products**

*by Mr. Maruzawa, Mitsuyoshi, JA-Zenchu.*

In this topic, the author explained about the JA Group Action for Safety and Reliability of Agricultural Products; Practice of keeping Production Record; Establishment of Inspection Committee in the Movement for keeping production history; What is GAP – Good Agricultural Practice? Good Agricultural Practice for Food Safety; What are hazardous factors except agricultural chemicals; What is Positive List System; Causes for excess of chemical residue over the standard; Conditions for use of Agricultural Chemicals and Risk from drifting; Risk Management by JA (Education for Producers); Basic Law on Food Education; Education on Food and Agriculture; Food Education and Education on Food and Agriculture by JA; Establishment of Food Safety Commission, following Enactment of Basic Law on Food Safety; Basic Plan on Food, Agriculture and Rural areas by MAFF; Certification Mark under Anshin System.

**(7) Organizational Management of JA and Communication with the Members**

*by Mr. Akio Asao, Managing Director, JA Tokyo Musashi.*

The focus of Mr. Asao's presentation was on JA Tokyo Musashi – its business area; organization structure of JA Tokyo Musashi; its membership; Members' Groups; Producers' Groups; facilities; Business Plans; AGM; vision; Management policy; etc.

**(8) Credit Business of JA and Rural Finance in Japan**

*by Mr. Onozawa Yasuhiro, Cooperative Research Div., Norinchukin Research Institute Co. Ltd., Japan*

The resource person explained about the following topics – Management of Financial Institutions in Japan; Management of Agricultural Cooperatives in Japan (including Economic Business of JAs); Credit Business of Agricultural Cooperatives in Japan. He explained, in detail, about the characteristics of Credit Business of Agricultural Cooperatives; Main credit business activities of JAs; Advantage and weakness of JA Credit Business; Structure of operation of funds in 3-tier JA, Credit Fedn. and Norinchukin Bank; the Role of Norinchukin Bank and Credit Fedn., Creation of the JA Bank System in 2002; Cooperative Characteristics in Credit Business; Fund Investment by Agri. Coops; Profit Margin of Interest Rate by Agri. Coop. etc. In addition to the above, he explained about the definition and characteristics of Agricultural Finance; Policy Support for Agricultural Finance; Agricultural Program Funds; Japan Finance Corporation; Outline of Agricultural Credit Guarantee Insurance System; Outline of Agricultural Credit Guarantee Fund System; Insurance Business of Credit Fund for Agriculture Forestry and Fisheries (CFAFF) and Future Tasks for JA Credit Business and whole JA.

**(9) Cooperative Educational Activities in JA Movement**

*by Mr. KIGASAWA Tadafumi, former JICA expert.*

Under this topic, the author explained about ICA's 7 Principles of Cooperation; Types of agricultural cooperative education – Education for cooperative members; education for officers; education for staff; education for youth and regional residents. In addition, he explained about the Plan of Kanagawa Pref. Education Centre of Agricultural cooperatives and Implementation of Systematic Cooperative Education.

**(10) Organization and Activities of JA Women's Association**

*by Ms. Kumada Tae, Women's Organization Measures Section, JA-Zenchu.*

In her presentation, Ms. Kumada explained about the activities of the National Council of Agricultural Cooperative Women's Associations and women's active role in Japan's agricultural communities. She covered the following topics in her presentation – Mission Statement of JA Women's Organizations; History of JA Women's Association, Significance of Activities of JA Women's Association; Present Activities of JA Women's Association; Problems and Action of JA Women's Associations.

**(11) Agro-processing Business of Agricultural Cooperatives and the Regional Agriculture Promotion**

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

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

He also distributed one paper entitled "Development of 6th Industry in Agriculture Sector and the Rural Areas". In this paper, he explained following subjects – New "Basic Law on Food, Agriculture and Rural areas" – to aim at support to rich functions and value of agriculture and rural areas by all the people of Japan; The situation of food, Agriculture and rural areas; Scale of Economy in Agricultural Production and Food Industry; Development of 6th Industry in Farming and Fishing Villages – Fusion of Activities in Rural areas, secondary industry and tertiary industry to create new additional value; For revitalization and restoration of farming and fishing villages; Main Measures for Assistance to Increase of Income through Promotion of 6th Industry in Agriculture and Rural areas; Government Budget for Comprehensive Measures to create 6th industry for the future: 14,400 million yen. Measures for Assistance to the promotion of 6th Industry – Measures for promotion of processing and marketing by people engaged in the primary industry; Supporting Measures for 6th Industry in Farming and Fishing Villages – Introduction of the government supporting measures of FY 2010 for promotion of 6th Industry; Supporting Measures for "Local Production and Local Consumption in promoting 6th Industry in Farming and Fishing Villages; Support to Agriculture-Commerce-Industry Collaboration – New Business to be developed in meeting between Agriculture-Forestry-Fisheries, Commerce and Industry.

**(12) Methods and Case Study for Monitoring Projects**

*by Ms. Yoshiko Takahashi, Y's Consulting Office Co. Ltd.*

Under this topic, the author explained about the Project Cycle – PDCA Cycle – **Planning**; **Do** (Implementation); **Check** (Evaluation); **Action** (Feedback). In addition, she explained about Monitoring – What is Monitoring? The Concept of Monitoring; Monitoring Process; Methods of Monitoring; Objectives of Monitoring; Monitoring System. The participants were given time to do preparation for Monitoring on their respective projects, which they had earlier prepared at IRMA.

## SECTION - VI

### COMPARATIVE FIELD STUDY VISITS IN JAPAN

#### [Tokyo, Kyoto and Tattori Prefectures]

#### Field Study Visits in Japan

During Part-III of the Training Course in Japan, study visits were arranged in Kyoto and Tattori 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
- Office of the JA-Zenchu (Central Union of Agricultural Co-operatives in Japan)
- Visit to Kyoto Prefecture
- Visit to Akigawa Farmers' Centre
- Visit to Wholesale Market in Tokyo
- Visit to Pasona Urban Farm in Otemachi, Tokyo:
- Visit to the Food and Agriculture Museum of Tokyo University of Agriculture
- Study visits to Tottori Prefecture
- JA Tottori-Inaba
- JA Tottori Chuo
- JA Tottori-Seibu
- Tottori Prefecture Livestock Cooperative
- Daisen Dairy Farmers' Cooperative
- Horticultural Experiment Station of Tottori Prefectural Research Institute of Agriculture and Forestry
- Education Centre of JA Kanagawa Prefectural Union:

#### Visit to the office of the JA-Zenchu (Central Union of Agricultural Cooperatives in Japan):

The participants visited the headquarter of the JA-Zenchu on 9th March. The participants were briefed by Mr. Kurita:

The JA-Zenchu was established in 1954 as an apex body of Japan's agricultural co-operative movement, representing the interests of Japanese farmers and their agricultural co-operative organizations (JA Group). The basic objectives of JA-Zenchu are – To contribute to the sound development of activities of the JA Group; to provide common guidelines and programs to its member-organizations; to provide management guidance, auditing, farm policy; and to provide education and training services to its member-organizations. It also contributes to the development of agricultural cooperatives in developing countries through its international training centre "IDACA".

#### Visit to Kyoto Prefecture

At Kyoto city, in addition to the sight-seeing program, the participants visited farm house of Mr. Tani at Uji. The participants observed that Mr. Tani's main focus was on horticulture. He was producing a number of varieties of flower seedlings. He sells flowers and seedlings at the nearby market and some times at wholesale market through JA. Mr. Tani uses modern technology, such as peat machine, germicide oven to control temperature, green houses in cultivating the flowers etc. His family only looks-after the farm-house. He is a full time farmer having 19 years of experience.

In addition to the above, the participants visited Mr. Kimura's farm house at Tonoshou. Mr. Kimura is also a progressive farmer. His main focus is on Fig farming. In addition, he grows paddy, tomato, spring onion and cabbage. It is his family business. He sells his produce through direct sales shop and through wholesale market. He succeeded his father in this business and he has 5 years' experience.

### **Visit to Akigawa Farmers' Centre:**

The participants visited Akigawa Farmers' Centre on 24th March. Akigawa Farmers' Centre was opened on August 7th, 1993. It has a total land area of 8,323 square meters. It has one Direct Sales Section, JA Service Section, Travel Information and Local Products Section, Restaurant, Barbecue Facilities and a Citizen's Farm. Its operating organization is JA Akigawa. It has 123 members. It has POS System, which enables farmers to check their sales information including tendency of best-seller farm products while staying at their homes or in their fields through internet or cell-phone. The Centre has a touch screen computer for the consumers, which can give all the information relating to any product being sold at the centre. Annually, the center receives more than 361,000 customers.

At this centre, the member-farmers bring their produce in the morning, fix the rates of the produce themselves and if any product is not sold, they have to take back in the evening. The centre provides market information to the farmers.

**Visit to Wholesale Market in Tokyo:** The participants visited Ota Wholesale Market in Tokyo on 25<sup>th</sup> March.

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

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

After World War-II, the great changes in environment surrounding the markets with the high growth of the Japanese economy and concentration of urban population in Tokyo in the late 1960s and 70s, resulted in the revision of the Law into the current Wholesale Market Law in April 1971. Under this new law, Tokyo Metropolitan Government opened markets. Itabashi, Setagaya, Kita-Adachi, Tama New Town, Kasai (integrating Koto Market and its 3 branches consolidated). Ohta (integrating Kanda Market, Ebara Market and its Kamata branch, and Ohmori Market). For opening of Flower markets, the flower market section was opened in 1988 at Kita-Adachi Market for the first time and then opened in Ohta, Itabashi, Kasai, Setagaya Markets. Tokyo Metropolitan Government will move forward the market administration policy from the point of view of the citizens as consumers with an aim to realize comfortable Metropolitan life.

### **Functions of the Central Wholesale Market:**

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

Station, and also guidance is given to the dealers to adhere sanitation standard, as required. We are making efforts in maintaining that foods are checked in reliable conditions, and also in keeping the market facilities clean and sanitary.

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

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

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

### **Visit to Pasona Urban Farm in Otemachi, Tokyo:**

The same day, the participants visited the Headquarters of Urban Farm Pasona Group in Tokyo and observed its activities. Aiming for an amicable working environment with "Symbiosis with Nature" as a concept, there are numerous mechanisms that are eco-friendly in the office. Fruits and vegetables grow in the office walls and ceilings. Also, there are more than 200 types of vegetables and fruits in the veranda of the building. It is a healing spot where you can enjoy all four seasons while living in the city.

**Pasona Group – Job Creation Initiatives for the Agricultural Sector:** In order to create jobs for the agricultural sector, the Pasona Group has following Projects:

**Agriculture Internship Project** – aims to promote new farmers with the cooperation of local government, local producers and the Pasona Group – provide an opportunity for those in the commercial sector to utilize their knowledge and experience in a variety of agricultural activities including farming, processing, distribution and product development.

**Agri-MBA Agricultural Business School "Noental"** – the program aims to foster people with basic skills in farming and who can also establish a business; people who can contribute to regional development as a leader by utilizing the skills obtained.

**Business School of Agriculture, Forestry and Fisheries** – Seniors, utilizing their experience, skills and knowledge, act as consultants to owners in the farming, forestry and fisheries sector.

**Pasona Challenge Farm** – A Training Program for those who plan to start agricultural ventures – The aim of Pasona Challenge Farm is to give opportunities to people who wish to start their own business in agriculture. During the three-year training term, trainees work in cooperation with the local government and learn and practice general agricultural skills not only in crop production but also designing their own sales and processing plans.

### **Visit to the Food and Agriculture Museum of Tokyo University of Agriculture:**

In the afternoon of 25th March, the participants visited and observed the Food and Agriculture Museum of Tokyo University of Agriculture. The Food and Agriculture Museum was opened on April 6, 2004, supported by the Tokyo University of Agriculture and the Research Institute of Evolutionary Biology affiliated with TUA. The museum utilizes the 115-year history of the university since its establishment in 1891. At the same time, the museum makes social contribution by showcasing the various academic results based on the founding spirit of the TUA first President Tokiyoshi Yokoi "practical science" and "returning human resources to the field". The museum aims to contribute to the conservation of the global environment and the social development in the 21st century through scientific studies of food and agriculture which are indispensable for human survival, and to promote waste recycling for agriculture and environment. This museum serves as a venue where local residents can meet various people including those in related academic associations and corporations.

### **Study visits to Tottori Prefecture:**

The participants visited Tottori Prefecture on 4th April for a field study. They visited the following places in

Tottori Prefecture and returned to IDACA, Tokyo on 8th April.

### **Outline of Tottori Prefecture and JA Group Tottori:**

Tottori Prefecture is situated in the north-eastern area of Chugoku region, which is located at the western area of main island of Japanese Archipelago. It is a long and narrow prefecture from East to West, spanning approximately 120 km East to West and between 20 and 50 km North to South. It has an area of 3,507 square km and its population is approximately 590,000. It has approximately 210,000 households and Tottori prefecture consists of 4 cities, 14 towns and 1 village. Its capital city is Tottori city.

In Tottori prefecture, diverse agricultural production is carried on. For example, in the paddy farming area, which extends across the delta of three large rivers i.e. the Sendai river in the East, the Tenjin river in the centre and the Hino river in the West, rice cultivation is popular, while in the hilly and remote mountaneous areas of Eastern-Central part of the prefecture, slopes and kuroboku soil covered hilly terrain are produced fruits centering on Japanese pears. Moreover, vegetable growing in kuroboku soil upland fields and sand dune dairy farming at the foot of Mt. Daisen and beef cattle raising in the mountaneous region is also profitable.

In Tottori prefecture, three multi-purpose agricultural cooperatives are organized, namely JA Tottori Inaba in the Eastern district, JA Tottori Chuo in the Central district and JA Tottori Seibu in the Western district.

#### **JA Tottori-Inaba**

In October 1995, 14 primary cooperatives in the East District (15 municipalities) amalgamated and formed JA Tottori Inaba.

It covers one city and four towns in the Eastern district of Tottori prefecture. About 30,000 out of a total population of 250,000 are the members engaged in farming.

Blessed with favorable geographical and rich natural conditions, such as the Japan Sea, Tottori Plain and Chugoku mountain ranges, various farm products, like dune scallion, persimmon, Japanese pear ("Nijjuseiki" variety), are produced and marketed. Its local specialities are rice, rakkyo (scallion), beef cattle, Pear, Welsh onions, Pickled rakkyo, Saijo Persimmon, Japanese White Raddish, Anpo Persimmon etc.

It has a total membership of 31,177. Out of which 17,941 are regular members and 13,236 Associate Members. It has 26,279 households.

#### **JA Tottori Chuo**

It covers one city and four towns in the middle part of Tottori Prefecture. About 21,000 out of a total population of 110,000 are the members engaged in farming.

Known for eminent agricultural production in the country, JA Tottori Chuo has shipped various products throughout the year and its marketing turnover has reached to about 17,300 million yen. There are plenty of specialities, such as Japanese pear, water-melon and melon which are produced in the rich soil at the foot of Mt. Daisen.

It has a total membership of 21,376. Out of which 13,853 are regular members and 7,523 Associate Members.

It has following main facilities – Agricultural R & D Centre; Seedling Nursery Biotechnology Centre; Transportation Centre; Soyabeans Processing Centre; Fresh-Plaza/"Mansai-kan" (Direct Sales Shop); Hawaii Dream Mart; Fish-Market/PLATZ Chuo; Stock Raising Centre; Food Material Centre; Ceremonial Centre; Welfare Centre; Farm Guidance Centre; Seedling Nursery Centre; Agri-product Processing Centre.

#### **JA Tottori-Seibu**

It covers two cities, six towns and one village. The total number of members, who are engaged in farming, is about 26,000.

Its operation area is divided into three, such as sand dune area, the plain areas for paddy field, hilly and mountaneous area of Mt. Daisen. In these areas, Japanese pear and broccoli are grown. The livestock industry is also vigorous.

To be the first JA to visualize the concept of "Reducing the number of JA to 3 in Tottori", on August 1<sup>st</sup>, 1994, 16 primary JA scattered in broad area, ranging within 2 cities and 2 districts (12 municipalities) merged to

form JA Tottori Seibu. Thereafter, in April, 1996, JA Nakahama was absorbed into JA Tottori by the support of prefectural government, municipality, and JA Group.

It has a total membership of 26,788 – 16772 as regular members and 10,016 as Associate Members. It has 36 Directors, 7 Auditors and 776 employees.

It has following facilities – Automobile Maintenance Shop; Agricultural Machinery shop; Country (Grain) Elevator; Rice Centre (Rice Mill); Farm Guidance Centre; Grading Centre; Facilities for Agricultural inputs; Seedling Nursery Facilities; Low Temperature Warehouse; Shipment and Collection Centre; Livestock Production Complex; Ceremonial centre.

### **Tottori Prefecture Livestock Cooperative**

It is a single-purpose agricultural cooperative organized by livestock farmers. It was established in 1980. It has 109 regular members and 24 Associate Members. Its share capital is 171,920,000 Yen.

#### *Major Business:*

Production Guidance – Sales promotion of milk, production of pasture grasses, consignment from members (transportation of cattle), promotion of embryo transplantation.

Directly Managed Pasture – Nursery centre (14 days after birth to 18 days); Fattening (6 months to 23 months).

Meat processing – Fattening of beef cattle; Mitani Pasture fattening business; Mitani Pasture Milking Business.

3000 cattles per year are slaughtered and processed by this cooperative. The cooperative sells meat to consumer cooperatives; retail shops; restaurants and Mitani Barbecue Restaurant. Its main buyers are – Kyoto Consumer Cooperative; Tottori Consumer Cooperative; Retail shops; Barbecue Restaurants, etc.

### **Daisen Dairy Farmers' Cooperative**

Daisen Dairy Agricultural Cooperative is the agricultural cooperative organized by all dairy farmers in Tottori Prefecture, which is very rare in the whole country. The agricultural cooperative is promoting an integrated system of production of fresh milk, processing and marketing of safe and tasty milk directly to consumers.

It was established on 21<sup>st</sup> July 1946. It has 226 regular members and 926 Associate Members. It has a share capital of 850 million 40 thousand yen. It has 460 employees. It handles following products – milk, milk products, ice cream, lactic acid drinks, milk drinks, yogurt, soft drinks; snacks.

#### *Quality Control*

All dairy cattle owned by each dairy farm household are examined by keeping record of birth till disposal – data of pedigree, breeding, record of milking and components of milk, etc.

The milk produced by the cooperative fits to the “regulations for recommendation of fresh milk placing value in freshness”, which is designated by the National Dairy Association of Agricultural Cooperatives. Milk which place value in freshness of fresh milk satisfy the three criteria of “Fresh Milk”, Quality Control of Milk” and “Control of Processing”. 100% of fresh milk is collected by the cooperative from dairy farmers and sent to the milk plant within 6 hours. Fresh milk means the milk without any treatment of heating or pasturization after milking.

### **Horticultural Experiment Station of Tottori Prefectural Research Institute of Agriculture and Forestry**

Agricultural Experiment Station has following Experiment Stations – Horticultural Experiment Station, which has following Laboratories and Departments – Laboratory of Fruit Growing and Breeding; Laboratory of Vegetable Growing and Breeding; Laboratory of Ornamental Crop Growing and Breeding; Laboratory of Pest Management; Laboratory of Plant Biotechnology; Sand Dune Agricultural Research Centre; Kyuhin Sand Dune Sub-station; Kawahara Branch; Nichinan Branch. In addition to the above, it has a Livestock Experiment Station, Experiment Station for Poultry and Pig and Forestry Experiment Station.

#### *Main Activities*

**Laboratory of Fruit Growing and Breeding** : Development of new varieties of Japanese Pear, establishment of cultivation techniques for Japanese Pear and improvement of cultivation techniques for local speciality products.

**Laboratory of Vegetable Growing and Breeding:** Selection of varieties, development of new varieties of vegetable and improvement of cultivation technique.

**Laboratory of Ornamental Crop Growing and Breeding :** Improvement of cultivation technique, selection of appropriate varieties and development of new varieties of ornamental plants.

**Laboratory of Pest Management :** Improvement of disease and insect control techniques for horticultural products.

**Laboratory of Plant Biotechnology :** Research on the system of new crop cultivation by using biotechnology for farmers to produce safe and reliable products.

**Sand Dune Agricultural Research Center :** Development and improvement of cultivation technique for Japanese shallot, "rakkyo", grape and Japanese yam as a centre for development and guidance in sand dune agriculture.

**Kyuhin Sand Dune Sub-station :** Selection of varieties of long green onion and other local speciality crops in Kyuhin sand dune area.

**Kawahara Branch :** Located in Kawahara town as centre of extension service and demonstration of cultivation technique of persimmon, kaki, for research on new cultivation technique, selection or development of new varieties.

**Nichinan Branch :** Selection of varieties of local speciality vegetables and flowers suitable in hilly and mountainous areas and improvement of cultivation technique.

#### **Education Center of JA Kanagawa Prefectural Union:**

Establishment of the education centre followed a resolution adopted at 19<sup>th</sup> Kanagawa Prefecture Meeting of Agricultural Cooperatives, as project for 20<sup>th</sup> anniversary of enactment of Agricultural Cooperative Law. All JAs and the business federations at prefecture level contributed the funds and the centre was completed in 1969 with the following objectives:

- Improvement of capacity of officials and employees for more advanced JA business;
- Significance of education was realized again in the then revised Agricultural Cooperative Law, etc.

Later, the number of participants, employees of JAs in Kanagawa prefecture increased following improvement of its training/educational programmes. However, due to its limited capacity, the centre could not cope with the situation and added a new building in 1993.

#### **Management of Education Centre:**

JA Kanagawa Prefectural Union assumes the responsibility for management of the education centre. Kanagawa Prefectural Council of Cooperative Education was set up as place for consultation with all JAs and the business federations in the prefecture on the subjects of designing of education programs, purpose of each program, etc. so that those JA member organizations can commonly recognize the situation of the education activities.

#### **Finance, Profit and expenses:**

Fixed assets of the education centre were acquired from the funds contributed by all JAs and the business federations in the prefecture. Cost for operation of the centre are covered by the fees for participation of individuals and the budget appropriated at JA Kanagawa Prefectural Union, that means direct cost for the education programs is covered by the fees for participation and the administrative cost covered by the budget of JA Kanagawa Prefectural Union.

#### **Outline of Programs at the Education Centre:**

Following programs are offered by the Education Centre:

- Education for Officials of JAs under Kanagawa Prefectural Union;
- Training for Managers, General Employees;
- Position-wise training, Business-wise training;
- Training for Specific Subjects – Financial Planners;
- Education for Members of JAs, etc.



## 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 feedback on the total conduct of the program.

#### 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 program itself; and
- iii. Enable the ICA to further improve the quality of future training programs.

#### Summary of the Evaluation:

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

#### Program Coverage:

Out of 12 participants, 10 said the program coverage was very good and two said it was good. Some participants had following comments:

- Internet connection should be available in every bed-room.
- The Modules were selected carefully and all were very useful to have clear understanding and observation on Japanese Agricultural Coop. Movement.
- Class-room study was very effective and useful; Study visit was also more effective.
- It is a good chance to enhance the knowledge about Japan Agricultural Cooperative Movement and I have achieved good knowledge through this Training Course. I do hope that I can help farmers of Agricultural Cooperatives in my country.
- Program coverage is appropriate, as specified.

#### Most Beneficial Subject for you:

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

- Project Life Cycle Management;
- Historical Development of Agri. Coops. Organization in Japan;
- Farm Guidance and organizing Member Farmers for Marketing by JA;
- History, culture, society, economy and agriculture of Japan;
- Way of Management of Agricultural Cooperative and of better communication with the members;
- Education and public relations activities of JA;
- Distribution System of Agricultural Products and Purchasing/Marketing Business of JA;
- Marketing Business of JA;
- Life Improvement Activities by Women's Associations and field visits were very good to find ideas applicable to my home country;

- Organization and Business Activities of Agricultural Cooperatives.

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

The replies were:

- Subjects should be added: "Organizational Development in the field of Cooperatives";
- Project Cycle Management should be more than one day lecture;
- Success of Land Reforms; visit to rice field (not only vegetable, fruit, flowers market) because I would like to know the technique the farmers apply;
- Methods of Monitoring and Evaluation of the Project should be longer;
- Export of Agricultural products;
- Participatory Rural Appraisal (PRA).

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

- Desirable to have English speaking Lecturers for easy interaction and less time consuming;
- Because of interpretation we had very little time to ask more questions for more better understanding. Very limited possibilities to interact.

**Study Visits in Kyoto and Tottori Prefectures:** 09 of the 12 participants have expressed their opinion that the study visits to Kyoto and Tottori Prefectures were very good. 03 participants said it was good. Some participants have offered following comments:

- The program in Kyoto was only for two days. It should be expanded.
- It was a very good and highly valuable experience, as it gave us a chance to have the first hand experience and to co-relate what we had studied in the class-room.
- Even there were big difficulties due to the earthquake, study visits were arranged for us smoothly. What have been learnt in the class-room and what is it in the real situation is very beneficial way to learn. We had a chance to observe the business and activities of different levels.

**Other Observation Tour (1-day observation in and around Tokyo:** 04 participants wrote that it was good while 08 said it was very good. Following comments were offered by the participants:

- "Everywhere I can learn and understand about the structures and the concept about implementation of each place. These are the concepts for me in the future";
- It was useful to learn and compare different channels of marketing;
- "I got much knowledge from the one-day observation tour of various organizations. It was a surprise for me".
- "Farmers' Market and Wholesale Markets were best for me. I was impressed to see their functions. I will try to establish Farmers' Market in my country within few years."

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

- Highly professional and Systematic Arrangements;
- Would like to congratulate IDACA for perfect management in spite of some difficulties because of earthquake they had to change the field visit venues.
- All Management was very good. It was like my home. All staff members, from MD to Mr. Miyano were very hospitable and their behaviour was very warm.
- IDACA has a long history and best experience of conducting international level training programs, specially in Asian region. Therefore, every part of IDACA is very excellent.
- IDACA has well organized this training course. All staff members have tried their best to make it a success.

**Facilities:** All the participants appreciated the facilities provided by IDACA. Some participants have suggested that internet should be available in their respective rooms.

**Meals:** All the participants appreciated the food provided at IDACA. There was one comment also that drinking water should be provided in the class-room.

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

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

- Taxi Tickets were not enough
  - Luggage allowance should be increased to 15 kg., as we are returning to our homes after visiting three countries;
  - More English speaking lecturers should be invited.
  - A visit should be arranged to Japanese people homes to know more about the daily life, culture and society.
  - I am very thankful to ICA, IDACA and Govt. of Japan for continuous support to Mongolia. Training is the basis for the development of the organization and the country. Thank you again for great support and management, especially in the hardship after tsunami and earthquake. I would love to join IDACA Alumni and receive any publications from you.
  - I hope MAFF and IDACA will welcome participants from other developing countries in Asia, especially Myanmar. Myanmar needs more agriculture knowledge and ideas from JA activities.
  - This ICA-JAPAN Training course is very much useful for my professional life, especially Japan segment is more practical and useful for my country.
  - I would like to express my sincere thanks to all staff members of IDACA for taking good care of us. I do hope that IDACA would cooperate with ICA and MAFF in running the training course for officials of agricultural cooperatives in Asia.
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## SECTION - VIII

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

The concluding session of the 5th ICA/Japan Training Course was held at IDACA, Tokyo, on April 18, 2011. The session was attended by Mr. SHIMANE Kazuhiro, Deputy Director, International Cooperation Division, International Affairs Department, MAFF, Dr. Chan Ho CHOI, ICA Regional Director (Asia-Pacific), Mr. FUJII Akihiro, Manager, International Cooperation Office, Central Union of Agricultural Cooperatives (JA-Zenchu), Mr. ASHIKARI Ikuo, Managing Director of IDACA, including all his senior staff, and Mr. A.K. Taneja, Project Coordinator of the ICA-Asia Pacific, New Delhi.

**Mr A.K. Taneja**, Project Coordinator, ICA-AP, presented a summary of the End-of-the-Course Evaluation and congratulated the participants on their successful completion of the training course. He also appealed to the participants to make best use of their training by implementing the project proposals prepared by them at IRMA and disseminate this knowledge among their colleagues.

**Dr. Chan Ho Choi**, ICA Regional Director (Asia-Pacific) congratulated the participants on the successful completion of the training course. He expressed his sincere thanks on behalf of the ICA-AP to the MAFF, Government of Japan, for extending financial support to conduct this training course. He appreciated the commitment, dedication and patience of the participants towards learning something good in spite of little odd situation during earthquake, tsunami and nuclear crisis in Japan. He thanked Mr. ASHIKARI of IDACA and his staff for making necessary arrangements and extending moral support to the participants during earthquake/tsunami/nuclear crisis. He also handed over a **“Plaque of Appreciation”** to Mr. SHIMANE Kazuhiro, representative of MAFF and Mr. FUJII Akihiro, the representative of JA Zenchu, on successful completion of the 25 Training Courses, sponsored by MAFF through ICA. He also thanked Mr. A.K. Taneja, Project Coordinator, for his efforts to complete the program successfully. He wished the participants safe journey back home.

**Mr. SHIMANE Kazuhiro**, on behalf of MAFF, extended hearty congratulations to all the participants on successful completion of the training course. He appreciated the participants to keep their calm during the massive earthquake and aftershocks, especially at the time of nuclear power plant accident. He hoped that the knowledge gained by the participants from this training course would help in poverty reduction and enhancement of farmers' income in their respective countries. He further expressed his gratitude on behalf of MAFF to ICA-AP and IDACA for conducting the course successfully. He further hoped that through this training course, a long-lasting relationship would build between Japan and participating countries.

**Mr. FUJII Akihiro**, in his closing remarks, congratulated the participants on successful completion of the training program. He informed the participants that because of massive earthquake/tsunami, more than 25,000 people died and more than 140,000 people have been evacuated from their area. Many members of Japan Agriculture Cooperatives have been affected. JA-Zenchu has received condolence and sympathy messages from ICA and other co-operatives from all over the world. ICA has established a “Japan Disaster Recovery Fund”. On behalf of JA-Zenchu he thanked ICA for this kind gesture. He further said that Japan Agricultural Cooperatives and Japan Consumer Cooperatives have been providing food products and things of daily necessity in a large quantity to the people in the affected areas. He hoped that Japanese people will overcome this disaster soon. He believed in power of cooperation. He further hoped that the cooperative organizations of the participating countries will be more powerful after this training course.

**Mr. ASHIKARI Ikuo**, Managing Director of IDACA, congratulated all the participants on successful completion of 4-month training course. He expressed sincere gratitude to the concerned organizations – International Cooperative Alliance, Ministry of Agriculture, Forestry and Fisheries and Central Union of Agricultural Cooperatives for their support to make this course successful. He thanked the guests present on the occasion – Dr. Choi, Mr. Shimane, Mr. Fujii Akihiro and Mr. Taneja. He appreciated the participants' behavior after the massive earthquake/tsunami and nuclear accident in Northern part of Japan. The participants adapted themselves according to the changed situation after the earthquake – planned power-cuts and changes in study visit programs, etc. He said that participants have learned, other than the objectives of the training program, as to how to keep calm in view of the natural calamities. He closed his remarks on the following note: “Having good seeds, no sowing, no result”, which means that even though you have good seeds, it will not sprout up if you do not sow them. In other words, even though a person has good knowledge and strong belief, nothing will happen or will be brought about if he does not make any efforts



A group photo of the participants along with Mr. Yuichi Nakamura, MAFF representative, at the inaugural ceremony at IDACA



Participants at the Tottori Prefecture Livestock Cooperative



Participants at Pasona urban farm in Otemachi, Tokyo



Participants at the studio of a TV channel run by JA-Tottori Chuo



Participants at a farmers' market managed by JA-Tottori Inaba



Fish and Beef products at a wholesale market in Tokyo



Participants at the Farm house of Mr. Tani at Uji in Kyoto prefecture



Dr. Chan Ho-CHOI, Regional Director, ICA-AP giving away the 'Certificates of Participation' to the participants at the closing ceremony at IDACA



A group photograph of the participants along with Regional Director, ICA-AP, representatives of MAFF & JA-Zenchu at the closing ceremony at IDACA.

to spread them. So, "Dilligence is the mother of good Luck". He hoped that all the participants will spread their knowledge they gained here through this training program among their colleagues, cooperative leaders, etc.

**Mr. Xu Mingfeng**, the participant from China extended a vote of thanks on behalf of the participants. Mr. Mingfeng expressed the highest gratitude of all the participants from 11 Asian countries to MAFF for supporting this training course financially. He said, "Your support offer us a great opportunity to learn as to how to serve the farmers, how to reduce rural poverty and how to increase farmers' income in our home countries. This long term training course not only gives us enough time to learn, to observe and to think but also enjoys a long history of more than two decades and long influences on the development of Asia-Pacific region. Our training course consists of three segments – during our 6 weeks stay in India, we are lucky to learn and observe the experiences and practices of IFFCO and Amul - world's two most successful cooperatives. In IRMA, Gujarat, we had a very intensive but very practical and useful course on project management. Before we came to Japan, we visited Malaysia Cooperative Movement for one week. These three segments showed us how successful cooperatives can be in different social backgrounds and different stages of economic development."

"I would like to express sincere gratitude of all the participants to Dr. Choi and ICA Asia-Pacific. Thank you for choosing us to this training course. Cooperatives in Asia-Pacific region are highly diversified, during this training course we not only learned from the course but also from each other among participants. Diversification and differences among members add a lot to our study. We find friends here that have become future connections between cooperatives of different countries in Asia and the Pacific. Friendship and understanding among participants are invaluable treasures of us, too."

Dear Mr. Ashikari, because of the excellent management and service of you and other IDACA staff, we not only enjoyed our training course but our life in Japan as well. Most of us got the first impression about Japan from your office, so when we say that Japan is a great country, it also means that IDACA is a great organization. IDACA offers excellent physical conditions for us – clean and safe rooms, delicate and tasty food, etc. After 45 days of stay here in IDACA, men became more handsome and women more beautiful than ever. The humane environment is even better than physical conditions. People here are friendly and warm-hearted, making our stay quite enjoyable. We will take sweet memories of Japan back to our home countries."

We are 12 participants but we have a group of 13 members because Mr. Taneja, ICA Coordinator, is always among us. He is the one who takes all the difficulties and makes our stay quite easy. I feel very lucky that our coordinator knows us well. He is a nice and considerate man. In Chinese language "crisis" means both "dangers and chances". Thanks for Mr. Taneja's good job and IDACA's efforts; our training course went on smoothly even as we experienced the worst earthquake in Japanese history. During this period, besides training course itself, each of us finds something valuable and important to our life, too."

"Time flies fast and good time flies even faster. But what we learned from ICA's 5th Training Course, will never fly away with times."

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

*(After completing the IDACA training program, the participants left Japan for their home countries on 19th April, 2011).*

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

January 09-23, 2011

**PROGRAMME****Jan 8 (Sat.)-9 (Sun)**

- Arrival of the participants in New Delhi/Gurgaon
- Transfers to FMDI at Gurgaon
- Stay at FMDI

**Jan 10 (Mon)**

- 09.00 – 09.30 - Registration at FMDI
- 09.30 - 11.30 - Inaugural Session (*separate programme is chalked out*)
- 11.30 – 12.00 - Group Photo followed by Tea Break
- 12.00 – 13.30 - **General Orientation and Information on Practical Matters**  
by Mr. A.K. Taneja, Manager (Admin.), ICA-AP
- 13.30 – 15.00 - Lunch
- 15.00 – 16.30 - **Introduction to India**  
by Mr. S.P. Singh, Dy. General Manager (Trg.), IFFCO FMDI, Gurgaon
- 16.30 – 17.30 - Tea/Coffee break / Free time
- 17.30 - Travel to Vikram Hotel for Welcome Dinner
- 18.30 – 21.00 - ICA Welcome Dinner
- 21.00 - Travel to FMDI

**Jan 11 (Tue)**

- Presentation – Home Country Assignments:
- 09.30 – 11.00 - Regional Review Session-I (Dr. D.P. Patra)
- 11.00 – 11.30 - Tea/Coffee break
- 11.30 – 13.00 - Regional Review Session-II (Mr. A.K. Taneja)
- 13.00 – 14.30 - Lunch break
- 14.30 - 16.00 - Regional Review Session-III (Mr. S.P. Singh)
- 16.00 - 16.30 - Tea/Coffee break
- 16.30 – 18.00 - Regional Review Session-IV (Dr. S.V. Kaore)

**Jan 12 (Wed)**

- Presentation – Home Country Assignments (contd.)
- 09.30 – 11.00 - Regional Review Session-V (Mr. N.K. Salhotra)
- 11.00 – 11.30 - Tea/Coffee break
- 11.30 – 13.00 - Regional Review Session-VI (Dr. K.G. Wankhede)
- 13.00 – 14.00 - Lunch break
- 14.00 – 15.30 - Regional Review Session-VII (Dr. MJM Reddy)



- 15.30 – 16.00 - Tea/Coffee break  
 16.00 – 17.30 - Regional Review Session-VIII (Mr. T. Kallingal)

**Jan 13 (Thurs)**

- 09.30 – 11.00 - Technical Session-1  
**Soil Health Management for Sustainable Agriculture** – IFFCO Experience  
 Dr. S.V. Kaore, Dy. General Manager, (Ag. Services), IFFCO.
- 11.00 – 11.30 - Tea/Coffee break
- 11.30 – 13.00 - Technical Session-2  
**Cooperative Principles and Philosophy**  
 Dr. Daman Prakash, Sr. Consultant, IFFCO Foundation.
- 13.00 – 14.00 - Lunch break
- 14.00 – 15.30 - Technical Session-3  
**Strengthening the Cooperatives & Cooperative Network- Ways & Means**  
 Dr. Daman Prakash, Sr. Consultant, IFFCO Foundation.
- 15.30 – 16.00 - Tea/Coffee break
- 16.00 – 17.30 - Technical Session-4  
**Role of IFFCO in Agriculture & Rural Development in India**  
 Dr. D.P. Patra, Jt. General Manager (Mktg.), IFFCO, New Delhi.

**Jan 14 (Friday)**

- 09.30 – 11.00 - Technical Session-5  
**Farm Forestry Operations through Cooperatives** – IFFDC Experience  
 Dr. H.C. Gena, Project Executive, IFFDC, New Delhi.
- 11.00 – 11.30 - Tea/Coffee break
- 11.30 – 13.00 - Technical Session-6  
**Origin, Growth and Development of Global Co-operative Movement with Special Reference to India**  
 Mr. B.D. Sharma, former C.E., NCUI.
- 13.00 – 14.00 - Lunch break
- 14.00 – 15.30 - Technical Session-7  
**Agriculture Credit & Micro-Finance through Co-operatives – A Tool for Poverty Reduction**  
 Mr. B.D. Sharma, former C.E., NCUI.
- 15.30 – 16.00 - Tea/Coffee break
- 16.00 – 17.30 - Technical Session-8  
**Governance of Coops with special reference to Agricultural Cooperatives**  
 Mr. B.K. Mishra, M.D., FISHCOPFED, New Delhi.

**Jan 15 (Sat.)** - **Visit to Taj Mahal, Agra.**

**Jan.16 (Sun)** - **Free**

**Jan.17 (Mon)**

- 09.30 – 11.00 - Technical Session-9  
**Climate Change & Future Challenges in Agriculture- Global Scenario**  
 Dr. D.S. Yadav, Director, Marketing, FAI
- 1.00 – 11.30 - Tea/Coffee break
- 11.30 – 13.00 - Technical Session-10  
**Agro-Produce Marketing Through Cooperatives in India**  
 Dr. Pramod Kumar, Director, IMM, New Delhi.
- 13.00 – 14.00 - Lunch break

- 14.00 – 15.30 - Technical Session-11  
**Participatory Rural Appraisal (PRA) Technique – A tool for assessing the development needs of a village**  
 Dr. K.G. Wankhede, Chief Executive, IFFDC, New Delhi.
- 15.30 – 16.00 - Tea/Coffee break
- 16.00 – 17.30 - Technical Session-12  
**Role of ICT in Agricultural Cooperatives for maximization of Societies' Productivity**  
 Mr. K.L. Nalwaya, former Executive Director, NCUi, New Delhi.
- Jan 18 (Tues)**
- 09.30 -11.00 - Technical Session-13  
**Human Resource Development Practices in Agricultural Cooperatives**  
 Mr. D. Bhattacharya, Executive Director (HR), IFFCO, New Delhi.
- 11.00 – 11.30 - Tea/Coffee break
- 11.30 – 13.00 - Technical Session-14  
**Effective Communication for Management Excellence**  
 Mr. D. Bhattacharya, Executive Director (HR), IFFCO, New Delhi.
- 13.00 – 14.00 - Lunch break
- 14.00 – 15.30 - Technical Session-15  
**Challenges before Agriculture Cooperatives in the context of global economic scenario**  
 Mr. Rajiv ID Mehta, former Dy. Regional Director, ICA-AP, New Delhi.
- 15.30 – 16.00 - Tea/Coffee break
- 16.00 – 17.30 - Technical Session-16  
**Agricultural Cooperatives as Community-based Enterprises**  
 Mr. Rajiv I.D. Mehta, former Dy. Regional Director, ICA-AP, New Delhi.
- Jan 19 (Wed.)** - **Visit to IFFCO's Field activities:**  
 Visit to IFFCO's adopted village, FSC & Cooperative Society (Faridabad region).
- Jan. 20 (Thur.)**
- 09.30 – 11.00 - Technical Session-17  
**Entrepreneurship Development and Business Planning in Agriculture Cooperatives**  
 Dr. G.C. Shrotriya, Advisor (Contents), IKSL, New Delhi.
- 11.00 – 11.30 - Tea/Coffee break
- 11.30 – 13.00 - Technical Session-18  
**Poverty Alleviation through Cooperatives – Alternative Approaches**  
 Dr. G.C. Shrotriya, Advisor (Contents), IKSL, New Delhi.
- 13.00- 14.00 - Lunch break
- 14.00 – 15.30 - Technical Session-19  
**Role & Functions of Ideal Cooperatives**  
 Mr. Rajiv I.D. Mehta, former Dy. Regional Director, ICA-AP, New Delhi.
- 15.30 – 16.00 - Tea/Coffee break
- 16.00 - 17.30 - Technical Session-20  
**Marketing of Agro Inputs through Co-operatives -**  
 Mr. S.S. Dalal, Manager (Marketing), IFFCO

- Jan 21 (Fri.)**
- **Study Visits of National Cooperatives 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 22 (Sat.)**
- 09.30 – 11.00 - **Enhancing Agriculture Knowledge through Action Based Learning**  
Dr. Tarnendu Singh, IFFCO.
- 11.00 – 11.30 - Tea/Coffee break
- 11.30 – 13.00 - **Evaluation Session of the FMDI-IFFCO Segment**  
**Distribution of Certificates.**
- 14.00 – 15.30 - FMDI-ICA-AP for stacking luggage of participants-FMDI
- Jan 23 (Sun)**
- 08.00 a.m. - Departure for Vadodra on way to IRMA from IGI-Delhi Airport.
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**5th ICA-Japan Training Course on  
"ENHANCEMENT OF FARMERS' INCOME AND POVERTY REDUCTION THROUGH COOPERATIVES"  
IRMA Module on 'Project Management in Agricultural Cooperatives'  
January 23 – February 23, 2011**

Venue: Conference Room, ETDC, IRMA

**SESSION PLAN**

Date	09.15 – 10.45	11.15 – 12.45	14.00 – 15.30	16.00 – 17.30
23.01.2011 Sun.	<b>Arrival</b>		<b>Preparation for Presentation</b>	
24.01.2011 Mon.	Inauguration (09:15 – 10:00) <b>Project Presentation</b>		Ice-Breaking	<b>Project Presentation</b>
25.01.2011 Tue.	PM-1	FAC-1	MM-1	L&G-1
26.01.2011 Wed.	<b>Holiday</b>			
27.01.2011 Thur.	PM-2	L&G-2	FAC-2	<b>Screening of Manthan</b>
28.01.2011 Fri.	L&G-3	PM-3	MM-2	FAC-3
29.01.2011 Sat.	FAC-4	MM-3	MM-4	<b>Visit to Amul Dairy &amp; DCS</b>
30.01.2011 Sun.	<b>Holiday</b>			
31.01.2011 Mon.	PM-4	FAC-5	L&G-4	PM-5
01.02.2011 Tue.	PM-6	FAC-6	MM-5	<b>Screening of Gambhira &amp; Barefoot Managers</b>
02.02.2011 Wed.	IACBM-1	FAC-7	PM-7	L&G-5
03.02.2011 Thur.	FAC-8	IACBM-2	PM-8	L&G-6
04.02.2011 Fri.	IACBM-3	FAC-9	PM-9	L&G-7
05.02.2011 Sat.	<b>Visit to IFFCO, Kalol &amp; Mother Dairy Gandhinagar</b>			
06.02.2011 Sun.	<b>Holiday</b>			
07.02.2011 Mon.	IACBM-4	IACBM-5	FM-1	PM-10
08.02.2011 Tue.	IACBM-6	PM-11	<b>Visit to Gambhira</b>	
09.02.2011 Wed.	FAC-10	FM-2	<b>Visit to Amul Chocolate Plant</b>	<b>Project Consultation</b>
10.02.2011 Thur.	<b>Project Consultation</b>	FM-3	PM-12	<b>Visit to GCMMF</b>
11.02.2011 Fri.	<b>Project Consultation</b>	FM-4	PM-13	L&G-8
12.02.2011 Sat.	<b>Visit to Amalsad MPCS, Gandevi Sugar Mill, APMC</b>			
13.02.2011 Sun.	<b>Night Stay At Surat</b>			
14.02.2011 Mon.	PM-14	ICT-1	MM-6	MM-7
15.02.2011 Tue.	PM-15	ICT-2	MM-8	FM-5
16.02.2011 Wed.	FM-6	ICT-3	MM-9	MM-10
17.02.2011 Thur.	FM-7	ICT-4	MM-11	ICT-5
18.02.2011 Fri.	FM-8	<b>Project Consultation</b>	MM-12	<b>Project Consultation</b>
19.02.2011 Sat.	FM-9	FM-10	IACBM-7	IACBM-8
20.02.2011 Sun.	<b>Holiday</b>			
21.02.2011 Mon.	<b>Project Revision</b>			
22.02.2011 Tue.	<b>Revised Project Presentation</b>			
23.02.2011 Wed.	Feedback & Valedictory	Departure for Delhi		

**IRMA Module on 'Project Management in Agricultural Cooperatives'**  
**January 23 – February 23, 2011**

Topics/Focus	Sessions	Resource Person
<b>1. Project Management [PM]</b>	<b>15</b>	<b>Prof. Hitesh Bhatt</b>
<b>Focus :</b> Project Management in agricultural cooperatives is the central theme of this module of training at IRMA. Participants start by making a presentation of their project in the first week. Throughout their stay, the participants are expected to revise/improve their original projects on the basis of class room inputs and guidance. The participants make presentation of their revised proposal before their departure from IRMA and they also learn the importance of managing the entire agriculture supply chain.		
<b>2. Financial Accounting &amp; Costing [FAC]</b>	<b>5</b> <b>5</b>	<b>Prof. Paresh J. Bhatt</b> <b>Prof. Asmita Vyas</b>
<b>Focus :</b> Introduction to Financial Accounting: Profit & Loss Accounting; Balance sheet; Ratio Analysis; Costing and Pricing of Products and Services in Agricultural Cooperatives; Break-even Analysis; Cost Volume and Profit Relations.		
<b>3. Financial Management [FM]</b>	<b>10</b>	<b>Prof. Shiladitya Roy</b>
<b>Focus :</b> Working Capital Management; Time Value of Money; Estimating relevant Cash Flows; Financial Criteria for Investment decisions in agricultural cooperatives, importance of members' capital.		
<b>4. Marketing Management [MM]</b>	<b>10</b> <b>2</b>	<b>Prof. Preeti Priya</b> <b>Prof. SR Asokan</b>
<b>Focus :</b> Market & Competition; Cooperative Marketing Concept; Marketing Mix; Market Intelligence, product life cycle and new product development. Strategic Plan for Food Marketing, Food Safety and Impact of WTO Negotiations on Agriculture.		
<b>5. Integrated Agricultural Cooperative Business Management [IACBM] and Cooperative Entrepreneurship</b>	<b>8</b>	<b>Prof. KV Raju</b>
<b>Focus :</b> Integral components of agricultural cooperative business management owned cooperative entrepreneurship and services; [Farm Guidance, Joint Collection, Credit Supply, Value Addition, Packaging & Marketing); Roles and Responsibilities of different tiers of cooperative system.		
<b>6. Leadership &amp; Governance [L&amp;G]</b>	<b>4</b> <b>4</b>	<b>Prof. SN Biswas</b> <b>Prof. Nivedita Kothiyal</b>
<b>Focus :</b> 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).		
<b>7. Information and Communication Technology (ICT) in Agricultural Cooperatives</b>	<b>5</b>	<b>Prof. Harekrishna Misra</b>
<b>Focus :</b> Use of information technology in disseminating information for enhancing farmer's income.		
<b>8. Field Visits</b>		<b>Prof. Himadri Roy Chaudhuri</b> <b>Mr. Oliver Macwan</b>

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

February 23 – 26, 2011

**Feb 23, Wed** Return to New Delhi from Vadodra;  
Collect baggage from ICA-AP;  
Stay at Hotel Vikram, New Delhi

**Feb 24, Thu** Sight-seeing in Delhi

**Feb 25, Fri**  
10.00 a.m. To ICA-AP office to leave material for dispatch  
18.30 hrs. Farewell Dinner at Vikram Hotel

### Feb. 26, Sat

AM Free (Preparation for departure to K.L.)

20.00 Lv. Delhi MH 191 23:10  
Ar. K.L. 07:00

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### Comparative Study Visit to Malaysia for Participants of 5th ICA-JAPAN TRAINING COURSE ON "ENHANCEMENT OF FARMERS' INCOME AND POVERTY REDUCTION THROUGH COOPERATIVES" 27th February – 5th March 2011

#### Sunday, 27th February 2011

07.00 Arrival of participants and ICA-AP Coordinator at KL International Airport by MH 191

08.30 Check-in at Sunway Hotel, Petaling Jaya

10.00 Observation of activities at PasarTani Mega, Shah Alam  
KL City Tour

20.00 Welcome Dinner at Sunway Pyramid Hotel, Petaling Jaya by ANGKASA

#### Monday, 28th February 2011

07.30 Breakfast, Check out Sunway Pyramid Hotel, Petaling Jaya

09.00 Briefing and observation of activities at ANGKASA

14.00 Briefing at Co-operative College of Malaysia

16.00 Briefing at National Land Finance Co-operative Societies (NLFCS)  
Check in Dorani Bayu Resort

#### Tuesday, 1st March 2011

08.00 Breakfast, Check out Dorani Bayu Resort, Sungai Besar

10.00 Observation of activities of NLFCS' estate in Bagan Datoh

15.00 Briefing at Seberang Perak FELCRA Settlers Cooperative Limited, Kampung Gajah, Perak

17.00 Return to Sunway Pyramid Hotel, Petaling Jaya

**Wednesday, 2nd March 2011**

- 07.00 Breakfast at Sunway Pyramid Hotel, Petaling Jaya
- 10.00 Briefing and observation of activities at Swift Let Bird Nest Processing Plant, Rawang
- 14.30 Briefing and observation of activities at Farmers' Organisation Authority Malaysia (FOAM)
- 17.00 Return to Sunway Pyramid Hotel, Petaling Jaya

**Thursday, 3rd March 2011**

- 06.00 Depart to Johore
- 10.00 Briefing and observation of activities at Estate Smallholders of Malaysia Co-operative Limited at Sungai Ambat Estate's Office, Mersing, Johore
- 15.30 Historical Site visit in Melaka
- 18.00 Return to Sunway Pyramid Hotel, Petaling Jaya

**Friday, 4th March 2011**

- 09.30 Briefing at Malaysia Co-operative Societies Commission
- 15.00 Briefing at Agrobank
- 19.30 Farewell Dinner by ICA
- 21.30 Return to Sunway Pyramid Hotel, Petaling Jaya

**Saturday, 5th March 2011**

- 07.00 Breakfast, Check out Sunway Pyramid Hotel, Petaling Jaya
  - 09.00 Sight-seeing in Genting Highlands
  - 1530 Leave for KL International Airport
  - 2335 Departure for Japan by MH 88
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**PART III OF THE PROGRAM**  
**Institute for the Development of Agricultural Cooperation in Asia (IDACA), Tokyo, Japan**

**March 6 to April 19, 2011**

<b>March</b>	6	Sun.	Arrival of participants	Arrival at Narita from Kuala Lumpur
	7	Mon.	Orientalion/Inauguration Ceremony (11:30am) Luncheon Party Group Photo (12:00)	(L) History, Culture, Society, Economy and Agriculture of Japan
	8	Tue	Visit to Ministry of Agriculture, Forestry and Fisheries / Gohan Museum/ ASEAN Rural Community Plaza	
	9	Wed	(L) Historical Development of Agricultural Cooperative Organizations in Japan	
	10	Thu	(L) Organizations and Business Activities of Agricultural Cooperatives	
	11	Fri	(L) Farm Guidance and Organizing Member Farmers for Marketing by JA	
	12	Sat.	Sight-seeing of Tokyo by Bus	
	13	Sun.	Free	
	14	Mon.	(L) Government Measures for Improvement of Agricultural Distribution System and Agricultural Cooperatives	
	15	Tue.	(L) Purchasing and Marketing Business of Agricultural Cooperatives	
	16	Wed	Visit to a primary agricultural cooperative on the subject of the organizational management	
	17	Thu	(L) Credit Business of JA and Rural Finance in Japan	
	18	Fri.	Group Discussion as review of the program and the orgniizational issues of the participating countries	
	19	Sat.	Free	
	20	Sun.	Free	
	21	Mon.	Leave for Study Visit	Cont.
	22	Tue.	Visit to the Pref.Union of Agricultural Cooperatives	Observation of the facilities run by Marketing Business-related Federation of agri. Coop.
	23	Wed.	Visit to Primary cooperative (I)	
	24	Thu.	Visit to a Wholesale Market	Observation of the facilities run by Welfare Business-related Federation of agri. Coop.
	25	Fri.	Visit to Primary cooperative (II)	Return to IDACA
	26	Sat.	Free	
	27	Sun	Free	
	28	Mon.	Preparation and Presentation of Group Report on Study Visit	
	29	Tue.	(L) Action taken by Agricultural Cooperatives for Supply of Safe and Reliable Agricultural Products	
	30	Wed.	(L) Education and Public Relations Activities of of Agricultural Cooperatives	
	31	Thu.	Visit to R & D Center of JA Zen-noh, National Federation of JAs	Visit to Education Center under JA Kanagawa Pref. Union
<b>April</b>	1	Fri.	(L) Entrepreniual Activities of Rural Women and Women's Associations of Agricultural Cooperatives	
	2	Sat.	Free	



3	Sun.	Free	
4	Mon.	Leave for Study Visit	
5	Tue.	Visit to Pref. Union of Agricultural Cooperatives	Observation of Agro-processing facilities
6	Wed.	Visit to Primary cooperative (I)	
7	Thu.	Visit to Primary cooperative (II)	
8	Fri.	Visit to Agricultural Research Institute of Local Government	Return to IDACA
9	Sat.	Free	
10	Sun.	Free	
11	Mon.	(L) History of Extension Service for Home Life Improvement	
12	Tue.	(L) Method and Case Study for Monitoring Project	
13	Wed.	Group Discussion and Drafting of Final Report	
14	Thu.	Group Discussion & Drafting of Final Report	Presentation of Group Reports
15	Fri.	Presentation of Group Reports	Presentation of Group Reports
16	Sat.	Free	
17	Sun.	Free	
18	Mon.	improvement of the Reports and Submission / Preparation for Return to Home country	Evaluation Meeting / Closing Ceremony / Farewell Dinner
19	Tue.	Leave IDACA for the Narita International Airport at Early Morning by Bus	

## PARTICIPANTS

### 5th ICA-Japan Training Course on “Enhancement of Farmers’ Income and Poverty Reduction Through Cooperatives”

India-Malaysia-Japan. December 08, 2010 – April 19, 2011



**Mr. Channarith Pech**  
Ministry of Agriculture,  
Forestry and Fisheries  
(MAFF), Cambodia



**Mr. Xu Mingfeng**  
All China Federation of  
Supply and Marketing  
Cooperatives (ACFSMC)  
China 100801



**Dr. Devi Dayal**  
IFFCO State Office,  
Ahmedabad, India.



**Mr. Ramesh Kaul**  
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**PROJECTS PREPARED BY THE PARTICIPANTS**  
**Course 1: Project Proposals produced during the Course (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
-

## **Course 2 : Project Proposals produced during Course (2007-2008)**

1. KASACTHAN KHMER COOPERATIVE  
by Mr. Khol Many, Cambodia
  2. HUIMIN VEGETABLE PROCESSING PROJECT  
by Mr. Zhu Xiaguo, China
  3. ESTABLISHMENT OF SOY-DIET FOODS PROCESSING PLANT  
by Mr. A. Maruthi Kumar, India
  4. VALUE ADDITION OF MILK THROUGH MILK PROCESSING UNION ,  
by Mr. Alpesh K. Raval
  5. PROVISION OF CABBAGE,  
by Ms. Farida, Indonesia
  6. THE ECONOMIC AND TECHNICAL FEASIBILITY PLAN FOR COLD WATER FISH BREEDING WITH  
THE CAPACITY OF 20 MT PER YEAR  
by Mr. Seyed Ghasem Alavi, Iran
  7. PIG RAISING ON QUDOMSOUK VILLAGE, BACHANG DISTRICT, CHAMPASAK PROVINCE,  
by Mr. Viengxai Sipaphone, Laos
  8. TEA FACTORY  
by Ms. Cherry Aung, Myanmar
  9. BEE-KEEPING  
by Mr. Keshav N. Rajbhandari, Nepal
  10. INSTANT COFFEE 3-IN-1 'CHUMPON COFFEE'  
by Mr. W. Sonthisawate, Thailand
  11. FRUITS HERBS PROCESSING PROJECT, (MAFAI JEEEN),  
by Mr. C. Todkaew, Thailand
  12. BUILDING THE WORKSHOP TO PRODUCE TEA IN WAT CHAN DISTRICT, YEN BAI PROVINCE,  
by Ms. Trin Thi Huong, Vietnam
-

### **Course 3 : Project Proposals Produced during the Course (2008-2009)**

1. HARVEST AND POST-HARVEST TECHNOLOGY ON CROPS  
by Mr. Ponh Oudam, Cambodia
  2. MODERNIZED EDIBLE FUNGI PRODUCTION  
by Mr. Wang Yunli, China
  3. FRUIT & VEGETABLE CHIPS PROCESSING  
by Ms. Liu Xiaojun, China
  4. ESTABLISHMENT OF MUSTARD OIL EXTRACTION UNIT  
by Dr. Radha Krishnan, India
  5. ENHANCEMENT OF FARMERS' INCOME THROUGH DEVELOPMENT OF RAW MILK QUALITY.  
by Mr. Rahul Kumar, India
  6. DEVELOPMENT OF "PUPU MANDAR" PRODUCTION BUSINESS  
by Mr. Arifuddin Rumung, Indonesia
  7. ESTABLISHMENT OF GINNING FACTORY FOR COTTON  
by Mr. Ardavan Nazari, Iran
  8. PRODUCTION OF WHEAT SEED  
by Mr. Mohd. Rajabi, Iran
  9. SETTING-UP OF AGRO PARK AND TOURISM CENTRE  
by Ms. Noor Liza, Malaysia
  10. PROJECT ON SUGARCANE PLANTATION  
by Mr. Thein Zaw Htun, Myanmar
  11. ESTABLISHMENT OF MILK PROCESSING PLANT  
by Mr. Baldev Poudyal, Nepal
  12. PRODUCTION OF FRESH VEGETABLES FOR POVERTY REDUCTION  
by Mr. Hoang Thai Bang, Vietnam
-



#### **Course 4 : Project Proposals Produced during the Course (2009-2010)**

1. ESTABLISHMENT OF A TEA PROCESSING UNIT IN ANHUI PROVINCE.  
by Mr. Tang Jilun, China
  2. ESTABLISHMENT OF A CORIANDER SEED PROCESSING UNIT.  
by Mr. Sudhir Maan, India
  3. SETTING UP A RICE MILL UNIT  
by Mr. Sudip Ghosh, India
  4. PROJECT ON RAISING OF CHICKEN FOR MEAT  
by Mr. Mohd. Reza Farhang, Iran
  5. DEVELOPMENT OF TOMATO PRODUCTION AND ITS MARKETING IN NORTH KHORASAN.  
by Mr. Hossein Ali Shamsaei, Iran
  6. SETTING UP A PACKAGING UNIT FOR MILK AND YOGURT  
by Ms. Indraa Dashnyam, Mongolia
  7. ESTABLISHMENT OF AN OILSEED PROCESSING MILL  
by Ms. Khin Moh Moh, Myanmar
  8. FORMATION OF A COOPERATIVE FOR AGRO TOURISM (CAT) IN NEPAL.  
by Mr. Bhim Bahadur Gurung, Nepal
  9. ESTABLISHMENT OF AN ORGANIC MUSCOVADO SUGAR PROCESSING PLANT IN WESTERN  
BATANGAS.  
by Ms. Marie Joy Demaluan, Philippines
  10. DEVELOPMENT OF FRUIT PROCESSING UNIT  
by Mr. Mohd. Rizvi, Sri Lanka
  11. SETTING UP AN AROMA COCONUT OIL UNIT.  
Ms. Surawongse Wannapak, Thailand
  12. ESTABLISHMENT OF A WORKSHOP FOR CAPSICUM PROCESSING IN HA TINH PROVINCE.  
Ms. Hoang Thi Hoa, Vietnam
-

**COURSE-5: Project Proposals Produced during the Course (2010-2011)**

1. RICE SEED VARIETY PRODUCTION IN BOS LEAV LER AGRICULTURAL COOPERATIVE.  
by Mr. Channarith Pech, Cambodia
  2. DEVELOPING A WEBSITE TO PROMOTE THE INTERNATIONAL TRADE AND COOPERATION FOR CHINA CO-OPS.  
by Mr. Xu Mingfeng, China
  3. SETTING UP OF A MANGO PULP UNIT AT KANDLA.  
by Dr. Devi Dayal, India
  4. SETTING UP OF A CASHEW NUT PROCESSING PLANT AT SINDHU DURG DISTRICT.  
by Mr. Ramesh Kaul, India
  5. ENHANCING MILLED RICE PRODUCTION IN VIENTIANE CAPITAL.  
by Mr. Sonexay Komxaysana, Lao PDR
  6. DEVELOPING HABITS OF KITCHEN EDIBLE GARDEN IN HOUSEHOLDERS.  
by Ms. Zunaina Binti Subari, Malaysia
  7. ENHANCEMENT OF SEA BUCKTHORN PRODUCTION THROUGH CO-OPERATIVES.  
by Ms. Altantuya Tseden-Ish, Mongolia
  8. SETTING UP OF A SUGAR MILL IN SHWEBO TOWNSHIP.  
by Mr. Aung Kyaw Tun, Myanmar
  9. DEVELOPMENT OF VEGETABLE MARKETING THROUGH AGRICULTURAL COOPERATIVES.  
by Mr. Sita Ram Kaphle, Nepal
  10. ESTABLISHMENT OF A RICE MILL AT MATARA DISTRICT.  
by Mr. Thilak Kumarasiri, Sri Lanka
  11. SETTING UP OF A MUSTARD GREENS PROCESSING UNIT AT THAWANGPHA DISTRICT.  
Mr. Winai Harnta, Thailand
  12. MANUFACTURING OF YEAST PRODUCING MICRO-ORGANISMS AT LAO CAI PROVINCE.  
by Mr. Le Xuan Tap, Vietnam
-



The **INTERNATIONAL COOPERATIVE ALLIANCE [ICA]** is an independent non-governmental association that unites, represents and serves the cooperatives worldwide. Founded in London on 18th August 1895 by the International Cooperative Congress, the ICA, the largest non-governmental organisation, is headquartered in Geneva. ICA is a member-based organisation with national and international cooperative organisations in more than 94 countries. ICA's four Offices in Africa, Americas, Asia & Pacific, and Europe, together, serve more than 251 member organizations, representing well over 800 million cooperative members around the world.

The ICA Asia & Pacific Office is operating from New Delhi since 1960, serves 73 national level organizations from 25 countries representing about 500 million cooperative members. Main activities of ICA include: Coordination of cooperative development efforts within the Region and promotion of exchange and experiences; Project identification, formulation and evaluation; Promotion of establishment and development of national cooperative apex organizations; and Organization of seminars, conferences and technical meetings on specific subjects including support for programmes aimed at the involvement of women and youth in cooperative activities.

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

**IDACA** The **INSTITUTE FOR THE DEVELOPMENT OF AGRICULTURAL COOPERATION IN ASIA [IDACA]** was established on July 8, 1963 with funds raised among agricultural cooperatives, led by the Central Union of Agricultural Cooperatives of Japan (JA-ZENCHU) and also with the support of the Government of Japan.

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

During the last 47 years, the IDACA has trained more than 5,000 participants from 109 countries drawn from Agricultural Cooperative Movements and Governments from different countries of Asia, Latin America and Africa. It has active collaboration on technical assistance programmes with the ICA Asia & Pacific.



The **INDIAN FARMERS' FERTILISER COOPERATIVE LIMITED [IFFCO]**, a member-organization of the International Cooperative Alliance, was registered on November 3, 1967, under the Multi-State Cooperative Societies Act. The IFFCO is owned by nearly 40,000 cooperative societies.

It operates its Fertilizer Marketing Development Institute [FMDI] besides several farmers' training centers and has established specialized professional Chairs in a number of universities and institutions of higher learning and research. It has been responsible for the creation of other organizations e.g., IFFCO Kisan Sanchar Ltd. (Kisan stands for farmer), IFFCO Kisan SEZ Ltd., Kisan International Trading, IFFCO Kisan Sewa Trust, Cooperative Rural Development Trust [CORDET], Indian Farm Forestry Development Cooperative Limited [IFFDC], IFFCO Foundation etc.



The **INSTITUTE OF RURAL MANAGEMENT, Anand (IRMA)** was established in 1979 at Anand, Gujarat State, India. Beginning with providing management training and research support to the cooperatives in dairy sector, its mission engages into a range of educational, training, research and consultancy activities. In specific terms, the two-year Post-graduate Programme in Rural Management (PRM) prepares young women and men for managerial cadres while the Fellow Programme in Rural Management (FPRM) builds a cadre of professionals with specialised knowledge, skills and attitudes. The short duration Management Development Programmes (MDPs) prepare in-service managers to face

emerging challenges in their careers. The research and consultancy work undertaken by the faculty with multi-disciplinary focus leads to creation of knowledge with implications for policy and development action. The institute also launched a Certificate Programme in Dairy Management (CPDM) of six months duration in November 2008 to cater to managerial manpower needs of the dairy sector.

IRMA has been able to develop a good working relationship with ICA Asia & Pacific on cooperative management leadership training and development activities.



Established in the year 1971, **ANGKASA** is the apex cooperative acting as an umbrella body to all cooperative in Malaysia, acknowledged by the Malaysian Government as the representative body for Malaysian Cooperative movement at the international level. Representing over 4,000 cooperatives in Malaysia, with a network consisting of more than 6 million people all over Malaysia, ANGKASA unifies these cooperatives in protecting their rights and privileges. This is being done through consistent and widespread cooperative education in propagating the concept and principles of cooperative within the Malaysian cooperators and the public. In addition, ANGKASA provides various facilities and services in assisting the management and administration of its cooperative members.

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