



3rd ICA-Japan Training Course on Enhancement of Farmers' Income & Poverty Reduction Through Cooperatives

India-Iran-Japan.
December 07, 2008 - April 18, 2009

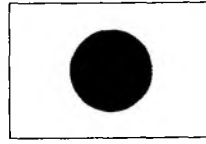
COURSE REPORT



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INTERNATIONAL COOPERATIVE ALLIANCE

**3rd ICA/JAPAN TRAINING COURSE ON
ENHANCEMENT OF FARMERS' INCOME AND
POVERTY REDUCTION THROUGH COOPERATIVES-2008**

COURSE REPORT

3rd ICA/Japan Training Course
held in India, Iran and Japan.
December 7, 2008-April 18, 2009

Prepared by

A.K. Taneja

Program Coordinator, ICA/Japan Training Course

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International Co-operative Alliance

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**Report of the
3rd ICA/Japan Training Course on
Enhancement of Farmers' Income and Poverty Reduction through Cooperatives-2008
India-Iran-Japan
December 7, 2008 – April 18, 2009**

Report compiled by:

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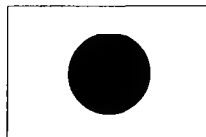
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REPORT

of the 3rd ICA/Japan Training Course on
**Enhancement of Farmers' Income and
Poverty Reduction through Cooperatives-2008**
India-Iran-Japan
December 7, 2008 - April 18, 2009

Submitted to

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

By

The International Cooperative Alliance
July 2009

Preface

This is the report of the 3rd **ICA/Japan Training Course on “Enhancement of Farmers Income and Poverty Reduction Through Cooperatives-2008”**, held in India, Iran and Japan, from December 7, 2008 to April 18, 2009. The International Cooperative Alliance [ICA] expresses its highest appreciation and gratitude to the Ministry of Agriculture, Forestry and Fisheries [MAFF], Government of Japan, for the generous financial assistance and the most active collaborative support extended by the Central Union of Agricultural Cooperatives of Japan [JA-Zenchu], and the Institute for the Development of Agricultural Cooperation in Asia [IDACA], Tokyo, in the execution of this important training activity. The ICA wishes to convey its heartfelt thanks to all its member-organisations in India, Iran and Japan and other collaborating agencies and institutions for their assistance, advice, guidance and logistic support in the successful implementation of this training programme. The most significant cooperation was provided by, among others, the Indian Farmers’ Fertiliser Cooperative Limited (IFFCO), Institute of Rural Management at Anand (IRMA), the Iran Central Chamber of Co-operatives (ICC), the Central Union of Rural & Agricultural Cooperatives of Iran (CURACI), the Central Organisation for Rural Co-operatives of Iran (CORC), and other specialized agencies in the field of agriculture in Japan.

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

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

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

Iain Macdonald
Director-General

International Cooperative Alliance
Geneva, Switzerland
June 2009

Foreword

With great pleasure and satisfaction, I am submitting herewith the Report of the 3rd ICA/Japan Training Course on “Enhancement of Farmers’ Income and Poverty Reduction through Cooperatives-2008” 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 programme.

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 at Anand [IRMA] in making Part-I of the programme a grand success. I would also place on record my sincere thanks and gratitude to the management of Iran Central Chamber of Co-operatives (ICC), Central Union of Rural & Agricultural Cooperatives of Iran (CURACI) and Central Organisation for Rural Co-operatives of Iran (CORC), our member-organisations, for arranging study visits to important cooperatives in Iran for the Trainees.

Before I conclude, I would like to thank my colleague, Mr. A.K. Taneja, Program Coordinator of this Training Course, for his hard work and successfully handling the training course.

Shil-Kwan Lee
Regional Director [Asia-Pacific]

International Cooperative Alliance - Asia & Pacific
9 Aradhana Enclave, R.K. Puram, Sector 13,
New Delhi-110066. India
June 2009

**REPORT OF THE 3rd ICA/JAPAN TRAINING COURSE ON
“ENHANCEMENT OF FARMERS’ INCOME AND POVERTY REDUCTION
THROUGH COOPERATIVES-2008”**

India-Iran-Japan. December 7, 2008 - April 18, 2009

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**REPORT OF THE 3rd ICA/JAPAN TRAINING COURSE ON
“Enhancement of Farmers’ Income and Poverty Reduction through Cooperatives-2008”
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SECTION - I

COURSE REPORT

Introduction

The International Cooperative Alliance (ICA) is an independent non-government association that unites, represents and serves the 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 85 countries. ICA's four offices in Africa, the Americas, Asia & Pacific and Europe, together, serve 224 members, representing well over 800 million cooperative members around the world.

The ICA-Asia & Pacific Office is operating from New Delhi since 1960, serves 64 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 farmer's income.

Under this project, the 3rd ICA/Japan Training Course on “**Enhancement of Farmers’ Income and Poverty Reduction through Cooperatives-2008**” was held from 7th December 2008 to 18th April, 2009 with 12 participants. The training programme 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 (of India) (IRMA), Anand, Gujarat, Fertilizer Marketing Development Institute (FMDI) of the Indian Farmers’ Fertilizer Cooperative Limited (IFFCO), Gurgaon, and the ICA member-organisations in India, Iran 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 3rd 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 3rd 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], the Iran Central Chamber of Co-operatives (ICC), Central Union of Rural & Agricultural Cooperatives of Iran (CURACI), Central Organisation for Rural Co-operatives of Iran (CORC), 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, Program Coordinator, ICA/Japan Training Course, was responsible for the conduct of the 3rd ICA/Japan Training Course. The entire Training Course was coordinated and implemented by him for its full duration, under the direction of Mr. Shil Kwan Lee, Regional Director [Asia & Pacific].

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

Implementation Schedule

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

I. Planning Phase:	July 01-November 25, 2008
II. Implementation Phase:	December 7, 2008-April 18, 2009
III. Reporting Phase:	April 19-June 30, 2009

Course Programme

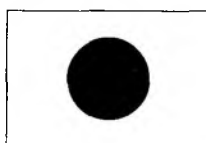
The day-to-day programme of the Training Course, as followed, is placed at **Annex-I**.

Course Participants

A total of 12 participants (men and women) were selected from among the candidates nominated by the ICA member-organisations from the following countries: Cambodia-1,China-2,India-2,Indonesia-1, Iran-2, Malaysia-1, Myanmar-1,Nepal-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 2009 was utilised to prepare the course report and financial statements for submission through the ICA Secretariat in Geneva to the MAFF, Government of Japan.



SECTION - II

REVIEW OF MANAGEMENT PRACTICES IN AGRICULTURAL COOPERATIVES IN ASIA AND COMPARATIVE FIELD STUDY VISITS IN INDIA – IFFCO/FMDI SEGMENT

Part-I of the Training Programme held in India
January 08-February 25, 2009

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 Iran Segment covered:

- Comparative Field Study Visits in Iran

Part-III Japan Segment covered:

- 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.

After having completed their Home Country Assignments, all the participants got together in India on the 8th of January 2009. A formal inaugural session was held on January 9, 2009 at FMDI, Gurgaon.

02 Inaugural Session of Part-I of the Programme

The 3rd ICA/Japan Training Course on '**Enhancement of Farmers' Income and Poverty Reduction through Cooperatives-2008**' was formally inaugurated at the Fertiliser Marketing Development Institute (FMDI) of the Indian Farmers' Fertiliser Cooperative Limited [IFFCO] in Gurgaon (Haryana) on January 09, 2009. The inaugural session was attended by Mr. D.K. Bhatt, Dy. Managing Director-cum-Marketing Director, IFFCO, Mr. Shil-Kwan Lee, ICA Regional Director [Asia-Pacific], Mr. Hisashi Sakata, First Secretary in the Embassy of Japan at New Delhi, India, Mr. Bhagwati Prasad, Chief Executive of National Cooperative Union of India [NCUI], Mr. T. Tanaka and Ms. Oshita of IDACA, Mr D. Bhattacharaya, General Manager (PA & HRD), IFFCO, Dr. R.N. Kundu, Deputy General Manager (Trg.), IFFCO/FMDI, and Mr A.K. Taneja, Program Coordinator from ICA-Asia & Pacific.

The training course was formally inaugurated by Mr. D.K. Bhatt, Dy. Managing Director-cum-Marketing Director, IFFCO, who appealed to all the participants to take keen interest in the programme and build themselves as a future competent professionals for viability and sustainability of their cooperatives. He further said, "our aim is to serve the farmers through cooperatives". Narrating IFFCO's example, he stated that "our foundations were laid in such a manner that it could not be easily subjected to melt down as the other corporate business entities were undergoing recession. Something solid like iron does not easily get melted. The strong values which are ingrained in our principles and system provide us the much needed hardness. We have a network of computers in the marketing division from grass root level to the Marketing Central Office. Our information system works so efficiently that on the 1st of April i.e. the 1st day of the Financial Year, all the closing reports of the previous year happen to be there on my table". He wished the participants a comfortable stay in India and formally inaugurated the programme.

Mr. Shil Kwan Lee, 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 this course was playing an important role in the development of cooperatives in the region. He also gave an overview of Asian cooperative movement. He further said that this particular course had started in the background of severe economic crisis in the world. "You have to think about the new role cooperatives can play in this economic crisis. Agriculture is most important part of cooperatives, particularly in our region it is very very important. We have very small family farming system. We have to learn as to how to compete in the open market. In my opinion, the only solution is cooperative".

Mr. Hisashi Sakata, First Secretary in the Embassy of Japan in India wished for the success of the training course on behalf of the Ministry of Agriculture, Forestry and Fisheries (MAFF), Government of Japan. He said "it is indeed commendable that ICA has been organising this training programme most successfully for the last 22 years. Over the years, several young managers of agricultural cooperatives from different countries in Asia have got benefited from these training courses. Therefore, I would convey my deepest gratitude to ICA Regional Office for Asia and the Pacific and the collaborating institutions".

He further said, "I think last year was the suggestive year because food crisis were in real. Although it is said that it was caused by the money from institutional investors, who are not related to agriculture, prices of agricultural commodities appreciated and shortage of food supply brought riots in some countries mainly the poor countries. We reaffirm to protect and maintain our farmers, it is not only farmers themselves but also the people of our countries. I can say that it is the most critical and imminent issue for us, as a government official, how we can ensure the food security and show the direction to our farmers to realize it. I believe that establishing cooperatives would be one of the best solutions. I recall such a role played by the Japanese agriculture cooperatives in the last century. It has brought substantial improvement through induction of new technologies, improvement of farm management and marketing of their products. It showed viability of agriculture in the economy that had been fast transforming from agrarian to industrial one. I think that IDACA will introduce the Japanese experience to all participants in this Training Course".

Mr. Bhagwati Prasad, Chief Executive, National Cooperative Union of India (NCUI), welcomed the participants on behalf of the NCUI and the Indian Cooperative Movement. He congratulated all the partners involved in the organization of this training course for their active support. He said that till 1991, most of the countries in Asian region had closed economy. After 1991, economy was opened. He further said, "in this hour of economic crisis, cooperative governance is more suitable and sustainable. Corporate governance has collapsed. If we have to succeed, we have to follow cooperative principles and ideology. Corporate governance is not going to help". He advised the participants to use their training for the improvement of their organization so that their organization is able to enhance the economic condition of its farmer members.

Mr. T. Tanaka, Manager (General Affairs Department), IDACA, expressed his happiness that the present series of ICA-Japan Training Course was playing an important role in helping the cooperatives in Asia-Pacific Region. He also advised the participants to discuss the issue of Food Security and find suitable solutions.

While introducing the project, its objectives and the profile of participants and their countries, Mr. A.K. Taneja, Program Coordinator – ICA/Japan Training Course, 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, General Manager (PA & HRD), IFFCO, at the end of the programme, presented a vote



Participants of the 3rd ICA Japan Training course at the opening ceremony at FMDI, Gurgaon



Dignitaries on the dais at the opening ceremony of the course at FMDI, Gurgaon



Mr. Shil Kwan Lee addressing the delegates at the opening ceremony of the Course at FMDI, Gurgaon



Mr. D.K. Bhatt, Dy. M.D. & Marketing Director, IFFCO addressing the delegates at the opening ceremony of the Course at FMDI, Gurgaon

of thanks to the dignitaries for their valuable presence in the opening session. He also thanked all concerned organisations for their cooperation.

On the 12th and 13th January, in the Regional Review Session, each participant made a very good presentations 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.

On 17th January, a Field Study Visit to IFFCO's adopted village – *Ganora Shekh* - was conducted in Bulandshahar (Uttar Pradesh). The participants visited IFFCO village, and a Primary Agricultural Cooperative Society (Farmers' Service Cooperative Society, Bilsuri), 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.

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

Dr. R.N. Kundu, Dy. General Manager (Training), FMDI-IFFCO, along with Mr. A.K. Taneja, Program Coordinator, ICA/Japan Training Course, chaired the closing session on the 22nd January, 2009. Dr. Kundu and 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, Dr. Kundu distributed the "Certificate of Participation" to each participant along with a memento. Mr. Mange Ram, Senior Field Officer, proposed a vote of thanks on behalf of IFFCO.

03 An Overview of Agricultural Cooperative Situation in the Participating Countries

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

01] Cambodia

Population: 13,792,778; total land area: 181,035 sq.km; total cultivable land area: 2,541,433 ha; total irrigated land area: 250,000 ha; per capita income: US\$ 270; total number of cooperatives: 83; Membership: 4,092.

The Kingdom of Cambodia is one of the small countries in South East Asia, located in the Southwestern part of the Indochina peninsula and lies between latitudes 100° and 150° north and longitudes 102° and 108° East. Cambodia covers a total land areas of 181,035 km² which water covers 4,520 km² and 176, 515 km² is covered by land. Among the total country land areas, forest accounts for 59%, agriculture is 21%, and the remaining 17% is covered by the shrubs, urban areas, wetland and rocks. To the west the country is bordered by Thailand, Laos to the north, to the east by Vietnam, and with the water of the Gulf of Siam off the southern beaches. Cambodia has a population of 13,792,778, 24 provinces, 183 districts, 1,609 communes, and 13,306 villages. Phnom Penh is the main capital city of Cambodia.

Cambodia is an agrarian country where rural people's livelihood depends heavily on agriculture. 84 percent of the total population lives in rural areas. Among 84 percent of rural people, there are about 76 percent of people engaging in farming. Agriculture plays an important role in contributing to the national economy and employment. Although agriculture sector's contribution to Gross Domestic Product (GDP) declined from 40% to 28.5% in 2007 compared to the previous years, it is still the back bone of national economy and rural people's livelihood. Notably, other sectors such as industry and services increased their contribution to GDP significantly after the country changed its economic management system from centrally planned economy to free market economy.

Agriculture consists of certain major sectors including forestry, fisheries, crops, and livestock. 28.5% of Agriculture in National GDP to country economy, Crop, Livestock & Poultry, Fisheries, and Forestry shares its GDP at 14.3%, 4.4%, 7.3 % and 2.1% respectively in 2006. Geographically, Cambodia still has huge potential to improve agricultural production since Cambodia has productive natural bases such as tropical climate, vast cultivatable land, natural reservoirs, rivers, streams, and so on. A range of agro-ecological zones is suited to a wide variety of crops and livestock production, and those areas are rich in biological resources. In addition,

Agricultural lands in the western part of country are rich in nutrients for rice crops. Those production areas used to produce rice which could support Cambodian population throughout the country and also exported rice to international market in 1960s.

Rice production and cultivated areas have increased significantly since the 1990s. The rice cultivated area was 1,855,560 hectares in 1993 and reached 2,585,905 million hectares in 2007. Rice production continued to increase steadily reaching the level of 6,727,127 million tons in 2007.

In relation to marketing system in Cambodia, there are certain marketing channels varying from place to place depending on their real situation. In the marketing process, there are numerous key actors involved in the marketing process, such as input suppliers, producers, collectors/middlemen, wholesale markets, retailers and consumers. In the rural areas, some consigned assemblies closely connected with a relatively large scale millers near production areas, small scale village assemblies, commercial millers, custom millers, local assemblies at the center/towns of major producing provinces, wholesaler, retailers ranging from modern types of super and hypermarket to small-scale crate grandma on the road side as well as peddlers. Notably, in general, the main problems for marketing issues in Cambodia consist of too many kinds of marketing middlemen who cannot efficiently perform their specialized activities due to a pettiness of business, limited financial resources, and low skills of specialization. Farmers/producers have little rights to negotiate with middleman due to narrow market competition opportunities. In many cases, farmers are considered as price takers.

The Department of Agricultural Extension's organizational structure consists of Director, deputy director, office chiefs, vice office chief and ordinary officers. There are 6 offices including Administration, Planning and international cooperation, Farming system, Human Resource Development, Education & Media and Farmer Organization which belong to the Department of Agricultural Extension. Adding the mandates provided by the Cambodian Ministry of Agriculture, Forestry and Fisheries, the Department of Agricultural Extension has also been assigned one more essential mandate to promote agricultural cooperatives in Cambodia. Up to now, there are 85 agricultural cooperatives established, and strengthened by the Department of Agricultural Extension and its line provincial and district agricultural extension offices. All the 85 Agricultural Cooperatives were registered and received legal recognition from legal competent authorities: Provincial Department of Agriculture and Ministry of Agriculture, Forestry and Fisheries.

Although the Cambodian Royal government is undertaking one village one product approach which adopt four principles: (1) Encouraging modes of production suited to village contexts and market needs, (2) Facilitation and encouraging in appropriate market identification, Financing, Technology Transfer and input supply, (3) Provision of human resource development and training in 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 cooperative, they could not compete with specialized market agents deriving from their weak points

02] China

Some of the basic indicators of China are as follows: Population-1.3 billion; Land Area-9.6 million sq.km, Cultivated land-121.8 million hectares; GDP: 30067 billion Yuan; Per capita income-US\$ 700 (Yuan 5,460). The main agricultural products in China include rice, wheat, corn, cotton, tobacco, tea, raw silk, vegetable oils, live hogs, and live poultry.

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

Today, there are approximately 150,000 cooperatives in China, and the membership is approximately 200 million. There are three main cooperatives in China, the Supply and Marketing Cooperatives (SMCs), the Rural Credit Cooperatives and the Handicraft Industry Cooperatives.

The Supply and Marketing Cooperatives (SMCs) in China are the important agricultural cooperatives. They are cooperatives economic organizations whose members are chiefly farmers. They consist of the All China Federation of Supply and Marketing Cooperatives (ACFSMC), 31 provincial, 336 prefecture, 2,370 county federations and 22,537 primary cooperatives, with a membership of 16 million farm households, 1.282 million employees. The ACFSMC is the largest cooperative in China, and the largest agriculture cooperative of

China. It is the apex organization of the Supply and Marketing Cooperatives (SMCs) of the whole country. The business turnover of SMCs amounted to 479 billion yuan in 2004.

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

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

03] India

Some of the basic indicators are as follows: Population-1.02 billion; Land area-328.73 million ha; Cultivated area-192.80 million ha; Average land holding-1.5 to 2 ha; Total number of cooperatives of all type-583,580; Membership-242.004 million; Per capita Income-US\$ 343 per annum. Main crops of the country: rice, wheat, maize, cotton, potato, sugarcane, oilseeds etc.

India is basically an agriculture country where agriculture is livelihood for rural community. Although agriculture accounts for 16.7% 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 2.3% of world land but it supplies food to 17% of world population. India now produces largest quantity of milk in the world registering annual growth rate of 3.8% while the country also accounts for 57% of the world's buffalo production.

Cooperative Movement in India has been acknowledged as an important instrument towards achieving the socio-economic transformation of the rural areas with special emphasis on poverty alleviation. This movement has covered 100% of villages and 71% of rural households and have developed about 583,580 cooperative societies with a membership of 242.04 million in various segments like credit and banking, marketing, fertilizers, dairy, agro-processing, sugar etc.

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

Most of the cooperatives are vertically integrated through their respective specialised federations or unions at

the district, state and national levels. Primary cooperatives are affiliated to the district level unions/federations, which, in turn, are federated into state level unions/federations. 17 national level specialised federations, 140 state level unions/federations, and 31 Multi-state Cooperative Societies are members of the National Cooperative Union of India (NCUI) which is the spokesman and umbrella organisation of the entire Cooperative Movement in the country. NCUI is also one of the members of the ICA.

The Indian Farmers' Fertiliser Cooperative Limited (IFFCO) is an agricultural cooperative engaged in the primary business of producing fertilizers and marketing the same through the network of its 39,564 member cooperative societies. IFFCO through its member cooperatives caters to the need of approximately 60 million farmers of India. Presently, IFFCO produces about 6.9 million tonnes of fertilizer annually and markets 9.324 million tonnes only through the network of its member cooperative societies. Annual turnover of IFFCO is approximately US\$ 2.5 billion. It has emerged as world's largest fertiliser producing cooperative. It has established four modern plants located at Kandla and Kalol in Gujarat and at Phulpur and Aonla in Uttar Pradesh and acquired a giant phosphatic complex fertiliser plant at Paradeep in Orissa in 2005. IFFCO has also made its global mark by setting a JV fertiliser plant in Oman in 2005.

Development of 3300 villages as model agricultural villages through IFFCO Village-Adoption Programme, establishment of 127 storage-cum-Community Centres and large numbers of IFFCO Adopted Cooperative Societies and in turn providing them with infrastructural and training support have paid a rich dividend in strengthening the cooperative channel and technology dissemination in the country. A charitable trust known as "Kisan Sewa Fund" (KSF) has been set up to provide needy farmers with relief and rehabilitation measures in the wake of natural calamities. IFFCO has diversified into areas other than fertilizer - IFFCO and Tokio Marine and Fire Insurance Company Limited, Japan, established a joint venture company known as "IFFCO Tokio General Insurance Co. Ltd." (ITGI) for undertaking general insurance business in India. Introduction of Sankat Haran Bima Yojna – a product of IFFCO's JV, IFFCO's Kisan Sanchar Limited, National Commodity and Derivative Exchange Ltd., National Collateral Management Services Ltd., Indian Farm Forestry Development Cooperative, IFFCO Foundation, IFFCO Kisan Sewa Trust, Power Project at Chhatisgarh, Indo-Egyptian Fertiliser Co., Phosphoric Acid Project in Jordan, Oman India Fertilizer Co. and Kisan International Trading, Dubai., setting up Kisan Special Economic Zone also for agricultural based enterprises.

Kaira District Co-operative Milk Producers' Union Ltd. Anand, well known as "AMUL DAIRY", the Asia's largest Co-operative has over 1117 Dairy Co-operative Societies (DCS) as its member. Out of this, 950 DCS are covered under ISO certification. It has 6.32 lacs farmers as its members with an annual turnover of Rs. 1071 crores. It was formally registered on 14th December 1946, with prime objective to improve the quality of milk producers' lives. It was a successful pioneer of Anand Pattern. It has a total milk handling capacity of 14.5 lacs liters per day in the year 1907-08. Its Annual milk collection is 4017 crores i.e. average 11 lacs liters per day handled for the purpose of manufacturing value added products like Infant Milk Food, Milk Powder, Table Spread, Butter, Cheese, Paneer, Ghee, Cocoa Products, chocolates, brown beverage, fresh milk, long life milk – Kool Cafe, Curd and Ice Cream too.

Anand pattern is the three-tier system. The village society is called Dairy Cooperative Society (DCS) consists of primary producers for collection of milk. The Union looks after processing and provides technical inputs to improve the milk yield of animals, artificial insemination service, veterinary care, better feeds, farmers education, awareness and the Federation provides market and sell all the milk and milk products for the constant growth of milk farmers. The spread of the milk co-operative movement in the villages of Kaira – Anand is contributing to social changes.

04] Indonesia

Some of the basic indicators of Indonesia have been as follows: Total National Population (2007, EST) 234.693.997, Total Land Area 1.8 million sq. km. Total Cultivable land 64 million ha. GDP, US\$ 932.1 billion (2008 est.), Per Capita Income US\$ 3600 (2007, EST.). GDP composition by sector: agriculture; 13.5%, industri; 45.6% and services; 40.8%. Labor for occupation; agriculture; 42.1%, industri; 18.6% and services; 39.3%. Total eksport US\$ 141 billion (2008,est) and total Import 114.3 billion (2008, est). Farm population 52%. The growth of economic 2008, is approximately 6,3%.

Political situation in Indonesia, After the reformation in 1998, has changed to become very democratic, not only in the national level but covers all parts of Indonesia. Political activities such as election of Governors,

Mayors, Head of Village and even election of housing leaders is done freely, directly and secretly. No pressure, enforcement and intimidation from the authority towards the people who has the voter rights unlike before the reformation era. 10 (ten) years after democratic parties conducted consistently, step by step has given a significant change to the economical life, social, culture and state defense. This is shown by the increase of wages in many provinces and State Budget in all level, thus shows their partiality to the people's independence.

Total number of Co-operatives 141,330 unit (2007) ; Total Cooperative membership 27,773,133; Total primary Cooperatives 140,480, and Total Secondary Cooperatives 850 unit. Main crops of the country: Paddy, Palm oil, Rubber, Coconut, Cocoa, Coffee, Tea, Sugar cane, Tobacco.

Agricultural Co-operatives in Indonesia are organized in a three-tier structure. The village unit coops (KUDs) at the primary level, which are federated into the PUSKUD at the Provincial level and these, affiliated to INKUD at national level. There are at present 7.150 Village Unit Coop (KUDs) and 134.180 Non Village Unit Coop. in Indonesia. The KUD is characterized by its multipurpose business with farmers, fishermen and handicraftsmen as its members. Most activities are anchored on agriculture. The main function of KUDs is (a) distribution of farm production inputs and consumers goods; (b) provision of credit and collection, processing and marketing of product of members. Though the KUDs function of multipurpose basis, their organizational strength is weak both in financial and business terms. Due to weak structural and financial link-up between the KUD, PUSKUD and INKUD, the cooperative are not able to compete with private traders. Government training facilities are available for cooperative employees through its network of 33 provincial level cooperative training centers and one national level cooperative training centre.

The government as well as the Dewan Koperasi Indonesia (DEKOPIN)-The Indonesian Co-operative Council) share member education and extension services. Private foundations and academies provide formal education in cooperatives. There is Indonesian Cooperative Management College (IKOPIN) at the national level and eight cooperative academies in the country. DEKOPIN functions as an association to struggle for the interest and to channel the aspirations of cooperative societies. DEKOPIN executes the following activities: (1) Channeling aspiration of cooperative societies (2) Increasing consciousness of the people in the cooperative idea (2) Developing cooperation among cooperatives, and between cooperatives and other businesses, at local, national, as well as international levels, and (5) Accumulating funds for the execution of its activities. The auxiliary operational Bodies of DEKOPIN: LAPENKOP (The Cooperative Education Centre), JUK (the Centre for Cooperative Business Network Development), BKWK (Women Co-operator Contact Committee), BKPK (Youth Co-operator Contact Committee and BKPH (The Cooperative Legal Service and Counseling office)

The Cooperative Education and Training Institution (LAPENKOP), which is owned by DEKOPIN (The Indonesian Co-operative Council), establish the programmed to exchange the empowerment of cooperative movement through education and training. It was established on 24th May1995. The aim of LAPENKOP programmed is to raise cooperative members' income through more effective, democratically run and economically sustainable cooperative.

As an institution belonging to the Indonesia Cooperative Movement . LAPENKOP has its mission, i.e. to empower the Indonesia Cooperative Movement through education and training programmers. In disseminating cooperative education and training programmers, LAPENKOP uses network system. So far, LAPENKOP have 23 staffs, and has existed in 30 provinces, and 196 Districts. Facilitators; Active Facilitators; 1,662 Persons, Senior Trainers; 43 Persons, Partner Co-operatives; 1,618 Co-ops, and Certified Facilitators 1,998 Persons.

In addition to its core programmed ; Member Education, other training programmers designed by LAPENKOP are Member Education, Training of Board, Training of Supervisor, Training of Facilitators, Training of Trainers, Training of By-Laws and Training of Accounting. Now-a-days, LAPENKOP is designing modules for business and technical training.

05] Iran

Iran, officially the Islamic Republic of Iran, formerly known internationally as Persia until 1935, is a country in Central Eurasia, located on the northeastern shore of the Persian Gulf. The 18th largest country in the world in terms of area at 1,648,195 km², Iran has a population of over seventy million. It is a country of special geo

strategic significance due to its central location in Eurasia. Iran is bordered on the north by Armenia, Azerbaijan and Turkmenistan. As Iran is a littoral state of the Caspian Sea, which is an inland sea and condominium, Kazakhstan and Russia are also Iran's direct neighbors to the north. Iran is bordered on the east by Afghanistan and Pakistan, on the south by the Persian Gulf and the Gulf of Oman, and on the west by Turkey and Iraq. Iran has 2700 km water border and 6031 km land border. About 50% of population lives in big cities. Tehran is the capital, the country's largest city and the political, cultural, commercial, and industrial center of the nation. Iran is a regional power. Shia Islam is the official religion and Persian is the official language. GDP (official exchange rate): \$382.3 Billion (2008 est.).

Roughly one-third of Iran's total surface area is suited for farmland, but because of poor soil and lack of adequate water distribution in many areas, most of it is not under cultivation. Only 12% of the total land area is under cultivation (arable land, orchards and vineyards) but less than one-third of the cultivated area is irrigated; the rest is devoted to dry farming. The western and northwestern portions of the country have the most fertile soils.

One third of the total land area (35%) is used for grazing and small fodder production. Most of the grazing is done on mostly semi-dry rangeland in mountain areas and on areas surrounding the large deserts of Central Iran. The non-agricultural surface represents 53% of the total area of Iran, as follows:

- 35% of the country is covered by deserts, salt flats and bare-rock Mountains, not suited for agricultural purposes.
- An additional 11% of Iran's total surface is covered by woodlands.
- And 7% is covered by cities, towns, villages, industrial areas and roads.

At the end of the 20th century, agricultural activities accounted for about one-fifth of Iran's gross domestic product (GDP) and employed a comparable proportion of the workforce. Most farms are small, less than 25 acres (10 hectares), and thus are not economically viable, which has contributed to the wide-scale migration to cities. About 12 percent of the country's total land area of 1,636,000 km² is cultivated. Still, 63% of the cultivable lands have not been used, and 185,000 km² of the present farms are being used with 50 to 60% capacity.

Qom Union of Rural Cooperatives

Rural Cooperative Societies Union of Qom province was established by 11 cooperative societies in 1969. The goal of its establishment was provision and distribution of rural needs and distributing agricultural products.

Agricultural activities:

1. To purchase guaranteed products like: Wheat, oat, colza, cotton.
2. To purchase other agricultural products in province by agreement with farmers for instance: pomegranate, Lucerne, fodder corn.
3. To distribute rural families required flour.
4. To distribute chemical fertilizer, pesticide, seed and biologic fertilizer.
5. To create a market hall for selling agricultural products.

Business activities:

1. To purchase and sell local goods.
2. Buying and selling required consumable goods of members.

Iran Cotton Union

Iran Cotton Union was established in October 2002 as the only civil organization involved in cotton production. It consists of 30 cotton cooperatives in different areas which takes the membership voluntarily.

Main objectives of Iran Cotton Union are:

1. Contracting and producing of certified cotton seed at the farm of suitable members.
2. Distribution of cotton seeds among farmers thorough cotton cooperatives.
3. Providing and distributing the pesticides (government monopoly is being cancelled gradually).

4. Attempt to reduce the pesticide consumption, replacing with biological fertilizers and development of IPM.
5. Distribution of fertilizers according to quota specified by the government (government is paying subsidies on fertilizers and keeping it under its monopoly).
6. Attempt to improve the efficiency of chemical fertilizers and replace it by biological fertilizers such as nitrobacteria (nitrogen) and biological phosphate.
7. Contracting cotton insurance with cotton farmers as representative of "Agricultural insurance fund product" (governmental) in an attempt to insure all cotton area in Iran.
8. Providing and implementing educational programs at different fields of cotton production for cooperative staff, cotton farmers and their children by studying in special courses and receiving cotton diploma.
9. Attempt to develop mechanization by providing and presentation of cotton mechanization plan to the government.
10. Implementing the cotton research plots at members' farm in order to make them applicable.

06] Malaysia

Location: Located at Southeastern Asia, peninsular bordering Thailand and northern one-third of the island of Borneo, bordering Indonesia, Brunei and the South China Sea, south of Vietnam. West Malaysia is situated south of Thailand and north of Singapore surrounded by Malacca Strait and South China Sea. Area: Total 329,758 sq km (land 328,550 sq km, water 1,200 sq km). Climate: Tropical: annual southwest (April to October) and northeast (October to February) monsoon. Population: 27.73 Million with multi ethnic group, Malays (50.4%), Chinese (23.7%), Indians (7.1%), Indigenous (11%) and other races (7.8%). Religions: Muslim 60.4%, Buddhist 19.2%. Language: Bahasa Malaysia (official), English.

Total land: 13,176.60 hectares (Land area 13,158.40 hectares, Arable and Permanent crop land 5,131.60 hectares, Arable land 807.1 hectares, Permanent crop land 4,324.50 hectares, Non Arable & non Permanent 8,026.80 hectares) Cultivated Area: 5,155.90 hectares

Agriculture productions: Oil Palm, Rubber and Aquatics including fisheries.

Main Crops: Palm Oil: covers 4.3 hectares, total production crude palm oil 6 million metric tones. Rubber: covers 1.2 million hectares, total production 1.2 million metric tones. Paddy: covers 0.7 million hectares, total production 1.5 million metric tons.

Livestock Population: Pig 2,865.82 metric tons, Chicken/Duck: 215,822.11 metric tons.

Irrigation: There is 3,650 sq km irrigated land which is about 10% of the total land but others have been irrigated by hand made irrigation system. There is a big potential for irrigation development but the problem arise due to high cost of building the irrigation system.

Fertilizer: About 12 companies are producing fertilizer and most of them are producing compose and organic fertilizers. Malaysia is exporting 3.1 billion tones of different types of fertilizers but at the same time we need to import 4.6 billion tones of fertilizers mainly from India and China.

Farm Machineries: 90% are imported machines, no local assembling, very expensive and this will not help smallholders.

Warehousing capacity of the country is considered moderate as most of the agriculture products are not suitable for keeping for long period like paddy. As soon as the paddy harvested, it straight goes away to be processed as rice and Malaysian Authority for rice products (BERNAS) have plenty of warehousing.

Marketing of the product is not a big obstacle as government agencies FAMA (Federal Agricultural Marketing) and MECD (Ministry of Entrepreneur and Co-operatives Development) is tying up with those companies and individuals who want to advertise their products. MECD have subsidized the cost of advertising in all media.

Management of Agriculture: Under the Ministry Of Agriculture (MOA). All agriculture activities are monitored by MOA. Research and Development is done by Malaysian Research and Development Institute (MARDI). Agriculture Training Institutes and Universities produce specialist persons to involve in agriculture sector.

Training: Conducted by Agriculture Department via its institute namely "Agriculture Training Centre" in Perak, Pahang, Selangor, Johor as well as Sabah dan Sarawak states. Other than that, there are Training Centres governed by FELDA, FELCRA and some private institutions.

Cooperatives In Malaysia: All cooperatives in Malaysia are under Malaysia Entrepreneurs of Cooperative Development (MECD). Coordinating agency is the National Cooperative Organization of Malaysia (ANGKASA). The organization structure of the cooperative movement is led by national assembly, managed by national administrative committee and followed by national executive committee and followed by Departmental committees (education, publication, training and development bureau, finance budget & tender, state coordination, education loan, innovation and technology development). Headed by National Assembly which is elected every year. Total number of cooperatives is 5170 with number of members 6.3 million and total number of Agriculture Cooperatives is 272. ANGKASA is working hand to hand with the entire cooperatives in the country for their success and development. It includes giving valuable advice, training and development as well as financial support.

Problem area: Most of the cooperatives did not have a real professional education manager in managing cooperative due to lack of finances. Most agriculture cooperatives are left behind in the marketing field especially in terms of marketing techniques. Almost 80% of the cooperatives are marketing their products among their members only, thus the skill of the sale, of course, is not encouraging.

Status of Koperasi Kampong Gajah Berhad (KKGB): Established in 1963 and member of ANGKASA since 1997. Main objective is to help and improve the smallholder farmers to improve their income. Organization Structure led by Chairman with Treasury, Secretary, 9 elected Board of Directors and 2 managers. *Total number of members: 350 farmers.* Main activities - Oil Palm Plantation, developing shop houses and some government related tender. Future project - Agro park tourism centre on 2500 acres land.

07] Myanmar

Some of the basic indicators of the Union of Myanmar are as follows: Total population-55.40 million; Total cultivable land -11.2 million hectare; Share of agriculture to GDP: 40.2%; Average size of holding-5.8 acres. Total number of cooperatives-14,547; Total co-operative membership-4 million; Per Capita Income-US\$ 507; Main crops of the country include:- cereals, oilseeds, pulses, industrial crops...

Myanmar is an agricultural country, and agriculture sector is the backbone of its economy. Agriculture contributes 40.2 percent (2005-06) of GDP, 12.14 per cent of total export earnings, and employs 62 per cent of the labour force.

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

The CCS is the national spokesman organisation of the Cooperative Movement and has been a member of the ICA since 1993. The CCS has a total membership of 225. The CCS is engaged in business and cooperative promotional activities. It also carries out cooperative education and training activities in collaboration with the Department of Cooperative Development. The primaries are multipurpose in character and provide credit, input supply and marketing of member's produce in addition to allied services. Owning and operating processing facilities like rice mills, oil expellers, condensed milk manufacturing, salt plants, textile mills and other workshops, do value adding. Rice and rice products, beans and pulses, maize etc are exported and fertiliser, machineries and other consumer food etc. are imported.

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

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

08] Nepal

Total population of Nepal is: 231,51,423; Land Area 147,181 sq.km; total cultivable land 2,392,900, ha; Per capita income US\$ 383; Total number of cooperatives 11,302, Membership: 17,91,459; Main crops of the

country: paddy, maize, wheat, millet, tea, oilseeds; the country is divided into three regions-Mountain, Hill and plane Terai. The mountain area covers 23% of the total area, hills covers 50% and the terai region covers 27%.

Nepal is a land locked country bounded on the north by China and on the south, east & west by India. The country has a total land area of 147,181 sq.kms. 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. Ecologically, 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 75 districts grouped into 5 development regions that cut across ecological belts. 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 33.1% of the GDP. Rice is the staple food in Nepal and around four 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 has dramatically been changed by the enactment of Cooperative Act, 1992. But the cooperatives have numerical growth, the performance is still poor.

The National Cooperative Federation of Nepal Limited [NCF], an apex body of the cooperative movement of Nepal, registered on June 20, 1993 under the Cooperative Act, 1992, was voluntarily and jointly organised by cooperatives of different levels on the basis of universally accepted cooperative principles. At present NCF has a membership of 4 Central Co-operative Unions, 1 National Cooperative Bank, 71 District Level Co-operative Unions and 7 Single Purpose Primary Co-operative Societies.

Following activities are undertaken by the National Coop. Federation of Nepal:

- 1) To organize various meetings, conferences, workshops and special events;
- 2) To develop curriculum and conduct training programmes;
- 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 programmes and to implement it.

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

09] Vietnam

Some of the basic indicators of Vietnam are as follows: Total population-85 million; Total land area-331, 688 sq. km; Share of agriculture in GDP-21%; Total cooperatives-17,599; 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 an agricultural country as the population living in the rural area accounts 75%, among this farmers account for 70%. The agricultural sector plays an important role in contributing to economic growth in Vietnam. Total land available for agriculture: 69,535, and 70 sq.kms accounted for 22.1% of the total national land fund, land holding: 52.8% with a farm population: 72%.

In the year 2006, the average productivity of rice production was 48.9 quintal per hectare and rice production reached 35,826.8 million tons. Rice is the main product of Vietnamese agricultural sector followed by plants and cattle can be considered of high economic value. Other main crops include maize, sweet potatoes, cassava, potatoes, soybean, peanuts, rubber and fruits and vegetables, tea.

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

As at the end of 2006, there were 17,599 cooperative associations in the whole country, including 8,458 agricultural cooperatives, 586 trade and service cooperatives, 2,205 industrial – craft industry cooperatives, 557 construction cooperatives, 486 aquatic product cooperatives, 1,060 transportation cooperatives, 915 credit cooperatives, 217 other types of cooperatives and electric cooperatives 2,565.

The National Representative Congress, the highest decision-making body of the VCA, meets every five years. The Congress elects the Central Executive Committee, responsible for managing the VCA, meets twice every year. The Central Executive Committee of the third congress currently has 115 members, including representatives from ministries, agencies, social-economic organisations, department directors, organisations, affiliates of VCA and representatives from cooperatives of all sectors.

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

04 Comparative Field Study Visits in India

One of the core elements of the training programme was the exposure of the participants to actual and practical situations in the cooperative sector and to enable them to exchange views and opinions with cooperative leaders, managers and members. These visits enabled the participants to observe for themselves the activities of the cooperative organisations at primary, secondary and national levels.

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

Study Visits in and around Delhi and in the State of Uttar Pradesh

- International Cooperative Alliance [ICA] – Asia & Pacific, New Delhi
- National Cooperative Union of India-NCUI, New Delhi
- National Agricultural Cooperative Marketing Federation of India Ltd. [NAFED-India], New Delhi
- Fertiliser Marketing Development Institute [FMDI of IFFCO], Gurgaon, Haryana
- Primary Agricultural Cooperative Society, Bilsuri, District Bulandshahar, U.P.
- IFFCO's adopted village, Ganora Shekh, Bulandshahar, U.P.

Study visits in Gujarat State

- Institute of Rural Management [IRMA], Anand, Gujarat
- Naveli Primary Milk Producers' Cooperative Society Ltd.
- AMUL Dairy [Anand Milk 'Cooperative' Union Limited], Anand, Gujarat
- Gujarat Cooperative Milk Marketing Federation (GCMMF)
- Mother Dairy Plant at Gandhinagar, Gujarat
- IFFCO Production Unit at Kalol, Gujarat
- NARMADA Coop. Sugar Mills, Rajpipla, Gujarat.

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



Participants of the Course during a study visit in U.P., India



Group photo of the participants with the Director and Faculty Members at IRMA, India



Delegates of the course at ICC office in Tehran, Iran



Participants of the course at the office of Mahyar Agricultural Cooperative in Isfahan, Iran

SECTION - III

PROJECT MANAGEMENT IN AGRICULTURAL COOPERATIVES

The IRMA Segment: January 23 to February 22, 2009

The Project Management in Agricultural Cooperatives Module of the 3rd ICA/Japan Training Course was conducted at the Institute of Rural Management, IRMA, at Anand, Gujarat State. The ICA chose IRMA, an institute of higher learning and of national importance, for conducting 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, and 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 22 February, 2009. Prof. Vivek Bhandari, Director of IRMA, formally inaugurated the IRMA Module in the afternoon of 23 January, 2009. He welcomed the participants and Mr. A.K. Taneja and thanked ICA for reposing faith on the Institute and assigning IRMA the responsibility for conducting the project management module. He emphasized the need for greater role of Co-operatives in organizing the poor and marginalised farmers in the wake of challenges emanating from the process of globalization. He appreciated the role of ICA in imparting the necessary skills to the Managers of agricultural co-operatives in the region for the last several years. He then shared the activities and experiences of IRMA with the participants. He wished the participants of the current programme a pleasant and fruitful stay at IRMA.

Prof. Shiladitya Roy, MDP Coordinator, briefly explained the activities of IRMA. He was of the opinion that the programme was well designed, as it covered various subjects for better understanding of the requirement of project management.

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. He thanked the IRMA Director and the faculty members for their continued support to the ICA in the implementation of current and previous programmes.

Prof. S.R. Asokan, IRMA Coordinator, briefed about the programme design of IRMA segment. He said apart from the class room sessions, field trips were also organized for the participants to some successful cooperatives to gain first hand understanding of their functioning to complement their class room learning. He also stressed that participants would work to refine their project proposals during their stay here from the learning in the class-room, field visits and the guidance from the designated faculty advisors.

Teaching Modules/Faculty

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

Detailed Module Designs

The module at IRMA consisted of segments, which aim at improving the conceptual, analytical and leadership capabilities of managers of agricultural co-operatives 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 co-operatives (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. G. Krishnamurthy]

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 project in the first week. Throughout their stay, the participants are expected to revise/improve their original projects on the basis of classroom inputs and guidance. The participants made presentation of their revised proposal before their departure from IRMA.

Topic-02

Financial Accounting and Costing (FAC)

[Prof. Paresh Bhatt & Prof. K.N. Badhani]

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 working capital, 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. Arvind Gupta & Prof. Preeti Priya]

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

Topic-05

Integrated Agricultural Cooperative Business Management [IACBM]

[Prof. KV Raju/Prof. SR Asokan]

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

Topic-06

Leadership & Governance (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.

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 to their sponsoring organizations.

The participants prepared the following 12 development project proposals:

S.No.	Country	Name of the Participant	Name of the Project
1	Cambodia	Mr. Ponh Oudam	Harvest and post-harvest technology on crops.
2.	China	Mr. Wang Yunli	Modernized Edible Fungi Production
3.	China	Ms. Liu Xiaojun	Fruit & Vegetable Chips Processing
4.	India	Dr. Radha Krishnan	Establishment of Mustard Oil Extraction Unit
5.	India	Mr. Rahul Kumar	Enhancement of farmers' income through development of raw milk quality.
6.	Indonesia	Mr. Arifuddin Rumung	Development of "Pupu Mandar" production Business.
7.	Iran	Mr. Ardavan Nazari	Establishment of Ginning Factory for Cotton.
8.	Iran	Mr. Mohd. Rajabi	Production of Wheat Seed
9.	Malaysia	Ms. Noor Liza	Setting-up of Agro Park and Tourism Centre.
10.	Myanmar	Mr. Thein Zaw Htun	Project on Sugarcane Plantation
11.	Nepal	Mr. Baldev Poudyal	Establishment of Milk Processing Plant
12.	Vietnam	Mr. Hoang Thai Bang	Production of Fresh Vegetables for Poverty Reduction.

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

SECTION - IV

COMPARATIVE FIELD STUDY VISITS IN IRAN

The Part-II of the training course on comparative field study visits in Iran was arranged by the Iran Chamber of Cooperatives (ICC) to the following national/primary level agricultural cooperatives in and around Tehran/ Esfahan from 26 February to 4th March, 2009 .

1. Central Organisation for Rural Co-ops of Iran (CORC)
2. Central Union of Rural Agrl. Coops of Iran (CURACI)
3. Iran Chamber of Coops (ICC)
4. Shabhang Rural MULTI PURPOSE Coop. Society, Shahriyar
5. AIDA & TROCA Food Product Society under CURACI at Isfahan
6. Bahar Gostar Mehr Abad - Agro Industrial Coop. Company, Isfahan
7. Mahyar Agricultural Co-op., Isfahan
8. Coop. Agricultural Company of Broiler Poultry Breeders of Qom
9. Mobarakeh Township Rural Cooperation Orgn - Towhid Rural Coop. Company.

1. Central Organisation for Rural Co-ops of Iran (CORC)

The Central Organization of Rural Cooperatives (CORC) was established in 1963 as a State joint stock company with 5545 ratified organizational position and about 3000 personnels at head quarter. This organization is charged with governing duties related to manage the rural cooperative network. These network consists of 5366 rural, agricultural and women cooperative companies, 363 unions at local, regional and national level and about 6 million members. This vast network enjoys expanded legal capacities, such as Article of Association, the 44th principle of Constitutional Law, and 5th Development Plan Policies, which are applied to integrated and coordinated management of the whole chain of agricultural products. It has a long practice experience with farmers and rural settlers, amounting to half of a century and has provided 20,000 job opportunities. This network enjoys hardware facilities, such as 11,567 rural shops, 5000 shopping centers and 1000 credit units, which buy agricultural products and supply inputs, 12,023 fuel distribution centers for rural areas, 2,550 warehouses with 2.5 million tones capacity, 605 plants for winnowing, production, packaging, processing and milk collecting centers. This organization purchases, distributes and sells the agricultural products and inputs (fertilizers, seeds, poisons, staple goods and fuel) amounting to 15 million tones for farmers settled in 57,202 villages.

Duties of CORC

The duties of CORC are of two types – Governing Duties (a) Policy Making; (b) Guiding; (c) Supporting; (d) Supervising.

Policies

- To perform general policies mentioned in Constitutional Law, principle 44, which emphasize on Ceding of management, ownership, administrative and incumbency affairs to the cooperatives along with qualification and promotion of rural and agricultural cooperatives' role in economical development.
- To strengthen, guiding, supporting and supervising roles and to emphasize on fair distribution of opportunities through coordinating and empowering of cooperatives and to make them qualified for accepting responsibility in the field of economic development of rural and agricultural sector and coordinating rural distribution system.
- To provide secured and proper circumstances for rural and agricultural investment. This will be attained through diversification of the activities, which have comparative and competitive advantages, creating innovative advantage and job opportunities, to establish specialized cooperatives and union which make practicable for integrated managing the whole economical chain of agricultural products.
- To manage and regulate the market of agricultural products by supporting programmable production and administrating cultivation pattern and prevention of severe price fluctuation of agricultural products.

- To empower cooperatives and to promote their profitability through human-resource development by extension of technical, professional and scientific-applied educations for members and foundations of cooperatives.

Goals

- A) Qualitative Goals:
 - Organization;
 - Coordination;
 - Qualification;
- B) Quantitative Goals:
 - Macro Goals;
 - Micro Goals;

General Policies of Constitutional Law Article (44) for Cooperative Sector:

Based on Article 44, the economic system of the country falls into 3 sectors – public, cooperative and private.

1. Increasing share of cooperatives in national economy up to 25% by the end of the 5th Five-Year Development Plan.
2. Taking effective steps by government towards establishment of cooperatives as a job-creation move for the unemployed population of the country.
3. Government supporting formation of cooperatives through various means, such as tax relief, avoidance of over-charging cooperatives, as compared to private sector.
4. Removing restrictions with regard to involvement of cooperatives in all economic domains of activities, such as banking and insurance.
5. Establishment of state-owned-capital cooperative development bank aimed at enhancement of cooperative sector in national economy.
6. Government encouraging cooperatives to explore means of access to target market through an in-depth fair information system.
7. State governance in issues including policy-making, monitoring the come-into-effect of laws and avoiding interference in cooperatives, executive and administrative affair.
8. Promoting technical and vocational training as well as other required support in order to improve efficiency and empowerment of cooperatives.
9. Practicing various flexible methods of capital building and share distribution with regard to cooperative sector, taking necessary measures for emergence of new cooperatives in the form of joint stock company LID, whose shareholders ownership is limited to the extent specified by law.
10. Government supporting cooperatives on the basis of their membership.
11. Developing national integral cooperatives to cover up the first three most dis-advantaged strata of the society aimed at poverty eradication.

1. The Central Union of Rural & Agricultural Cooperatives of Iran (CURACI)

A brief history of the advent of central union of rural and agricultural cooperatives of Iran and provincial cooperative:

Further to the establishment of unions of rural cooperative companies in provinces, the necessity of establishing a central union based in Tehran was felt. In this regard, an article of associations dated 9/8/1355 was prepared, discussed and approved in the general assembly and it was registered as number: 28348 dated 5/12/1356 in the Company's Registration Office

Objectives

- Producing, purchasing, preparing and providing all kinds of materials, goods, equipment, and machinery to the members and farmers all over the country;
- Collecting, categorizing, packing, retaining, conversing, transporting, purchasing and selling the products of cooperative union members , rural women cooperatives and also rural farmers as well as cultiva-

tors of animal, silk worm, fish, poultry, bee-keepers, handicraftsmen in the union's region via union's members.

- Public services for member unions and their members such as transportation, providing houses, drinking water and irrigation water, establishing and maintenance of water systems, drainage, providing hygiene, public health and training facilities.
- Providing agricultural and rural handicrafts machinery, and required professional facilities such as agricultural and veterinary equipment, group transport facilities for members and their products

Activities

Activities of Central Union of Rural and Agricultural Cooperatives of Iran: Due to variety of climate in Iran, through many years this country has been known as a pioneer in agricultural products. Iranian handicrafts are also one of the well known industries all over the world. Among various private-public producing units, Central Union of Rural and Agricultural Cooperatives of Iran, as the highest organizational cooperative, manages 2985 cooperative corporations, 239 unions, 1200 stores, approximately 5 million member families and 25 million people and has established the greatest cooperative service system. This system is providing and preparing commercial and living requirements of farmers and does marketing and selling of their products via domestic and foreign markets.

CURACI was established in 1990. Now with 5,000,000 members, 1/1 billions US\$ capital, 29 provincial level unions, 240 city level cooperatives, 4500 primary coops, 9577 stores, 6024 fuel stations, in accordance with government goals and its decentralization; self sufficiency, right competition and supplying the common needs of members, investing in infrastructure, production increase, has an important role on socio-economic sectors in the country.

Iran Central Chamber of Cooperatives (ICC)

In the Article (44) of the Constitutional Law of the Islamic Republic of Iran, economy falls into three sectors: Cooperative, Private and Public. By virtue of Chapter 10 of I.R. of Iran Cooperative Sector Law, the Cooperative Chamber was established in 1992 under government and nation's support, whereby it undertook duties and authorities of the Chamber of Commerce, Industries & Mine as to the cooperative sector.

Furthermore, the Chamber of Cooperatives operates beyond national borders in the field of trade and facilitating business interactions among traders, farmers, and merchants with other countries.

1. To perform duties and responsibilities of the Chamber of Commerce, Industries and Mine in the Cooperative Sector including:
 - Enhancement of coordination and cooperation among traders, craftsmen and merchants in the field of cooperative industries, mine and agriculture to enforce cooperative law and regulations;
 - Acting as a consultative body with regard to the relevant bills and action plans;
 - Working with the Ministry of Cooperatives and other administrative organizations and officials to implement relevant rules and regulations;
 - Association with the cooperative chamber of other countries, establishment of joint chambers and committees according to the general national policies;
 - Organizing seminars and conferences and participating in such events;
 - Promoting Iranian export commodities overseas; encouraging and assisting affiliated enterprises to participate in domestic and foreign trade fairs;
 - Advocating and encouraging home investment in production of goods, particularly certain export items;
 - Settlement of national and international trade issues of the members through the Chamber Arbitration Board with regard to the rules and regulations;
 - Creation and administration of the Economic Data Bank to fulfill Chamber's duties;
 - Issuance of Membership Card based on Chamber's By-law.
2. To create sense of coordination and cooperation among other cooperative chambers; to play their role in case of non-establishment or inactivity; to vest its authority in them as specified.

Note: The Central Chamber of Cooperatives may undertake some duties and responsibilities of other

cooperative chambers for a certain period of time and/or vest its authorities and duties in them for an specified timetable.

3. To carry out required coordination, cooperation and assistance for enhancing cooperative joint ventures and transactions.
4. To render arbitration services within the scope of cooperative activities in order to establish peace between cooperatives and members.
5. To present various services such as consultation, expertise, technical assistance, publications and required by member coops.
6. To conduct cooperative training and technical courses; to work in partnership with Ministry of Cooperatives and concerning organizations; to establish training institutions and centers when needed.
7. To initiate relations and cooperation with Cooperative Fund to link it with the cooperative societies, particularly to collect 4% cooperative education fee and to pay and receive loans and other facilities.

Shabahang Rural Cooperative Company

Historical Background: Shahryar Rural Cooperative Companies commenced its operations in 1941 and in 1974, following the execution of plan for commercialization of cooperatives in Iran, several cooperatives in Shahryar were integrated and Shabahang Shahryar Rural Cooperative Company, in its current mode!, emerged including 28 villages in 11 groups.

Organizational Structure of the Company: Shabahang Cooperative enjoys the existence of the experienced board of directors, inspectors and highly experienced consultants for short and long term programmes and the company conducts different meetings according to the article of association annually. Shabahang has also been able to compile 5 years and other short term plans in accordance with the needs of the members and farmers.

Objectives of the Company: The higher goals of the Shabahang Cooperative include offering services, supporting farmers, credit, commercial, social, educational, sport, cultural, treatment and employment affairs.

Activities of the Company: Shabahang Cooperative holding 3,000 members and RIs 5,021,070,778 of capital and remarkable reserves operate in broad field as follows:

Credit Operations: Shabahang Cooperative has interest free fund with 8 branches in their covered area that is a suitable financial resources and support for the company members and other people within the above branches. Two types of loans are granted: (1) Production loans including agricultural loans for repairing agricultural motor pump, medical, guild and other loans. (2) Consumption loans, including goods purchase, treatment, marriage, housing, education and other loans.

Sport and Cultural Activities: Shabahang Cooperative conducts different extended sporting activities. Commencement of the above activities of Shabahang had been in 1990. The first sports team of the Company including football and volleyball teams had commenced its activities in the aforesaid year and currently the company has a cultural sport complex with the area of 26935 m², a stadium with standard artificial grass with the capacity of 12000 audience, body-building saloons, shooting field, audio-visual schools, dormitory, restaurant and five multi-purpose saloons for accepting extended activities and operations. Presently, the company has extended its activities by constructing a twin equipped and modern swimming pools separately for men and women.

Treatment Activities: Shabahang has established diverse treatment units in its activity domain enjoying the presence of experienced medicos in a contractual method, which offer service to the members and citizens.

Commercial Activities: The company holds different consumption stores through which the consumption materials are delivered to the people. Through distribution centers, different agricultural devices, seeds, chemical fertilizers and composts, pesticides and parts of machines are supplied and distributed. Meanwhile, the company has a store-house with the capacity of 5000 tons with the area of 2600 sq.m. and a 100 ton cold storage for keeping store and agricultural consumption materials.

Educational Activities: Shabahang Cooperative conducts different educational programs for improving the level of the personnel and members. For instance, the private cooperative and management training programs, accounting, banking and computer courses for personnel and professional agricultural training courses in practical and theoretical form for farmers is part of our diverse training programs.

AIDA & TROCA Food Product Society under CURACI at Isfahan

- Esfahan Food Industries Complex, an affiliate of Iran's Rural Agricultural Cooperatives Central Union.
- With over 50 years of successful experience in the manufacturing of food products bearings "Aida International" brand and "Troca Iran" brand;
- Equipped with the state-of-the-art technology and automatic machinery brands "Dynaplast", Rossi & Catelli", "Vimercati" world's leading manufacturers;
- Awarded Food safety management system International ISO 22000 certificate by TUV NORD company;
- Awarded Luxcontrol product control international certificate by TUV Rheinland Group;
- Awarded Iranian National standards Badge;
- Awarded accredited laboratory and sister company by industrial standards and Research department;
- Awarded Research & development certificate by the industrial and mines organization;
- Elected province food industries model by the ministry of health, treatment food and drugs in 2007;
- Awarded national Green Industry in 2007

Mobarakeh Township Rural Cooperation Organization – Towhid Rural Cooperative Company:

The company was established in 1963 with a capital of Rials 4,533,160. The company has now 4211 members and a capital of Rials 8,894,641,000. Its headquarter is in Zibashahr, Khulenjan.

Activities: Technical services are part of the activities provided to its members and farmers.

Agriculture: Enjoying a mechanization unit consisting of a combine m/c, 6 tractors & trailing systems in recent years, the company has been offering services to its farmers. If the company cannot directly supply services to them, its mechanization unit will help them decrease their costs. This significantly influences production plantation & harvest.

Reformed Seeds Shop: In order to optimize basic production performance, especially that of wheat and barley, the company supplies the required QNT of reformed seeds to the farmers through Supportive Services Co., each year.

Rice Milling Factory: Since rice is a significant crop of the region, in 1989, the company tried to open a rice milling unit to mill and sell its members' rice. The nominal capacity of its factory is 1 ton of rice per hour with a low cost paid by the farmers. The factory is equipped with a drier + 9000 m² of sun area for drying the members' rice.

Financial, Credit Activities: In Iran's Rural Cooperativ companiess, credit activities are of primary importance. From the very beginning, the company has used financial resources provided by Iran Rural Cooperation Central Organization to fulfill the company members' short-term credit requirements.

At present, the fund has 4000 investing members, Rials 5 milliard of capital and 1000 members with current accounts who deposit considerable amounts which are paid to the customers via cheques. The company so far paid 1500 loans and Rials 1,432,617,021 should be reimbursed as previously paid loans.

Bahar Gostar Mehrabad Agro Industrial Cooperative Company

Bahar Gostar Mehrabad (BGM) was founded in 2002 under registration No. 350 in Mobaraka City, Esfahan province, Islamic Republic of Iran. Since foundation, it has developed more than anticipated. Following 6 main fields of activities are defined for this company:

1. Vegetable Green-House and Festival Crop,
2. Gardening,
3. Research and Development,
4. Agriculturing,
5. Mechanization Services,
6. Trading and Commerce,
7. Decorative Flowers.

Modern technologies are used by BGM to attain traditional criteria like color, shape and smell. Fast growth and nationwide success would not be possible without our trained staff. Furthermore professional companies established under the affiliation of BGM secure integrity for a lead share:

- Salman Co. for Fowl production,
- Puya Dasht Co. for mechanization solutions and services,
- Rayhan Mehr Co. for producing rose bushes in different types.

Mahyar Agricultural Co-op., Mahyar, Isfahan, Iran

Background: Mahyar agricultural cooperative was established in 1985 with the help of 71 progressive farmers of this area and primary investment of 11,400,000 RIs. and a number of 190 of Shahreza registered companies. Its main activity was organization and collection of agricultural production for centralization of wheat trade, more than the real amount of farmers' usage. This activity was done by trading more than 14,000 tons of wheat which was done for the first time. At present with 260 members and 4,200,000,000 RIs. Investment, this company is one of the certified cooperatives which has been successful in many areas, such as seed production.

Administrative Structure and Activities of the Cooperative: Although, the activities and services provided by the cooperative are numerous enough to cover professional needs of the members, in general, these activities can be summarized according to four kinds of management:

1. Administrative and Financial Management.
2. Commercial Management.
3. Technical Services, Mechanization and Consulting Management.
4. Management of Seed Production.
5. Cooperative Activities.

Future Plans and Programs of the Cooperative

The main task of the cooperative can be divided into two types of programmes – 5-year program and 15-year program:

A. 5-Year Program which includes:

- providing comparative maps of grounds productiveness related to the area to establish accurate farming according to international standards and that the first step to this act is to establish a pedology laboratory and its primary activities have been done;
- to perform system of quality management according to standards of ISO;
- to attract investment from other countries for production and importation of various chemical fertilizers considering the government policy in fulfilling the 44 act of constitutional law;
- to provide the opportunity to members to visit other countries and successful companies to know new technologies of farming.

B. 15-year program which includes:

- construction of fertilizer production company with the help of other countries in order to get to international markets;
- to provide a research unit in order to reach to new variety of seeds.

SECTION - V

INAUGURATION OF PART-III OF THE TRAINING PROGRAMME IN JAPAN

Inaugural Session

The Part-III of the 3rd ICA/Japan Training Course was formally inaugurated on 6th March, 2009 by Mr. Miyatake Fuminori of MAFF. Mr Kenji Miyazaki, Managing Director of IDACA, Mr. A.K. Taneja, Program Officer, ICA-AP, also addressed the inaugural session. Mr. M. Tanaka, Manager (GAD), Mr. Y. Abe, Manager (Training Department), Mr. Hiroshi Terunuma, Manager (Development Dept.) and other officers of IDACA were present.

Welcoming Mr. Miyatake Fuminori, Mr. Kenji Miyazaki and other senior officers of IDACA, Mr. A.K. Taneja congratulated the participants for successfully completing the first and second part of the training programme held in India and also the comparative field study visit programme in Iran 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. Miyatake Fuminori of MAFF expressed his hearty welcome to 12 participants from 09 countries for their participation in this training course. He extended his sincere appreciation to Mr. A.K. Taneja of ICA-AP and Mr. Kenji Miyazaki and his IDACA staff. He wished the participants a comfortable stay in Japan. He said: from 2006 onwards, on the basis of the results achieved so far, MAFF decided to contribute to the new training project focused on joint collection, shipment and marketing required for the diversifying distribution of agricultural products as well as on farm methods necessary for introduction and dissemination of new commodities, which meet the needs of diversifying markets.

The Government of Japan announced the New Development Initiative which would help LDCs promote development and benefit from Free Trade System. As part of the Initiative, MAFF has decided to accept 1,000 trainees per year and also dispatch experts.

He further said that, "I hope that the knowledge on farm guidance, joint collection, shipment and marketing method you gained from the trainings in India and Iran will help you to promote agricultural and rural development in your country".

Mr Kenji Miyazaki, Managing Director, of IDACA, welcomed the participants to Japan and IDACA. He expressed his thanks to Mr. Miyatake Fuminori for attending the Opening Ceremony. He said, "Now, as you may be well aware, the world economy is going through the unprecedented economic crisis, an incident which may occur only once in a hundred years. Mr. Miyazaki gave reference of Toyota, the world famous excellent car manufacturing company that is now experiencing hardship of the deficit as well. On account of this reason, many companies including Toyota has been resorting to lay-off measures of their workers. Amid such circumstances, there has been an increase in number of workers who are joining the labor union, which constitutes an organization to help protect employment and wages of workers, because individual worker is very weak.

It can thus be said that the prevailing situation surrounding economically vulnerable people is getting severer. I think that farmers are not exempted from this adversity and are facing a predicament.

As you may perhaps know well, this training course in Japan aims at strengthening of activities, such as farm guidance, joint collection, shipment and sales of agricultural commodities, thereby increasing returns to farmers and eradicating poverty.

In this regard, I shall be very happy if you can deepen your insights about Japan's agricultural cooperatives through the training for the development of your cooperatives, whereby you can contribute to the enhancement of the socio-economic status of farmers in your respective countries.

IDACA was established in 1963 as an international training institute with funds contributed by JA-Zenchu and

other concerned institutions. This year marks its 46th year anniversary. During the period, since its establishment in 1963, more than 5,200 participants from 109 countries mainly from Asia have participated in the various training courses. Needless to say, a lot of participants from your countries have also participated in them so far.

I heard that these former participants have been playing an important role as core personnel for farmers' organizations which definitely give us a sense of pride and joy.

We at IDACA assure you of our concerted efforts to live up to your expectations by reaffirming the significance and importance of this training course.

Ladies and gentlemen, spring is just around the corner. It is the best season of the year. Cherry blossom will soon be in full bloom until the end of March to early April.

I wish you all to have a fruitful stay and memorable training, while enjoying the spring season.

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 was arranged by IDACA.

The programme included the following components:

- Practice of Japanese Agricultural Cooperative 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 completing the IDACA training programme, the participants left Japan for their home countries on 18th April, 2009).

SECTION - VI

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

Field Study Visits in Japan

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

- Institute for the Development of Agricultural Cooperation in Asia-IDACA, Tokyo
- JA Hadano-shi
- JA Yamanashi
- JA Fukushima Prefectural Union
- JA Shin Fukushima
- Central Wholesale Market
- JA IIDE
- JA Samami's Kamakura Branch
- JA Fukuoka Prefectural Union
- Fukuoka Agricultural Research Centre
- JA NIJI
- JA Itoshima
- Ion Super Market
- Zen Noh, Saitama

1. Study visit to JA Hadano

The present JA Hadano was established by merging five agricultural cooperatives. The number of members stood at 2,560 (Regular members: 2,208 and Associate Members: 352) in those days. On 1st March, 1966, the three other coops newly joined the Coop. to form the present J.A. As a result, the present J.A. came into existence with the total membership of 3,943 (Regular Members: 2,986 and Associate Members: 957).

- 1) Hadano city – Population: 168,000 Area: 10,361ha
- 2) Agriculture in Hadano: Once tobacco leaf and peanuts were dominant in production. However, nowadays-wide variety of products such as vegetables and flowers by greenhouse cultivation, fruits production and dairy farming has been promoted.
- 3) Hadano-shi Agricultural Cooperative (established by amalgamation of five primary cooperatives in Hadano city on August 1, 1963)

- Members at the time of first amalgamation: Regular Member 2,208
 Associate Member 352
 Total Number 2,560
- Members after 2nd amalgamation: Implemented with two
 primary cooperatives in 1965
 No. of members 7,055
 (of which 61% is associate members)
- Urbanization in this area has advanced rapidly since the latter half of 1960's, and it transformed to urbanized JA by accepting associate members.
- The business profits are mainly from credit and mutual insurance businesses.

2. Outline

- 1) Total No. of Members : 7,055 Regular Members 2749
 Associate Members 4306



The participants during a study visit at CURACI Head Office in Tehran, Iran



Participants of the course visited a cooperative poultry farm in Qom, Iran



Group photo of the participants with the President of JA-Zenchu at IDACA, Japan



The participants exchanging views during a group session



Group photo of the participants at Japan Agriculture office in Fukushima prefecture



The participants at the Closing Ceremony at IDACA, Japan

PARTICIPANTS

3rd ICA-Japan Training Course on
“Enhancement of Farmers’ Income and
Poverty Reduction Through Cooperatives”
India-Iran-Japan. December 07, 2008 – April 18, 2009



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Mr. A.K. Taneja
Program Officer, ICA/JTC
ICA - Asia & Pacific

Qualification for Regular Membership:	Cultivated Area 0.1ha or more Farming for 90 days or more a year
Invested Share	1,000 yen/share (Average share holding per member: 248,000 yen) * becoming member or succession procedure
2) No. of Officials :	43 36 Directors (of which 3 directors are full-time, 1 President, 2 Managing directors) 7 Auditors (of which 1 auditor is full-time)
3) No. of Employees :	228 (Part-timer 72)
4) Members Organizations :	
• Production Association	Leaders 122, Members 7,055
• Commodity-wise Group	18 groups (organized by crops)
	Asset Management Group (546 members for management of real estate)
• Youth Association	Members 39
• Women's Association	Leader 221, Member 1,182
5) Organization	
Head Office :	3 Departments /1 Office / 12 Sections
Branch Office :	7 Branch Offices / 2 Offices for Credit and Mutual Insurance Business

2. J.A. Yamanashi:

Outline of Organization of JA Fruits Yamanashi in FY2007

JA Fruits Yamanashi was established in 2001 with merger of 10 JAs in the eastern Yamanashi district as part of the prefectural union's amalgamation promotion plan which envisages 8 JAs in the prefecture

Its area of operation is one of the famous fruits production areas in Yamanashi which boasts the nation's leading fruits kingdom and holds the top position in deciduous trees which is rare in Japan. It occupies over 40% of fruits production in the prefecture centering on grapes, peach, apricot, persimmon, cherry, apples, kiwi fruits and etc. On top of them, vegetables, flowers, shiitake mushroom and livestock are also carried on. Moreover, taking advantage of advantageous geographical conditions, grapes and peach in green house is also produced. Thus it has established large production area enabling all year round production and are expected to be a large supplying station of farm products in the future.

Members and share capital

(1) Members :	10648
No. of regular member farm households:	7,982
No. of Associate member farm households:	1,842
(2) Share capital (At the end of this term)	
Regular members	1,133,619
Associate members	26,631
Total	1,183,417

Remarks:

- 1) Amount of one share : 3,000 yen
- 2) Total amount of share capital at the end of this term : 3.5 billion yen
- 3) Share capital per regular member : 408,000 yen

Officials & employees

- (1) No.of officials: 39
- (2) No. of employees 394, of which male 218, female 108 and temporary workers 68
Of this, there is 27 farm guidance staff and 1 better living adviser. In addition, there are two internal auditors

Members' Organizations

- Commodity-wise groups
Name of groups
 - Greenhouse Cherry
 - Greenhouse Della grapes
 - Greenhouse Kyoho grapes
 - Greenhouse Pione Grapes
 - Greenhouse Peach
 - Greenhouse big bunch grapes
 - Open-air Cherry
 - Koshu/Perry
 - Persimon
 - Kiwi fruits
 - Apples
 - Vegetables and special products
 - Flowers
- Youth Associations: 211 members
- Women's Associations: 2,737 members
- Mutual Help Volunteer Group 108 members

Business activities

Being the multi-purpose agricultural cooperative, JA is undertaking a wide spectrum of business activities ranging from credit, marketing, purchasing down to utilization. Moreover, JA has two affiliated companies which consist of direct sales shop and the other which engages in such businesses as real estate, insurance agent, petrol station, funeral ceremony services, contract farming, sales of liquor and etc.

Business turnovers

- Credit business (savings: 78billion yen and loans 17 bil. yen)
- Long term mutual insurance holdings in force: 672 billion yen
- Purchasing: 6.1billion yen
- Marketing: 15billion yen

Total profit: 2.9 bil (97% over the previous year)

Main facilities

- Main office: 1
- Branch offices: 24
- Sub-branches: 2
- Joint Grading Center: 35
- Collection & Shipment Center: 3
- Fertilizer Center: 1
- Purchasing Center: 1
- Gas Station: 13
- Direct Sales Shop: 2
- Automated Teller Machine (ATM): 10
- Cash Dispenser (CD): 6

Study visits to Fukushima Prefecture

Outline of multi-purpose JA in Fukushima Pref.

Present Situation of JA in Fukushima Prefecture (as of the end of February, 2005)

No. of JAs	19
No. of regular members	156,851
No. of associate members	83,400
Total No. of members	240,251
Savings	1,201 billion yen
Loans	390 billion yen
Purchasing business turnover	69 billion yen
Marketing business turnover	110 billion yen
Long-term mutual insurance holdings	10,560 billion yen

Outline of Organization

Members

Number of members	Regular	153,476
	Associate	85,905
	Total	239,381
Proportion of associate members	35.9%	
Number of member households	Regular	130,838
	Associate	59,242
	Total	190,080
Number of representatives	10,622	

Basic problems common to JA Group Fukushima

1. Supplying safe, reliable farm products and promoting regional agriculture
2. Pushing the innovation in economic businesses to meet expectations of the members
3. Strengthening activities to improve the soundness and sophistication of management
4. Stepping up cooperative activities to expand and strengthen the foundation of the organization and activate the localities

Outline of JA Shin Fukushima

- 1) JA Shin Fukushima was established and started its operation after amalgamation of eight (8) JAs into one (1) JA on Feb.1, 1994, and JA Kawamata lino was amalgamated into the JA to cover one (1) city and two (2) towns on Feb. 2, 2007.
- 2) JA established companies (100% invested by the JA) for independent management. (Shin Fukushima Kyodo Service Co., JA Shin Fukushima Fuels Co., JA Shin Fukushima Life Co., JA Welfare (Social Welfare Corp.) for "Agri Home", facilities for the elderly.

Organization (as at the end of March 2008)

(1) Members

<i>Classification</i>	<i>No. of Members</i>
Regular Member Individual :	11,786
Corporation	7
Sub-total:	11,793

Associate Member Individual:		11,679
Corporation:	-	166
Sub-total:		11,845
Grand Total:		23,638

(2) Invested Share

<i>Membership</i>	<i>No. of Shares Invested</i>
Regular Member:	1,219,091
Associate Member:	177,446

Remarks:

- Value of one share : 3,000 yen
- Paid-in Share Capital (as of the end of FY2007): 4,189,631,000 yen
- Average Invested Share by member: 177,241yen per member

3) Main Business Activities

Credit, Mutual Insurance, Purchasing, Marketing, Agricultural Warehouseing, Processing, Utilization, Tourism, Housing Development, Adjustment and Coordination for Utilization of Farm Land, Direct Sale shop, Guidance

4) Member organizations

<i>Name of Organization</i>	<i>Number of members</i>
Agriculture Development Group:	602
JA Women's Association	2,364
Young Women's Group	157
Elder Women's Group	138
JA Youth Group	190
Pension Receivers Group	13,408
Insurance Friendship Group	2,521
Assets Management Group	434
JA Sore Management Group	112
Marriage Consulting Group	32
Peach Producers Group	1,187
Apple Producers Group	955
Japanese Pear Producers Group	601
Grape Producers Group	120
Apricot Producers Group	130
Persimmon Producers Group	132
Paddy Producers Group	1,800
Leaf Vegetable Producers Group	350
Leek Producers Group	44
Strawberry Producers Group	38
Cucumber Producers Group	102
Shiitake Black Mushroom Group	16
Konnyaku Producers Group	20
Japanese Beef Caw Breeders Group	38
Flower Producers Group	203
Ornament Plant Producers Group	11
Dairy Farming Group	9
Mountain Vegetable Group	110
Sericulture Group	23
Direct-sale shop management group	1,170

Area:

Operation area of JA Shin Fukushima covers one city and two towns, i.e., Fukushima city, which is located in the north of Nakadori district of the Pref. and surrounded by Abukuma Highland and Azuma Mountain Range, Kawamata town in the west part of Abukuma Highland and Lino town, about 16 km southeast of Fukushima city, and the total area is 895.40 km².

Agriculture:

The total agricultural production in value is about 24.3 bil. yen (20.4 bil. yen from Fukushima city, 3.1 bil. yen from Kawamata town and 800 mil. yen from lino town). Orchards spread in the north and northwest of Fukushima city for production of peach, Japanese pear and apple. Paddy fields are in the south and the southwest of the city. The main crops in Kawamata town and Lino town are paddy, tobacco leaf and livestock products.

“Shiki-no-Sato”(Country of the four seasons) as a conception of farming village manufacture*Outline of the facility*

- (1) The “country of the four seasons” was developed by Fukushima City and opened on July 24, 1995 as a park facility for opening up a new field of agriculture. Having an area of some 8 ha, the park is visited by about 500,000 people annually.
- (2) Situated in the Arai district in the southwestern part of Fukushima City, this park commands a panoramic view of the Azuma mountain range, including Mt. Issaiki and Mt. Azuma Kofuji, within the Bandai Asahi National Park. In its neighborhood, there are 34-ha Suirin Natural Forest designated as a flood control forest, Azuma Athletic Park used as the main ground for the Fukushima Autumn National Athletic Meet held in 1995, Fukushima Municipal Park of Private Houses where representative private houses of modern times are conserved and exhibited, etc.
- (3) The “country of the four seasons” was so named that it gives the image of a spacious, year-round recreational facility which is blessed with beautiful natural landscape and which permits the visitors to enjoy changes of the seasons, traditional objects of craftwork and varieties of farm products.
- (4) The individual facilities within the country give the image of Western-style architecture of the 16th century, with their exterior designs unified by use of brick as the principal material. The spacious ground is covered with lawn. With the green-covered ground and Mt. Azuma as the background, you can fully enjoy the clear blue sky. The flower beds are full of various flowers of the season.
- (5) The JA operates a farm product processing shop (producing ice creams), a water mill (selling ice creams), a rest house (country restaurant) and a bakery

JA Aizu lide*Outline of JA Aizu lide:*

JA Aizu lide was established on March 1, 1998 as amalgamation completed among eight (8) JA, i.e., Kitakata city, Atsushio Kano village, Kita Shiobara town, Shio-kawa town, Aizu Yamato town, Nishi Aizu town, Yamasato village and Takasato village.

The JA, located in the northwest of Aizu area of Fukushima prefecture, well-known paddy production area in Tohoku district, has been engaged mainly in paddy production. With a sacred mountain “lide” in the north, paddy cultivated with a plenty of underground water supplied from the mountain is incomparable quality, and it contributes to 70% of total marketing turnover of JA. In addition to paddy, JA produce horticultural products such as green asparagus, fruits, flowers, etc. Marketing turnover of asparagus is ranked No.1 in Tohoku district Livestock production is also doing well, especially marketing turnover of beef, by which JA is going to establish a brand product as “Beef of Aizu lide, is following asparagus.

Business Plan for FY 2007*I. Basic Policy*

Under the circumstance the business plan of FY2007 is prepared as more practical plan with integration of “3rd 3-year Plan for Century of Agriculture and Symbiosis” and “Subjects-to-be implemented in FY2007 for 3rd

Medium-term Management Reform Plan” with the vision of JAs actions for assistance to farm management and protection of life of the members.

II. Basic Objectives

1. To foster and give support to hamlet-based farm management and principal farmers and strengthen production and marketing safe and reliable agricultural and livestock products.
2. To secure agricultural income by implementing 4th Regional Agricultural Promotion Plan.
3. To promote the reform of economic business to secure the business income to meet the needs of the members.
4. To promote streamlining (rationalization) of the organization with appropriate distribution of management resources (people, materials, financial resource) through re-arrangement and integration or abolishment of branch offices
5. To strengthen a system to provide services to the members by improving public relations activities.
6. To strengthen the management foundation and the business function based on a view of low birthrate and aging population.
7. To establish a system and measures for “compliance” with the laws, the rules and the regulations concerned with the management of JA to prevent disgraceful affairs to JA

III. Policy for the Organization and the Business Management

In the midst of a drastic change of Japanese agricultural policy and structure, JA is aiming to be number one organization for the members, the residents and the consumers in the community by implementing the 3rd Medium-term Management Reform Plan to provide attractive products and services for promotion of the regional agriculture, make contribution to the community through organizational and business activities and take necessary actions for sound management with strict “compliance” with the legal framework, the rules and the regulations and for the environment protection, etc, which will gain trust of the community.

Important Subjects for Implementation

- 1) Regional Agricultural Promotion and Supply of Safe and Reliable Agricultural Products
- 2) Implementation of the Economic Business Reform
- 3) Change of Business style by strengthening Public Relations Activities and Communication with the Members
- 4) Strengthening the Organization and the Business Foundation by increasing the number of the members and activation of the members organizations
- 5) Securing Safety and Comfort in the Community and More Social Contribution
- 6) Promoting the Business Reform

IV. Business Policy and Important Subjects for Implementation (by Business)

1. Business Policy:

In the first fiscal year to implement the 4th Regional Agricultural Promotion Plan, the government's new policy for farm management and rice form based on a new supply and demand system, JA will take measures necessary for securing income of farmers (principal farmers and hamlet-based farm management groups) and restructuring the regional agriculture to expand its scale and make itself more strong and sustainable under the circumstance.

JA will work on improvement of profit of the marketing business and promoting the business reform for more profitability in each section.

2. Important Subjects for Implementation:

- 1) Maintaining and Expansion of Production Scale and Restructuring the Regional Agriculture to make itself strong enough to survive under the New Agriculture Policy:
 - (1) Re-establishment of Farm Management based on a Hamlet-based Farm Management
 - (2) Establishment of Farm Management centering Horticulture Production

- (3) Establishment of Low-cost Paddy Farming
 - (4) Promotion of Land intensive-type crop production (Buckwheat and Asparagus)
 - (5) Expansion of Farm Management scale for Livestock Production
 - (6) Promotion of Green Tourism
- 2) Securing Principal Farmers shouldering the future of the Regional Agriculture and System to support their activities:
- (1) Fostering Various types of Farmers and Farmers Groups as Principal Farmers
 - (2) Establishment of a System to support their farming and Intensification of Farm Land through Farm Land Holding and Rationalization Project
 - (3) Extension of Support to Management of the Principal Farmers and to the measures for Labor Disasters
- 3) Response to New Agricultural Policy:
- (1) Promotion of Rice Production Control and Review of the Vision of the Regional Paddy Farming
 - (2) Actions necessary to respond to the government's new measures for stabilization of farm management and income
- 4) Practice of Environment Friendly Farming and Supply of Safe and Reliable Products:
- (1) Establishment of Brand Rice "Aizu Iide Rice"
 - (2) Measures to secure Supply of Safe and Reliable Products
 - (3) Practice of Resources Cycle-type Agriculture
- 5) Strengthening Marketing Business through Multi-sided Advantageous Marketing Strategy:
- (1) Establishment of Marketing System and Selection of Wholesale Markets following a new Wholesale Market Law
 - (2) Reduction of Cost for Marketing and Distribution
 - (3) Expansion of Direct Sales Business and Improvement of Farmers' Market
 - (4) Promotion of Livestock Products strongly demanded in the Market
- 6) Improvement of Utilization of Farm Management-related Facilities

2. Study visits in Fukuoka Prefecture

Fukuoka City, the capital of Fukuoka Prefecture, is the largest city with five million populations in Kyushu Island of Japan. It is known as the agricultural production prefecture, which represents West Japan. There are a lot of brand farm products such as rice, strawberry, egg plant, persimmon, and green tea etc. These products get high reputation from throughout the country.

JA-Fukuoka Prefectural Union

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

The Union has 80 employees and 13 officials to serve its members. There are 23 JAs in the Prefecture with 7700 employees, with a total membership of 270,000 members, out of which 130,000 were regular members and 140,000 are associate members. Due to change in the policy of the government, the farmers are now free to sell their products in the open market as well.

The Union is promoting "Chisan Chiso" Movement. The Union is evolving agricultural policy together with the Prefecture Government counterparts.

The Prefecture Union is also operating in close coordination with JA-Zenchu Guidance Department. The main objectives of the training centre are to improve the quality of managers and other employees working with the JAs in the Prefecture. The Union played a vital role to help support JA primary cooperatives human resources development through offering training of cooperative leaders, officers and staff, audit, computer system and acts as bridge between JA primary and prefecture government/national organizations.

JA Niji

It has a total membership of 10,624 (7,643 regular members and 2,981 associate members). JA Niji is located in the East-South part of Fukuoka Prefecture made up of three towns, namely, Ukiha, Yoshii and Tanushimaru. It faces the Chikugo River in the North and the Minou mountains in the South, forming agricultural area with 168.54 sq. km. and stretching 20 km from East to West and 8 km from South to North. In the area, there are some interesting tourist spots such as wine factory in Tanushimaru town, Shirane Waterfalls in Ukiha town, white wall storehouses in Yoshii town and its well known as a Kappa's town.

The basic policies of the JA Niji are: promotion of agriculture, creation of rich life through better living activities; sound management through rationalization and efficient business operations; safety assurance in community life; provision of information and education; and creation of farm villages full of vigour by positive agricultural policy activities. The land is divided into two categories that is, the plain land of the Chikugo river basin and the Minou mountains. It is blessed with a good climate congenial for agriculture with annual average temperature in the plain land area being 15.9 C, annual average precipitation 2,155 mm. Under such a favourable environment, paddy and wheat are produced in the fertile paddy farming area and a large fruit orchard is developed in the Minou mountain area where persimmon, grape, peach and the Japanese pear are produced. Greenhouse horticulture centering mainly tomato and strawberry production is thriving. Especially, tomato production is in full swing and its cultivated land area increased because of introduction of hydroponics cultivation together with increase of new cultivators and farm successors. In floriculture, shipping of carnation is number one in the Prefecture, and also production of garden trees is positioned as the highly ranked products in the nation.

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

- Farm Guidance Activity,
- Economic Activity,
- Credit-Mutual Insurance Activity,
- Better Living Activity.

It has 4 main departments: General Affairs & Planning Department, Credit & Mutual Insurance Department, Farm Guidance Department, and Economic Business Department. It has 351 employees: General Manager-1, Ordinary employees-142, Farm Guidance Advisers-20, Better Living Advisers-4, Full-time temporary staff-142.

At the end of March 2007, its business turnover were as follows: Savings 70,513 million yen, Loans 15,261 million yen, purchasing business 4,583 million yen and marketing business 3,250 million yen.

JA Itoshima

Itoshima area, located in the west of Fukuoka Prefecture with milk climate influenced by Tsushima Warm Current, is flanked by Fukuoka City in the east and by Saga Prefecture in Seburi-Kaminari Mountain Range in the South. Itoshima Plain is formed with mild slope geographical condition in the north, where Maebara City and Nijo town are situated. Separated by old Itoshima water works, Itoshima peninsular is found in Genkai Sea.

JA Itoshima has a 5,950 as regular members and 5,935 as associate members. The total cultivated area is 4,098 hectares, out of which 3,184 hectares are paddy fields. The cooperative undertakes a large scale live-stock development activity, which includes beef cattle, dairy cattle, pig breeding, broilers, and hen layers. The JA has a board of directors of 19 members (of which full-time 3), 5 auditors and 463 employees. The main facilities of the cooperative include: 9 branch offices, 3 country elevators, 1 A-Coop Store, 1 gas filling station, and other facilities like general farm guidance centre, horticultural distribution centre, low temperature store-

house, farm machinery centre. There are commodity-wise groups, women association, and youth association, and assets management group, tax filing group, production associations and pension club. The largest number of production groups is in horticulture business, especially for rice, strawberry, citrus fruit, cabbage, egg-plant, pumpkin, ornamental flowers and trees and various types of fruits and vegetable groups.

The functions of JA Itoshima are: farm guidance consists of promotion of agriculture, publication, guidance and marketing of agricultural commodities, better living with the following activities: women's association, youth association, welfare for the aged, management of day care centre, mutual insurance; purchasing activities; management of gas station, A-coop stores, farmer direct shop establishment; savings and loans.

The cooperative has 4 main departments to operate its business e.g. administration department, finance department, farm guidance department, better living department.

Its business turnovers in the fields of marketing was about 7.1 billion yen, purchasing 8.2 billion yen, outstanding loans 2.5 billion yen, mutual insurance business 498 billion yen.

Production has gone down over the years due to stagnant agricultural products. The environment around Itoshima has changed so much and so does JA Itoshima. The cooperative therefore aims to bring back the production at old levels in the future by producing safe and reliable products to attract local consumers through provision of efficient farm guidance.

Among 19 board members, there is 2 women's board of members. The cooperative now is longing to increase farming women and also is planning to increase the number of female representatives to attend the general representative meeting.

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

Fukuoka Agricultural Research Centre

The Experiment Station was established in 1879. It was established with a view to promoting the development of farming technology in the prefecture. Ever since the establishment of the experiment station, it has undergone relocation three times up until now. In 1981, then the agricultural experiment station, horticultural branch station, livestock station and hen layer station were integrated into the present Agricultural Research Centre with the purpose of reinforcing the regional agricultural in a more comprehensive manner.

The main objectives of the Research Centre are: (1) Development of original new varieties and of new use application, (2) Development of new technology for production and marketing of vegetables and fruits, (3) Development of technology for sustainable agriculture, and (4) Acquisition, protection and utilization of the right to intellectual property.

The Research Centre is composed of the following departments, namely, general administration, research plan and strategy, farm management and post harvest science, biotechnology, soil science, plant nutrition and agro-environment, phytopathology and entomology, crop production and breeding, vegetable breeding, vegetable cultivation, floriculture, fruit trees, animal production and environment animal health and feedstuff. The Research Centre has four branch stations, namely, at Buzen, Chikugo, Yame and Fruits Nursery Stock.

JA Zennoh Distribution Center, Tokyo (ZEN-NOH Fresh Produce Marketing Corp.)

THE GO-BETWEEN LINKING PRODUCERS AND CONSUMERS

ZEN-NOH (National Federation of Agricultural Cooperative Associations) had started the horticulture direct marketing project in 1968 to respond consumers' request for stable supply of fruits and vegetables, which was to create a different route from existing fresh produce distributions. ZEN-NOH recognized this project as a start to build direct relationship between producers and consumers.

About 70% of fresh produce and fruits are distributed through wholesale markets in Japan. ZEN-NOH Horticulture Direct Marketing Division has been working just like a bypass without them that distribute farm products directly to supermarkets and consumer co-op stores.

During the subsequent 40 years, the dietary environment of Japanese people and the conditions of fruits and vegetables production have been changed drastically. Now our business is expected to be re-constructed, strengthened each function and cope with external changes.

ZEN-NOH Fresh Produce Marketing Corp. was established in June 2006, 100% subsidiary company of ZEN-NOH which transferred the horticulture direct marketing division, and started to enhance its business capacity by reviewing the organizational conditions, adopting novel ideas and taking quick actions. Simultaneously, we are trying to brush up the ability of individual staff.

ZEN-NOH Fresh Produce Marketing Corp. has succeeded the mission from ZEN-NOH to be a marketing center of JA Group.

The salient features of this Center are as follows:

1. 24-hour unloading system,
 2. Cost Reduction,
 3. Strict Management for Cold Chain,
 4. Packaging and Processing,
 5. Accurate Delivery,
 6. To obtain corners and channels for sale.
-

SECTION - VII

END-OF-THE-COURSE EVALUATION SUGGESTIONS AND RECOMMENDATIONS

- A Summary

Introduction

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

Evaluation Objectives

The main objectives of this Evaluation were to:

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

Summary of the Evaluation

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

Achievement of Course Objectives

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

Achievement of Own Objectives

The objectives, which were different from the Course objectives and which were established by the participants themselves, were stated to be as follows:

- * To learn how to write a Project Report
- * To compare Cooperative Movements in different countries
- * To learn the positive approaches to use in my country
- * To understand international situation of cooperatives
- * To find source of income for farmers
- * To understand international business in coops.
- * To learn as to how to implement the project successfully
- * To gain more knowledge on agri. Coop. management
- * To learn about marketing system of agri. Products.
- * To obtain experiences of successful agri. Coops.
- * To apply new technology in agriculture in my country
- * To learn overseas coop. experience and management
- * To learn system of value addition and marketing
- * To get the knowledge about international coop. societies and their activities
- * To learn the safety methods and how to increase quality of agri. Products
- * To learn how to improve my cooperative
- * To enhance my knowledge and skill in coop. management.
- * To understand the working of foreign coops.

What percentage of your own objectives you have achieved ?

An average of 85% of their own objectives have been achieved by the participants. .

From which part of the Training Course you have benefited the most ?

The replies were:

- i) Financial Management of Project in IRMA
- ii) Project Management & Marketing Management in IRMA
- iii) Direct Sales Shop in Japan
- iv) One Village one product in IDACA
- v) Diversification of services by JAs
- vi) Assertive Training
- vii) Leadership & Governance
- viii) Rural Development Approach in IDACA
- ix) Study visit in Japan
- x) Farm Guidance System in Japan
- xi) Integrated Business Management

Home Country Assignments [HCAs]: 7 participants have expressed their opinion that they were satisfied, while 4 reported to be fully satisfied with the HCAs. One participant was not satisfied because of lack of time and experience.

Project Preparation and Project Appraisal skills after attending IRMA Module: 10 of the 12 participants have expressed their opinion that their Level of Understanding increased by 85% while two reported 75%.

11 of the 12 participants reported that they were quite comfortable with the preparation of a Cooperative Development Project and its appraisal after attending IRMA Module while one reported that he/she was comfortable.

IRMA and IFFCO/FMDI Training Components in India: 6 of the 12 participants said that the IRMA and IFFCO/FMDI training components were highly relevant, while 6 said relevant.

IDACA part of the Training Course in Japan: 9 of the 12 participants said that subjects covered at IDACA were relevant while 3 participants reported that they were highly relevant.

Comparative Field visits in India, Iran and Japan: 8 of the 12 participants said these were well organised and highly relevant, while 4 said these were relevant.

Which of the Institutes visited by you in three countries impressed you the most. The replies were as under:

India: AMUL, IFFCO Village, IRMA, Mother Dairy, FMDI, Narmada Sugar Factory, IFFCO Kalol, Naveli Dairy Coop. Society, Anand.

Iran: Shabhang Rural Coop. Company, Isfahan Processing Factory, CURACI, ICC, CORC, Qom Poultry Coop. Mahyar Agricultural Cooperative, Towhid Rural Coop. Company.

Japan: JA Itoshima, JA Niji, JA Fruit Yamanashi, JA Hadano, IDACA, JA Fukushima Prefectural Union, Fukuoka Agriculture Research Center, JA Aizu, Direct Sales Shop at JA Itoshima;

Logistics and Practical Arrangements: All but one of the participants have expressed that logistics and practical arrangements made for the training course were very good. One participant did not like accommodation at one place in Iran.

General Comments, Suggestions and Recommendations

- * One expert/speaker should not be allowed to speak for more than two hours in a day.
- * Training period of IRMA is not sufficient. It should be increased.
- * This course for the enhancement of farmers' income and poverty reduction is excellent and it should be continued. Thanks to the ICA for organizing such course.

- * Study visits should be more than class room study
 - * It is a very good course to understand international situations of farmers and coop. activities.
 - * Through this course, we understand more about cooperatives of the world and we can understand as to how to increase famrers' income. Thanks to ICA, IDACA and all concerned institutions visited by us
 - * Prolong the period of IRMA study because there are too many subjects to study.
 - * Make a separate section for this training course at the website of ICA and IDACA.
 - * Training course is quite good. Thanks a lot.
 - * Everything is very good.
 - * Excellent arrangements. Excellent ICA and IDACA Coordinators.
 - * Instead of selecting two participants from one country, ICA should give chance to other ICA member countries. Food arrangements and accommodation arrangements are excellent. Field visit were very good. I thank ICA and IDACA.
 - * 15 days at FMDI are more. In IRMA we need more time.
 - * Thanks to MAFF for sponsoring the course for the last 23 years.
-

SECTION - VIII

COURSE CONCLUDING SESSION AND AWARD OF CERTIFICATES OF PARTICIPATION

The concluding session of the 3rd ICA/Japan Training Course was held at IDACA, Tokyo, on April 17, 2009. The session was attended by Mr. Shinji KAWABE, Deputy Director, International Cooperation Division, International Affairs Department, MAFF, Mr. Shil-Kwan Lee, ICA Regional Director (Asia-Pacific), Mr. Higuchi Naoki, Section Chief, Personnel Section, General Affairs & Planning Department, JA-Zenchu, Mr. Kenjiro Miyazaki, Managing Director of IDACA, including all his senior staff, and Mr. A.K. Taneja, Program Officer of the ICA-Asia-Pacific, New Delhi.

Mr A.K. Taneja, Program Officer, 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 proposal prepared by them at IRMA and disseminate this knowledge among their colleagues.

Mr. Shil Kwan Lee, ICA Regional Director (Asia-Pacific) congratulated the participants on the successful completion of the training course. He sincerely expressed thanks on behalf of the ICA-AP to the MAFF, Government of Japan, for extending financial support to conduct this training course. He also thanked Mr. Shinji KAWABE of MAFF and Mr. Higuchi Naoki of JA-Zenchu for sparing their valuable time to attend this closing ceremony. He briefly explained about the situation of the cooperative movement in this region and said that we should pay more attention in cooperative business to compete in the market and to serve the members. He said that the participants started the programme in India. And then they visited Iran and now Japan. So, the participants have widened their knowledge base by visiting developing and developed countries. He further said that in Asia we have very small land holding. How we can compete in the international market. Big players can survive in this open market situation and small farmers cannot survive. The only answer is agricultural cooperatives. You have seen the role of Agricultural cooperatives in Japan. They protect the small farming system. You have to choose the system according to the situation of your country. What type of cooperative is really suitable to your country, you have to choose. Now you have become one of the leaders after this training course. You have to develop agricultural cooperatives in your country. Whenever I will visit your country, I will check what development work you have done for your cooperatives. Now we have severe economic crisis. Many private companies are facing problems. He said that the ICA will be organizing a Conference on "Enhanced Role of Cooperatives in the Recovery from Economic Crisis" in Bangkok, Thailand. He thanked Mr. Miyazaki of IDACA and his staff for making necessary arrangements for the training course. He again thanked MAFF for contributing financially this Training Course for the last 23 years. He also thanked Mr. A.K. Taneja, Program Officer, for his efforts to successfully complete the programme. He wished the participants safe journey back home.

Mr Shinji Kawabe of MAFF, while addressing the session, expressed hearty congratulations to the participants on successful completion of the training course. He further expressed his gratitude on behalf of MAFF to ICA-AP and IDACA for conducting the course successfully.

He said that it must have been very difficult for the participants to learn in Japan because of different climate and social conditions. He was happy to find that the Training Course was completing on a successful note. He hoped that participants must have understood the working of agricultural cooperatives in Japan which delivered the knowledge and experience to them to further enhance their capability. He hoped that the participants would strongly encourage the cooperative members in their respective countries to revitalise the agricultural cooperative activities and build long-lasting good relationship between participating countries and Japan.

Mr. Higuchi from JA-Zenchu, in his address, congratulated the participants for completing the long-term course. He guessed that participants could see various aspects of agricultural cooperatives and rural areas of Japan through the visits to Primary Agriculture Cooperatives (JA) in Japan. He said that in the name of globalization, Entrepreneurs find a market in rural areas of various countries in the world. "In the farming village of Japan, we are facing a serious competition with huge enterprises. We need to find the way to survive. Agricul-

tural Cooperatives in Japan have been making efforts for the stable income of farmers and for raising their standard of living continuously. JA in Japan have close relationship with the rural areas and farmers". He further said that, "your training course has concluded successfully but your challenge starts from now. IDACA-ICA Training Programmes have a long history and so many trainees have graduated from IDACA. Many of them are playing an important role in cooperative sector of their respective countries. I hope you also, as a glorious graduate of IDACA, will try to develop your cooperative".

Mr. Kenjiro Miyazaki, Managing Director of IDACA, expressed sincere gratitude to Mr. Kawabe of MAFF for the support of MAFF extended over 22 years. He thanked Mr. Kawabe and Mr. Higuchi of JA-Zenchu for sparing their valuable time to attend the closing session. He welcomed Mr. Shil-Kwan Lee, ICA Regional Director (Asia-Pacific) for coming all the way from India to deliver valedictory speech to the participants. He also thanked Mr. Taneja for his tireless efforts to guide and support the Training Programme from the beginning. He extended congratulations to the participants on successful completion of the training course. He said that in IDACA part of the course, efforts were made to introduce the activities of JA group and the agricultural cooperative movement of Japan. He said that he was very keen to see that the participants would make best use of most of the experience gained from IDACA's training for the development of their respective cooperatives. He firmly believed that it would contribute to enhance the farmers' income and their living standard in their respective countries. He further said that MAFF has keen desire to see that the experiences obtained from this training course would help uplift not only the socio-economic status of farmers but also promote the agriculture cooperatives. He further said that IDACA would continue to do this service in close collaboration with ICA, JA-ZENCHU and MAFF. He wished the participants safe journey back home.

Mr. Nazari, a participant from Iran extended vote of thanks on behalf of the participants. Mr. Nazari expressed the feelings and experience of the participants during the Training Course in India, Iran and Japan. The participants felt that the course was very well designed, managed and implemented. He said that all efforts were made to achieve the objectives of the course. He believed that all the participants shared their experiences, culture and language with each other. He expressed a sense of satisfaction with the knowledge they all had gained from this new experience of visits to India, Iran and Japan. He sincerely thanked Mr. Miyazaki, Managing Director of IDACA, Mr. Abe and his colleagues for their wholehearted support during the Training Course.

Last but not the least; he thanked the ICA Regional Director for Asia-Pacific, Mr. Shil-Kwan Lee, for giving them an opportunity to participate in the training course. The participants also thanked Mr. Taneja for his guidance and support throughout the training programme.

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

PART-I OF THE PROGRAMME**Home Country Assignments: Dec 07, 2008 - January 7, 2009**

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

IFFCO-FMDI SEGMENT

January 08-22, 2009

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

- Jan 08 (Thu)** - Arrival in New Delhi/Gurgaon
 - Transfers to FMDI at Gurgaon
 - Stay at FMDI
- Jan 09 (Fri)**
 1030 - 1100 - Registration at FMDI
 1100 -1230 - **General Orientation and Information on Practical Matters** by Mr. A.K. Taneja, Program Officer, ICA-AP
 1230 - 1400 - **Introduction to India** by Dr. R.N. Kundu, Dy. General Manager (Trg), IFFCO
 1400 – 1500 - Lunch
 1530 – 1700 - Inaugural Session
 17-30 - Travel to Vikram Hotel
 1830 - ICA Welcome Dinner
- Jan 10 (Sat.)** - Visit Taj Mahal, Agra
- Jan 11 (Sun)** - Free
- Jan 12 (Mon)** - Presentation – Home Country Assignments:
 0930 - 1100 - Regional Review Session-I (Mr. Mange Ram)
 1130 - 1300 - Regional Review Session-II (Dr. S.V. Kaore)
 1400 - 1530 - Regional Review Session-III (Dr. R.N. Kundu)
 1600 - 1730 - Regional Review Session-IV (Mr. A.K. Taneja)
- Jan 13 (Tue)** - Presentation – Home Country Assignments (contd.)
 0930 - 1100 - Regional Review Session-V (Dr. S.P. Shukla)
 1130 - 1300 - Regional Review Session-VI (Mr. D.P. Patra)
 1400 - 1530 - Regional Review Session-VII(Dr. R.R. Randed)
 1600 - 1730 - Regional Review Session-VIII (Dr. K.G. Wankhede)
- Jan 14 (Wed)**
 0930 - 1100 Technical Session-1
Role of IFFCO in Agriculture & Rural Development in India
 Mr. A. Roy, Executive Director (Mktg.)
- 1130 –1300 Technical Session-2
Marketing of Agro Inputs through Co-operatives
 Dr. S.P. Shukla, Advisor, Mktg. & Agri. Extension, IFFCO, Bhopal.

- 1400 – 1530 Technical Session-3
Farm Guidance Services through Cooperatives - IFFCO Experience
Dr. A.R. Gupta, State Marketing Manager, IFFCO, Bhopal.
- 1600 – 1730 Technical Session-4
Participatory Rural Appraisal (PRA) Technique – a tool for assessing the development needs of a village
Dr. H.C. Gena, Project Executive, IFFDC, New Delhi.
- Jan 15 (Thu)**
- 0930 -1100 Technical Session-5
Farm Forestry Operations through Cooperatives – IFFDC Experience
Sh. K.G. Wankhede, Chief Executive IFFDC, New Delhi.
- 1130 – 1300 Technical Session-6
WTO and Impediments in the Negotiations,
Mr. Rajiv ID Mehta, Development Director, ICA-AP, New Delhi.
- 1400 – 1530 Technical Session-7
Origin, Growth and Development of Global Co-Operative Movement with Special Reference to India
Mr. B.D. Sharma, Sr. Consultant, ICA Domus Trust.
- 1600 – 1730 Technical Session-8
Micro-Finance through Co-operatives – A Tool for Poverty Reduction.
Mr. B.D. Sharma, Sr. Consultant, ICA Domus Trust, New Delhi.
- Jan 16 (Fri)**
- 0930 – 1100 Technical Session-9
Cooperative Principles and Philosophy
Dr. Daman Prakash, Sr. Consultant, IFFCO Foundation.
- 1130 – 1300 Technical Session-10
Agriculture Credit – Backbone of Cooperative Movement
Mrs. Anita Manchanda, Executive Director, NCUI, New Delhi.
- 1400 – 1530 Technical Session-11
Multifunctionality of Agricultural Cooperatives
Mr. Rajiv I.D. Mehta, Development Director, ICA-AP, New Delhi.
- 1600 – 1730 Technical Session-12
Cooperatives and Challenges of Open Market Economy,
Mr. Rajiv I.D. Mehta, Development Director, ICA-AP, New Delhi.
- Jan 17 (Sat.)** **Visit to IFFCO's Field activities**
Visit to IFFCO's adopted village Ganora Sheikh, Bullandshahr, Uttar Pradesh.
- Jan 18 (Sun)** Free
- Jan 19 (Mon)**
- 0930 -1100 Technical Session-13
Human Resource Development Practices in Agricultural Cooperatives
Mr. D. Bhattacharya, Sr. General Manager (P&A/HRD), IFFCO, New Delhi.
- 1130 - 1300 Technical Session-14
Effective Communication for Management Excellence,
Mr. D. Bhattacharya, Sr. General Manager (P&A/HRD), IFFCO, New Delhi.
- 1400 - 1530 Technical Session-15
Governance of Coops with special reference to Agricultural Cooperatives
Dr. R.N. Kundu, Dy. G.M., IFFCO, New Delhi.

1600 - 1730 Technical Session-16
Enhanced Crop Productivity through Balanced Use of Fertilizer – IFFCO Experience,
Dr. S.V. Kaore, Dy General Manager, (Ag. Services), IFFCO.

Jan 20 (Tue.)

0930 – 1100 Technical Session-17
Agro-Produce Marketing Through Cooperatives in India,
Mr. S.C. Singhal, Former Consultant, NAFED, New Delhi.

1130 – 1300 Technical Session-18
**Entrepreneurship Development and Business Planning
in Agriculture Cooperatives**
Dr. G. Shrotiya, Consultant, IFFCO FOUNDATION.

1400 – 1530 Technical Session-19
Poverty Alleviation through Cooperatives – Alternative Approaches
Dr. G. Shrotiya, Consultant, IFFCO Foundation.

1600 – 1730 Technical Session-20
**Information & Communication Technology (ICT)
Application in Agriculture Cooperatives**
Mr. K.L. Nalwaya, former Executive Director, NCUI, New Delhi. ?

Jan 21 (Wed) 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 (Thu.)

0930 – 1100 Visit to IFFCO Agricultural Knowledge Museum.

1130 - 1300 **Evaluation Session of the FMDI-IFFCO Segment
Distribution of Certificates**

1400 - 1530 FMDI-ICA-AP for stacking luggage of participants-FMDI

Jan 23 (Fri)

0400 a.m. Departure for Ahmedabad on way to IRMA from Delhi [Palam] Domestic Airport.

IRMA Module on Project Management in Agricultural Cooperatives

January 23 – February 22, 2009

Venue: Syndicate Room 2, ETDC, IRMA

Date	9.15 – 10.45	11.15 – 12.45	14.00 – 15.30	16.00 – 17.30
23.1.2009 Fri.	Arrival from New Delhi via Vadodra (IC-817), settling down, Registration, Issuance of Reading Material, Briefing about Facilities and Campus Visit		Inauguration, Introduction to Faculty/Introduction to IRMA Module/ Allotment of faculty guides for projects	Ice Breaking Session by Prof. SN Biswas/ Prof. Nivedita Kothiyal DCS Visit
24.1.2009 Sat.	PM-1	PM-2	IACBM-1	
25.1.2009 Sun.				
26.1.2009 Mon.	Project Presentation			
27.1.2009 Tue.	PM-3	L&G-1	MM-1	AMUL Visit
28.1.2009 Wed.	PM-4	FAC-1	MM-2	GCMMF Visit
29.1.2009 Thurs.	PM-5	FAC-2	IACBM-2	L&G-2
30.1.2009 Fri.	PM-6	FAC-3	IACBM-3	FM-1
31.1.2009 Sat.	Visit to Mother Dairy, Gandhinagar and IFFCO, Kalol			
1.2.2009 Sun.	Return to IRMA			
2.2.2009 Mon.	PM-7	FAC-4	L&G-3	FM-2
3.2.2009 Tues.	PM-8	L&G-4	MM-3	FM-3
4.2.2009 Wed.	PM-9	FAC-5	Project consultation with guide	
5.2.2009 Thurs.	PM-10	FM-4	MM-4	MM-5
6.2.2009 Fri.	PM-11	FM-5	MM-6	MM-7
7.2.2009 Sat.	PM-12	FM-6	Visit to Baroda city	
8.2.2009 Sun.	Free			
9.2.2009 Mon.	PM-13	IACBM-4	Project consultation with guide	
10.2.2009 Tues.	PM-14	FAC-6	MM-8	L&G-5
11.2.2009 Wed.	PM-15	FAC-7	Project consultation with guide	
12.2.2009 Thurs.	FM-7	MM-10	L&G-6	MM-9
13.2.2009 Fri.	FM-8	FM-9	L&G-7	FAC-8
14.2.2009 Sat.	Visit to NARMADA Coop. Sugar Mills, Rajpipla / Return to IRMA			
15.2.2009 Sun.	Rest			
16.2.2009 Mon.	IACBM-5	FAC-9	Project Consultatio with Guide	
17.2.2009 Tues.	IACBM-6	FAC-10	MM-11	FM-10
18.2.2009 Wed.	ICT-1	ICT-2	L&G-8	MM-12
19.2.2009 Thurs.	IACBM-7	IACBM-8	Project Revision	
20.2.2009 Fri.	Revised Project Presentation			
21.2.2009 Sat.	Interaction with IRMA Director and Experience Sharing Feedback and Valedictory		Preperation for Departure	
22.2.2009 Sun.	Departure for New Delhi via Baroda (IC-817)			

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

IRMA Module on Project Management in Agricultural Cooperatives
January 23 – February 22, 2009

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

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

February 22 – 25, 2009

Feb 22, Sun Return to New Delhi from Vadodra
Collect baggage from ICA-AP
Stay at Hotel Vikram, New Delhi

A.N. Free

Feb 23, Mon Sight-seeing in Delhi
18.30 hrs. Farewell Dinner at Vikram Hotel

Feb 24, Tue
10 a.m. To ICA-AP office to leave material for dispatch
afternoon Free (Preparation for departure to Tehran)

Feb. 25, Wed
00.30 a.m. Lv. Delhi W5 5027 23:45
Ar. Tehran 01:45*

PART II - ICA/ICC/CURACI COMPARATIVE FIELD STUDY VISITS TO AGRICULTURAL COOPERATIVES IN IRAN

25th February – 4th March 2009

Wed. 25 February 2009

20.00 hrs. Lv. Vikram Hotel for IGI Airport Delhi to catch the flight No.
W5 5072 to Tehran at 01.00 hrs. on 26.2.09

Thur. 26 February 2009

03.00 hrs. Arrival of participants and ICA-AP Coordinator at Tehran Airport .
05.45 hrs. Check-in Kowsar Hotel
08.00 – 09.00 hrs. Breakfast at Kowsar Hotel
09.30 hrs. Lv. for CORC
10.00 – 12.00 hrs. Briefing at CORC
12.00 – 13.00 hrs. Group Lunch
13.30 hrs. Lv. for CURACI office
14.00 – 16.00 hrs. Briefing at the CURACI
19.00 hrs. Dinner

Fri. 27 February 2009

08.00 – 09.00 hrs. Breakfast at Hotel Kowsar.
09.30 – 17.00 hrs. Sight-seeing in Tehran
(Group Lunch & Dinner)

Sat. 28 February 2009

06.30 – 07.30 hrs. Breakfast at Hotel Kowsar
08.00 hrs. Check-out and Lv. for Shahriyar
09.30 hrs. Arr. at Shahriyar
10.00 – 12.00 hrs. Briefing at Shabhang Rural Coop. Society
12.00 – 13.00hrs. Group Lunch
13.00 – 16.30 hrs. Observation of Activities.
18.30 hrs. Dinner.
Night stay at Shahriyar

Sun. 1 March 2009

06.30 – 07.30 hrs. Breakfast at Shahriyar
08.00 hrs. Check-out and Lv. for Esfahan
12.30 hrs. Arrive Esfahan.
13.00-14.00 hrs. Group Lunch
14.00 – 16.00 hrs. Briefing and Observation of facilities of Food Processing Unit.
16.00 – 19.00 hrs. Sightseeing at Esfahan
20.00 hrs. Group Dinner
Night stay at Esfahan.

Mon. 2 March 2009

07.00 – 08.00 hrs. Breakfast at Esfahan
09.00 hrs. Lv. for Tohid Coop. Society.
10.00 – 12.00 hrs. Briefing and observation of Activities.
12.00 hrs. Lv. for Mahyar Agri. Coop. Society
12.30 hrs. Ar. at Mahyar Agri. Coop. Society
12.30 – 13.30hrs. Group Lunch
13.30 – 15.30 hrs. Briefing and observation of Activities
15.30 – 18.30 hrs. Sight-seeing in Esfahan
19.30 hrs. Group Dinner
Night stay at Esfahan

Tues. 3 March 2009

06.00 hrs. Breakfast and check-out.
07.00 hrs. Lv. for Qom.
11.00 hrs. Arr. at Qom
11.00-14.00 hrs. Briefing and observation of facilities at Agri. Cooperative of Broiler Poultry Breeders of Qom.
14.00 hrs. Lv. for Tehran
14.45-15.45 hrs. Group Lunch

16.00 hrs. Check-in at Inqilab Hotel, Tehran.

18.00 hrs. Dinner

Wed. 4 March 2009.

07.00 – 08.00 hrs. Breakfast at Inqilab Hotel.

09.30 hrs. Lv. for Iran Chamber of Co-operatives (ICC).

10.00 hrs. Ar. at ICC

10.30 – 12.00 hrs. Briefing at ICC.

12.00 – 13.00 hrs. Group Lunch.

13.30 hrs. Lv. for Inqilab Hotel/Preparation for departure.

15.00 hrs. Lv. Inqilab Hotel for Iran Airport for departure to Japan via Bangkok by W5 5045 at 20.45 hrs.



PART-III OF THE PROGRAMME
IDACA SEGMENT : March 05 - April 18, 2009

March 5 Thu.	Arrival of participants Arrival at Narita from Iran	Orientation I
March 6 Fri.	Inauguration ceremony Group Photo	Orientation II
March 7 Sat.	Free	
March 8 Sun.	Free	
March 9 Mon.	Japan's Economy and Society (Mr. Y. Abe, IDACA) History of Japan's Agricultural Development (Mr.Hiroshi Terunuma, IDACA)	
March 10 Tue.	Historical Development and Business Management of JA. (Mr. T. Kigasawa, Education & Training Specialist)	
March 11 Wed	Farm Guidance and its Relationship with Marketing Business of JA (Mr. T. Nakashima, IDACA)	
March 12 Thur.	Marketing Business of JA (Mr. K. Harada, Marketing Expert)	
March 13 Fri.	Visit to JA Hadano to study the working of Multi-Agri. Coop by bus	
March 14 Sat.	Sight-seeing of Tokyo by bus	
March 15 Sun.	Free	
March 16 Mon.	JA's Approach to the Enhancement of Quality and Safety of Farm Products (Mr. K. Hara, NPO Bio-Diversity Agriculture Support Center)	
March 17 Tue.	Diversification of Marketing Channels of JA and examples of its concrete cases in all Prefectures (Ms K.Yamamoto)	
March 18 Wed.	Participatory Rural Appraisal (PRA) to promote greater involvement of farmers. (Mr. K. Katakura, Farming and Life Reseach	
March 19 Thur.	Visit to JA Fruits Yamanashi by bus (overnight stay in Yamanashi Pref.)	
March 20 Fri.	National holiday - Visit to places of interest.	
March 21 Sat.	Free	
March 22 Sun.	Free	
March 23 Mon.	Leave for Study Visit to Fukushima Prefecture by bus - (Cont.)	
March 24 Tue.	Visit to JA Fukushima Pref.Union - Visit to JA Shin Fukushima	
March 25 Wed.	Visit to the local central wholesale market and places of interest for sightseeing	
March 26 Thur.	Visit to JA IIDE (ways to establish joint marketing system as well as to draft marketing plan Company and Agri. Research Center	
March 27 Fri.	Sight-seeing of Nikko	Return to IDACA
March 28 Sat.	Free	
March 29 Sun.	Free	
March 30 Mon.	Extension System in Japan (Mr.Takeuchi, Extension Specialist Gunma Pref. Govt.)	

March 31 Tue.	Project Cycle Management to make problem analysis (Ms.Yoshiko Takahashi, Consultant)	
April 1 Wed.	Assertive Training to make inner reflection to enhance capacity (Ms. Shioo Morita, Assertive Japan)	
April 2 Thur.	Rural Development Approach with Special Emphasis to Processing Activities (Ms H. Tomizawa, WELI)	
April 3 Fri.	Visit to on Direct Sale Shop of fruits & vegetables, JA Sagami's Kamakura branch and a vegetable farmer and Yokohama sightseeing	
April 4 Sat.	Free	
April 5 Sun.	Free	
April 6 Mon.	Leave for Fukuoka Prefecture for the Study Visit by airplane	
April 7 Tue.	Visit to JA Fukuoka Prefectural Union	Visit to Fukuoka Pref. Agr.Research Center
April 8 Wed.	Visit to JA NIJI (Study of Leadership)	Observation of facilities of JA group
April 9 Thur.	Visit to JA Itoshima (Study of Farm Guidance)	Visit to Pref. Agr.Research Center Observation of JA's facility Movement from Fukuoka to Hiroshima by Train
April 10 Fri.	Sight-seeing tour	Return to IDACA
April 11 Sat.	Free	
April 12 Sun.	Free	
April 13 Mon.	Visit to Ion Super market to Llearn Workings of Ion Supermarket Visit to the Zennoh's Vegetables and Fruits Distribution Center	
April 14 Tue.	Sum-up & evaluation of the overall program Group Discussion& Drafting of Final Report	
April 15 Wed.	Group Discussion and Drafting Final Report	
April 16 Thur.	Presentation of Group Reports (presentation time of each participant : 15 min)	
April 17 Fri.	Closing Ceremony (11:00am)	
April 18 Sat.	Leave IDACA for Narita International Airport at early morning by bus	

COURSE PARTICIPANTS

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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 Xianguo, 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, BACHIANG 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. Baildev Poudyal, Nepal
 12. PRODUCTION OF FRESH VEGETABLES FOR POVERTY REDUCTION
by Mr. Hoang Thai Bang, Vietnam
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The **INTERNATIONAL COOPERATIVE ALLIANCE [ICA]** is an independent non-governmental association that unites, represents and serves the cooperatives worldwide. Founded in London on 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 85 countries. ICA's four Offices in Africa, the Americas, Asia & Pacific, and Europe, together, serve more than 224 member organizations, including five international organizations, representing well over 800 million cooperative members around the world.

The ICA Asia & Pacific Office, one of the five Offices, serves 64 national level organizations from 25 countries, and one international organization [ACCU]. Main activities include: Coordination of cooperative development efforts within the Region and promotion of exchange and experiences; Project identification, formulation and evaluation; Promotion of establishment and development of national cooperative apex 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 by the Central Union of Agricultural Cooperatives of Japan [JA Zenchu], with funds raised from among agricultural cooperatives in Japan and with the support of the Government of Japan.

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

During the last 41 years, the IDACA has trained more than 5000 participants from 101 countries drawn from Agricultural Cooperative Movements and Governments from different countries of Asia, Latin America and Africa. It has active collaboration on technical assistance programmes with the ICA Asia & Pacific.



The **INDIAN FARMERS' FERTILISER COOPERATIVE LIMITED [IFFCO]**, a member-organization of the International Cooperative Alliance, was registered on November 3, 1967, under the Multi-State Cooperative Societies Act. The IFFCO is owned by more than 36,000 cooperative societies.

It 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., Krishak Bharati Cooperative Limited [KRIBHCO], Cooperative Rural Development Trust [CORDET], Indian Farm Forestry Development Cooperative Limited [IFFDC] etc.



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

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



IRAN CENTRAL CHAMBER OF COOPERATIVE (ICC): Article 44 of Constitution of Islamic Republic of Iran divides economy into three equal sectors, namely - government, cooperative and private. Iran Central Chamber of Cooperative (ICC) on the basis of Tenth Chapter of Cooperative Law of Islamic Republic of Iran and strong support of people and government was organized in 1992. The functions and responsibilities of Chamber of Cooperative is very similar to those of Chamber of Committee, Industry and Mine, in cooperative sector. The Chamber of Cooperative spreads also beyond the borders and prepares the path for close contact between Iranian and overseas industrialists, mining companies and farmers. The ICC is also a member of the International Cooperative Alliance.



CENTRAL UNION OF RURAL & AGRICULTURAL COOPERATIVES OF IRAN: CURACI was established in 1990. Now with 5,000,000 members, 1/1 billions USD capital, 29 provincial level unions, 240 city level cooperatives, 4500 primary coops, 9577 stores, 6,024 fuel stations, in accordance with government goals and its decentralization; Self sufficiency, right competition and supplying the common needs of members, investing in infrastructure, production increase, has an important role on socio-economic sectors in country.

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