



1st ICA-MAFF (Japan) Online Training Course on
**Strengthening Management and Development
of Agricultural Cooperatives and Farmers'
Organizations in Asia and Africa-2020**

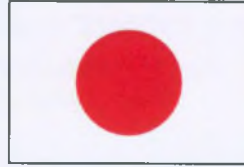
Part 1: February 11 – March 02, 2021

Part 2: March 11 to 30, 2021

COURSE REPORT

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 **International
Co-operative
Alliance
Asia and Pacific**

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**Report of the
1st ICA-MAFF (Japan) Online Training Course on
“Strengthening Management and Development of Agricultural
Cooperatives and Farmers' Organizations in Asia and Africa-2020”**

Part 1: February 11 – March 02, 2021

Part 2: March 11 to 30, 2021

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REPORT

of the 1st ICA-MAFF (Japan) Online Training Course on
**“Strengthening Management and Development of Agricultural
Cooperatives and Farmers' Organizations in Asia and Africa-2020”**

Part 1: February 11 – March 02, 2021

Part 2: March 11 to 30, 2021

Submitted to

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

By

The International Co-operative Alliance
June 2021



Preface

I am pleased to present the Report of the 1st ICA-MAFF (Japan) **Online Training Course on “Strengthening Management and Development of Agricultural Cooperatives and Farmers’ Organizations in Asia and Africa-2020”**, Part 1 of which was held from February 11 – March 02, 2021; and Part-2 from March 11 to 30, 2021.

The International Cooperative Alliance [ICA] expresses its appreciation and gratitude to the Ministry of Agriculture, Forestry and Fisheries [MAFF], the Government of Japan, for their generous financial assistance. We are thankful to the Central Union of Agricultural Cooperatives of Japan (JA-ZENCHU), and the Institute for the Development of Agricultural Cooperation in Asia (IDACA), Tokyo, for their active support in the execution of this important training course.

The ICA wishes to convey its sincere thanks to the Institute of Rural Management, Anand (IRMA), India, and other collaborating agencies and institutions for their assistance, advice, guidance and logistic support in the successful implementation of this training program.

The ICA takes this opportunity to thank its member organizations in Asia and Africa and/or the Farmers’ Organizations and/or the Ministries of Agriculture, Forestry & Fisheries of the Governments in Bhutan, Cambodia, India, Kenya, Lao PDR, Mauritius, Mozambique, Nepal, Rwanda, Tunisia, and Vietnam for sponsoring suitable candidates to the training program. The overall objective of the training program is to assist in fostering leaders of agricultural cooperatives, including farmers’ organizations, who are expected to play central roles in the promotion of the formation of agricultural cooperatives and the strengthening of organizational and business management, thus contributing to the enhancement of competitiveness of agricultural products and income to lead to the sustainable development of agricultural production. I am sure, the participants, after the training, will help to significantly develop agricultural cooperatives as well as enhance the human resource base in their respective countries.

The ICA is extremely grateful to Mr. Hirofumi KOBAYASHI, Executive Director, IDACA, and his staff for conducting online the Part-II of the program at IDACA. Due to COVID-19 induced restriction on travel, the course was held online. Because of this extraordinary situation, the participants could not visit India and Japan but our collaborators – IRMA and IDACA arranged an interaction with the concerned officials through video conferencing in the field as well as in the classroom. These briefings enabled the participants to learn about the successful agricultural cooperatives at the Primary, Prefectural/provincial and national levels.

I would like to commend the efforts made by my colleagues in the Asia-Pacific office, especially, Mr. Balasubramanian (Balu) Iyer, Regional Director, and Mr. Ashok Kumar Taneja, Project Coordinator, in organizing and satisfactorily conducting this training program.

Bruno Roelants
Director-General

International Cooperative Alliance [ICA]
Brussels, Belgium
June 2021



Foreword

It is with great pleasure and satisfaction, we submit the Report of the ICA-MAFF (Japan) Training Course on **“Strengthening Management and Development of Agricultural Cooperatives and Farmers’ Organizations in Asia and Africa”** The focus of the training course was on the basics of organizing agricultural cooperatives, better organizational management and improvement of the business systems. The online training was reinforced with case studies and videos of successful agricultural cooperatives and supporting institutions. Due to COVID-19 induced restriction on travel, the course was held online. I would like to thank all participants and their organizations for adjusting to the new normal of working.

I would like to take this opportunity to express my sincere thanks to the Ministry of Agriculture, Forestry and Fisheries, Government of Japan, for their financial support; and JA-ZENCHU and the Institute for the Development of Agricultural Cooperation in Asia (IDACA) for their flexibility in adjusting the budget to suit the changed circumstances and their active collaboration to ensure successful implementation of this training course. My special thanks to Mr. Hirofumi. KOBAYASHI, Executive Director, IDACA and his able staff for guiding, motivating and supporting the participants.

I would like to extend my gratitude to the Institute of Rural Management, Anand (IRMA), India for making Part-I of the program a grand success. My sincere thanks and gratitude to our member-organizations, the World Farmers’ Organization (WFO) and the Ministry of Agriculture, Forestry and Fisheries of the Governments in Asia-Pacific and Africa Regions for nominating suitable candidates for this training program.

I would like to thank my colleague, Mr. Ashok Kumar Taneja, Project Coordinator of the training course, for his hard work and successfully handling the training course.

Balasubramanian (Bal) G. Iyer
Regional Director
[Asia and Pacific]

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June 2021

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Acronyms

ASEAN	Association of Southeast Asian Nations
CLMV	Cambodia, Lao PDR, Myanmar, Vietnam
DAMC	Department of Agricultural Marketing and Cooperatives
GAP	Good Agricultural Practices
GDP	Gross Domestic Product
HCA	Home Country Assignment
ICA	International Cooperative Alliance
ICA-AP	International Cooperative Alliance – Asia and Pacific
IDACA	Institute for the Development of Agricultural Cooperatives in Asia
IFFCO	Indian Farmers Fertilizer Cooperative Ltd.
IRMA	Institute of Rural Management, Anand
JA	Japan Agricultural Cooperative
JA-Zenchu	Central Union of Agricultural Cooperatives
JCA	Japan Cooperative Alliance
MAFF	Ministry of Agriculture, Forestry and Fisheries
MOU	Memorandum of Understanding
ODA	Official Development Assistance
R&D	Research and Development
SME	Small and Medium Enterprises
VCD	Value Chain Development
NDDB	National Dairy Development Board
GCMMF	Gujarat Cooperative Milk Marketing Federation
IDMC	Indian Dairy Machinery Cooperative Ltd.
BDP	Business Development Planning
PAC	Primary Agricultural Cooperative
PERT	Program (Project) Evaluation and Review Technique
CPM	Critical Path Method
NABARD	National Bank of Agriculture and Rural Development
MGR	Market Growth Rate
SRI	Systematic Rice Intensification
ITK	Indigenous Traditional Knowledge
ERP	Enterprise Resource Planning
WBS	Work Breakdown Structure
AON	Activities on Arrows
MLQ	Multifactor Leadership Questionnaire
SF	Small Farmers
KFL	Kribhco Fertilizers Ltd.
MSCS	Multi State Cooperative Society
FPO	Farmers Producer Organizations
SHGs	Self Help Groups
JLGs	Joint Liability Groups
WCM	World Cooperative Monitor
LVL	Low Value Low Margin
VLM	Video Learning Material
HVHM	High Value High Margin
SE	Social Enterprise
SEP	Sufficiency Economy Philosophy
SDGs	Sustainable Development Goals
BE	Buddhist Era
JMB	Joint Marketing Business
TAC	Team for Agricultural Coordination
AC	Agricultural Cooperative
JICA	Japan International Cooperation Agency
BPAC	Business Participatory Approach in Cambodia
PC	Packaging Centre
JA.W.A.	JA Women's Associations
FVC	Food Value Chain

REPORT OF THE 1st ICA-MAFF (JAPAN) ONLINE TRAINING COURSE ON

“Strengthening Management and Development of Agricultural Cooperatives and Farmers’ Organizations in Asia and Africa-2020”

Part 1: February 11 – March 02, 2021

Part 2: March 11 to 30, 2021

COURSE REPORT

Introduction

The International Co-operative Alliance (<http://www.ica.coop>) is a non-profit international association, established in 1895 to advance the cooperative social enterprise model. The ICA is the apex organization for cooperatives worldwide, representing 318 members across 112 countries (figures as of Jan. 29, 2021). The members of the ICA are national-level cooperative federations and individual cooperative organizations.

The International Cooperative Alliance (ICA) works with global and regional governments and organizations to create legislative environments that allow cooperatives to form and grow. Towards media and the public, the ICA promotes the importance of cooperatives’ values-based business model.

Yearly, the ICA publishes the World Cooperative Monitor (<http://www.monitor.coop>), the index of the world’s largest cooperative and mutual enterprises. The Monitor demonstrates the economic impact of cooperative enterprises worldwide. The 2020 World Cooperative Monitor collates data for 4,575 cooperatives and mutuals (1,152 from Europe, 3,218 from the Americas, 197 from Asia-Pacific, and 8 from Africa) from 8 different sectors. **The top 300 cooperatives and mutuals report a total turnover of over two trillion USD (2,145.79 billion USD) based on 2018 financial data.** The world’s top 300 cooperatives and mutuals operate in various economic sectors, but this year’s results show an increased presence of the Agriculture and Food Industry sector (34.7%) followed by the insurance sector (33.7%); Wholesale and Retail Trade (19%); Financial Services (7%); Utilities (2.3%); Industry (1%); Fishing (0.7%); Education, Health and Social Work (0.7%); Housing (0.3%); and Other Services (0.7%) in the Top 300.

Operating from a global office in Brussels, Belgium, the ICA is organised with four Regional Offices (Europe, Africa, the Americas, and Asia-Pacific), and eight Sectoral Organisations (Banking, Agriculture, Fisheries, Insurance, Health, Housing, Consumer Cooperatives, and Worker Cooperatives).

The ICA enjoys Category-I Consultative Status with the United Nations Economic and Social Council (UN/ECOSOC) and has active working relations with the UN and other international organizations. The year 2012 was declared as International Year of Cooperatives by the United Nations (UN).

The ICA-Asia and Pacific Office is operating from New Delhi since 1960, serves 111 national-level cooperative organizations and individual cooperative organizations from 32 countries, representing over 500 million cooperative members. Main activities include Coordination of cooperative development efforts within the Region and promotion of exchange and experiences; Project identification, formulation and evaluation; Promotion of the establishment and development of national cooperative apex organizations; and organization of seminars, conferences and technical meetings on specific subjects including support for programs aimed at the involvement of women and youth in cooperative activities.

Background

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

After the 20th training program under the theme “Strengthening Management of Agricultural Cooperatives in Asia”, a training course on “Enhancement of Farmers’ Income and Poverty Reduction through Cooperatives” had been developed and agreed upon for implementation through the ICA in 2006, with a focus on the strengthening of farm guidance methods, joint collection, shipment, safety and improvement in the quality of farm products aimed at increasing farmers’ income as a new development for the training course.

Under this project, five Training Courses on “Enhancement of Farmers’ Income and Poverty Reduction through Cooperatives” were held between 2006 and 2010, with 12 participants in each course. The training programs were implemented by the ICA-Asia Pacific office with the collaboration of well-known institutions, e.g. the Institute for the Development of Agricultural Cooperation in Asia (IDACA), Tokyo, Japan; the Institute of Rural Management, Anand (IRMA), Gujarat; India, Fertilizer Management Development Institute (FMDI) of IFFCO, New Delhi, India, and the ICA member-organizations.

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

In these training during the last 25 years, the participants had produced several grass-root development project proposals in the agricultural cooperative sector “aiming at enhancing the participation and income of grass-root level farmer-members”. A number of these projects have already been implemented in various countries.

Based on these achievements, a new Training Course on “**Fostering Core Leaders of Agricultural Cooperatives**” was developed and agreed upon for implementation through the ICA for three years, between 2011 and 2013, to assist in fostering of the core leaders of agricultural co-operatives, who were expected to play leading roles in agricultural cooperatives and farmers’ groups that would contribute to the improvement of agricultural production and income of the farmers in the LDCs of Mekong River countries, ASEAN and the South Asian Countries. This training course focused on Human Resource Development, Agri-Coop. Business Management (farm guidance and strengthening of joint collection and shipment), Leadership and Planning, based on the discussions held between the International Cooperative Alliance [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. Two Training Programs were held each year and there were two parts in each Training Course – Part-I was held at IRMA, Gujarat (India) for about one month and Part-II was held in Japan in collaboration with the Institute for the Development of Agricultural Cooperation in Asia (IDACA) for another one month.

On completion of the last training course in the above series in 2013, it was decided by MAFF to extend the above training course for another three years – 2014-2016 under the **overall “Japan (MAFF)-ASEAN Project on “Strengthening Capacity Building of Developing Countries in Asia”**.

The ASEAN Member States were to promote the process of economic integration in 2015. To cope with this, Cambodia, Lao PDR, Myanmar and Vietnam (CLMV), which were lagging in developing agricultural cooperatives, needed to organize agricultural cooperatives and farmers’ groups to sustain the development of agricultural production, to secure farm households’ income by strengthening the competitive power of marketing agricultural products.

In the ASEAN Member States, Thailand is advanced in the agricultural cooperative movement, especially multi-purpose agricultural cooperatives, including credit businesses. Thus, it was very relevant that Thailand took initiative in supporting the development of agricultural cooperatives in

CLMV in developing mutual cooperation among the ASEAN Member States. Thus, it was decided that Part-I of the Training course would be held in Thailand instead of India, and, as usual, Part-II of the program will be held in Japan.

Part-I of the Training Course was based on modules on basics for organizing agricultural cooperatives, better organizational management and improvement of the business system, mainly learned from successful case studies of agricultural cooperative organizations and relevant institutions in Thailand – (a) Cooperative League of Thailand (CLT); and (b) Cooperative Promotion Department (CPD).

Part-II of the Training Course was held in collaboration with the Institute for the Development of Agricultural Cooperation in Asia (IDACA). Some of the key subjects to be covered at IDACA were – Integrated Business Management linked closely with Farm Guidance, in particular, System of Marketing Business and Methods of its promotions. Moreover, the participants were expected to finalize the Action Plans in Japan for improvement, based on the experience and the knowledge gained by them during the training course in Thailand and Japan.

Under this new series, the last Training Course on “Fostering Core Leaders of Agricultural Cooperatives-2016” was held in Thailand and Japan. Part-I of the Training Course was held in Thailand from February 26 to March 19, 2017. Part-II of the Training Course was held in Japan in collaboration with the Institute for the Development of Agricultural Co-operation in Asia (IDACA) from March 20 to April 11, 2017.

JAPAN (MAFF) – ICA Project on “Capacity Building in the Agricultural Sector in Asia and Africa (CB Project) in FY-2017”

After successful completion of the last training course in the above series, the MAFF decided to introduce a new project entitled “Capacity Building for Asian and African Regions” under the Government’s ODA Program. The term of the project would be three years. The first training course in FY 2017 was meant only for African countries. The idea for the course was to extend cooperation from Asia with its good experience for the development of agricultural cooperatives in Africa.

The Training course on “**Fostering and Improving Management of Agricultural Cooperatives in Africa-2017**” was organized by ICA-AP, in Malaysia and Japan between **12 February and 29th March 2018**. The objective of the training course for contribution to the eradication of famine and poverty was to assist in fostering farmers’ organizations, including agricultural cooperatives, for boosting agricultural production and increasing farmers’ income through the development of agriculture as the main industry in the African region. The training program was implemented by the ICA-AP with the collaboration of the Cooperative College of Malaysia (CCM), and the Institute for the Development of Agricultural Cooperation in Asia (IDACA), Tokyo (Japan). The Training Course was funded by the Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Government of Japan.

The second Training Course in the series on “**Fostering Leaders for Management and Development of Agricultural Cooperatives in Asia-2018**” was organized in **Thailand and Japan from 5th February to 16th March 2019**. The Training Course was organized by ICA-AP in collaboration with the Central Union of Agricultural Co-operatives of Japan [JA-ZENCHU], the Institute for the Development of Agricultural Co-operation in Asia [IDACA-Japan], and the Cooperative League of Thailand (CLT) / Cooperative Promotion Department (CPD), Bangkok, Thailand. The program was funded by the Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan, and implemented by ICA. Nine participants from seven countries – Bhutan (1), Cambodia (1), Kyrgyzstan (2), Lao PDR (1), Maldives (1), Nepal(1) and Sri Lanka (2) participated in this training course.

Under this new series, the 3rd Training Course on “Fostering Leaders for Management and Development of Agricultural Co-operatives in Asia-2019” was held in Thailand and Japan. Part-I of the Training Course was held in Thailand from February 02 to 24, 2020. Part-II of the Training Course was held in Japan in collaboration with the Institute for the Development of Agricultural Cooperation in Asia (IDACA) from February 25 to March 14, 2020. The objective of the training course for contribution to the eradication of famine and poverty is to assist in fostering agricultural cooperatives, including farmers’ organizations for boosting agricultural production and increasing farmers’ income through the development of agriculture as the main industry in the Asian region. A total of 06 participants (men and women) were selected from among the candidates, nominated by the ICA member-organizations/Ministries in the following countries: Bhutan, Cambodia, Kyrgyzstan, Lao PDR, Nepal and Sri Lanka.

CURRENT TRAINING COURSE

JAPAN (MAFF) – ICA Project on “Capacity Building Project for Farmer’s Organizations to support the development of Food Value Chain in Asia and Africa (CB Project in AA) – in Fiscal Year (FY) 2020 of Japan”

The Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Government of Japan has chosen the International Cooperative Alliance (ICA) to implement an umbrella Project on “Capacity Building Project for Farmer’s Organizations to support the development of Food Value Chain in Asia and Africa (CB Project in AA) – in Fiscal Year (FY) 2020 of Japan” for three years starting from 2020. Under this Project, the 1st Training Course on “**Strengthening Management and Development of Agricultural Cooperatives and Farmers’ Organizations in Asia and Africa-2020.**” was held “online”. Part-I of the Training Course was held in collaboration with the Institute of Rural Management, Anand (IRMA) from February 11 to March 02, 2021, and Part-II in collaboration with the Institute for the Development of Agricultural Cooperation in Asia (IDACA) from March 11 to 30, 2021. Due to COVID-19 induced restriction on travel, the course was held online.

OBJECTIVES

The objective of the training course is to assist in fostering leaders of farmers’ organizations including agricultural cooperatives, who are expected to play central roles in the promotion of the formation of agricultural cooperatives and strengthening of organizational and business management.

PARTICIPANTS

A total of 15 participants (men and women) were selected from among the candidates, nominated by the ICA member-organizations/Farmers’ Organizations/Ministries in the following countries of Asia, Africa and W.F.O. - Bhutan, Cambodia, India, Kenya, Lao PDR, Mauritius, Mozambique, Nepal, Rwanda, Tunisia and Vietnam.

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 ICA/Japan Training Course-2020, 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 ICA/Japan Training Course in 2020, 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, Anand (IRMA) India, W.F.O. and other ICA Member-Organizations in Asia and Africa Region. The ICA is grateful to its member organizations.

Administrative Arrangements for the Project

Mr. Ashok Kumar Taneja, Project Coordinator, ICA/Japan Training Course, was responsible for the conduct of the ICA/Japan Training Course-2020 online. The Training Course was coordinated and implemented by him for its full duration, under the guidance/direction of Mr. Balasubramanian (Balu) G. Iyer, the Regional Director (ICA Asia and Pacific).

Part-II of the training program held online at IDACA was conducted under the direction and guidance of Mr. Hirofumi KOBAYASHI, Executive Director of IDACA. Mr. Usui Takeshi, Training Department, was designated by the IDACA as the Program Coordinator for the Training Course of 2020.

Summary of the Timetable

The following is the summary of the timetable for the Training Course of FY 2020:

Home Country Assignments (HCAs)	:	January 27 to February 10, 2021
Part-I: Online training by IRMA	:	February 11 to March 02, 2021
Preparation of Report/Action Plan on the Basis of Part-I of the program	:	March 03 to 10, 2021
Part-II: Online Training Course by IDACA	:	March 11 to 30, 2021.

Reporting and Evaluation

The period from the end of Part-II of the Training Course (March 30, 2021) to the end of June 2021 was utilized to prepare the Course Report and financial statements for submission through the ICA Secretariat in Brussels to the MAFF, Government of Japan.



SECTION – I

1st ICA-MAFF (Japan) ONLINE Training Course on “Strengthening Management and Development of Agricultural Cooperatives and Farmers’ Organizations in Asia and Africa-2020”

Part 1: February 11 – March 02, 2021

Part 2: March 11 to 30, 2021

EXECUTIVE SUMMARY

Course Participants:

A total of 15 participants (men and women) were selected from among the candidates, nominated by the ICA member-organizations/Farmers’ Organizations/Ministries in the following countries of Asia, Africa and W.F.O. - Bhutan (1), Cambodia (1), India (2), Kenya (1), Lao PDR (2), Mauritius (1), Mozambique (1), Nepal (2), Rwanda (1), Tunisia (1) and Vietnam (2). A list of Course participants is placed in **Annexure-II**.

After having completed their Home Country Assignments at their respective organizations and in their respective countries, all the participants met together online, on February 11, 2021.

Inaugural Session of Part-I of the Program:

The IRMA Module on ‘Agri-Cooperative Business Management, Leadership and Planning with a Focus on Women and Youth’ of the 1st ICA-MAFF (Japan) ONLINE Training Course on “**Strengthening Management and Development of Agricultural Cooperatives and Farmers’ Organizations in Asia and Africa-2020**” was formally inaugurated online by Mr. Balu Iyer, Regional Director, ICA-AP, in the presence of the following – Mr. Ikko Watanabe, First Secretary, Embassy of Japan in India, Mr. Hirofumi Kobayashi, Executive Director, IDACA, Mr. S.N. Biswas, Director of IRMA, Prof. Hitesh Bhatt, former Director of IRMA, Prof. Sudhir Sinha, MDP Chair, IRMA, Prof. Nakul Parmeswar, Coordinator from IRMA and Mr. A.K. Taneja, Project Coordinator of ICA-AP, New Delhi, India.

At the outset, Prof. Nakul Parmeswar welcomed the participants and dignitaries at the inaugural ceremony of the above training course and played a documentary on IRMA.

Mr. Ashok Kumar Taneja, Coordinator of this program from ICA, welcomed the participants and guests to the inaugural ceremony. He explained about the keen interest and commitment shown by the Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Government of Japan, the sponsor of the program, to develop agricultural cooperatives in Asia and Africa. He also gave a brief account of the background of this training course. After a round of introduction of the program participants, Mr. Taneja shared with the participants the broad categories of modules included in the course and how it has been designed keeping in mind the training needs of the leaders of agricultural cooperative organizations in Asia and Africa regions.

Mr. Ikko Watanabe, First Secretary in the Embassy of Japan in India, welcomed the participants, on behalf of the Embassy of Japan in India and Ministry of Agriculture, Forestry and Fisheries (MAFF), Government of Japan. He said, “First of all, although all countries are still having a difficult time due to COVID 19 pandemic, I would like to greatly welcome all of you to this online training course and sincerely appreciate the efforts of International Cooperative Alliance, Asia and Pacific (ICA-AP) and Institute of Rural Management Anand (IRMA) for organizing this course.

The purpose of this course is to assist in fostering leaders of farmers’ organizations, including agricultural cooperatives, who are expected to play central roles in the promotion of the formation of agricultural cooperatives and in strengthening organizational and business management. As you know, farmers’ organizations have very important roles in addressing the challenges that individual farmers cannot solve by themselves, and management of farmers’ organization also need to be done properly.

This program is composed of two parts; the first part is held by ICA-AP in India and the second part is held by IDACA in Japan. We expect that this design will enable you to learn the developmental stages of agricultural cooperatives step by step. Especially, in this first part, IRMA, which is the best business school of the Rural and Agricultural Business Management Sector of India, will provide you with a special module on agri-cooperative business management, leadership and planning, focusing on women and youth. We think that this is a very precious chance for all of you to take such lectures.

Fifteen (15) trainees from eleven (11) countries in Asia and Africa are participating in this course, and we wonder how the situation of farmers' organizations and their management in each country varies. We would appreciate it if you could acquire new insights or views of thinking through lectures and discussions prepared with various contents on cooperatives. Also, we hope that you will contribute to the development of your country's agricultural sector by utilizing what you learned in this course.

It will be a long-term training course of about one month since you are going to take part in another 20-days course by IDACA in Japan, in addition to this course by ICA-AP in India. We truly hope that you will stay in good health and complete the entire curriculum of this course successfully. Finally, I wish you all the best for your future success and deepening friendship between Japan and your countries."

Prof. SN Biswas, Director of IRMA, welcomed all the dignitaries and participants of the programme to IRMA virtually and thanked ICA, MAFF and the Government of Japan for providing the opportunity to partner in delivering the training course. Prof. Biswas noted that over the past many years the program has evolved over time with continuous inputs from ICA and acknowledged the role of ICA in this process. He noted that the programme was being undertaken virtually (online mode) owing to the challenges posed by the COVID-19 pandemic. Further, Prof. Biswas noted that an online programme has an inherent disadvantage of limiting interaction by participants, however, it is better than not having the programme. Keeping view of this disadvantaged situation, Prof. Biswas requested the participants to take special efforts in ensuring that they interact or else the takeaways from the course will be significantly limited. It was emphasized that the participants will be benefitted from the world-class faculty members of IRMA and interactive sessions will add more learning opportunities. About the differences in the English language accent, pronunciation and pace of speaking, Prof. Biswas requested the participants to be proactive and request for clarifications as and when required. It was highlighted that training courses are a platform for mutual learning (for the faculty members and the participants) and requested the participants to discuss their experiences. Next, Prof. Biswas pointed to the genesis and evolution of IRMA, an institute created by the architect of the White Revolution to provide trained managerial leadership to dairy cooperatives that grew across the country. It was further emphasized that the focus of IRMA is on 'Rural Management' that is being imparted through the Post Graduate Diploma in Management (Rural Management), Executive Post Graduate Diploma in Management (Rural) and the Fellow Programme in Rural Management along with other training programme, research endeavours and consulting.

Prof. Biswas concluded his address by once again welcoming the participants of the course to IRMA.

Mr. Hirofumi KOBAYASHI, Executive Director of the Institute for the Development of Agricultural Cooperation in Asia (IDACA), on behalf of the President of JA-ZENCHU, who happens to be the President of IDACA, expressed his sincere appreciation to the ICA-AP, IRMA and the Government of Japan for their cooperation in organizing this training course. He further said, "It is an honour for me to speak at this opening ceremony, and first and foremost, I would stress to you that your goal is to produce an action plan that will be a key element of your success to conclude this training course at the end of March. In this context, I would advise you of the following three points.

First, the action plan should be regarded as an innovation plan of the organization you belong to or of your sphere of influence, for the purpose of start-up cooperative business or strengthen cooperative management. You should think that your action plan should be a proposal to the Chairperson or the General Assembly of your organization, and therefore, the narrative should be compelling with passion and showing your learnings through evidence and references.

Secondly and in a related context, your action plan should be SMART. It doesn't mean that your action plan should be simply smart, but should be specific, measurable, achievable, relevant, and time-oriented. I repeat, your action plan should be specific, measurable, achievable, relevant, and time-oriented, so that you will identify barriers, and strategies to overcome them.

Thirdly, do not forget to include finance options in your action plan. Actually, any action plan without finance options is apparently insufficient. If you are ambitious to really overcome the difficulties in your cooperative, you are advised to include the source of finance to implement your action plan steadily.

These are what I advise you at the very beginning of this training course.

By the way, it is my great pleasure that we have two participants, one each from Asia and Africa, for the first time from the membership of WFO or the World Farmers' Organisation (WFO) which JA Zenchu is affiliated with. I would like to welcome you two. And I hope the relationship between WFO and not only JA Zenchu, but also IDACA, will be strengthened much more in the future.

At the end of my remarks, may I extend my maximum appreciation to the Ministry of Agriculture, Forestry and Fisheries of Japan for their kind understanding of the importance of capacity building for cooperative leaders in Asia and Africa, and for giving ICA and IDACA opportunities to implement this training course?

Mr. Balu Iyer extended a warm welcome to all the participants and dignitaries present at the inaugural ceremony online. He further said, "This two-part training course enjoys technical cooperation and collaboration from the Institute for the Development of Agricultural Cooperation in Asia (IDACA-Japan) and the Institute of Rural Management, Anand (IRMA), India. Part-I of the Training Course will commence from February 11 to March 02, 2021, and Part-II from March 11 to 30, 2021.

The ICA-AP completed its 60 years of existence in Asia-Pacific in November last year. I was going through our archives and found that it was in 1986 that the first ICA-MAFF training program was held. This training program started 35 years back and the ICA and IDACA have continuously partnered in conducting the training.

The training was started to share the experiences of the Japanese Agricultural Cooperative Movement with cooperatives in the Asia-Pacific region. Over time, participants have also been exposed to agriculture movements in India, Malaysia and Thailand. From focusing on Asia, the training has also moved to Africa. It has all the hallmarks of Principle 6 - Cooperation among Cooperatives! It also includes Principle 5 – Education, Training and Information.

In this batch, we have 15 participants from Asia, Africa and World Farmers Organization representing Bhutan, Cambodia, India, Kenya, Lao PDR, Nepal, Mauritius, Mozambique, Rwanda, Tunisia, and Vietnam, have been selected for the program. I would like to take this opportunity to wish you all the best, hope you all learn from each other's experience; gain from the knowledge being imparted by our experts; and enjoy the process. At the end of the training, you all will be joining the illustrious list of cooperators who have benefited from the ICA-MAFF training programs.

The COVID-19 pandemic has made its presence felt across all corners of the world, affecting the developed and the developing and cutting across age, class, gender and other barriers. However, its impact has not been the same. In fact, the young and women, workers in the informal sector and on the front lines, and people in the lower rung have been more negatively impacted. The silver lining is the positive role that agriculture cooperatives have played during the crisis.

While millions were under lockdown, farmers went about their business producing and supplying the produce. In many countries, while manufacturing and services contracted, agriculture was the only sector that grew. But then, farmers need more support in terms of improving their productivity, adding value to their produce, and getting more in terms of return. Also, there is a need to improve their management capacity, attract youth and strengthen women in cooperatives. In order to do all this, we need to support institutions with capable personnel. This is where you all come in.

In the normal course, we would have met in a physical setting but now we are sitting either in our home or in the office. I would like to thank your organizations for nominating you and giving you space and time to take part in the training.

Training is not what you learn but also what you apply. I hope you can discuss and finalize your action plan during the training and implement it when you are back. The value of the training, for you as an individual is how you apply and for us to see the impact the training has had.

I am sure you will gain rich knowledge and experience as part of this training. Part I of the training will bring you experience from the Institute of Rural Management, Anand, India. I am thankful to IRMA for

having drawn up a comprehensive schedule that covers all important aspects Agri-Cooperative Business Management, Leadership and Planning with a Focus on Women and Youth.'

I would like to thank our partner in this training IDACA for their support and continuous endeavour to keep this training going. Mr. Hirofumi KOBAYASHI, Executive Director; Mr. Nakashima Toru and the team.

I would like to thank the Ministry of Agriculture, Forestry and Fisheries, Government of Japan for their continued support not only in financial terms but expanding it across Asia and Africa and also targeting countries which are most in need.

Finally, I would like to thank the Coordinators of the Program from both ICA-AP and IDACA. In particular to my colleague, Mr. Ashok Taneja for coordinating Part I of the program. Mr. Taneja has long and rich experience with the ICA-MAFF training and I would encourage you all to reach out to him with questions, queries, etc." He wished the training program all success.

Prof Sudhir K Sinha, the MDP Chair, IRMA, proposed the vote of thanks at the end of the inaugural session. He began by expressing gratefulness and extending heartfelt thanks to the management of ICA for the continued relationship with IRMA and giving the opportunity once again for organizing the training. Prof Sinha thanked Mr. Ikko Wanatabe, First Secretary, Embassy of Japan, for gracing his kind presence on the occasion and sharing with all his words of encouragement. He, in the same breadth, conveyed thanks to the Govt of Japan for the continued support. He extended a big thank you to Mr. Hirofumi Kobayashi, Executive Director, IDACA, for his presence and words of wisdom. A bouquet of thanks then was offered to Mr. Balu Iyer for providing leadership to this program and having his continuing relationship with IRMA. He then offered words of appreciation for Mr. AK Taneja to provide his mentoring support and strengths to the program. Prof Sinha also thanked Prof SN Biswas, Director, IRMA, and Prof Hitesh V Bhatt, the former Director, for their continued guidance and mentorship. In the end, Prof Sinha thanked Prof Nakul, the training program coordinator, and Mr. Oliver for doing everything to make the program a success. He also thanked everyone who extended support - directly or indirectly - in organizing this training program.

After the inauguration, the Orientation/Ice Breaking Session was initiated by Mr A.K. Taneja, Coordinator of the program along with Prof. Hitesh Bhatt, former Director of IRMA.

Teaching Modules/Faculty

The program was segmented into teaching modules covering different subjects – Governance and Management of Agricultural Cooperatives as Business Organization (GMAC); Team Building and Leadership for Continuous Improvement (TB&L); Managing Perceptions (MP); Leadership for Enhancing Effectiveness of Farmers' Organizations (LEE); Business Development Planning (BDP); Developing Action Plans for the Growth of their Respective Organization (DAP); Transforming Action Plans to Projects (TAPP); Planning, Scheduling, Executing, and Monitoring Projects (PSEMP); Managing Interpersonal Skills and Communicating Effectively (MISCE); Basic Financial Accounting for Agri-Cooperatives and Farmers' Organizations (FAC); Understanding Costing, Budgeting, and Variances for Agri-Cooperatives and Farmers' Organizations (CST); Introduction to Financial Decision Making in Agri-Cooperatives and Farmers' Organizations (FM); Linking Agri-Cooperatives and Farmers' Organizations with Markets (MM); Application of Information Technology for Agri-Cooperatives and Farmers' Organizations towards Value Chains (MIS); Role of various organizations in multiplying its members' earning through cooperatives business; Interactive Session with the Managing Directors of NDDB, GCMF Limited, Amul Dairy and IDMC Limited.

Detailed Module Designs

The module at IRMA consisted of segments, which focused on improving the conceptual, analytical and leadership capabilities of managers of agricultural cooperatives/farmers' organizations to help in developing their skills in improving the management of their cooperatives. Three sessions of 90 Minutes each, were held daily from Monday to Friday between February 11 and March 02, 2021.

A brief description of the topics taught in the IRMA Module, is as follows. Soft and hard copies of these papers were distributed among participants.

1. Governance and Management of Agricultural Cooperatives as Business Organization (GMAC)– by Prof. Uday Shankar Saha

Under this topic, Prof. Saha took three sessions and his focus was on How to organize Cooperatives; Cooperative Values and Principles and Cooperative Education; Member Participation; Cooperation among Cooperatives; Integrated Package and Services – Credit (Micro to Macro), Input (Production and Supply – Sugar Cooperative), Value Addition; Participatory Decision Making; Design of Cooperatives – Membership, Governance and Operations; Approaches – Appreciative Inquiry and Learning, Process, Business Approaches; New Generation Cooperatives

2. Team Building and Leadership for Continuous Improvement (TB&L) – by Prof. S.N. Biswas

Three sessions were taken by Prof. S.N. Biswas and the Focus was on –To be effective in the highly competitive world, managers will have to involve employees and foster innovation in organizations. In these three sessions, the author focused on the process of an organization-wide team development activity leading to employee involvement and continuous improvement. The structuring of teams, the process of involving team members, the process of unleashing improvement at all levels in the organization as brainstorming were discussed. Self-assessment tools were used to measure individual and organizational level factors.

3. Leadership for Enhancing Effectiveness of Farmers' Organizations (LEE) – by Prof. Madhavi Mehta

Her two sessions focused on understanding the core of leadership from the perspective of leader behaviour and how the participants can work towards developing their successors.

4. Managing Perceptions (MP) – by Prof. S.N. Biswas

The following issues were focused on in this session–Understanding the perceptual blocks in self and others help people overcome individual-level barriers in establishing effective relationships. Similarly, understanding what makes people perceive us as we appear to them helps in managing the impressions we create on others. Creating a positive impression helps managers to overcome many individual level obstacles.

5. Business Development Planning (BDP) – by Prof. Sudhir Kumar Sinha and Prof. Nakul Parameswar

Three sessions were held on the above subject and the focus was on **What is BDP** for Agricultural Cooperatives and Farmers' Organizations? Is BDP an approach for high revenue, or is it a strategy for sustainable organizational growth?

Why BDP – Business Diversification; Enhancing Members' Participation; Value-Chain Management Perspectives for Sustainable Growth.

How BDP – Stages in the Participation of BDP of PACs; Preparation of Various Sub-plans for the Business Development Services such as Credit, Input, Market Access, Infrastructure, Consumer Services, Deposits, Welfare Activities, Policy Advocacy.

BDP in Action – Business Plan and Linkages to be Established at Various Levels; Performance Indicators related to Different Business Activities, Management and Member Participation; Role of Various Support Agencies and their Responsibilities, and Tools of Monitoring (Quantitative and Qualitative Information).

6. Developing Action Plans for the Growth of their Respective Organization (DAP) Transforming Action Plans to Projects (TAPP) Planning, Scheduling, Executing, and Monitoring Projects (PSEMP) – by Prof. Hitesh Bhatt

Eight sessions were taken by Prof. Hitesh Bhatt on the above subjects. The focus was on the following – A Project is a vehicle to overcome a prevailing situation that is coming in the way of the growth of the

organization. There are many ways by which one can move from an undesirable or less desirable situation to a desirable one. However, there is only one optimal way of doing it.

This module will help participants to look at their organization's weak areas or opportunities and plan actions (projects) so that the desired results are achieved. Finally, there must be a clinical execution of the plans formulated otherwise only expenses are incurred.

Considering the above, this module strives to do the following: Give an Overview of Project Management; Project Identification; Project Analysis and Selection after Looking at All-round Feasibility; Project Appraisal; Project Implementation; PERT/CPM; Planning and Scheduling; Project Review (Monitoring and Evaluation).

7. Basic Financial Accounting for Agri-Cooperatives and Farmers' Organizations (FAC) – by Prof. Asmita H. Vyas

Three sessions were taken by Prof. Asmita Vyas, on the above subject, and the focus was on Middle-level management in Agri-Cooperatives and Farmers' Organizations, who take decisions that can have a significant impact on the future of the organization. These decisions are related to financial position and performance. These decisions require aptitude and analytical skills of balance sheets of past years. The module will help the participants to take strategic decisions through financial balance sheet analysis.

8. Managing Interpersonal Skills and Communicating Effectively (MISCE) – by Prof. Hitesh Bhatt

Prof. Bhatt took two sessions on the above subject. **Focus:** Many organizations having excellent resources but do not achieve desired results as they are unable to work together for a common cause. This too happens primarily because of poor interpersonal relationships.

This module strives to do the following:

Give an Overview of Interpersonal Communication Processes; Overcoming Barriers to Effective Communication; Interpersonal Skills and Help the Participants to Get the Work from their Teams Done Effectively.

9. Understanding Costing, Budgeting, and Variances for Agri-Cooperatives and Farmers' Organizations (CST) – by Prof. Paresh J. Bhatt

Prof. Paresh J. Bhatt took three sessions. The Focus was on Understanding the Basics of Costing and its Techniques including Marginal Costing. Use of the Techniques in Building the Budget, Comparing with Actuals, finding out Variances and Deciding Remedial Actions.

10. Introduction to Financial Decision Making in Agri-Cooperatives and Farmers' Organizations (FM) – by Prof. Rakesh Arrawatia and Prof. Abhinav Rajverma

Both the Professors took three sessions, and their focus was on "Linking with the Commercial Banks for Meeting Expenditure on Capital Items and Meeting Working Capital Requirements; Estimating Relevant Cash Flows; Financial Criteria for Investment Decisions in Agricultural Cooperatives; Importance of Member's Capital.

11. Linking Agri-Cooperatives and Farmers' Organizations with Markets (MM) – by Prof. Preeti Priya

Prof. Preeti Priya took three sessions on the above subject and her focus was on Marketing Strategy: Segmentation, Targeting and Positioning Marketing Mix: Product, Place, Promotion and Price Marketing Research: Category Usage & Attitude Research using Primary and Secondary Data Brand Building: Brands, Brand Management using Customer-Based Brand Equity Framework.

12. Application of Information Technology for Agri-Cooperatives and Farmers' Organizations towards Value Chains (MIS) – by Prof. Hare Krishna Misra

Prof. Misra took two sessions. His focus was on the Need for IT-enabled supply chains; The need for moving from supply chain to value chain; The global perspectives for sustainable value chains – case studies of Amul and Amalsad.

13. Role of various organizations in multiplying its members' earning through cooperatives business – by Prof. Hitesh Bhatt

Prof. Bhatt took three sessions on the above subject. **Focus:** There was an immense workaroud IRMA carried out by a number of organizations and they were the source of inspiration. Visiting these organizations and looking at their work in proximity was not possible as this was an online course. However, an effort was made to showcase the work done by the Village Level Dairy Society, Amul (Dairy), NDDDB, GCMMF Limited, IDMC Limited, and Gambhira Joint Farming Society through virtual mode.

14. Interactive Session with the Managing Directors of NDDDB, GCMMF Limited, Amul Dairy and IDMC Limited – Prof. Hitesh Bhatt

In this session, Prof. Hitesh Bhatt facilitated interaction with the Managing Directors of National Dairy Development Board, Gujarat Cooperative Milk Marketing Federation Ltd., Amul Dairy and Indian Dairy Machinery Cooperative Ltd. for more clarity regarding how their work can be replicated in the organizations of the participants.



SECTION – II

Field Study Visits

One of the core elements of the training program was the exposure of the participants to actual and practical situations in the cooperative sector and to enable them to exchange views and opinions with cooperative leaders, managers and members. Visiting these organizations and looking at their work in proximity was not possible as this was an online course. However, an effort was made to showcase the work done by the Village Level Dairy Society, Amul (Dairy), NDDDB, GCMMF Limited, IDMC Limited, and Gambhira Joint Farming Society through virtual mode. A brief (gist) of the above organizations is given below:

Mujkuva Dairy Cooperative Society - village Level Dairy Society – by Prof. Hitesh Bhatt, IRMA

Started on 25 March 1957, today Mujkuva Dairy Cooperative Society has become a model with having all innovative amenities for the nearly 850 farmer-members who supply over 5,000 litres per day of milk to the Amul dairy that is part of the Gujarat Cooperative Milk Marketing Federation (GCMMF).

The milk producers of Mujkuva village become members by buying a minimum of one share of the society and paying an entrance fee as per the bye-laws. All these members form the general body of the society, which has the supreme powers subject to the State Cooperative Act, Rules and Bye-laws. The society has an elected Managing Committee (MC) including the Chairman from amongst the member producers as per the provisions of the bye-laws. All the positions of the MC are honorary. The committee employs paid staff to run the day-to-day affairs of the society.

The society's major operations can be classified into two groups: milk trading and providing input services. Milk trading involves reception, testing, local and sample milk sale, dispatch of milk to milk union, payment and accounts keeping. Input services include animal health coverage, breeding, the supply of cattle feed, fodder development, pure milk production and extension services to producer members.

Mujkuva has a solar photovoltaic (PV) plant with a unique system through which the society is not only able to fulfil its electricity needs but is also able to earn by selling surplus electricity to the grid. With the support of the National Payment Corporation of India (NPCI) with whom NDDDB has inked an MoU to promote digital payments by dairy cooperatives across the country, Mujkuva villagers have now started receiving payments in the village itself. With the support of Amul, NDDDB has also started to gift milk in the village to fulfil the nutritional requirements of school children.

In late-2017, the National Dairy Development Board (NDDDB) organized 40 women dairy farmers from Mujkuva to form a self-help group (SHG) by the name of 'Jai Ambe'. Each member got a new-generation biogas plant with a prefabricated digester installed at their home. It was envisaged that slurry obtained from these plants would be sold to the SHG, which would, then, convert it into nutrient-fortified bio-organic fertilizer.

Amul (Dairy) – Kaira District Cooperative Milk Producers Union Ltd. – by Mr. Deepak Sharma, Manager, Public Relations, Amul Dairy.

The seeds of this unusual saga were sown more than 74 years ago, a small town in the state of Gujarat in western India. The exploitative trade practices followed by the local trade cartel triggered off the cooperative movement. Angered by unfair and manipulative practices followed by the trade, the farmers of the district approached the great Indian patriot Sardar Vallabhbhai Patel for a solution. He advised them to get rid of middlemen and form their own cooperative, which would have procurement, processing and marketing under their control.

In 1946, the farmers of this area went on a milk strike refusing to be cowed down by the cartel. Under the inspiration of Sardar Patel, and the guidance of leaders like Morarji Desai and Tribhuvandas Patel, they formed their own cooperative in 1946.

This cooperative, the Kaira District Cooperative Milk Producers Union Ltd. began with just two village dairy cooperative societies and 247 litres of milk and is today better known as Amul Dairy. Amul grew from strength to strength thanks to the inspired leadership of Tribhuvan Das Patel, the founder

Chairman and the committed professionalism of Dr. Verghese Kurien, who was entrusted with the task of running the dairy from 1950.

The then Prime Minister of India, Lal Bahadur Shastri decided that the same approach should become the basis of a National Dairy Development policy. He understood that the success of Amul could be attributed to four important factors. The farmers owned the dairy, their elected representatives managed the village societies and the district union, they employed professionals to operate the dairy and manage its business. Most importantly, the cooperatives were sensitive to the needs of farmers and responsive to their demands.

At his instance in 1965 the National Dairy Development Board was set up with the basic objective of replicating the Amul model. Dr. Kurien was chosen to head the institution as to its Chairman and asked to replicate this model throughout the country.

The Organization – An Overview

Number of Producer Members	7,64,954
Number of Village Dairy Cooperative Societies	1821
Total Milk Handling Capacity	5 million litres per day
Milk Collection (Daily Average)	3.3 Million litres
Milk Drying Capacity	150 Mts per day
Whey Drying Capacity	60 Mts per day
Cattle Feed Manufacturing Capacity	3000 Mts per day

The Amul Model

The Amul Model of dairy development is a three-tiered structure with the dairy cooperative societies at the village level federated under a milk union at the district level and a federation of member unions at the state level.

The Amul Model has helped India to emerge as the largest milk producer in the world. More than 16 million milk producers pour their milk in 185,903 dairy cooperative societies across the country. Their milk is processed in 222 District Cooperative Milk Unions and marketed by 28 State Marketing Federations, ensuring a better life for millions.

Gujarat Cooperative Milk Marketing Federation Ltd. (GCMMF) – by Ms. Pragati Srivastava, Asstt. Manager

Gujarat Cooperative Milk Marketing Federation Ltd. is India's largest food product marketing organization with an annual turnover (2019-20) of US\$ 5.1 billion. Its daily milk procurement is approx. 23 million litres per day from 18,600 village milk cooperative societies, 18 member unions covering 33 districts, and 3.6 million milk producer members.

It is the apex organization of the Dairy Cooperatives of Gujarat, popularly known as 'AMUL', which aims to provide remunerative returns to the farmers and also serve the interest of consumers by providing quality products that are good value for money. Its success has not only been emulated in India but serves as a model for the rest of the World. It is an exclusive marketing organization of 'Amul' and 'Sagar' branded products. It operates through 61 Sales Offices and has a dealer network of 10,000 dealers and 10 lakh retailers, one of the largest such networks in India. Its product range comprises milk, milk powder, health beverages, ghee, butter, cheese, pizza cheese, icecream, paneer, chocolates, and traditional Indian sweets, etc.

GCMMF is India's largest exporter of Dairy Products. It has been accorded a "Trading House" status. Many of its products are available in the USA, Gulf Countries, Singapore, The Philippines, Japan, China, and Australia.

The Amul brand is not only a product but also a movement. It is in one way, the representation of the economic freedom of farmers. It has given farmers the courage to dream, to hope, to live.

The Organization – An Overview

Year of Establishment	1973
Members	18 District Cooperative Milk Producers' Unions
No. of Producer Members	3.6 Million
No. of Village Societies	18,600
Total Milk handling capacity per day	35 Million litres per day
Milk Collection (Dairy Average 2018-19)	23 Million litres per day
Cattle feed manufacturing capacity	9200 MTs per day
Sales Turnover (2019-20)	US\$ 5.1 billion

National Dairy Development Board (NDDB) – by Mr. Abhijit Bhattacharjee, Group Head, PR&C

The National Dairy Development Board's (NDDB) creation is rooted in the conviction that our nation's socio-economic progress lies largely in the development of rural India.

The Dairy Board was created to promote, finance and support producer-owned and controlled organizations. NDDB's programmes and activities seek to strengthen farmer-owned institutions and support national policies that are favourable to the growth of such institutions. Fundamental to NDDB's efforts are cooperative strategies and principles.

NDDB's efforts transformed India's rural economy by making dairying a viable and profitable economic activity for millions of milk producers while addressing the country's need for self-sufficiency in milk production.

NDDB has been reaching out to dairy farmers by implementing other income-generating innovative activities and offering them a sustainable livelihood.

Operation Flood: one of the world's largest rural development programmes.

Launched in 1970, Operation Flood has helped dairy farmers direct their development, placing control of the resources they create in their own hands. A National Milk Grid links milk producers throughout India with consumers in over 700 towns and cities, reducing seasonal and regional price variations while ensuring that the producer transparently gets fair market prices regularly.

The bedrock of Operation Flood has been village milk producers' cooperatives, which procure milk and provide inputs and services, making modern management and technology available to members. Operation Flood's objectives included:

Increase milk production ("a flood of milk"); Augment rural incomes; Reasonable prices for consumers.

Programme Implementation: Operation Flood was implemented in three phases.

Phase I

Phase I (1970-1980) was financed by the sale of skimmed milk powder and butter oil gifted by the European Union then EEC through the World Food Programme. NDDB planned the programme and negotiated the details of EEC assistance. During its first phase, Operation Flood linked 18 of India's premier milk sheds with consumers in India's four major metropolitan cities: Delhi, Mumbai, Kolkata and Chennai.

Phase II

Operation Flood's Phase II (1981-85) increased the milk sheds from 18 to 136; 290 urban markets expanded the outlets for milk. By the end of 1985, a self-sustaining system of 43,000 village cooperatives covering 4.25 million milk producers had become a reality. Domestic milk powder production increased from 22,000 tons in the pre-project year to 140,000 tons by 1989, all of the increase coming from dairies set up under Operation Flood. In this way, EEC gifts and World Bank loans helped to promote self-reliance. Direct marketing of milk by producers' cooperatives increased by several million litres a day.

Phase III

Phase III (1985-1996) enabled dairy cooperatives to expand and strengthen the infrastructure required to procure and market increasing volumes of milk. Veterinary first-aid health care services, feed and artificial insemination services for cooperative members were extended, along with intensified member education.

Operation Flood's Phase III consolidated India's dairy cooperative movement, adding 30,000 new dairy cooperatives to the 42,000 existing societies organized during Phase II. Milk sheds peaked at 173 in 1988-89 with the numbers of women members and Women's Dairy Cooperative Societies increasing significantly.

Phase III gave an increased emphasis on research and development in animal health and animal nutrition. Innovations like a vaccine for Theileriosis, bypass protein feed and urea-molasses mineral blocks, all contributed to the enhanced productivity of milch animals.

From the outset, Operation Flood was conceived and implemented as much more than a dairy programme. Rather, dairying was seen as an instrument of development, generating employment and regular incomes for millions of rural people.

Indian Dairy Machinery Cooperative Ltd. (IDMC) – by Mr. Prakash Maheshwari, Executive Director

IDMC Limited was set up in 1978 to manufacture dairy components and equipment and to contribute to moderating their prices. IDMC was incorporated as a wholly-owned subsidiary company of the National Dairy Development Board (NDDB) in 1992.

Core Capabilities

Over time, IDMC's Make in India initiative has led to significant growth in its manufacturing base and reduced the dependence of the domestic dairy industry on the import of a large number of diverse dairy equipment. IDMC's metal fabrication and machining facilities are spread over approximately 21,000 square meters. The company's automatic polishing facility together with water jet cutting and dish spinning facilities provide uniform surface finish on vessels and a cutting edge in job quality.

IDMC's machine shop is equipped with several CNC machining centres. The machine shop caters to the machining requirement of other fabrication shops and manufactures a complete range of sanitary fittings, unions, tri-clover clamps, tees, butterflies, plug and pneumatic valves, turbo blenders, pumps, ice cream freezers, homogenizers and cup filling machines.

IDMC is a leading manufacturer of tankages, process vessels, plate heat exchangers, flow items and specialized key process equipment. A significant part of IDMC's growth has been through the Supply, Installation, Testing and Commissioning (SITC) of projects in the dairy, pharmaceuticals, beverages sector and Thermal Management Systems. IDMC forayed into turnkey projects for setting up cattle feed plants in 2011.

Design Expertise

IDMC's design group has led its growth and contributed to establishing quality systems for pressure equipment according to European directive 97/23/EC, module D, duly certified by TUV Nord. IDMC has also exported engineering products with U-stamp, accreditation by the American Society of Mechanical Engineers. IDMC has QMS ISO 9001 certification for five units that manufacture metal products.

Quality Control

IDMC's quality control laboratories have the adequate in-house infrastructure and trained personnel to test and analyze raw materials, intermediate products and finished goods with speed and accuracy.

Project Engineering and Execution

Highly experienced engineers supervise skilled technicians to execute mechanical, electrical, process and piping installations including automation. Advanced tools such as orbital welding machines are employed to achieve welds conforming to the latest international standards. To its credit, IDMC has installed and commissioned several high capacities fully automated computer-controlled dairy, food processing and pharma plants.

Process Engineering and Automation

IDMC provides complete customized software solutions with the latest hardware and instrumentation. The SCADA systems of IDMC allow real-time MIS for both process and utilities, facilitating effective monitoring of plant operations. A dedicated and highly skilled team of process and automation engineers provides support to the requirement of customers in the dairy and allied sectors.

Packaging

IDMC's packaging division can manufacture about 12,000 tons of poly films and laminates. After adding a second contemporary blown film plant, a ten-colour CI flexographic printing machine and a rotogravure printing machine, IDMC has emerged as one of the large domestic players in this sector. The plant is capable of manufacturing three-layer blown film with minimum thickness tolerance for use in various industries such as dairy, food and beverages, bakery, confectionery, cosmetic, edible oils, cereals, personal care products and pharmaceuticals.

The plant is equipped with high-end machines to produce a wide range of pouches (like side gussets, bottom gussets, wicket bags, stand-up, zipper, 4-panel synchronized pouches) with surface printed films and laminates. IDMC has FSSC 22000 for its plastic unit.

Gambhira Collective Farming Society – by Prof. Hitesh Bhatt, IRMA

The villages Gambhira, Kothiakhad, Nani-Serdi and Bilpad are located on the banks of Mahisager river which divide the districts of Anand (separated from the earlier Kheda District) and Vadodara (earlier known as Baroda) in the State of Gujarat, India. The river bed had some fertile land near these villages which was partly owned by the government and partly by small and marginal farmers. The government auctioned its portion of the land to the highest bidders and these bidders in turn either cultivated on their own or lease the plots of land to small farmers on a crop share basis.

Mahisagar river takes a sharp curve at these villages and sometimes altered its course. The river destroyed some fertile lands on riverbeds due to inundation in the 1927 and 1941 floods. Again, the heavy flood of 1949 washed the top fertile soil and deposited a deep layer of about 20 feet of sand. The inundated land was not suitable for cultivation and the farmers became landless overnight. Thus many small and marginal farmers of these villages lost their only source of livelihood.

Seeing this misery, Chhagananbhai Patel of Gambhira village approached the government requesting to distribute the government land on the riverbed to farmers who lost their lands. A part of this government land was earlier auctioned and the other part was a wasteland. Considering the situation, in 1951, the government distributed its 201 acres of land on the riverbed to 176 farmers, individually.

Chhaganbhai Patel was a freedom fighter and a social worker. He was also the *Sarpanch*¹ of Gambhira village. Chhaganbhai knew the then Chief Minister of Bombay State, Morarji Desai as they stayed in the same jail during the independence struggle. This has also helped Chhaganbhai to get the land for the farmers.

Farmers found that their condition remained unchanged after cultivating the distributed land individually for one year. Unable to buy implements and bullocks, the poor farmers had to depend on others for carrying out agricultural operations. Some of the land distributed was salt-affected and wasteland and hence the production was also low. Reclaiming the salt-affected land and wasteland

¹ Sarpanch is the nomenclature for the Chairman of local self-governments (called Gram Panchayats in India)

was difficult, given the financial condition of farmers. Some of the farmers borrowed the water from adjacent large farmers who had pump sets and paid 50% of crop production as water rent. The profit from farming was so low that some farmers were unable to pay the land tax. Uneconomical holdings and farmers' poor financial status could not improve their situation significantly.

Again, Chhaganbhai suggested the farmers form a collective and cultivate the land collectively so as to achieve economies of scale and solve the problems of resource constraints. All the farmers accepted to vest their individual land ownership rights and cultivation rights with the collective. The government accepted the request of forming the collective farming society to cultivate the land distributed by it and thus the collective was registered under the Co-operative Societies Act with The Registrar, Co-operative Societies, Bombay State², on October 14, 1953. The government accepted the formation of a collective farming society on the condition that the land should be returned to the government if the society is dissolved. The collective was registered as *Mahisagar Bhatha Samudhayik Sahakari Kheti Mandali Limited* with village Gambhira as its location. The collective is popularly known as Gambhira Collective Farming Society or Gambhira Co-operative Society. In this study, henceforth the collective is referred to as mandala.

Members started cultivating collectively from the 1953 *Kharif*³ season before formally registering the society in October 1953. During this period, based on the advice of Mamlatdar⁴ and the Land Evaluation Officer, an ad-hoc committee of representatives of these four villages was formed to look after the collective farming operations. The ad-hoc committee formed the following terms and conditions for the cultivation of common land.

- a. Only the distressed farmers who are on the government-approved list can become members of society.
- b. Members will cultivate the land on a group basis. Each group will select their own leader and he will be responsible for the cultivation of the land allotted to the group.
- c. Each group will provide 50% of their produce to the society and the remaining 50% will be distributed among the members of the group (Kumbhar 2007).

The mandali was formed with 176 members and 201 acres of land. The mandali included another 84 members from the government-approved list in 1958-59, increasing the number of members to 260. Further, with the government's allotment of 160.75 acres in 1961-62, the society included 31 landless labourers of Kothiakhad village increasing the membership to 291. The society's land increased to 526 acres with the purchase of land for Rs. 2,500,000 and with reclamation and regaining of some washed out and damaged land.

An online interaction was also facilitated with the Managing Directors of National Dairy Development Board, Gujarat Cooperative Milk Marketing Federation Ltd., Amul Dairy and Indian dairy Machinery Cooperative Ltd. for more clarity regarding how their work can be replicated in the organizations of the participants.

² Gujarat State was carved out of Bombay State in 1960

³ Cultivation season starting from June-July and ending in September-October is referred as Kharif season

⁴ Local Officer of Revenue Department

SECTION – III

Valedictory Session

The closing program of the IRMA Module of the 1st ICA-MAFF (Japan) Online Training Course on “Strengthening Management and Development of Agricultural Cooperatives and Farmers’ Organizations in Asia and Africa” was organized on 2nd March 2021. The program was graced by the virtual presence of all the participants; Prof. Umakant Dash, Director, Institute of Rural Management Anand (IRMA); Mr. Balu Iyer, Regional Director, ICA-AP; Mr. A K Taneja, Project Coordinator, ICA-AP and Prof. Sudhir Kumar Sinha, MDP Chair, IRMA.

The closing program began with the opening remarks by **Dr. Nakul Parameswar, Program Coordinator, IRMA Module**. Dr. Nakul presented an overview of the tasks completed over the 40 sessions undertaken during the Part-I of the training course organized by IRMA - Institute of Rural Management Anand.

Mr. A.K. Taneja expressed his satisfaction over the smooth conduct of the program online and thanked IRMA and its Faculty Members for their wholehearted support in carrying out Part-I of the Training Course online. He congratulated the participants on completing the Part-I of the program. He urged the participants to improve their Action Plans based on their experience and learnings from Part-I of the program and advice from the resource persons, especially Prof. Bhatt.

Subsequently, **Prof. Umakant Dash, Director, Institute of Rural Management Anand** addressed the gathering and emphasized the aspects contributed by the resources of Institute of Rural Management Anand and the efficient role played by the participants, ICA-AP, IDACA and MAFF (Japan) in executing the training course. Prof. Dash acknowledged the fact that virtual training program has its own challenges, and these could be tackled over a period of time as virtual becomes the new normal. Prof. Dash concluded his address by inviting the participants and ICA-AP to visit the campus in person in the future as the effect of the pandemic reduces.

Further, as part of the closing program, **feedback from the participants** was solicited and participants actively spoke about the training course. To begin with, Mr. Bista highlighted that the resources of the Institute of Rural Management Anand have changed his view of working in Agricultural Cooperatives and Farmers’ Organizations. Mr. Bista from Nepal noted that further content on financial management and accounting could have been added. Second, Ms. Hajer from Tunisia pointed out the need for such a training course to bridge the knowledge gap between what they know and what they need to know. Third, Ms. Berguete from Mozambique thanked MAFF and the resources of the Institute of Rural Management Anand for simplifying difficult topics along with pointing out the active interaction of the participants. Fourth, Mr. Sihalath from Laos acknowledged that the course has exposed him to many new topics that are relevant for the cooperative context in his country and look forward to applying the same.

Subsequently, **Mr. Balu Iyer, Regional Director, ICA-AP** addressed the gathering and acknowledged that the participants in the course demonstrate that young and gender diverse people are being involved in the management of cooperatives. Mr. Balu Iyer further reiterated that the success of the course will be demonstrated only when learnings from the training needs to be applied in the workplace and the benefits be derived from it. He concluded his address by thanking the organization for nominating the participants for the training course and requested the participants to prepare for the Part-II of the training course. Excerpts from his speech are reproduced below:

He said, “PART 1 was focused on topics from governance and management of agricultural cooperatives as a business organization, to business development to communication to financial and accounting and team building and leadership. Women and youth play an important part in the management and development of cooperatives and they were kept central to the discussion across all topics.

I hope it provided you with the perspective from the Indian context, you were able to relate and see how this could be applied. As Prof. Das mentioned, the application is important and the value of the training comes from here. The bottom line is how we contribute to the enhancement of

competitiveness of agricultural products and income to lead to the sustainable development of agricultural production.

I hope you all were able to share each other's experiences; gain from the knowledge being imparted by the faculty at IRMA, and enjoy the process.

I am delighted we could partner once again with IRMA. I would like to thank Prof. S.N. Biswas; Prof. Sudhir Sinha, MDP Chair; Prof. Nakul Parameswar, Program Coordinators; Mr. Olivier; faculty and staff who help in the conduct of Part 1 of the program. I would also like to recognize Prof. Hitesh Bhat who saw through the process from conceptualization, discussions to an agreement.

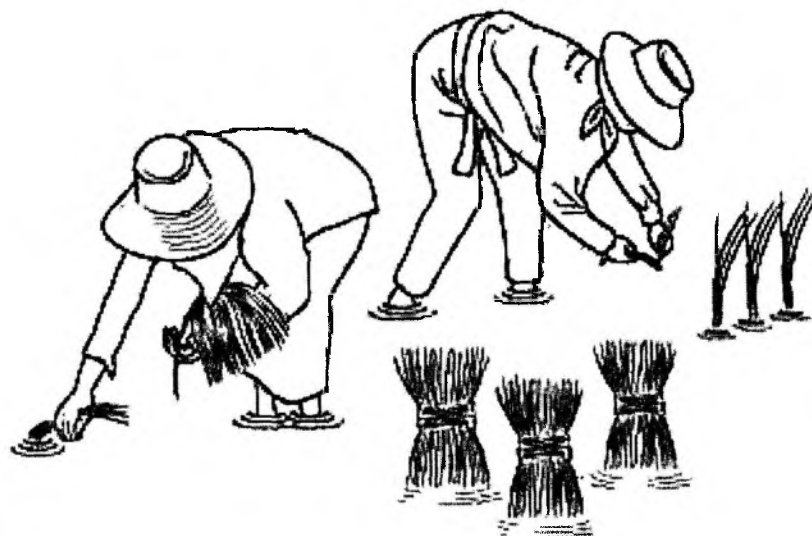
I would like to thank our partner in this training IDACA for their support and continuous endeavour to keep this training going.

I would like to thank the Ministry of Agriculture, Forestry and Fisheries, Government of Japan for their continued support not only in financial terms but expanding it across Asia and Africa and also targeting countries which are most in need.

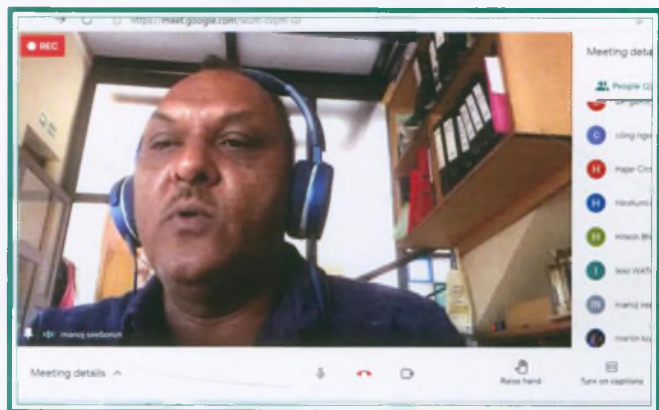
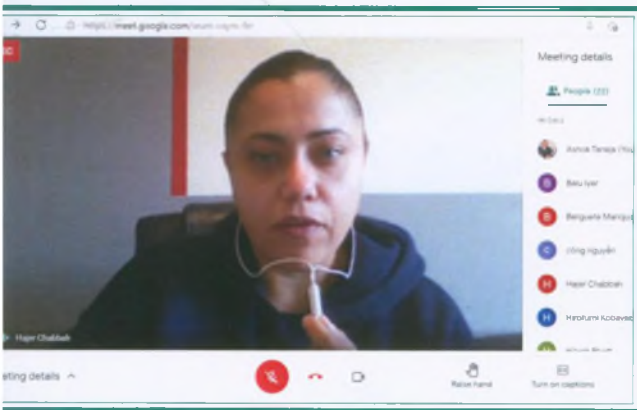
Finally, I would like to thank the Coordinators of the Program from both ICA-AP (Ashok Taneja) and IDACA Takeshi Usui). in particular to my colleague Mr. Ashok Taneja for coordinating Part I of the program.

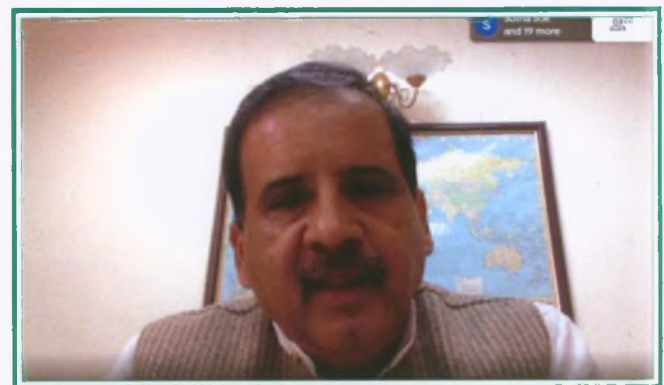
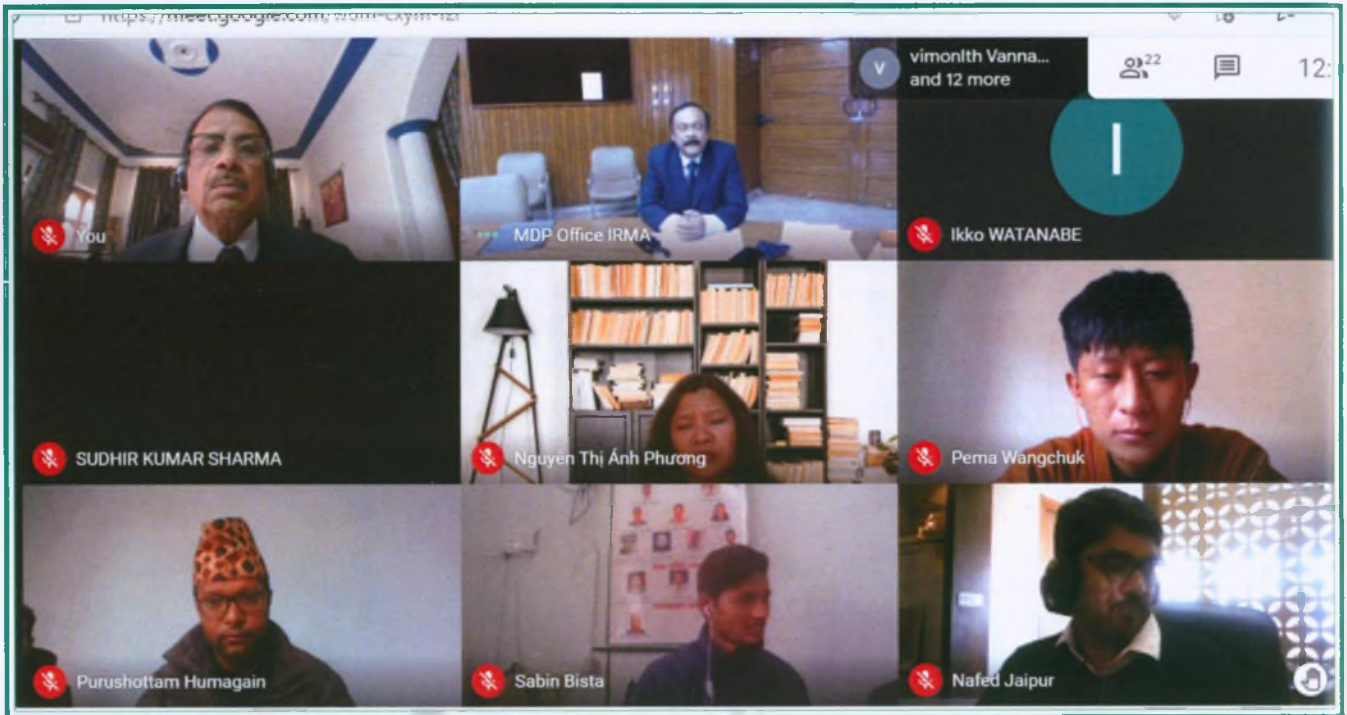
I wish you all the very best in PART II of the program. I hope you will incorporate learnings from PART I and PART II into your *action plan, refine your ideas, and put them into practice. The success of the training will be measured in how you apply what you have learned.*"

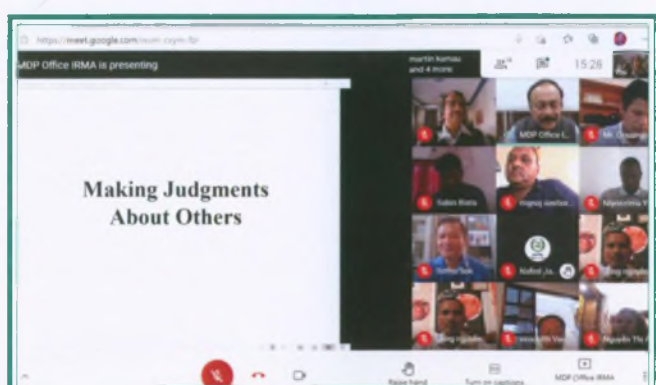
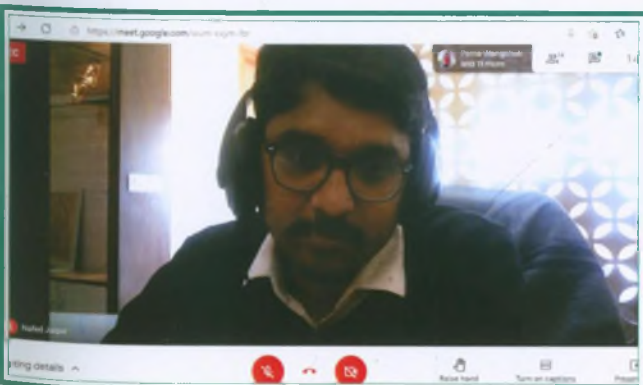
The program was concluded by Vote of Thanks by **Prof. Sudhir K. Sinha, MDP Chair, Institute of Rural Management Anand** who acknowledged and appreciated the contributions made by all the resource persons, ICA AP, IDACA, and the Government of Japan along with the participants and their respective organizations for making the training a great success.

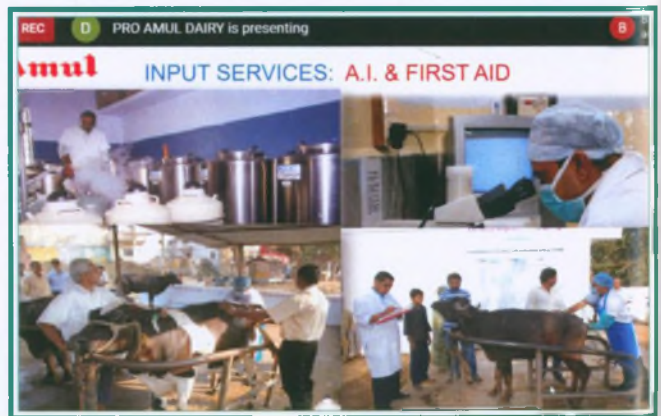
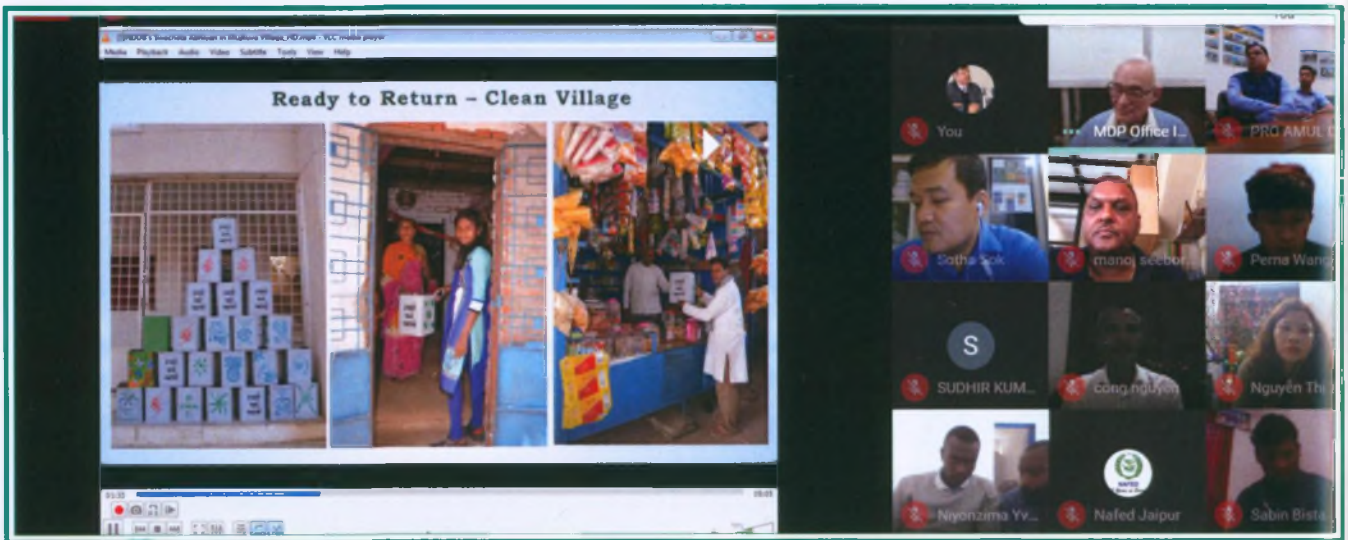


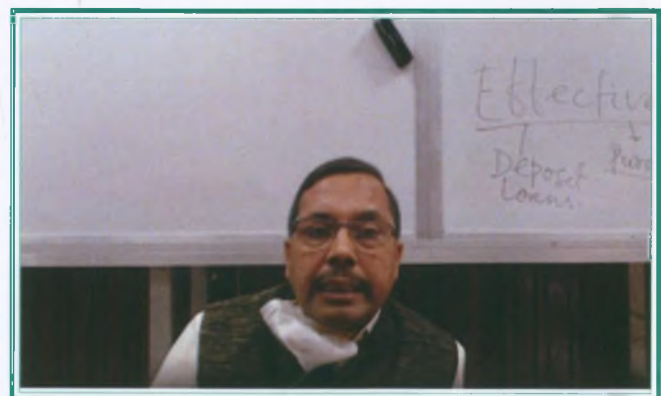
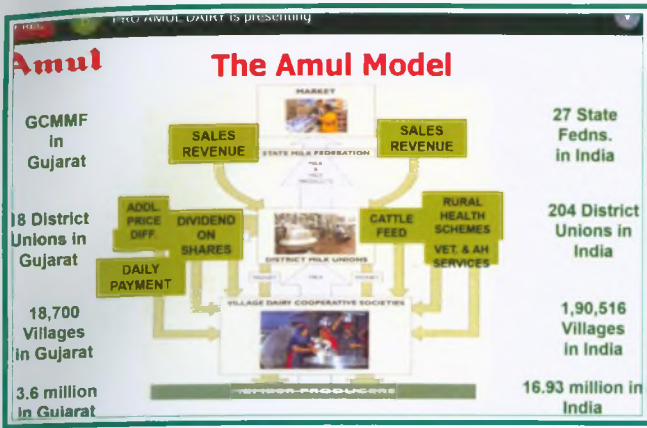
Glimpses of Part-I of the Training Course held at IRMA













REC 15:38 You

A grid of 18 video thumbnails from a Zoom meeting. The thumbnails show various participants, some with their names displayed below them. The names include: You, MDP Office IRMA, martin kamau, Hajer Chabbah, Sabin Bista, cong nguyen, Purushottam Humagain, Mr. Douangchanh SIHAL, Niyonzima Yvan Bienvenu, vimonth Vannavong, Nafed Jaipur, manoj seeborun, Nguyen Thi Anh Phuong, Sotha Sok, Pema Wangchuk, and SUJHIR KUMAR SHARMA.

Meeting details ^

Raise hand Turn on captions Present now

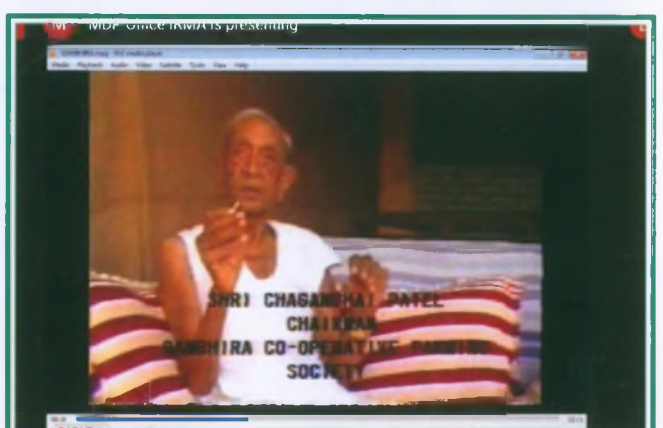
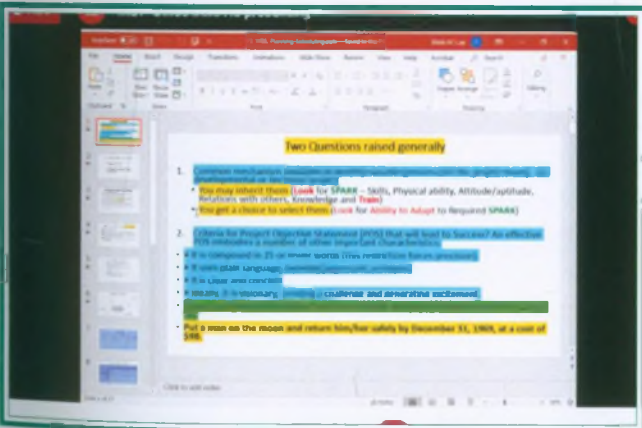


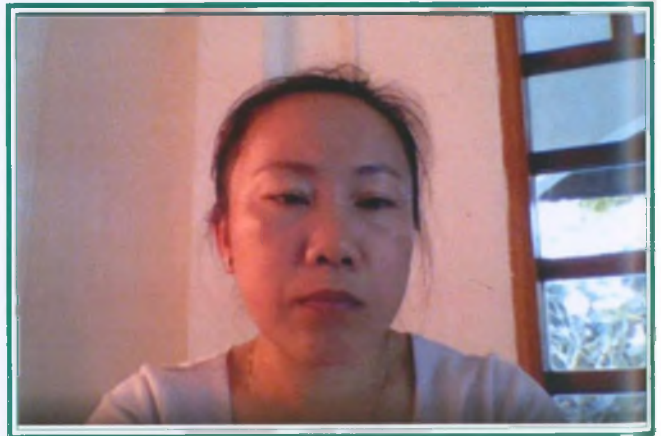
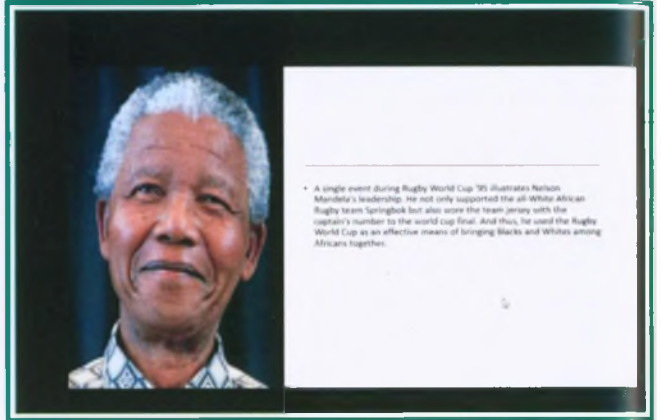
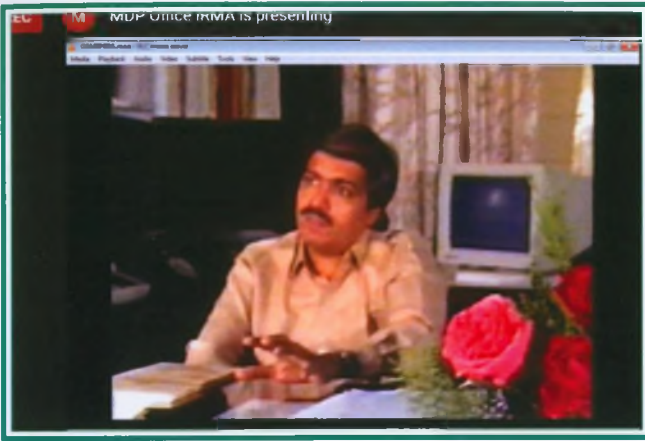


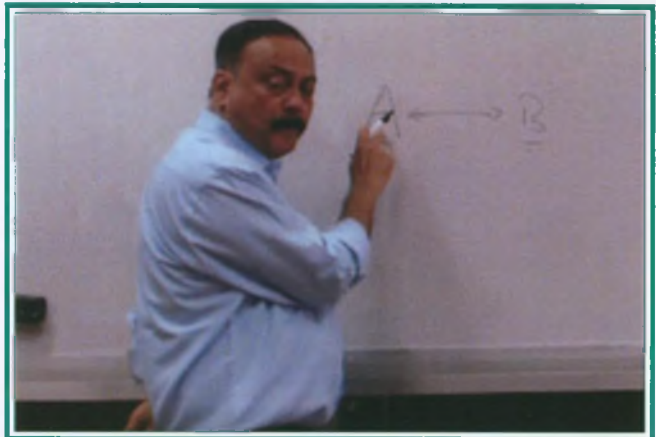
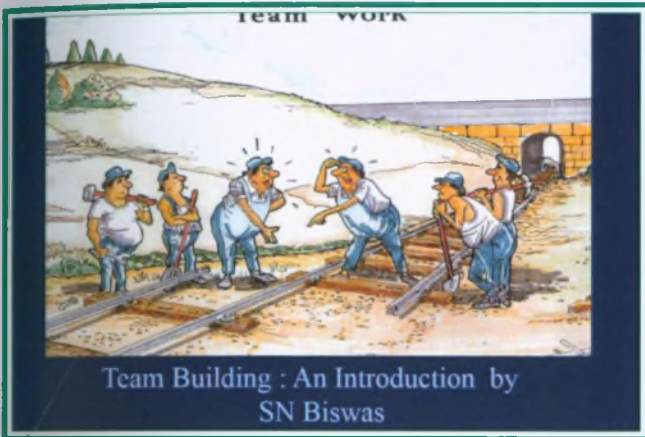
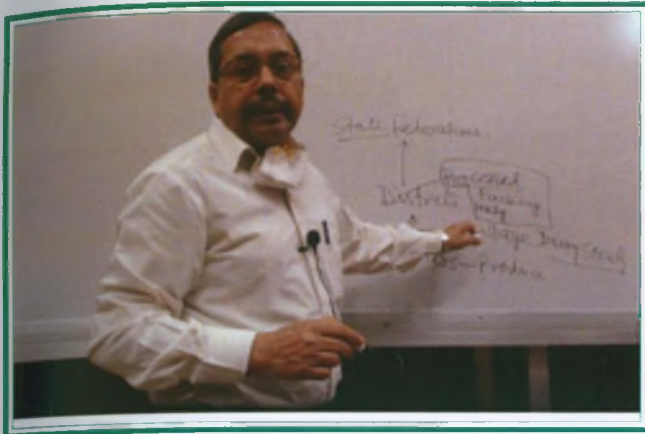
Strategic Management of Organizations

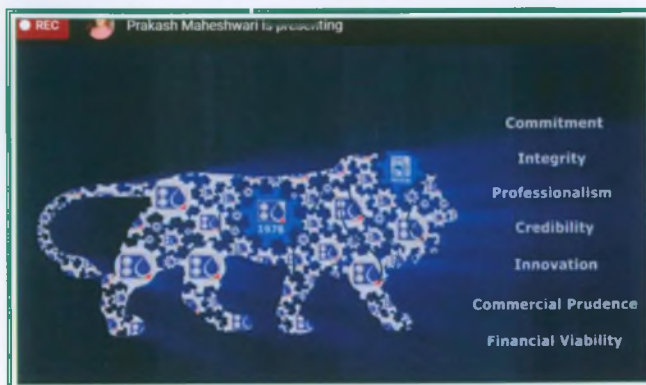
- For Profit
- Not For Profit (Social)
- Dual Purpose

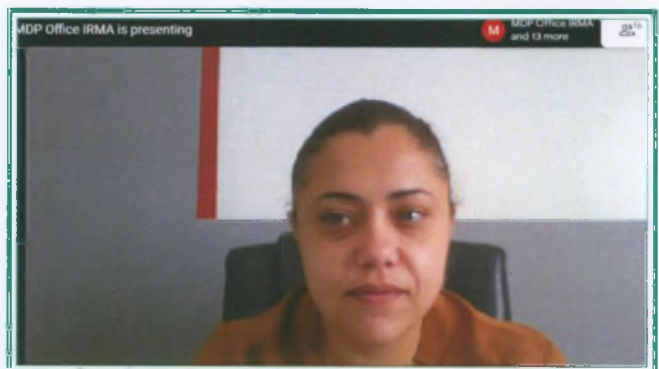
The slide features a central image of a woman in a business suit standing in a room with a wooden floor and a wall with clouds. She is holding two large red arrows pointing downwards. To the right of the slide is a grid of video call participants, including "You", "MDP Office L...", "Hajer Chabba", "manoj seebor...", "cong nguyen", "Perna Wangc", "SUDHIR KUM...", "Nguyễn Thị A...", "Sotha Sok", "vimonlth Van...", "Mr. Douangc...", and "Berguete Ma".

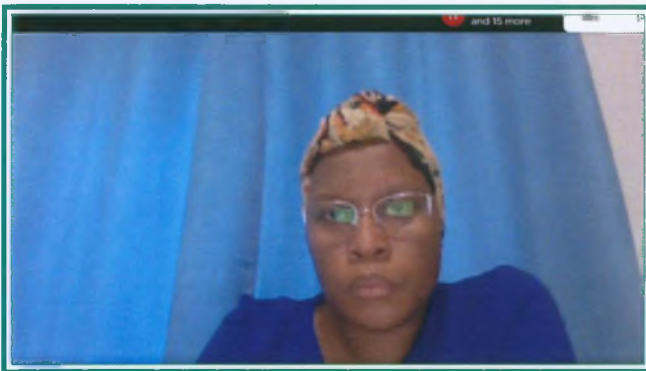
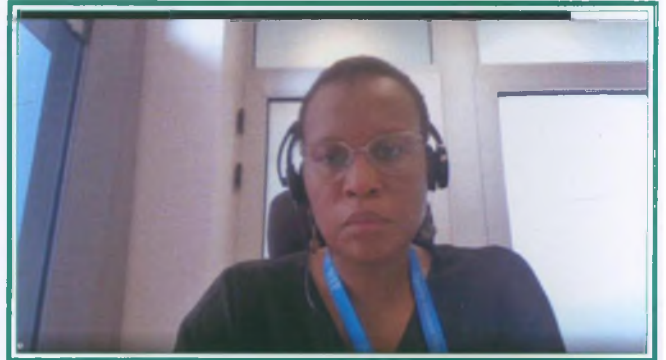












SECTION – IV

INAUGURATION OF PART-II OF THE TRAINING PROGRAMME ONLINE FROM JAPAN

Inaugural Session

The Part-II of the ICA/MAFF (Japan) Training Course of 2020 was formally inaugurated virtually by Mr. Hirofumi KOBAYASHI, Executive Director, the Institute for the Development of Agricultural Cooperation in Asia (IDACA) on 11th March 2021, in the online presence of all the participants, concerned IDACA staff members and Mr. A.K. Taneja, Advisor, ICA-AP, who also addressed the inaugural session.

While briefing and introducing the training program, **Mr. A.K. Taneja** welcomed all the participants, Mr. Hirofumi KOBAYASHI and other senior officers of IDACA to the inaugural function. Mr. Taneja congratulated the participants for completing the first part of the training program held online at IRMA between February 11 and March 02, 2021. He also conveyed his sincere gratitude to MAFF, the Government of Japan, for their valuable contribution to the development of agricultural cooperatives in Asia & Africa. He mentioned the longstanding collaboration among ICA, JA-ZENCHU and IDACA.

Mr. Hirofumi KOBAYASHI, Executive Director, IDACA, extended a warm welcome to all the participants and wished them great learning in Part-II of the program. Excerpts of his speech are as follows – “During 20 days of this online training course based in Japan, you will learn about agricultural cooperative movement in Japan. More specifically, you will have an opportunity to study historical and institutional aspects of the cooperative movement in Japan, as well as its business practices that cover farm management guidance activity, joint shipment and marketing, etc., which is called a multi-purpose business system.

Throughout this training course, it is grateful if you could consider what are the similarities with, and what are the differences from your experiences, and which point of experiences, among others, could be applied to innovate the business activities of the cooperatives in your country.

As I told you at the opening ceremony of part one of this training course, you will produce an action plan. Figuring out a well-targeted, effective and realistic action plan will be a key element of your success to conclude this training course at the end of March. To this end, please do not forget what I told you when this training course started the other day. That is; your action plan should be SMART. It doesn't mean that your action plan should be simply smart, but should be specific, measurable, achievable, relevant, and time-oriented so that you will identify barriers, and strategies to overcome them.

I hope you will succeed in writing an ambitious and smart innovation plan by the end of this training course that will end on March 30. In Tokyo, it's getting warmer day by day and spring is going to come. One of the things that Japanese people take pride in, is the beauty of cherry blossom both in the city and countryside. It is quite unfortunate that we miss the opportunity to take you there, but I hope you will learn a lot from this training course and someday, you will have a chance to visit this beautiful country.

At the end of the inaugural program, each participant introduced himself/herself briefly.

Part-II of the program was conducted virtually by IDACA in Japan. The program included the following components:

- The practice of Japanese Agricultural Cooperatives on-farm guidance, joint collection, shipment, safety and improvement of the quality of farm products.
- Business management methods of the Japanese Agricultural Cooperatives.

Before the technical sessions, on day one, the participants presented their Job Reports and shared the important data relating to agricultural cooperatives in their respective countries with each other. The gist of their job reports is as follows:

BHUTAN

Mr. Pema Wangchuk, Marketing Assistant, Department of Agricultural Marketing & Cooperatives, Ministry of Agriculture and Forests, briefed his Job Report as follows:

My organization:

Department of Agricultural Marketing and Cooperatives (DAMC) was established in October 2009 and started to operate as a Department from March 2010 with the appointment of a Director. The main reasons for its establishment are to better equip and prepare the Ministry of Agriculture and Forests to cater to the needs of the rapid transition of the Agriculture sector from a primary subsistence to a major market economy.

My Role in the Organization:

- ✓ Develop overall policies, strategies and guidelines related to RNR Marketing.
- ✓ Plan, coordinate and implement marketing development activities in collaboration with the technical departments.
- ✓ Develop market infrastructures (farm shops, collection sheds, etc).
- ✓ Capacity building of farmers, extension, RNR officials and other stakeholders on RNR marketing.
- ✓ Inter/Intra-regional/Districts Market Linkages (Linking surplus and deficit regions/Districts/Institutes).
- ✓ Promote value addition of primary RNR Products by promoting processing, packaging, branding, and labelling practices.

Challenges my Organization is Facing:

Challenges	Background and reasons
✓ Lack of Human Resources.	Lack of professional marketing expertise in an organization.
✓ Inadequate post-harvest facilities.	Processing & Marketing of agricultural products.

CAMBODIA

Mr. Sotha Sok, Managing Director, the Cambodian Farmer Federation Association of Agricultural Producers (CFAP) briefed his report, as follows:

Explanation about the organization:

Farmers have organized the producers' associations with registered members for different groups i.e. cow bank group, rice bank group, saving group, bamboo handicraft group, chicken raising group, vegetable producer group, rice producer group and pig rearing group.

The groups are structured under the organizations mostly represent at the sub-national level. There are few farmers' organizations in Cambodia that represent at the national level and most of them are depending much on external support to continue activities with farmer members.

The General Assembly (GA) is the highest decision-making body of all types of agricultural cooperatives and farmers' organizations in Cambodia. Members are not paying an annual membership regularly to the cooperatives and producer associations; therefore the cooperatives and producers' associations still need external support to provide services to farmer members.

My Role in the Organization:

My role and responsibility within CFAP communicate the institution's vision and mission to employees and to ensure that they have incorporated these values into their daily interactions with relevant stakeholders, especially agricultural cooperatives and farmers' associations as members at all target provinces.

I am also responsible for the overall organizational management, organizational strategy, safety and soundness of organizational operations, presenting management reports to the Board of Directors (BoDs) and donors providing the information required by the Board of Directors (BoDs) to effectively do their jobs. I also strengthen CFAP's reputation in the public, government agencies and regulators.

Generally, I am responsible for the overall management of CFAP and working closely with the Board of Directors and members' organizations.

Challenges my Organization is Facing:

Challenges	Background and reasons
Insufficient experts to provide services to members' organizations at all target provinces	Limited amount of membership payment fee with irregular payment annually for staff and administrative expenses. Members' organizations pay only USD\$50 per year with irregularity.
Capital	Banks do not provide loans properly to the cooperatives and farmers' organizations as needed if there is no collateral deposit, even though there is a good business plan
Collection Point at Agricultural Cooperatives and National Farmers' Organization	Limited capital to expand businesses
Climate Change	Severe weather, Long dry period (November till May-June) and Rained flood from May-Jun till October). The high temperature makes it difficult for smallholders to grow veggies/crops and raising animals.
COVID-19	From March 2020 till present agricultural cooperatives have decreased orders accordingly from big buyers, especially entertainment places, big buyers and companies

INDIA

Mr. Vinay Kumar, Branch Manager, National Agricultural Cooperative Marketing Federation of India (NAFED), Jaipur, Rajasthan, briefed his job report, as follows:

Organization Structure of my Organization:

Chairman – Managing Director – Additional Managing Directors – Executive Directors – General Managers – Managers – Deputy Managers – Assistant Managers – Field Level Staff.

My Role in the Organization:

I am middle-level management for the marketing of agricultural products and the implementation of various government schemes.

Challenges my organization is facing

- Competition from Private Trade in the market.
- Implementation of Government Schemes at the grass-root level.

INDIA

Mr. Sudhir Kumar Sharma, Senior Manager (CR), Indian Farmers Fertilizer Cooperative Ltd. (IFFCO), New Delhi, briefed his job report, as follows:

My Organization:

There are examples of many successful agricultural cooperatives in India viz. Indian Farmers Fertiliser Cooperative Ltd. (IFFCO), KRIBHCO, NAFED, AMUL etc. IFFCO and KRIBHCO are cooperative organisations in the manufacturing of fertiliser and its distribution. IFFCO have diversified their business in Insurance, Organic Farming also. According to World Cooperative Monitor-2021, IFFCO, KRIBHCO and AMUL named top position in the top 300 cooperatives in the world. Besides them, NAFED, NCCF, TRIFED and other federations are transforming the business of Agricultural Cooperative in India. Primary Agricultural Cooperative Societies (PACS) are the agricultural cooperatives that are working in the grass-root level and helping in providing the loan, seeds, fertiliser to marginal and small farmers.

My Role in the Organization:

My functions are related to organizing AGM and educating farmers.

Challenges my Organization is Facing:

Challenges	Background and reasons
Balanced Use of Chemical Fertilizer	Excess use of chemical fertilizer, especially Urea is damaging soil health.
COVID-19	Distributing kits (sanitiser, soap, Vitamin C tablets etc. for prevention from Corona) and household supplies to support the needy.
IFFCO's Key Initiatives for Climate Action	<ul style="list-style-type: none">• Nano Fertilisers to ensure sustainable use of Agri inputs.• Bio-Fertilisers• Sikkim IFFCO Organic Limited• Save the Soil Campaign• Sustainable Agro-Forestry• Sustainable Water & Watershed Management – Building Ecological Resilience• Sustainable Waste Management – Reducing Plastics, Encouraging Recycle and Reuse• Neem Plantation for Clean Environment• Sagarika - Seaweed based Bio-Stimulant• Urban Gardens - Environmentally Friendly Fertilisers for Home Gardening• Kisan Sewa Trust - Disaster Management and Disaster Resiliency• Infrastructure Resilience – Most of the office buildings are Green Buildings.• Township are Kalol, Kandla, Paradeep, Gurgaon IGBC Platinum Certified

LAO PDR

Mr. Douangchanh Sihalath, Sr. Advisor for Micro-finance, German Cooperative and Raiffeisen Confederation (DGRV), Laos, briefed his Job Report, as follows:

My Organization:

1. General Assembly

The General Assembly is the highest organization of cooperatives, meets once a year. The General Assembly can be convened only if two of thirds or more of the total number of members are present.

2. Management Committee

Based on the decree on farmer groups and cooperatives, the management committee members are 3-9 persons. The term of the Management Committee is five years, and the election of a new member is held in the event if one of the members is missing. The General Assembly will elect the Substitute Committee to perform the duties for the remaining term of the Management Committee.

3. Supervisory Committee

The decree on farmer group and cooperatives (amended),the supervisory committee members are 3-5 persons. There is a Chairman, a Vice-Chairman and members elected or removed by the General Assembly.

4. Manager

Manages the daily work within the scope of rights and duties following the laws, regulations of the cooperative and as assigned by the Management Committee.

5. Unit

The cooperative has units responsible for finance, accounting and other units as necessary, appropriate to the size and special features of the cooperative.

My Role in the Organization:

- Implementation of Activities in accordance with the DGRV programme in Laos;
- Reporting to DGRV Programme Director.
- Representation of DGRV in the working group (e.g., Lao Association of saving and credit union)
- Coordination with DGRV partners Bank of the Lao PDR, Lao Association of saving and credit union (LASCU) at the national and regional level and saving and credit union leader
- Assisting the development of training material for the Microfinance sector and Agriculture sector.
- Conduct training for partners staff and for staff and Board of Director of saving and credit unions;
- Advised cooperative set-up of Agriculture cooperative's saving and loan fund;
- Support Association of saving and credit unions(LASCU) and saving and credit unions(SCU) in (Human resource development, organization; development, establishing internal control system, networking);
- Give advice to the staff of the Department of Rural Development and cooperative for the financial part of agricultural cooperatives.
- Preparation of documents and report to Bank of the Lao PDR

Challenges my Organization is Facing

Challenges	Background and reasons
The Negative thinking towards co-operatives that rooted for a long time	In the past government was not really interested in promoting the cooperatives in the "Genuine core" of cooperatives. The establishment of a cooperative has a command from the government it was not voluntary of villagers (Top-down process). From the huge damages of past, hence at the present, there are many and the big challenges for government and

	organization that working on that to find out the answers or reply to the public with the questions that "what is the advantage of establishing a cooperative?" and "will not it the same occur with the cooperative in the past?" or "why the farmer groups do not transform into cooperatives model?" and "How to do it?" these questions were pop up for our partners and DGRV in Laos.
Legal framework	Laos is the only Southeast Asian country where there is no Law and National Policy to support and promote Cooperatives yet. The legal of cooperatives exist have not been empowered enough in practising if compared with law, because it's a decree.
Coordination among state agencies of all levels	The parties concern has responsible directly especially the cooperative supervisor of all levels not talking in the same way, there is no unity in the processing of implementing about agriculture cooperative (the supervision structure not clear "who will do what") until now each province and district level did with their understanding themselves. Some time did not follow the legal existed.
Capacities for cooperatives development of the state Agencies	The personnel of the state agency who has a responsibility to this work that advises villagers or farmers have limited the knowledge, experience and understanding well in cooperatives methodology and principle. Now, in Lao PDR there is no Federation of Agriculture cooperatives yet. There is the federation of saving and credit union only. Federation will be the capacity building organization for cooperatives

LAO PDR

Ms. Vimonth Vannavong, Program Manager, D.G.R.V. Laos, the second participant from Lao PDR briefed her Job Report as follows:

My Organization:

The organization of Agricultural Cooperative

1. Meeting of the Cooperative

The meeting of the cooperative is the highest organization of cooperative, meets once a year;

2. Management Committee, according to the decree of farmer group and cooperative the numbers of the management committee are 3-9 people;

3. Supervisory Committee according to the decree of farmer group and cooperative the numbers of the supervisory committee is 3-5 people;

In addition, they have a Manager and some staff for running a business (according to the cooperative business)

My Role in the Organization:

- Coordinate with a partner (DRDC, LFN, University), farmer and cooperative leader;
- Preparation of document for training, workshop and exchange visit for partner and leader of farmer group and cooperative;
- Organize and training on cooperative management, business plan for farmer group and

cooperative, leadership, good cooperate governance to partner and leader of farmer group and cooperative;

- Support and advised farmer group and cooperative on the cooperative operation;
- Preparation document and report to the government.

Challenges my Organization is Facing:

Challenges	Background and reasons
The negative image of cooperatives in Laos	Before 1985 Laos have cooperative but is not successful because this government idea wants to bring the farmer and materials together, work together, to ensure food security is not to do business, therefore, people who have a lot of assets are not satisfied as a reason why cooperatives do not succeed
Lack of legal framework	Have the only decree for cooperative not yet the cooperative law, is not have the power of the policy support, Example tax concussion, low-interest loan for cooperative investment
Weak coordination on all levels	No coordination among stakeholders for cooperative development (MAF cannot do alone need to support from MIC and MOF (example: Tax and the low-interest fund from MIC)
Lack of capacities for cooperative development	DRDC is the main department is responsibilities of the support cooperative sector, but the staff of DRDC is lack knowledge of the cooperative operation, they cannot support and advice the cooperative implementation and business operation, no agriculture federation who to support cooperative sector (provide capacity building for cooperative)

NEPAL

Mr. Purushottam Humagain, Chairman, Samjhana Agriculture Cooperative Ltd. briefed his Job Report as follows:

My Organization:

Samjhana Agriculture Cooperative is registered in the Department of Cooperatives, Nepal in 2012. The organization is working closely with the women farmer of the southern part of the Lalitpur District of Nepal. The main objective of the organization is to empower the members economically by involving them in agricultural production, marketing and financial mobilization. The board members of the organization are selected through election during General Assembly (GA). The board consists of 9 members, which includes Chairman, Secretary, Treasurer and other six members. The board and Supervision Committee has three members, which is also elected from GA.

Samjhana Agriculture Cooperative is providing support to women farmers in the form of soft loans, group guaranteed loans, seasonal seeds support and agricultural equipment support, agriculture, livelihood, leadership and other training. The women members are being benefited in many aspects viz. progress in yields of farming products, involvements in the production of dairy and meat products and growing their economy. The cooperative is affiliated to district level subjective union and has been continuously serving its member for their social and economic enhancement.

My Role in the Organization:

- To operate the Cooperative Organization according to norms, values and principles of Cooperatives;
- Overall Supervision of cooperative;
- To ensure all records are maintained and updated properly.
- To organize monthly board meetings of the Board of members.
- To supervise and monitor the daily operation of the cooperative.

Challenges my Organization is Facing:

Challenges	Background and reasons
Educational Background of Marginalized Women member	This cooperative is working for marginalized and low caste women members, they lack education. So we are facing difficulties in making them understand the objectives of cooperatives and involve them in production.
Repay of loan from members	As we work for farmers, we use to give loans to them without any mortgage so sometimes we feel difficulty on the repayment from members on time.

NEPAL

Mr. Sabin Bista, Finance and Administrative Officer, Jibika Agriculture Cooperative Ltd., the second participant from Nepal, briefed his Job Report, as follows:

Organization Structure:

'**Jibika Agricultural Cooperative Limited**' was established bringing together the professionals and specialists from different sectors (agriculture, business, real estate, social activists etc.) and address these issues and gaps seen in the agricultural sector in Province 1 with the following major objectives:

- a) To establish 'Jibika College of Agricultural Sciences' affiliated to Agriculture and Forestry University and run B.Sc. Agriculture program.
- b) To run a modernized and model 'Jibika Agriculture Farm'.
- c) To establish an agricultural museum to preserve the traditional agricultural technologies and practices.
- d) To run a research centre for innovative and contemporary agricultural research and technology generation.

In regard to those objectives, the cooperative has been actively engaged in different agricultural production activities like pig farming, goat farming and fish farming. It has also been conducting training and interaction meetings with youth farmers regarding agricultural entrepreneurship. An agriculture educational institute named 'Jibika College of Agricultural Sciences'; affiliated to Agriculture and Forestry University, Rampur has been operating under this cooperative and has been running the B.Sc. Ag. course efficiently since 2019. The college has directly played role in providing technical advice to the farmers regarding improved agricultural practices. These activities of the organization have influenced the farmers of its command area and helped in their capacity-building and entrepreneurship development.

My Role in the Organization:

I am in charge of the overall financial aspects of the organization. Like keeping financial records and analysis of the financial position of the organization.

Challenges my Organization is Facing:

Challenges	Background and reasons
Capital raising	As the organization is still in its inception phase and the investments to date have not significantly increased the revenue of the organization, there is a major problem of capital required for a further upgrade of the organization (establishment of the model and-commercial farm, agriculture museum, agriculture research centre and physical infrastructure of college).
Capacity building and leadership skills of officials and employees.	No significant exposure, training and programmes have been organized in the organization for enhancing the skills and competency of officials and employees.

VIETNAM

Mr. Nguyen Tan Cong, Chairman, Nam Yang Agriculture and Service Cooperative, briefed his Job Report, as follows:

My Organization:

Nam Yang agriculture and service cooperative was established in 2017. In the beginning, we had 15 members. In 2019 we held an Annual General Meeting and upgraded to 120 members. Most of the members of the cooperative are farmers. In the beginning, I was chosen as the Chairman of the cooperative. My full name is Nguyen Tan Cong.

Nam Yang agriculture and service cooperative is located in Gia Lai province, the central highland of Vietnam. Main agriculture products are pepper and coffee. Our cooperative brings the farmers together to build up the commune and produce good agriculture products. We are teaching the farmers to make green and clean especially organic products. We gather large quantities and good quality for domestic and export worldwide. After three years we have organic certification for the pepper. We will do for the coffee and other agriculture product in the next few years. When we produce organic it is the more sustainable, healthy product more profitable for the farmers, and that product is exported to developed countries like the US, Europe, Japan. We invite some specialists in organic agriculture to train the farmers. We convince them to use less chemical and artificial fertilizer and use more compost to keep the soil healthy and have a good environment, healthy farmers, healthy animals,...Along with this, we built up the brand name for our product, teaching the farmers how to harvesting, processing, keeping our agricultural products in a good condition. That improves the quality so that we can sell at a high price and the farmers get more income. Now we are building a factory for processing coffee and pepper so that we can export directly.

Cooperative Board – Executive Board – Production – Accountant

My Role in the Organization:

I am the Chairman of the Cooperative.

Challenges my Organization is Facing:

Challenges	Background and reasons
Financial, output for agriculture product, low quality of agriculture products, knowledge of the leader board.	The capital contribution of the farmer is little, farmers use a lot of chemicals, the farmer is not educated.

VIETNAM

Ms. Nguyen Thi Anh Phuong, Staff of Hanoi Cooperative Alliance, briefed her Job Report, as follows:

My Organization – Hanoi Cooperative Alliance

My organization is Hanoi Cooperative Alliance. It consolidated two cooperative alliances which were the old Hanoi Cooperative Alliance and Cooperative Alliance of Hatay Province because of integrating Hatay province into Hanoi by 2008.

Nowadays, Hanoi Cooperative Alliance (HCA) is an organization directly under the city government of Hanoi. HCA operates the following structure as Executive Committee, Standing Committee, President Boards, audit committee, divisions, service centres and cooperatives which are members of HCA. HCA is a city government organization that represented legally cooperatives, cooperative unions and other members with functions and objectives such as: representing and protecting rights, legal benefits of members; combined related offices, departments of Hanoi People's Committee and 30 districts; making plans to develop cooperative economy, create cooperative models with chains of goods, publicity and campaign for developing cooperatives, cooperative unions; implementing programs, projects, government services to help cooperatives develop; advise the government to build policy, law and rules to develop cooperative economy; supporting and supplying necessary services to build and develop cooperatives as well as educating members of cooperatives to improve their skills, knowledge applied in production activities. HCA has 2,164 cooperatives expanding 30 districts and villages with

598,500 cooperative members, in that there are 1,262 agricultural cooperatives and 45,000 cooperatives farmer-members. Effect of supporting activities of Hanoi Cooperative Alliance helps cooperative farmer-members directly or indirectly develop such as supply concrete guidance in agricultural production, ensure seed time, rational plant, set up courses to raise skills and knowledge in production, prevent epidemic diseases, apply technology and mechanization in the farm, release manual workers. Besides these, HCA regularly holds exhibitions, fairs to cooperatives display their products and seek partners, traders to promote the business as well as exchange experience in production activities.

My Role in the Organization:

My role in our organization are: propagating policies, effectively implement activities of cooperatives, broadcasting information, skills, products, to everyone via mass media; hold meetings, conferences to discuss and find out solutions which farmer-members meet and retrieve opportunities to help farmers sell their products. Moreover, taking charge of managing 198 cooperatives located in two districts, follow them to assist, guide them to act legally and successfully.

Challenges my Organization is Facing:

Challenges	Background and reasons
Education for members of cooperatives	40% of Members of agricultural cooperatives are not well-educated. They lack experience, capital and input of products.
Approach information of markets	They don't have opportunities to disseminate information of their product market.
Exchange experience of techniques and technology	Lack of technique and technology so the cooperatives cannot exchange experience.

KENYA

Mr. Martin K Elijah, Field Services Manager, Kenya Cooperative Coffee Exporters Ltd. briefed his Job Report as follows:

My Organization:

My organization is Kenya Cooperative Coffee Exporters Ltd. 74 Coffee Growing Organizations are its Members. It has 12 Board Members and currently it has 40 employees on a permanent and contract basis.

My Role in the Organization:

Driving Coffee mobilization in the 31 coffee growing Counties in Kenya through the timely signing of coffee brokerage and auction contacts with the growers and the Estates.

Challenges my Organization is Facing:

Challenges	Background and reasons
Declining Coffee Production thereby lower volumes from farmers for the market	<ul style="list-style-type: none"> • In the last 10 years, the Main coffee growing zones of Central Kenya have seen coffee production go' down on account of real estate development and competition from floriculture. • Production per tree is very low standing at an average of 1.9 kg per tree. Threatens home income and eventually returns to the growers • Climatic changes – changing Weather patterns affect production and by extension cooperative farmers' incomes
Inconsistent Quality Coffees delivered to KCCE and other marketers	<ul style="list-style-type: none"> • Farmers' cooperatives & growers have little understanding of the correlation between coffee quality and coffee prices. Lack of standardization in processes results in inconsistent quality which affects the total earnings of the growers.

Exclusion of Youth and women in the coffee value chain.	<ul style="list-style-type: none"> Lack of policies and programs focused on gender equality and youth to ensure the cooperative movement future and coffee business largely anchored on the Cooperative sector Lack of land ownership documents, even in instances of bereavement land is transferred moved to male children and /or relatives. Coffee Factory Membership/ownership is tied to land titles mainly owned by men. So the women work and men earn.
Poor governance and Leadership in Farmers' Co-operative Societies	<ul style="list-style-type: none"> Non-existence/Weak governance laws resulting in mismanagement of farmers Co-operatives resulting in many growers not getting value for their crop.
Competition from other crops.	<ul style="list-style-type: none"> Because of many problems that coffee farmers are facing, some have neglected the coffee trees in favour of other horticultural crops e.g. avocados.

RWANDA

Mr. Niyonzima Yvan Bienvenu, Manager, Nyagatare Dairy Farmers Union (NDFU), presented his Job Report, as follows:

My Organization:

Nyagatare Dairy Farmers Union (NDFU) locates in Nyagatare District, Eastern Province of Rwanda. NDFU is structured by General assembly (delegates from primary cooperatives), Board Committee, Supervisory (internal audit) committee and management team composed of employees; Manager, Accountant, MCCs Coordinator, Field Technician and a security guard.

My Role in the Organization:

Management of primary Cooperatives Milk Collection Centers (MCCs) through monitoring of milk quality testing at MCCs and its reception, planning and follow up the implementation of the organizational strategic plan and annual action plan, Supervising the workers of NDFU and Primary cooperatives, financial management, Capacity building of workers through training and field visit, create innovations for the development of the organization and connect the organization with investors/shareholders.

Challenges my Organization is Facing:

Challenges	Background and reasons
Lack of cooperative management/ignorance of the leaders of cooperatives	A large number of cooperatives closed and others intend to close while others working in loss due to poor management of cooperative
The market of milk production specifically during the rainy season when we have high production (100,000 L/kg Per day)	Currently, we sold our products to Inyange Industries at Savannah Processing Plant located in Nyagatare district which has a chilling capacity of 60,000 L/kg per day. But the good news is that the industries are in process of manufacture the milk powder industry here in Nyagatare.
Low capacity of milk cooling tanks of primary cooperatives compared to the collected quantity of milk from members/farmers	Cooperatives did not have access or contacts of suppliers of those materials so that can buy them in case of production increased.
Lack of veterinary drugs with efficiency specifically treat tick-borne disease	Nyagatare district is located in the Eastern province where occur a long dry season and farmers have farms on the border with Akagera National park causing this disease especially tsetse flies.

Low price per litre paid farmers compared to the cost per litre	Farmers paid 0.22 US\$ per Liter which is the price settled last 4 years in 2017 while the cost of everything needed to produce this litre has been increased
Ignorance or to be closed on the culture of farming many cows with less production instead of improving the genetic breed of dairy cows using artificial insemination	Depending on Rwandan culture the farmers in the one that has uncountable dairy cows without considering the outputs/ production from them.

TUNISIA

Ms. Chabbah Hajer, Vice President, Tunisia Coop. presented her Job Report, as follows:

Organizational Structure:

1. The General Assembly is the supreme organ of the cooperative. It is composed of all members duly registered on the date of its convocation
2. The Board of Directors, which acts as a proxy for the general meeting. He is responsible for the management of the cooperative and must ensure the proper functioning of this one.
3. A control body; control commission, appointed by the General Assembly.

My Role in the Organization:

- I am the Vice President: I'm an Agriculture Engineer;
- I visit and organize the producers from different regions, after checking quality we present a variety of local agriculture products in our sales point.
- I'm organizing with our agriculture ministry different sessions of training for producers (rural women) to enhance their knowledge and enlarge their profit.
- I'm a trainer in farming (livestock's) (Expert in Value Chain Milk)
- I'm preparing a weekly program on the national radio to communicate with our producers from different regions and to build a link with consumers

Challenges my Organization is Facing:

Challenges	Background and reasons
We collaborate with small farmers and producers	We need more time, work and financial capacity to develop our organization
We offer local products	We are facing to a big machine of industrial products with large procedures of marketing,
We educate consumers	We know our client "Consumer" is classic and don't look after the origin of the products but the most important thing is the price.
We want to develop ecotourism	We want to develop the rural zone, the producers in their natural ecosystem and bring them the consumers (local or tourists)
We want to develop the law	We have the different text of law didn't help to enlarge agriculture organization extension Completely remove the notion of supervision from the organic law of cooperatives Allow cooperatives to set up subsidiaries hosting investments in primary and secondary processing, or even distribution;

	<p>Set up appropriate financing and insurance mechanisms for farmers and cooperatives;</p> <p>Establish an innovation promotion fund that will serve to incubate new ideas and bring them to market;</p> <p>Strengthen the links between professional organizations and microcredit associations;</p>
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The following technical topics were covered under the above components in Part-II:

- Agricultural Cooperative System in Japan – History, Organization and Business;
- Organization and Business Activities of Agricultural Cooperatives in Japan (JA);
- Overview and Initiatives of Forest Owners' Cooperatives (JForest);
- Japanese ODA and JICA Projects;
- Formulation of JA's Marketing Business Plan;
- Japanese Dairy and Farmers' Organization;
- Activities of JA's Member Organization - Commodity-wise Group of JA and its Management;
- Educational Activities of JAs;
- Marketing & Purchasing Business of JA
- Case Study of Farm Management of a Fruit Producing Farmer;
- Overview of Agriculture and Agricultural Cooperatives in Kanagawa Prefecture;
- Research and Development Activities of JA;

The pre-recorded video lectures and PPTs were uploaded on YouTube or in the shared Google Drive in advance for viewing of all the participants with the request to go through the lectures and ask questions, if any, in the live session. The participants asked many questions and got replies from the authors. A summary of the contents of the lectures are given below:

1. Agricultural Cooperative System – History, Organization and Business:
by Mr. NAKASHIMA Toru, IDACA.

At the outset, M. Nakashima explained the features of "Japan Agricultural Cooperatives – JAs – (i) originated from Unique Japanese agriculture and rural communities; (ii) Developed into multi-purpose cooperatives; (iii) Pre-war Cooperatives, called Industrial Cooperatives, conducted various business in single or multi-purpose style. Under this topic, he explained the role of "Shuraku" or "Hamlet" organization. Japanese "Shuraku" or "Hamlet" was a basic factor for organizing farmers into the cooperative. Organizations in "Shuraku" included "production association" etc. as a voluntary organization for agricultural activities = Member organization of Agricultural Cooperative.

He also explained the Industrial Cooperative Law and its background – 1891 Credit Cooperative Law; 1900 Industrial Cooperative Law.

Under the Features of "Japan Agricultural Cooperatives, he also touched upon Post-war Cooperatives organized by farmers themselves, developed on a rural community basis, developed into a multi-purpose cooperative. Post-war agricultural cooperatives have different features from the industrial cooperatives i.e. tenant farmers turning to owner farmers through the post-war land reforms to form a more democratic cooperative. Under this, he explained the following topics – How the post-war agricultural cooperatives were organized; Land Reforms -1, 2, 3 and 4. Legal Framework for Cooperatives after World War-II; Type of Agricultural Cooperatives; Single-purpose Cooperative; Multi-purpose Cooperatives and the Members; Membership and Qualification of Members of JA; Organization of Primary Cooperatives; Organization of Multi-purpose Agricultural Cooperatives; Necessity of Group-based activities by the Members of Agricultural Cooperatives; Objectives of

Producers Groups; Three-tier System of Agricultural Cooperative Organizations; Businesses of Multi-purpose Agricultural Cooperatives - Economic, social and better-living activities for the residents in the operation area (Production and Economic Activities and Social and Better Living Activities). Main businesses of Multi-purpose Agricultural Cooperatives are Guidance (Farm Guidance, Better Living Guidance); Credit Business (Saving and Loan); Mutual Insurance Business (Life and non-life Insurance); Purchasing Business (Procurement of Production and Materials and Consumers Goods); Marketing Business (Sales of Agricultural Products); Utilization Business (Operation of Joint Use Facilities for the members); Agro-processing Business; and Welfare Business (Health Management, Medical Treatment, etc.); Member Farmers and JA (Guidance and Marketing); Joint Purchasing System; and Facilities operated by Primary Cooperatives.

2. Concepts of Agricultural Cooperative and its legal bases

by Mr Hiroshi Terunuma / Mr. Nakashima Toru, IDACA

In his paper "Concepts of Agricultural Cooperative and its legal basis", Mr. Nakashima explained the Characteristics of Agricultural Cooperative; Objectives of Agricultural Cooperative; Regular Member and Associate Member; Members' Rights and Duties; Relationship between the member and Agricultural Cooperatives; Selection of Business; Types of Agricultural Cooperatives; Management of Share Capital; Statute of Agricultural Cooperative; Bylaw; Eligibility and Election of Directors, Duties of Directors. President of Agricultural Cooperatives; Auditors; Duty of Auditors; Importance of Audit; Procedures for the establishment of Agricultural Cooperative, Union and Business Federation.

3. Case Study of Farm Management of a Fruit Producing Farmer - Mr Saito's Orchard in Minami-Alps City in Yamanashi Prefecture:

Mrs. & Mr. Salto briefed the participants Online about their Orchard in Minami-Alps City in Yamanashi Prefecture. The soil in this area contains many rocks, which is not suitable for wet paddy fields. Hence, fruit production (peaches, grapes, Japanese plums, cherries, Persimmons, etc.) is popular in this area. Blessed with an advantageous location nearby Tokyo, there are many tourist farms. Because the farmland gets dried very easily, many farmers introduced an irrigation system using sprinklers 50 years ago.

Participants were showed the orchard and house of Mr Yukihiro SAITO through a DVD, who is a Member Farmer of JA Komano. He is cultivating the following products in his fruit orchard and farmland – Peaches, Grapes, Cherries; Japanese Plums; Persimmons, etc. In addition, he cultivates vegetables for his own consumption. Packing for Japanese plums and cherries are done at Mr Saito's house and he himself brings them to the JA's Grading Centre. The participants asked many questions to Mrs. & Mr. Saito and they replied to all the questions.

4. Special Lecture on "Japanese ODA and JICA Projects" – by Ms. Emi MASUMI, Economic Development Department, JICA.

In the live session online, Ms. Emi spoke about the following in her presentation – Introduction of JICA; Agriculture Projects (in Laos); Agriculture Studies Networks for Food Security (Agri-Net); Operation Flowchart for Pre-approval Stage (Overseas Needs Survey); Japan's experience on Agricultural and Rural Development;

Since joining the Colombo Plan1 in 1954, Japan has been providing financial and technical assistance to developing countries through ODA, aiming to contribute more proactively to the Peace, Stability and prosperity of the international community. JICA is in charge of administering all ODA such as technical cooperation, Finance and Investment Cooperation and Grants in an integrated manner, except for contributions to international organizations. JICA, the world's largest bilateral aid agency, works in over 150 countries and regions and has some 90 overseas offices.

Lao PDR is the first country to receive JOCVs after the program was launched in 1965. Closing the office in 1978, the Vientiane Office reopened in 1990 as a JOCV Office and the dispatch of volunteers resumed. In 1996, the JOCV Office has renamed the JICA Laos Office and, since this time, JICA has been directly in charge of the majority of Japanese ODA.

"The Japan–Lao PDR Joint Development Cooperation Plan for Sustainable Development of Lao PDR"

Japan and the Lao PDR will seek to bring about the Lao PDR's graduation from LDC status and make progress toward achieving the SDGs as a result of promoting activities.

The objectives of Agriculture Studies Networks for Food Security (Agri-Net) are to develop human resources of public and private sectors in the field related to Agriculture and Rural Development Policy; Sustainable Agricultural Production, One Health, Marine Resources/Fishery Development, Food Value Chain, and Nature Conservation are developed. Strengthen a human network between developing countries and Japan in the above-mentioned field.

Japan's experience in Agricultural and Rural development – Agricultural and Rural Development Policy–

- Food security and nutrient improvement;
- Rural poverty reduction and disparity reduction;
- Technology development and extension;
- Agricultural Infrastructure Development and Mechanization;
- Land Utilization and natural environment conservation.

Food Value Chain Development and Japanese Technologies on Food and Agriculture.

- Rice
- Vegetable
- Fruit tree
- Livestock
- Local resources utilization

5. Distribution System of Farm Products and Marketing/Purchasing Business of Agricultural Cooperatives in Japan – by Ms. Fumie TAKANASHI, Associate Professor, Tokyo University of Agriculture.

In the live session online, Ms Fumie explained the Overview of Agricultural Production in Japan (Changes in total agricultural production output in Japan; Changes in Farm Produce Marketing Turnover by JAs); Distribution of Rice (changes in rice production and per capita consumption; Staple Food Control Law; Production Control; Changes in rice cultivated area and yield per unit area); Distribution of Fresh Vegetables and Fruits – (Farm Produce Distribution); What is a Wholesale Market - *It's a kind of market that regularly opens for the purpose of wholesale mostly for fresh food items, attached with facilities for users such as wholesale places, parking lots, areas for transaction and products sorting, and the like.* Types of Wholesale Markets – Central Wholesale Markets; Local Wholesale Markets; Other Wholesale Markets; Three Functions of Wholesale Market – Collection; Price Formation; Sorting Out Products. Transaction Methods in Wholesale Markets – Stationary Auction; Remote Auction; and Price Negotiation.

6. Special Lecture on Overview and Initiatives of Forest Owners' Cooperatives (JForest) – by Mr. Kazuhiro AWATA, Manager, National Federation of Forest Owners' Cooperative Association

In the live session online, Mr. Kazuhiro AWATA explained the following topics – Current status of Japanese Forests and Forestry – (Japan has more forests than other countries. Forest area covers 25 million ha of land which accounts for approx. 68 % of national land area.

As for the ownership of forests, approx. 57 % are private forests which are owned by individuals or companies, whereas, national forest accounts for about 30% of the total); Tree Composition; Tree Age Composition; Growing Stocks of Forests; Status of Timber Utilization; Status of Timber Demand; Status of Forestry Output; Overview of Forest Owners' Cooperatives; Business Contents of Forest Owners' Cooperatives; Business Contents of Federation of Forest Owners' Cooperative Association; Challenges of Japanese Forestry – Small and Micro-scale Forest Ownership Structure; Falling timber prices; Increase of Absent Forest Owners and forests with boundaries unknown; Improvement in Material Productivity; Development and Securing of Human Resource; High Occurrence Rate of Industrial Accidents; Initiatives to solve the challenges – Improve Infrastructure; Utilization of ICT Technologies; Fostering Forest Management Work Planners; Expectations towards Forests and

Forestry – Create Disaster Resistant Forests; Measures to Mitigate Global Warming; Initiatives to achieve SDGs by Forest Owners' Coops.

7. Formulation of JA's Marketing Business Plan – by Mr. Hisanobu KOSHI, Deputy Manager in-charge of General Marketing, Farm Guidance Department, JA Matsumoto Highland, Nagano Prefecture

First of all, Mr. Koshi explained in detail the Objectives of making a Marketing Plan to increase the income of member farm households. He also explained the schedule for making a business plan; Methods for making a Marketing Plan; Marketing Strategy based on the Plan; Marketing of Agricultural products; Marketing Strategy of JA; Basic Policy for Marketing of Fruits; Unification of production and sales – Linkages between Farm Guidance and Marketing.

He presented another paper on Farm Guidance of JA and Improvement of quality of agricultural products in JA Matsumoto Highland, Nagano Prefecture, Japan. Their tagline is "Creating Future of Agriculture and Local Community where Human Beings and Nature can co-exist."

At the outset, he explained the objectives for improving the quality of agricultural products; He also explained in detail the Comprehensive Guidance System from production to marketing; the Situation of agricultural products in JA Matsumoto Highland; Roles of Farm Guidance; Linkages between Farm Guidance and Marketing.

This JA is located in the foot of the Central and North Alps with a range of elevation from sea level between 600m to 1,000m. This JA covers 2 cities and 5 villages of Nagano Prefecture, namely Matsumoto City, Azumino City Akashina, Yamagata Village in Higashi-Chikuma Gun (county), Asahi village, Omi village, Chikuhoku village, and Ikusaka village. The JA has 32,492 members; 37 Board of Directors and 8 Auditors. It has 778 employees (503 male and 275 female). It has one Head Office and 19 branches.

It has the following businesses – Savings (281.99 Billion Yen); Loans (62.44 Billion Yen); Mutual Insurance Policies enforced (831.09 Billion Yen); Marketing turnover (19.42 Billion Yen); Supply of Purchasing goods (11.36 Billion Yen).

JA Matsumoto Highland is the comprehensive production area producing 21 Billion Yen of agricultural products, such as rice, vegetable, fruits and livestock. Especially, in the field of vegetable/fruits and livestock, to increase farmers' income and to develop agriculture in the region, the JA is promoting the dissemination of production technology for stable production for each commodity and joint marketing and joint purchasing activities through the organization of commodity-wise groups in collaboration with farm management department of JA. The JA has 8 groups of vegetable/local speciality products comprising 1,666 members; 3 groups of Fruits comprising 1,353 members; and 4 groups of production material/livestock comprising 32 members.

The marketing turnover of JA at the end of February 2019 was 19.42 Billion Yen, out of that 12.82 billion yen was realized by selling fruits and vegetables and these horticultural products were mainly marketed through wholesale markets and the share was 90%. Agricultural products are shipped after inspection/packaging at each grading centre and shipped to the wholesale markets of Nagano prefecture and Tokyo, Nagoya, Osaka and Fukuoka. Employees who are specially assigned for marketing to wholesale markets will be in charge of the marketing business. To increase the income of producers, JA set up 5 Farmers' Markets to sell commodities that are not possible for wholesale market distribution. Shippers to Farmers' Markets are organized in Direct sale shop Shipper's Association. The number of members in the shipper's association is 1,737 and the annual sales turnover was 1,600 Million Yen.

Farm guidance is placed in an important position to connect the production side and the consumer side (demand). As a structure of farm guidance, qualified farm advisors are assigned at each farm guidance centre in each region and they will engage in the agricultural promotion of the region, production guidance supports for marketing and fostering of commodity-wise groups. The qualification certificates for farm advisors are given by JA Nagano Prefectural Union, based on the standards according to the categories of the union.

8. Japanese Dairy and Farmers' Organization – by Mr. Yoshiki OKUDA, IDACA.

In his paper, Mr. Okuda explained the following topics – Status of Japanese milk and dairy products based on statistical information; Organizing Dairy Farmers; Milk Distribution from Dairy Farmers to Consumers.

Under Milk and Dairy Products, he explained the supply and demand structure of raw milk; recent production and processing status of raw milk; changes in supply volume of raw milk by each usage; changes in supply and demand of raw milk; changes in supply and demand for dairy products; changes in cow milk prices; changes in the number of Farm Households raising dairy cattle and number of cows; promotion of productivity improvement and labour saving of dairy farming by utilizing ICT and Robot Technology;

Under Organizing Dairy Farmers, he explained distribution channel of raw milk; Transition of dairy organization – organizing dairy producers; Dairy Cooperatives in Japan; changes in the organization corresponding to the distribution of raw milk; Basic Functions of Dairy Cooperatives – raw milk supply and demand adjustment; centralized collection and multiple sales; rationalization of raw milk distribution; stable supply of milk and dairy products to consumers.

Under Milk Distribution from dairy farmers to consumers, he played a DVD – Dairy Farmer – Tank Truck for Milk Collection – Milk Plan and Restaurant Chef (making cheese dishes). He also explained the manufacturing process of milk, butter and cheese by DVD.

9. Overview of Agriculture and Agricultural Cooperatives in Kanagawa Prefecture – by Mr. Norio KOIZUMI, Deputy Manager, JA Kanagawa Prefecture Union

First, Mr. Norio Koizumi gave an overview of Kanagawa Prefecture.

Overview of Kanagawa Prefecture - Kanagawa prefecture is positioned roughly in the centre of the Japanese archipelago and also located at the southwestern part of the Kanto Plain, neighbouring Tokyo Metropolis in the north, Tokyo Bay in the east, Sagami Bay in the South and facing 2 prefectures in the west, namely Yamanashi and Shizuoka.

Agriculture in Kanagawa Prefecture - As for rice production, various varieties are cultivated including the key product, “Kinuhikari”, “Satojiman”, “Koshihikari”, “Kijumochi” and so forth.

Annual production volume is about 15,600 tons and sold at JAs within the prefecture. The “Satojiman” is a relatively new good-tasting variety that started its cultivation in 2005.

The vegetable is the mainstay of the prefecture's agricultural production and its cultivation area for 2013 covers 8, 853 ha of the land(including production area of potatoes) in 2013. Taking advantage of our mild climate and vicinity to large consumption areas, many kinds of vegetables are cultivated in the prefecture. Especially on the Miura Peninsula, large production areas of cabbages, Japanese white radishes, watermelons, etc. have been developed. Also, greenhouse productions of tomatoes, cucumbers, strawberries are actively conducted.

Various kinds of fruits including mandarin orange, grape, Japanese pear, persimmon, chestnut, ume (Japanese plums), kiwifruit, etc. are cultivated within the prefecture. Since various types of fruits became available at the market and their demands have dropped as a result of competition with cheap imported fruits, the farm management situation of mandarin orange has become harsher. However, producers are shifting their production to new citrus varieties (medium late-ripening type) aiming to revitalize production areas of delicious oranges.

Most fruits grow on deciduous fruit trees such as grape, Japanese pear, etc. are sold to consumers at JA's direct sales shops or through home delivery.

Various cut flowers such as roses, sweet peas, carnations, seedlings of pansies for flowerbeds and potted plants including primulas or primroses are actively produced in Kanagawa prefecture.

Since we are close to the large consumption areas, direct sales of these flowers have become popular. As for ornamental trees, production areas are located mainly in Yokohama city, Fujisawa city and Kawasaki city.

Tea production is mainly conducted on the slopes of hilly & mountainous areas in the western, central and northern Kanagawa prefecture.

On condition of utilizing riding-type tea pickers and thereby saving labour for farm works, production areas in flatlands are developing these days.

All the teas produced within the prefecture are consolidated at Kanagawa Perf. Tea Industry Center Co., Ltd after conducting crude tea processing at each production area. After going through the finishing process in this Center, teas are sold under the brand name, "Ashigara Tea".

The numbers of dairy farm households and their milch cows are in the contentious declining trends, however, sufficient amount of milk to feed about 1.22 million citizens of our prefecture has been provided through capacity enhancement of cows (e.g. enhancement of milk volume and quality) by utilizing technologies to improve and increase livestock production.

On the other hand, the numbers of beef cattle farm households and their beef cattle had increased for a certain period and turned to decrease. Recently, these numbers generally continue to be flat.

In addition, various efforts of branding have been made, aiming to produce delicious kinds of beef which are demanded by consumers.

The numbers of pig raiser households and their pigs were in the declining trends, however, they continue to be flat for recent years.

Also, some of these households have shifted from a production-focused farm management style and started direct sales of pork, sausage and other processed foods.

Several poultry farm households and their layers/broilers have been in the downward trend, however, the number of birds raised per household remain almost unchanged.

In the central part of the prefecture, large-scale poultry farms which introduced corporate-type management have been concentrated. On the other hand, small-scale poultry farms built in farmers' backyards and sell fresh eggs directly to customers. They are located in Yokohama city and Kawasaki city, which is a popular distribution channel of eggs for the local community in those cities.

JA Group Kanagawa – Agricultural Cooperatives (JA) were established to protect interests in farmer's farm management and their life and building better local communities under the spirit of "mutual aid" which means people cooperate and help each other.

The role of JA is a contribution to the enhancement of agricultural production capacity, an increase of farmer's income and development of agriculture in the area. To achieve the purpose, JA performs to give guidance for farm management and life to the members, joint purchasing of production materials and daily necessities, joint marketing of agricultural and livestock products and setting of the joint use facilities. In addition, JA also conducts various business activities such as financial services (savings and loans), mutual insurance service for an emergency.

What is JA Kanagawa Prefectural Union –JA Kanagawa Prefectural Union was established based on the Agricultural Cooperative Law for the sound development of member organizations such as primary agricultural cooperatives (JAs) and federations which are the members of JA Group Kanagawa.

The revision of the Agricultural Cooperatives Law on April 1st, 2016 had made JA Prefectural Unions transfer to "New JA Pref. Union" on September 30th, 2019 which is a noninvestment federation of agricultural cooperatives with the following functions, namely representative function, general coordination function and management consultation function.

Hence, JA Kanagawa Pref. Union is contributing to the promotion of agriculture and the development of its members namely primary JAs and federations in the prefecture through a wide range of its business activities, and places values in the linkage between agriculture, people and community.

10. Research and Development Activities of JA – ZEN-NOH Agricultural R&D Centre – by Mr. Shigeshi OONISHI, Technical Advisor, Zen-Noh Agricultural R&D Centre

The R&D units are the technical pillars that support ZEN-NOH in serving as a trusted and reliable bridge linking producers and consumers.

First, Mr. Oonishi explained the history of the Zen-Noh Agricultural R&D Centre and its organizational chart. As of September 2020, it had 99 employees. The Zen-Noh Agricultural R&D Centre has the

following sections – Management and Education Section; Agricultural Products Development Section; Pesticide Residue Inspection Section; Fertilizers Research Section; Agricultural Materials, Machinery & Facilities Research Section; Energy Research and Training Section; Consumer Goods Q.C. Section.

He also explained the functions of the Agricultural R&D Centre – Research & Development; Inspection and Quality Control; Human resource Development.

ZEN-NOH has developed an original design cardboard box with unpacking functionality, thereby increased the commercial value of the products by these packaging materials and produced benefits to producers, distributors and retailers.

ZEN-NOH has established 20 Soil Analysis Centers nationwide (9 Wide-area Soil Analysis Centers / 11 Prefectural Soil Analysis Centers) and conduct soil analysis of 110,000 samples.

9 Wide-area Soil Analysis Centers (located in Prefectures such as Iwate, Gunma, Chiba, Kanagawa (National), Ishikawa, Mie, Shiga, Hiroshima, Fukuoka) conduct cross-prefectural soil analysis.(70,000 samples annually).

11. Organizational Management of JA – by Mr. Masahiro HIRAIWA, Deputy Manager, JA Yokohama

Yokohama Agricultural Cooperatives (JA Yokohama) came into being as a result of the amalgamation of 5 primary cooperatives (namely JA Yokohama-Kita, JA Yokohama-Minami, JA Yokohama-Chuo, JA Tsurumi and JA Hodogaya) on April 1st, 2003. On April 1st, 2015, JA Yokohama made a new start as an agricultural cooperative that can cater for the needs of JA members and local residents by merging with JA Tana, thereby expanding its business area to the entire Yokohama City.

Yokohama City is located in the eastern part of Kanagawa Prefecture. Because farmlands are mainly created in hilly areas, upland farming is actively conducted in the city. Taking advantage of the favourable location of their farmlands in the urban area, many farmers engage in vegetable cultivation (outdoor culture and greenhouse culture). Also, various farming is conducted in the city, such as floriculture, garden plant cultivation, fruit production, livestock breeding to name a few. In addition, some farmers ship their products to farmers' markets or run tourist farms. Furthermore, the farmlands which consist about 7% of the city are not only providing fresh farm produce to citizens but also playing multifunctional roles of eco-friendly agriculture such as conservation of the natural environment, creation of beautiful landscapes, disaster prevention/maintenance of safe and peaceful livelihoods of citizens, provision of a place for exchange to citizen and provision of a place for school education/welfare.

The business area of JA Yokohama covers the entire Yokohama city. It has 3451 farm households. The farmland area is 3,082ha. JA Yokohama values both humans and nature, thereby striving hard to contribute to developing local society and creating a better living environment. JA Yokohama has 1,632 employees (872 male and 760 female employees).

JA Yokohama main products are vegetables. The total agricultural output of Yokohama City is about 10.1 billion yen, of which 2/3 is generated from vegetable production (including tubers and roots). This is followed by livestock breeding, fruit production, flower cultivation and paddy rice production.

12. Activities of JA's member-organizations – Commodity-wise groups – by Mr. Wataru NAMIOKA, Section Chief of JA Yokohama.

Mr. Wataru NAMIOKA explained that there are 9 commodity-wise groups, as follows:

1. Vegetable Producer's Group
2. Fruit Producer's Group
3. Garden Tree Producer's Group
4. Bonsai Producer's Group
5. Flower Grower's Group
6. Dairy Farmers' Group
7. Beef Cattle Breeder's Group
8. Pig Farmer's Group
9. Poultry Farmer's Group

Vegetable Producers' Group

Vegetable Producer's Group consists of 29 Branches. There are 29 Branches in JA Yokohama's Vegetable Producer's Group. The group holds various agricultural fairs and training programs with a view to deliver safe and reliable vegetables to citizens of Yokohama and to enhance the cultivation techniques of producers.

Vegetable Producer's Group is formulated for the purpose to enhance the production techniques of farmers engage in vegetable production and studying various problems related to marketing, thereby stabilize members' farm management. In addition, the group aims to promote mutual friendship among the members and to develop their individual production skills.

Activities of Vegetable Producer's Group

1. Activities related to holding various training programs concerning the improvement of cultivation techniques and farm management.
2. Activities related to holding various training programs concerning the improvement of distribution.
3. Activities related to advice and guidance for farm management.
4. Activities related to selection / joint purchasing of materials concerning production & marketing.
5. Other activities necessary for achieving the purpose of the group.

Activities of Fruit Producer's Group

JA Yokohama Fruit Producers' Group consists of 12 Branches and 7 Specialized Units, and there are 220 members organized under this group. In order to supply safe and reliable high-quality fruits to consumers, the group members are striving "to enhance cultivation techniques and strictly control the quality of their products", thereby aiming to continue production of "Yokohama's delicious fruits of which growers can be easily identified by consumers".

Garden Tree Producer's Group

Garden Tree Producer's Group is formulated for the purpose to enhance the production techniques of farmers who work as gardeners and studying various problems related to marketing, thereby stabilize members' farm management. In addition, the group aims to promote mutual friendship among the members and to develop their individual production skills.

The group consists of 26 branches and the number of its members is 327.

According to member's farm management style, 4 units are organized, namely Production Unit, Landscaping Unit, Exhibition and Sales Unit and Successors' Unit. In the Successors' Unit, young farm successors who shoulder the next generation of the industry exchange information and cultivate mutual friendship among themselves.

About Bonsai Producer's Group

JA Yokohama Bonsai conducts various activities with its 25 members. Main activities conducted for the improvement of members' production techniques are as follow:

- "Study Visits" to advanced production sites inside and outside of Kanagawa Prefecture;
- "Training Courses" on methods for Bonsai Care by inviting specialized lecturers;
- "Observation of Exhibitions" including the Kokufu-ten Bonsai Exhibition, an event with a long and distinguished history.

Flower Producers' Group

- Flower Producers' Group is an organization formed by farmers who engage in floriculture.
- The group is divided into 3 blocks and it has 78 members.
- The group conducts the following activities to produce/supply healthy flowers which provide comfort to consumers.

- (1) Activities related to holding various training programs concerning the improvement of cultivation techniques and farm management
- (2) Activities related to holding various training programs concerning the improvement of distribution.
- (3) Activities related to advise and guidance for farm management.
- (4) Activities related to selection/joint purchasing of materials concerning production and marketing.
- (5) Other activities necessary for achieving the purpose of the group.

Dairy Farmer's Group

Dairy Farmer's Group is formulated for the purpose to enhance the production techniques of farmers engage in daily farming and studying various problems related to marketing, thereby stabilize members' farm management. In addition, the group aims to promote mutual friendship among the members and to develop their individual production skills.

Beef Cattle Breeder's Group

Beef Cattle Breeder's Group is formulated for the purpose to enhance the production techniques of farmers who raise beef cattle and studying various problems related to marketing, thereby stabilize members' farm management. In addition, the group aims to promote mutual friendship among the members and to develop their individual production skills.

Pig Farmer's Group

Pig Farmer's Group is formulated for the purpose to enhance the production techniques of farmers who raise pigs and studying various problems related to marketing, thereby stabilize members' farm management. In addition, the group aims to promote mutual friendship among the members and to develop their individual production skills.

Poultry Farmer's Group

Poultry Farmer's Group is formulated for the purpose to enhance the production techniques of farmers who engage in poultry farming and studying various problems related to marketing, thereby stabilize members' farm management. In addition, the group aims to promote mutual friendship among the members and to develop their individual production skills.

13. Educational Activities of JA – by Mr. Osamu KATO, Manager, Educational Centre of J.A. Kanagawa Prefectural Union.

Mr. Kato explained about the Education Centre of JA Kanagawa Prefectural Union, as follows: Kanagawa Prefecture has a population of about 9 million. It is the union of 13 JAs and 5 Federations. In the JA Group in Kanagawa Prefecture, there are 349,000 members and 8,000 employees. The Education Centre's total budget is 107 million yen. 45 million yen comes through the fees for the training and 62 million yen is being contributed by the JAs to the Prefecture Union. In this education centre, only 8 staff members are working. Last year, this education centre trained about 4,000 employees under 41 training programs.

Establishment of the Education Centre followed by a resolution adopted at the 19th Kanagawa Prefecture Meeting of Agricultural Cooperatives as a Project for the 20th anniversary of the enactment of Agricultural Cooperative Law. All JAs and the Business Federations at the prefecture-level contributed the funds and the Centre was completed in 1969. The main purpose of its establishment was to improve the capacity of officials and employees for more advanced JA business; Kanagawa Prefectural Union of Agricultural Cooperatives assumes responsibility for the management of the Education Centre. The cost of the education programs is covered by the fee charged for participation and the administrative cost is covered by the budget of the JA Kanagawa Prefectural Union.

The following Training Programs are offered at the Education Centre:

Training for officials – Basic Program and Specialized Program; Training for Employees – Basic Training, Training by Position, Training for Managers, Training for General Employees, Training by Business for newly assigned employees, Training by Business for currently assigned employees;

Training by Specific Subjects – Basic Training, Training for Financial Planners and Training for Qualification Exam., etc.

Group Discussions – two group discussions were held on “Useful Findings and ideas you gained through the training course”. The first one was held for Lectures 1 to 8 and the second one was held for Lectures 9 to 13. The participants were divided into 3 groups. Each group discussed among themselves and prepared a Report on the Useful Findings and ideas they gained from each lecture for presentation in the live session. The reports were exchanged among the groups.

SECTION - V

FIELD STUDY VISITS

Field Study Visits

Due to the online training course, virtual field study visits were included in the lectures, as above.

IDACA arranged an interaction with the officials of JA Yokohama through video conferencing, Case Study of Farm Management of a Fruit Producing Farmer –Mr. Saito’s Orchard in Minami-Alps City in Yamanashi Prefecture; etc.



SECTION - VI

Action Plans Proposed by the Participants

Given the experience gained by the participants through online classroom lectures, virtual field study visits in India and Japan, group discussions among themselves and based upon their work environment, the participants were able to develop brief outlines of their Action Plans, which they would recommend to their organizations after the training course. These plans were drafted through holding group discussions and on the basis of their discussions with their seniors before joining the Training Course. Brief outlines of their Action Plans are given below:

Name of Country : **Bhutan**
Name of the Participant : **Mr. Pema Wangchuk**
Position : **Marketing Officer**
Name of organization: **Cooperative Development Division, Department of Agricultural Marketing and Cooperatives (DAMC), Ministry of Agriculture and Forest, Royal Government of Bhutan.**
Title of the Proposal : **Establishment of the B-COOP SHOP (Bhutan Cooperative Shop) at Samtse District.**
Target Group : **Registered Farmers group/Cooperatives members with the department. 20 farmers from 20 cooperatives.**
Target Area: : **Samtse District.**
Implementing Agency : **Cooperative Development Division, Department of Agricultural Marketing and Cooperatives (DAMC), MoAF**
Duration of the Plan : **12 months (March 2021- Feb. 2022).**

Name of Country : **Cambodia**
Name of the Participant : **Mr. Sotha Sok**
Position : **Managing Director**
Name of Organization : **Cambodian Farmer Federation Association of Agricultural Producers (CFAP).**
Title of the Proposal : **Development of marketing by Smallholders through the Collection Centers.**
Target Group : **30 Farmers' Organizations (26 Agricultural Cooperatives and 04 Producers' Associations) in 12 provinces with 200 potential household farmer members.**
Target Area : **12 Provinces of Cambodia;**
Implementing Agency : **CFAP, Project Management Unit (PMU).**
Duration of the Plan : **24 months – 1 June 2021 to 31 July 2023.**

Name of Country : **Lao PDR**
Name of the Participant : **1. Mr. Douangchanh Sihalath
2. Ms. Vimonth Vannavong**
Position : **1. Sr. Advisor for Micro Finance
2. Program Manager**
Name of Organization : **German Cooperative and Raiffeisen Confederation (DGRV) Laos.**

Title of the Proposal : **Economic Inclusion through sustainable Cooperative Systems in LAOS**
Target Group : **Self-Help Groups (No.) in Lao PDR.**
Target Area : **All provinces of Lao PDR.**
Implementing Agency : **German Cooperative and Raiffeisen Confederation (DGRV) and Department of Rural Development and Cooperative (DRDC)**
Duration of the Plan : **12 Months – April 2020 to 31 December 2023.**

Name of Country : **India**
Name of the Participant : **Mr. V. Vinay Kumar**
Position : **Deputy Manager**
Name of Organization : **National Agricultural Cooperative Marketing Federation of India Ltd. (NAFED)**
Title of the Proposal : **Promotion of Dragon Fruit Farming in India through Cooperatives.**
Target Group : **Rajasthan and other parts of India.**
Target Area : **Fruit Cultivators in various parts of Rajasthan State.**
Implementing Agency : **NAFED through Horticulture Department of Rajasthan Government**
Duration of the Plan : **1-2 years**

Name of Country : **India**
Name of the Participant : **Mr. Sudhir Kumar Sharma**
Position : **Senior Manager (Cooperative Relations)**
Name of Organization : **Indian Farmers' Fertilizers Cooperative Ltd. (IFFCO)**
Title of the Proposal : **To promote balanced use of chemical fertilizer**
Target Group : **35,302 No. of Member Cooperative Societies**
Target Area : **Pan India.**
Implementing Agency : **Marketing Division of IFFCO.**
Duration of the Plan : **April 2021 to March 2023**

Name of Country : **Nepal**
Name of the Participant : **Mr. Purushottam Humagain**
Position : **Chairman**
Name of Organization : **Samjhana Agriculture Cooperative Ltd.**
Title of the Proposal : **Securing the agriculture as stable sources of income in Konjyosom Rural Municipality;**
Target Group : **Farmer Members of Cooperative [Having low economy/Involved in Domestic alcohol production].**
Target Area : **Kyonjyosom Rural Municipality, Lalitpur, Nepal**

Implementing Agency : **Samjhana Agricultural Cooperative Limited**
Duration of the Plan : **Twelve months – April 2021 to March 2022.**

Name of Country : **Nepal**
Name of the Participant : **Mr. Sabin Bista**
Position : **Finance and Administrative Officer**
Name of Organization : **Jibika Agriculture Cooperative Ltd.**
Title of the Proposal : **To Establish fish breeding program for the promotion of fish production.**
Target Group : **197 Local fish producing farmers and 39 fish producing organizations.**
Target Area : **Province no. 1, Nepal (Specially Sunsari and Morang district)**
Implementing Agency : **Jibika Agriculture Co-operative Limited.**
Duration of the Plan : **1-2 years – 1st August 2021 to 31 July 2023.**

Name of Country : **Mauritius**
Name of the Participant : **Mr. Gunsham Seeborun**
Position : **President**
Name of Organization : **F.A.L.C.O.N. Association (Farmers in Agriculture, Live-stock, Cooperative, Organic Network).**
Title of the proposal : **Promotion of agro-ecological farming to establish a sustainable system.**
Target group : **20 Organic farmers (15 young farmers and 10 women farmers).**
Target area : **District of Pamplemousses, Riviere du Rempart, Plaine Wilhems, Moka.**
Implementing Agency : **F.A.L.C.O.N Association and the University of Mauritius.**
Duration of the Plan : **12 Months**

Name of Country : **Vietnam**
Name of the Participant : **Mr. Nguyen Tan Cong**
Position : **Chairman,**
Name of Organization: **Nam Yang Agriculture and Service Cooperative.**
Title of the proposal : **Introduce organic coffee cultivation in Nam Yang Agriculture and Service Cooperative.**
Target group : **20 members of Nam Yang agriculture and service cooperative**
Target area : **Nam Yang and Hal Yang Commune Dak Doa District, Gia Lai Province**

Implementing agency : **Nam Yang Agriculture and Service Cooperative.**
Duration of the Plan : **First year 4 to 10MT (2021), second 20MT (2022)**

Name of Country : **Vietnam**
Name of the Participant : **Ms. Nguyen Thi Anh Phuong**
Position : **Staff of Information & Propaganda Division,**
Name of Organization: **Hanoi Cooperative Alliance.**
Title of the proposal : **Production and marketing of vegetables in Hanoi.**
Target group : **10 member-cooperatives of Hanoi Cooperative Alliance.**
Target area : **Hanoi City.**
Implementing Agency : **Hanoi Cooperative Alliance and departments**
Duration of the Plan : **Two years**

Name of Country : **Kenya**
Name of the Participant : **Mr. Martin K. Elijah**
Position : **Field Services Manager**
Name of Organization: **Kenya Cooperative Coffee Exporters Ltd.**
Title of the proposal : **Establishing a sustainable coffee production system for Mukaro Coffee Growers Association.**
Target group : **Mukaro Organic Coffee Growers' Association – 15 members.**
Target area : **Nyeri County - Kenya.**
Implementing Agency : **Kenya Co-Operative Coffee Exporters Ltd.**
Duration of the Plan : **Three years – June 2021 to May 2024**

Name of Country : **Rwanda**
Name of the Participant : **Mr. Niyonzima Yvan Bienvenu**
Position : **Manager,**
Name of Organization: **Nyagatare Dairy Farmers Union (NDFU).**
Title of the proposal : **To ensure better quality of collected milk, marketing of milk yield, better management of cooperative and advocacy of primary cooperative members.**
Target group : **15 Primary Dairy Cooperatives having 3225 dairy farmer-members and more than 15,000 milk suppliers to Milk Collection Centers as clients.**
Target area : **Nyagatare District dairy farmers.**
Implementing agency : **Nyagatare Dairy Farmers Union (NDFU).**
Duration of the Plan : **April 2021 – September 2022.**

Name of Country : Tunisia
Name of the Participant : Ms. Chabbah Hajer
Position : Vice-President,
Name of Organization: Tunisia Coop.
Title of the proposal : "Promoting Local Agriculture and Protecting Local food in cooperation with Consumers and Agricultural organizations in Nabeul, Beja and Bizerte in the North of Tunisia".
Target group : Primary organization of producers (30 associations + 30 cooperatives + 300 farmers).
Target area : Nabeul, Beja and Bizerte (3 governorates in the North of Tunisia).
implementing agency : Tunisia Coop.
Duration of the Plan : 2 years (Sept 2021-Sept 2023).



SECTION - VII

END-OF-THE-COURSE EVALUATION SUGGESTIONS AND RECOMMENDATIONS

– A Summary

Introduction

Evaluation and assessment have been a continuous process during the term of the training course. However, at the termination of the training course online at IRMA and IDACA, an End-of-the-Course Evaluation Form was designed and given to the participants online to obtain their feedback on the total conduct of the program.

Evaluation Objectives

The main objectives of the evaluation were to:

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

Summary of the Evaluation

IRMA Module on “Agri-Coop. Business Management, Leadership & Planning

February 11 – March 02, 2021

Fifteen participants attending the Course had participated in the Evaluation exercise and filled in their Evaluation Forms. The Project Coordinator, IRMA, compiled the results of the End-of-the-Course Evaluation. Given below is a **summary** of the evaluation:

Rating Pattern: 5 = Excellent; 4 = Very Good; 3 = Good; 2 = Fair; 1 = Poor/No Response

PROGRAMME FEEDBACK

Programme				
Sr. No.	Particular	Mean	Median	Mode
1	The topics covered in the MDP are important for my work.	4.87	5	5
2	The content of the MDP successfully fulfilled my expectations.	4.67	5	5
3	Learning from the MDP will be very useful for my work.	4.73	5	5
4	The reading material supplied was relevant to the topics covered in the MDP.	4.73	5	5
5	The reading material supplied was easily understandable to the topics covered in the MDP.	4.53	5	5
6	The pedagogic material (presentations, exercises, simulation games, etc.) helped me to understand the content.	4.53	5	5
7	Ordering of sessions was appropriate.	4.60	5	5
8	I am very happy with the overall structure of the MDP.	4.67	5	5
9	In totality, MDP provided a significant learning experience to me.	4.87	5	5

Sessions / Modules

Sr. No.	Particular	Mean	Median	Mode
1	Developing Action Plans for the Growth of their Respective Organization (DAP) Prof. Hitesh V Bhatt	5.00	5	5
2	Transforming Action Plans to Projects (TAPP) Prof. Hitesh V Bhatt	4.87	5	5
3	Planning, Scheduling, Executing, and Monitoring Projects (PSEMP) Prof. Hitesh V Bhatt	4.87	5	5
4	Managing Interpersonal Skills and Communicating Effectively (MISCE) Prof. Hitesh V Bhatt	4.93	5	5
5	Virtual Field Visits (DCS, Amul Dairy, GCMMF, Gambhira Joint Farming Society, NDDDB, IDMC) Prof. Hitesh V Bhatt	4.80	5	5
6	Interactive Session with the MDs of NDDDB, GCMMF, IDMC and Amul Dairy Prof. Hitesh V Bhatt	4.87	5	5
7	Managing Perceptions (MP) Prof. Saswata Narayan Biswas	4.53	5	5
8	Team Building and Leadership for Continuous Improvement (TB&L) Prof. Saswata Narayan Biswas	4.53	5	5
9	Governance and Management of Agricultural Cooperatives as Business Organization (GMAC) Prof. Uday Shankar Saha	4.40	4	4
10	Leadership for Enhancing Effectiveness of Farmers' Organizations (LEE) Prof. Madhavi H. Mehta	4.53	5	5
11	Business Development Planning (BDP) Prof. Sudhir Kumar Sinha	4.40	4	4
12	Business Development Planning (BDP) Prof. Nakul Parameswar	4.60	5	5
13	Basic Financial Accounting for Agri-Cooperatives and Farmers' Organizations (FAC) Prof. Asmita H. Vyas	4.67	5	5
14	Introduction to Financial Decision Making in Agri-Cooperatives and Farmers' Organizations (FM) Prof. Rakesh Arrawatia	4.47	4	4
15	Introduction to Financial Decision Making in Agri-Cooperatives and Farmers' Organizations (FM) Prof. Abhinav Kumar Rajverma	4.40	4	4
16	Understanding Costing, Budgeting, and Variances for Agri-Cooperatives and Farmers' Organizations (CST) Prof. Paresh J Bhatt	4.47	4	4
17	Linking Agri-Cooperatives and Farmers' Organizations with Markets (MM) Prof. Preeti Priya	4.40	4	4
18	Application of Information Technology for Agri-Cooperatives and Farmers' Organizations towards Value Chains (MIS) Prof. Harekrishna Misra	4.47	4	4

Comments

- Overall virtual training was effective; in that, I got to learn many new ideas and information which I can implement in my organization. Salute to all the professors and to the team IRMA. !! THANKS !!
 - Learning through IRMA has enriched my knowledge and which will ultimately be advantageous to my organization. The classes of Bhatt sir and Biswas sir were really good (to name a few).
 - This type of programme should be convened offline for better focusing on the course and also for interpersonal understanding.
 - It would be nice if MDP improves the presentation on the whiteboard.
 - I have some comment, when the trainer explained in on the board we can't see I think should be improved this.
 - The training was good; I got the opportunity to learn many things!
 - I think because of the limitation of time we are not able to cover various other contents of subjects like account and finance. So we should consider how we can teach more content or provide more information within a limited time. Otherwise, the training was really great, really enjoyed the training and I would like to thank all the institute and people who give me this wonderful opportunity.
 - Structure of the course at least two sessions per day for greater impact. Incorporation of more visual aids and examples to make learning more easily.
 - Suggest providing more insights on how to engage women and youth. Examples about another type (smaller) cooperatives than Amul, because they are closer to our realities. Amul is very advanced.
 - All aspects on my behalf were captured but are some points that need to be improved such as Fluency and English speaking is rapid so we lost in some presentation so to share reading materials with participants before the class presentation will be helpful to go together.
 - Being interactive of lecturers as Professor Bhatt.
 - It will be great to invite farmer members of cooperative in order to share their experiences with the agricultural organization.
 - The training is very interesting.
 - It would be very good if the terminologies would have been combined and shared for the trainees.
-

IDACA MODULE : 11 March to 30 March 2021

Summary of the Evaluation:

<p>2. Program <Coverage> 13 participants said the program coverage was very good, one said it was good. Some participants had the following comments:</p>
<p> <input checked="" type="checkbox"/> Very Good (13) <input checked="" type="checkbox"/> Good (1) <input type="checkbox"/> Fair <input type="checkbox"/> Poor </p>
<p>3. Comments for the whole program</p> <ul style="list-style-type: none"> • <i>The whole program is planned well with live examples, the importance of farming and role of Cooperatives in Japan has been narrated well and he has provided an opportunity to the participants to have exposure to other country modules;</i> • <i>The program was very good the teaching materials were good prepared, the methodology used by Lecturer was also good that participants express their ideas and the content of the presentation was relevant and powerful for strengthening the management and development of Agricultural Cooperatives.</i> • <i>That realization lessons we have learn and useful so we can implement them into our organization.</i> • <i>It was very interesting and helpful for me. I will implement all this learning in my cooperative and organization. It is regrettable to not be in a place physically due to COVID - 19, overall, I think I have gained 70% by online training.</i> • <i>Good planning and execution, Content was relevant with enough examples. The schedule was conflicting with work due to the different time zones.</i> • <i>The program is useful. Management skills are fully in 1st part. VLMs are interesting and understanding with live pictures.</i> • <i>Really enlightening programme w.r.t. knowledge imparted.</i> • <i>The training course was effective as we get to learn and explore the management system, operational pattern and marketing strategy of the advanced JA Cooperative so that I can implement it in our cooperatives. Physical learning; knowing and seeing the field reality could be much better but unfortunately, we can't.</i> • <i>The whole program was good. The idea shared during training was truly an inspiration for participants.</i> • <i>Excellent.</i> • <i>It fits for me.</i> • <i>It's very good training, very rewarding. The sharing of experiences was wonderful especially cited by farmers and professionals.</i> • <i>Overall, this training program is excellent. All the professors and lecturers are very kind, polite and brilliant in their related subjects. All the subjects of the training program are selected in a beautiful way and they are very useful to us personally and professionally.</i>
<p>4. Most beneficial subject for you</p> <ul style="list-style-type: none"> • <i>All the subjects are beneficial particularly I have learnt more from VLM 10.</i> • <i>The most beneficial subject for me was cooperative management as is the main challenge in my country for the development and sustainability of Agricultural Cooperatives.</i> • <i>Farm guidance, the communication channel of JA, the marketing plan, the structure of JA is very good.</i> • <i>All the subjects are interesting but I like the Training subject which is very important because the qualified worker will deliver more productive work and main good management.</i> <ul style="list-style-type: none"> ➤ <i>Japanese Agriculture and Farmers' Organizations</i> ➤ <i>"Organizing Agricultural Cooperatives in Japan/Historical Development of Japanese Agricultural Cooperatives.</i> ➤ <i>Organizational Management of JA</i>

- *JA's Yokohama and Kanagawa prefectures are wonderful subjects. Education Training Center is interesting. Plant vegetables and fruits in Greenhouse which I am concerning deeply.*
- *Working of Cooperatives in Japan.*
- *All subjects are relevant to me.*
- *Overview of Agriculture and agricultural cooperatives (VLM 10).*
- *History of agricultural cooperatives, government support on land reform from landlords to tenants, JA management, policy, training, markets, farm management, and agricultural technical protocols.*
- *The JA Structure, Farm guidance, JA Market system Concepts of Agricultural Cooperative and its legal bases, Business planning for the marketing strategy, Education Training Centre.*
- *Marketing system, Business activities, Cooperative operation and promote the product of JA.*
- *Management of agricultural cooperatives; Boosting local agricultural products.*
- *The most beneficial subject for me is a Communication skill and personality development. And situation and growth of other international co-operatives.*

5. Any subjects to be added or deleted and the reasons

- *Success Case studies may have added;*
- *All are relevant to the objective of the training;*
- *All subjects are useful;*
- *I want to know more about methods/techniques on brand product promotion since I feel it's an important pillar in a successful marketing business.*
- *Organizational statute and documents related to supplying produce to collection centres and or contract agreements if applicable.*
- *I think subjects cover all the aspects so there is no need to add any subjects. But I think technical subjects like Accounts and Finance need more time.*

6. Comments on the method of lecture

(Video Learning Materials, LIVE Q & A sessions, Special Live Lectures, etc.)

- *All the video learning material, live Q&A sessions & Special live lectures were good in total;*
- *All methods were excellent;*
- *It is good and clear for learning;*
- *No, it was perfect and I think you have done your best and have to use the best means of media also. A lot of great work had been done;*
- *VLM – Very helpful though some were quite long. Simple and easy to understand; Live Q- A – Well planned, though the time was quite limited.*
- *Special Live Lectures – Good, presenters were competent.*
- *VLM and Live Q & A sessions are convenient for participants to watch and get findings and ideas;*
- *Video lecture has its limitation.*
- *The method of the lecture was impressive and enthusiastic with the diversified activity of learning.*
- *VLM is very good; a Live Q&A session is sometimes difficult due to Language Barriers speaking tune.*
- *Very good and comprehensive;*
- *It was very good. I can learn a lot;*
- *I appreciate this method, actually, it's my first time to learn with a video lecture and I will apply it in the future with my colleagues.*
- *If it were a physical class it would be great, the virtual class has its limitation and some difficulties but the organizer managed it well.*

7. Good points and Bad points for the ONLINE training course

- *The online training program is a good and only option available in the Covid crisis and the same is beneficial to carry out the yearly routine training program without cancelling it.*

- *On the flip side, attending a training program exclusively for working professionals is a problem as managing daily activities and attending the program simultaneously may not yield better results.*
- *Further, visiting Japan or other countries for training will be added exposure and participants can concentrate exclusively will add to more thought sharing and exposure. I personally feel meetings can be done online and such a lengthy training should be in the physical presence only.*
- *Good Points are Teaching methodology, Contents of the lectures and the qualifications of Teachers;*
- *Bad Points are doing training online are some knowledge we missed as was online and another point is that in Indian Courses we don't get reading materials before presentation for some courses not all.*
- *Some misunderstanding, concentration of the participant, we can reuse learning material.*
- *Good – Flexible and engaging - The content provided was simple to understand.*
- *Bad – Training was too compressed with limited times.*
- *Good points: it is useful for participants in COVID-19 situations;*
- *Bad points: sometimes the connection has trouble because of internet access. Exchange information between participants is difficult.*
- *The reach of online training is limited and the candidate is not fully focused on training.*
- *Good points: Thanks to internet facilities. We can interact, share and explore our thoughts, perception and experiences as same as physical learning. We can attend the classes from any location of our choice.*
- *Bad points: Being trained virtually, unable to focus on the screen for a longer period of time; Unstable network connection.*
- *Good point: Someone could participate from their own table/Can see the recorded video in their free time.*
- *Bad point: Sometimes time management is difficult, As I use to take it from my office and many people around me want to talk and meet during the session time. So quite difficult to focus and concentrate during the whole session.*
- *We have limited time for Online training to have more discussions with Lecturers.*
- *Good point: Save time for travel and Good for the situation of the COVID-19 spread;*
- *Bad point: Online training the filling of participant did not like a real training;*
- *Good points: No need for the travel and accommodation cost we can save the budget*
- *Bad points: some participant has a problem with the connection; Some problem with communication (The sound is not clear); Not much on discussion among participant.*
- *+ Avoid distance and overcome the covid crisis;*
- *-Sometimes due to a bad internet connection, I couldn't follow courses.*
- *The good points about training are reading material and insightful lecturer and the bad point is that there always will be some technical problems in online classes, no matter how hard we try to avoid it.*

8. Administrations and Management <Management of the training course by IDACA>

Very Good (12) **Good (2)** **Fair** **Poor**

9. Comments on administrations and management of the training course

- *I appreciate the administration efforts of the Management of the IDACA their endeavours to inculcate training even in the Covid crisis is appreciated.*
- *Indeed Professor Bhatt & Aniket in India for me working good for the Indian part and for the Japanese Part Mr. Usui Takeshi was Excellent as the method of using Google Driver for all Communication about courses was very good. Finally, Mr. Taneja doing the hard job of coordinating the whole team since the beginning of the training and did it well and I really thank Him, So the administration and management of the training was excellent.*

- *Good, Timetable was well planned, though the difference in time zones would be conflicting with the work schedules.*
- *Administrations and management of the training course are well-prepared and organized!*
- *Well knitted programme and ably handled by Takeshi USUI.*
- *Well organized. Appreciated Usui San. Arigatougozaimasu.*
- *Very Good: Everything happened in time and every people are found to be approachable.*
- *At first, it was a bit difficult for new ICT communication for instance use of GOOGLE DRIVE, but it works well later on.*
- *The management of the training course was professional and I appreciate the flexibility of the coordinator with the different cases or situations in order to keep the group in a good condition.*
- *The organizers are so dedicated and they tried to avoid all the technical glitches, but as I have mentioned above, no matter how hard we try, there always will be some technical problems during online classes. Overall administration and management have done their job very well.*

10. Suggestions and requests for future training courses

- *I suggest participants should be invited to Japan to understand Japanese modules for a week to have better exposure.*
- *In fact, the learning by doing approach now is the most successful way so would be better if the training did not organize online but on the ground so that the participants can visit all Successful Cooperatives such as AMUL Dairy in India and Japanese JAs (Yokohama & Kanagawa).*
- *Maybe in future, you can organize a Physical recap training followed by an advanced training one.*
- *Participants visit the locations/areas highlighted in the training. More examples and visual aids.*
- *Physically, I want to explore the working environment of JA Cooperatives.*
- *The training was very good. If you could provide the access to VLMs in future that would be much appreciated!*
- *Should see the actual practices in the future.*
- Hydroponics courses and urban agriculture;*
- Facing Climate change and environmental challenges;*
- *The training program is very important and useful so I suggest you continue the training program but it would be better if it were a physical class in future.*

SECTION - VIII

CONCLUDING SESSION OF THE COURSE AND AWARD OF “CERTIFICATES OF PARTICIPATION”

The concluding session of the ICA-MAFF (Japan) Training Course-2020 was held virtually on March 30, 2021. The session was attended online by Mr. KONDO Takayoshi, Deputy Director, (Bilateral Affairs Division), Mr. Kyohei SUGAYA, Officer in charge of ICA-JAPAN Training Project, Ministry of Agriculture, Forestry and Fisheries (MAFF), Govt. of Japan, Mr. Balu Iyer, Regional Director, ICA-AP, Mr. Baba Toshihiko, Senior Executive Director, JA-Zenchu, Mr. Hirofumi Kobayashi, Executive Director of IDACA, including his senior staff, and Mr. A.K. Taneja, Project Coordinator of the ICA-Asia Pacific, New Delhi.

Mr. A.K. Taneja, Project Coordinator, ICA-AP, presented a summary of the Training Course and congratulated the participants on their successful completion of the training course. Excerpts of his speech are as follows:

“First of all, I congratulate all the participants for their cooperation and IDACA for the successful completion of the 1st ONLINE Training Course of 2020 on **“Strengthening Management and Development of Agricultural Cooperatives and Farmers’ Organizations in Asia and Africa-2020”**”

On behalf of ICA-AP, I express my heartiest gratitude and appreciation to the Government of Japan, especially, Ministry of Agriculture, Forestry and Fisheries (MAFF), for the financial support they have extended in the conduct of this Training Program. The program has been conducted successfully ONLINE in India and Japan. Proof of its success is the feedback we received through the Evaluation Report of the participants. Briefly, I may inform you that most of the participants have appreciated all online arrangements in both the countries - India & Japan - whether it is lecture coverage, virtual field visits, and other facilities. So, we can say that it was a successful event.

Dear Participants, I would like to appreciate your commitment, dedication and patience towards learning something good in spite of little odd situation due to the COVID-19 pandemic, I would also request that the knowledge you attained here by attending this training course virtually should be disseminated to all your colleagues, back home, by way of organizing a get-together or a seminar or through the distribution of your Training Report, as it is not practical to invite all your colleagues of Agriculture Cooperatives for the training.

Secondly, I would suggest you please try your best to implement the Action Plans you have prepared through your organization.

I thank very much Mr. KONDO Takayoshi, Mr. SUGAYA, Mr. Baba Toshihiko & Mr. Balu Iyer for sparing their valuable time and encouraging the participants with their addresses.

Further, I would like to thank IDACA, especially its Executive Director, Mr. Hirofumi Kobayashi, Mr. Nakashima, Mr. Usui, who is the coordinator of this part of the program and Mr. Okuda for their suggestions, support and guidance from time to time. Kindly convey our sincere thanks to all of them for their help.

I wish all the participants a fruitful future back home after attaining sufficient knowledge on agricultural cooperatives in India and Japan by attending this online training course. Thank you very much for your kind attention. *ArigatoGozaimas.*”

First of all, **Mr. KONDO Takayoshi** congratulated all the participants on the successful completion of the training course and he extended his deep appreciation to Mr. Hirofumi Kobayashi, Executive Director of IDACA and his staff and Mr. Ashok Kumar Taneja of ICA-AP.

He further said that “this is the last training course of the ICA-Japan Capacity Building Project in Fiscal Year 2020. As you know, the objective of the training course is to assist in fostering leaders of farmers’ organizations and agricultural cooperatives, who are expected to play central roles in promoting the formation of agricultural cooperatives and in strengthening organizational and business management.

Due to the pandemic of COVID-19, it is really unfortunate that we could not invite you to Japan. Although it must have been a little hard for you to have the training only online, I believe this training course still gave you a lot of useful information.

I am sure that you have learned things such as (1) the history of the development of agricultural cooperatives in Japan for your reference; (2) how to operate and manage the business by agricultural cooperatives; and (3) how to build the capacity of staff of agricultural cooperatives and encourage farmers' participation in agricultural cooperatives. You must have learned more than these. I think you had valuable hints and insights through the lectures and discussions.

You have made the Action Plan at the end of the training. Considering the current situation, it may not be easy for you to implement your Action Plan soon after this training course. However, since it will contribute to operating agricultural cooperatives and improving agribusiness, we still expect that you will put your Action Plan into practice as soon as possible. Therefore, after you return to your duties, we hope you will take some actions based on your Action Plan by using the hints you gained in this training course.

If you face difficulties in implementing your plans, please consult with colleagues in your organizations or IDACA staff and seek advice from them. We hope all of you will play important roles to promote the development of agricultural cooperatives in your countries and the implementation of your action plans will produce good effects on your community.

Finally, I wish you all the best for your future success and deepening friendship between Japan and your countries. We hope you will have a chance to visit Japan and meet us in the near future."

Mr. Balu Iyer, Regional Director, ICA-AP, also congratulated all participants on completing PART II of the training course. Excerpts of his speech are as follows:

"This brings us to the end of the training course for this year! The COVID-19 pandemic forced us to rethink and rework the training course and I would like to thank everyone involved – MAFF, IDACA, ICA, Host organizations and participants for their flexibility in accommodating the changing nature of the course.

We had a diverse group of 15 participants from Asia, Africa and the World Farmers Organization, representing Bhutan, Cambodia, India, Kenya, Lao PDR, Nepal, Mauritius, Mozambique, Rwanda, Tunisia, and Vietnam. It is very heartening to see a young group take part in the training and the gender balance. It is important to encourage the young to be involved in agriculture and to support women who carry out the bulk of the activities.

I would like to thank you for joining, participating, sharing, learning, networking. Thank your organizations for allowing – time and space.

The training course had two Parts. Part I with the Institute of Rural Management in India (IRMA) touched on topics from governance and management of agricultural cooperatives as business organizations, to business development to communication to financial and accounting and team building and leadership. Women and youth play an important part in the management and development of cooperatives and they were kept central to the discussion across all topics.

Part II with the Institute for the Development of Agricultural Cooperation in Asia (IDACA) would have given you a thorough perspective of Agricultural Cooperatives in Japan. The agriculture cooperatives in Japan play a pivotal role in the lives of farmers, covering all aspects of their lives. Women also play an important role in the management of cooperatives. What we are seeing today is the advanced stage the agriculture cooperatives in Japan are in today. However, they started when the situation was dire, formed cooperatives as the medium – not just in legal form by focusing on identity (values and principles), addressing needs, infusing professionalism, adopting technology, and scaling their growth. We are very thankful to the Ministry and Agriculture cooperatives in Japan for sharing their experiences, offering their expertise, and seeing the same adopted in other countries.

I hope both Part I and Part II provided you with a proper perspective, you were able to relate and see how this could be applied. Application is important and the value of the training comes from how it is put into practice. The bottom line is how we contribute to the enhancement of competitiveness of agricultural products and income to lead to the sustainable development of agricultural production.

I hope you all were able to share each other's experiences; gain from the knowledge being imparted by the faculty at IRMA and IDACA.

I would like to thank the staff and management at IDACA for their support and continuous endeavour to keep this training going.

I would like to thank the Ministry of Agriculture, Forestry and Fisheries, Government of Japan for their continued support not only in financial terms but expanding it across Asia and Africa and also targeting countries which are most in need.

Finally, I would like to thank the Coordinators of the Program from both ICA-AP (Ashok Taneja) and IDACA (Takeshi Usui).

I hope you have incorporated your learnings into the ACTION PLAN, REFINED YOUR IDEAS, AND WILL NOW PUT INTO PRACTICE. THE SUCCESS OF THE TRAINING WILL BE MEASURED IN HOW YOU APPLY WHAT YOU HAVE LEARNED."

Mr. Baba Toshihiko, Senior Executive Director, Central Union of Agricultural Cooperatives (JA-Zenchu), in his recorded closing remarks, spoke as follows:

"Firstly, I would like to congratulate on this first memorable training course carried out in the close cooperation with ICA-AP and IDACA, ends in success. I would like to express my deep gratitude for the participation of representatives from 11 countries in Africa and Asia.

Spring, at this time of the year in Japan, cherry blossoms are blooming and we celebrate fresh beginnings. Though this 20 days training course ends today, this point is the beginning for you as well. We, Japanese agricultural cooperatives have over 70 years of history since the establishment. Depending on the day-to-day situation, the organization has reformed as we communicate with cooperative members.

At the same time, each of your countries has its own culture, landscape and history. I am sure that the action plans you made during this course will lead to the structure of your country's ideal style of your agricultural cooperative. I would like to say to you to have confidence in the conclusion you came through during this training course. Please also keep in mind to cherish your relationship with IDACA and participants. Our friendship will last forever and definitely help you when you face hardships."

Mr. Hirofumi KOBAYASHI, Executive Director of IDACA, congratulated all the participants who participated in this training course, on their excellent performance in strengthening their own knowledge base and exchanging and sharing their views with each other.

He further said that "from tomorrow, you will be a catalyst of change and innovation in your community as one of the leaders, specifically on the management of cooperatives as well as farmers organizations in the region. I hope you will take a steady step to implement the action plan you have attained during this training course. To this end, I recommend that you will report your action plan immediately to the Head of your organization to obtain strong support to implement it. At the same time, you will talk to the officials of your national or local government to get potential financial support since I believe you will not reach the goal of your action plan without effective financing. Such follow-up activities on your side will certainly help; no one in your community is to be left behind, which is the key concept of the 17 Sustainable Development Goals of the United Nations.

Secondly, I am very pleased that we could work collectively with our colleagues of the ICA regional office for Asia and the Pacific, as well as that of Africa. I appreciate the dedication of Mr. Ashok Taneja, who worked very hard with the staff of this Institute, for the successful conclusion of this training course. IDACA is committed to continuing to work with ICA in the future. At the same time, it is our pleasure that we could invite two participants for the first time from the membership of WFO, the World Farmers' Organisation based in Rome, to this training course. I hope we will work more closely with WFO in the future to address several challenges farmers around the world share, such as mitigating and adapting to climate change and achieving food security for all.

At the very end of my address, but most importantly, I would extend my sincere appreciation to the Ministry of Agriculture, Forestry and Fisheries (MAFF) for their full understanding of the importance to promote cooperatives and farmers' organizations in Asia and Africa, and funding to organize this training course. Furthermore, I would really appreciate the presence of Mr. Toshihiko Baba, Senior

Executive Director, JA-ZENCHU, who showed his strong commitment, on behalf of Japan's agricultural cooperative movement, to work collectively with those in Asia and Africa in his closing remarks. Of course, I, as a person who is responsible for the management of this Institute, am very pleased to work closely with him and with JA-ZENCHU institutionally.

Ms Chabbah Hajer, the participant from Tunisia, extended a vote of thanks on behalf of all the 14 participants. Excerpts of her speech are reproduced below:

"I had the honour with my colleagues to participate in the 1st Online Training Course on "Strengthening Management and Development of Agricultural Cooperatives and Farmers' Organizations in Asia and Africa-2020".

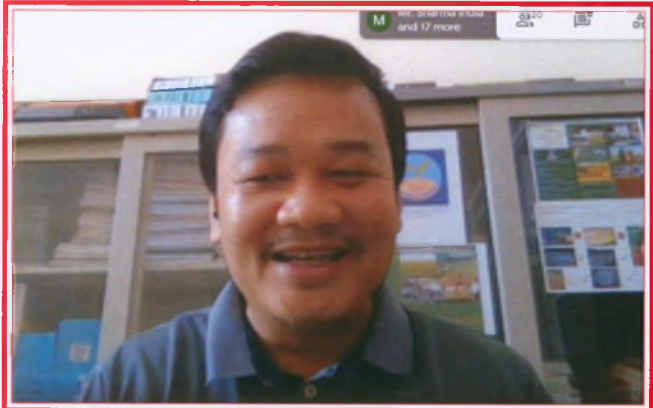
On behalf of my colleagues and myself, I wish to express our sincere appreciation and greeting for your support, efforts and professionalism, we thank the Ministry of Agriculture, Forestry and Fisheries (MAFF), Government of Japan, the International Cooperative Alliance Asia and Pacific region; International Co-operative Alliance-Africa, the Institute of Rural Management, Anand (IRMA-India), with which the first part of our training was held online from February 11 to March 02, 2021. Our special thanks go to the Director and Professors of IRMA, especially Prof. Hitesh Bhatt and the Managing Directors of Amul, NDDDB, GCMMF and IDMC for their hard work. And the Institute for the Development of Agricultural Cooperation in Asia [IDACA-Japan] with which the second part of our training are held online from March 11 to 30, 2021.

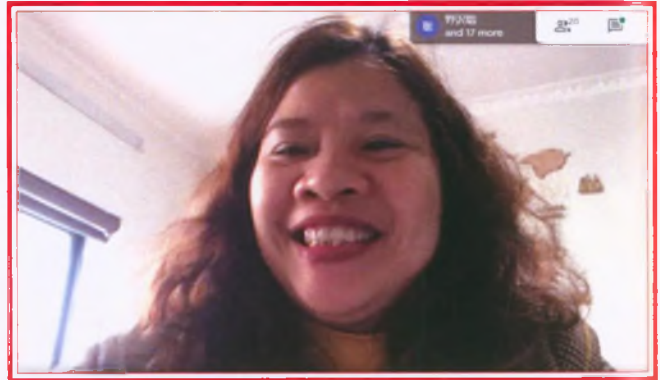
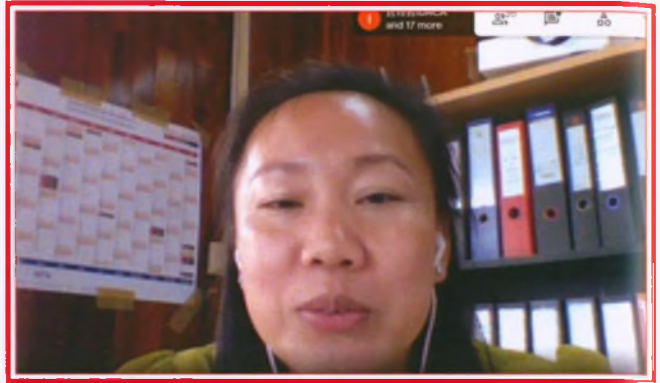
Many thanks to the professors, consultants and professionals engaged by IDACA. Our special thanks go to our two coordinators - Mr. Ashok Kumar Taneja, International Co-operative Alliance-Asia and Pacific, and Mr. Takeshi USUI, Deputy Manager, IDACA, for their good management of the group as well as the pedagogy followed and also for your advice, your patience and your professionalism.

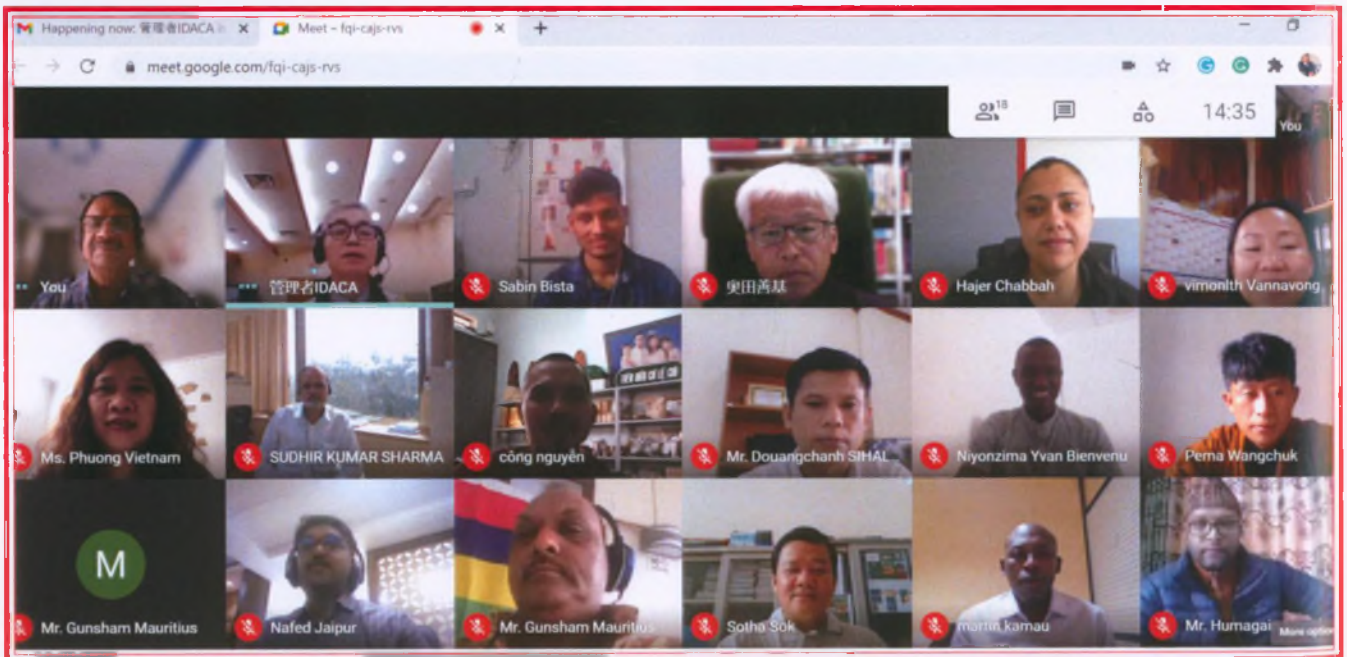
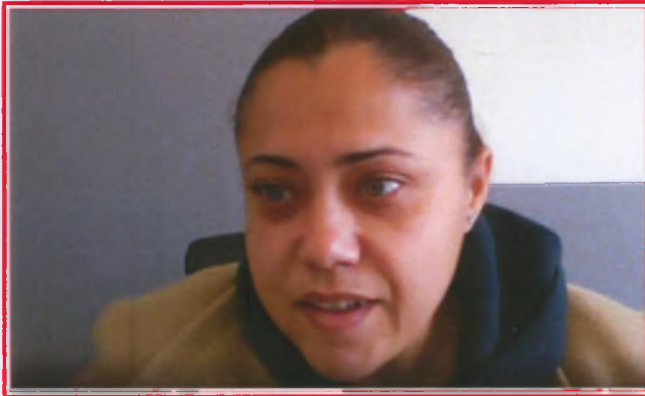
This training allowed us to acquire new knowledge and confirm our passion and improvement for the agricultural sector. I want to thank you all for your enriching contribution to our professional careers. With all our gratitude, we say to you that we look forward to your visit to Tunisia and we will well receive you with a warm welcome."

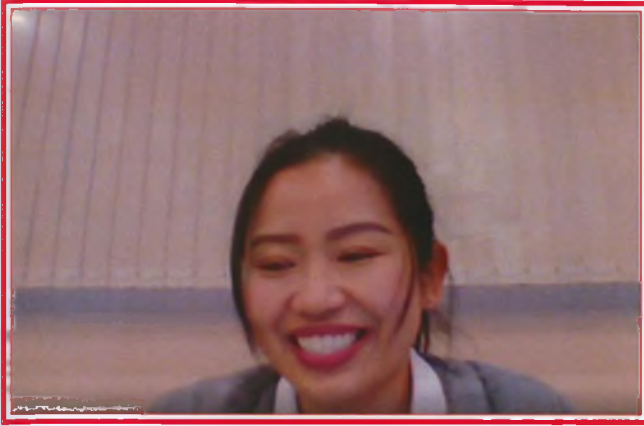
The **Certificates of Participation** from IDACA were awarded to the participants at the end of the concluding session by Mr. Hirofumi KOBAYASHI.

Glimpses of the Opening Ceremony of Part-II of the Training Course held at IDACA









管理者IDACA is presenting

Overview of Agricultural Pro... サイタウ

スライド内容:

Rice Distribution① Staple Food Control Law (up to circa 1960)

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    graph LR
      A[Producers] --> B[Government/Local LA]
      B --> C[Government/Local LA]
      C --> D[Wholesalers]
      D --> E[Retailers]
      E --> F[Consumers]
  
```

第二次世界大戦中の1942年、不足する食料を国民に公平に分配することが目的で制定されたのが食料管理法。1960年代、自給を達成するまで統制の厳格性が維持された。

Mr. Humagain N... and 1 more

15

12:38

You

2 Lecturer





Current Status of Japanese Forests & Forestry① ~Forest Area~

- Japan has more forests than other countries. Forest area covers 25 million ha of land which accounts for approx. 68 % of national land area.
- As for the ownership of forests, approx. 57 % are private forests which are owned by individuals or companies, whereas, national forest accounts for about 30% of the total.

National Land Area and Breakdown of Forest

(10,000ha)

National Land Area
37.8 million ha

Forest Area
25.05 million ha

Source: Ministry of Land, Infrastructure, Transport and Tourism, Land Policy Bureau's "Land use status survey" (figures of 2018)

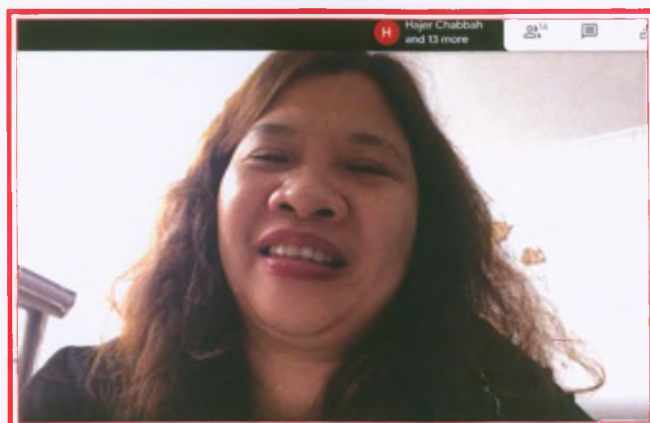
Source: Forestry Agency's "Current status of forest resources" (as of March 31st, 2017)



Situation of Agri. Products in JA Matsumoto Highland

JA 松本ハイランド

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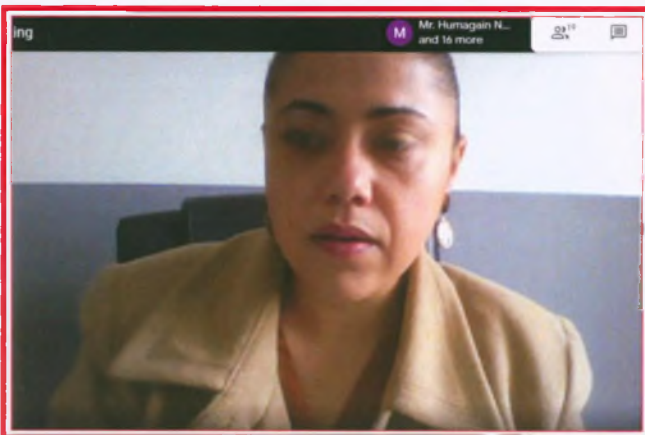
Sabin Bista is presenting

công nguyên and 5 more

12:36

Major findings in VLM-7 Formulation of JA's Marketing Business Plan

- Findings**
 - Support of JA in Marketing activities
 - Gradually Improvement in marketing plan every year
- Reasons**
 - JA Supports farmers by doing marketing activities like promotion and advertising of agricultural produce
 - Marketing plan for every year is prepared in such a way that it analyses the previous year's marketing plan and compares it with actual performance and finds the deviation and prepares the improved marketing plan for upcoming year.



Useful findings and ideas gained during first half of the program.

Presentation by Group B



JA Group Kanagawa

There are 12 multipurpose JAs, 1 single purpose JA and 3 organizations of a prefectural level. Individual JAs are independent as business entities, but they act by joining hands and cooperating with each other. We generally call these organizations "JA Group Kanagawa".

Organizational Structure of JA Group Kanagawa

Multipurpose 12 JAs 1 Single Purpose JA	Prefectural Level 3 Organizations	Marketing Level JA Kanagawa JA Yokohama JA Sagami JA Sagami East JA Sagami West JA Sagami North JA Sagami South JA Sagami East JA Sagami West JA Sagami North JA Sagami South	Business Activity Marketing / Purchasing Business Credit Business Mutual Insurance Business Welfare Activities Postal and Information Service Publication and Cultural Activities Special Business
		Various Professional Organizations	



meet.google.com/awu-domx-tyt

管理者IDACA is presenting

martin kamau and 2 more

14:04

1. Purpose of Today's Lecture

My lecture will explain about the change of Japanese economy and farming which became the background for "ZEN-NOH Agricultural R&D Center" to gain current functions, and also brief you on roles of JAs' functions / technologies which support farm management and livelihood of members. (e.g. inspection, quality control, HRD, R&D and etc.) Lastly, I will explain about expected changes in the future and countermeasures to cope with those changes.

Please use the finding / knowledge you may gain through my lecture as a reference to start the development of technologies which contribute to the promotion of farmers organizations and the improvement of their management, or a reference to promote invest in such kind of technology development.

of today's lecture my lecture will explain about the change

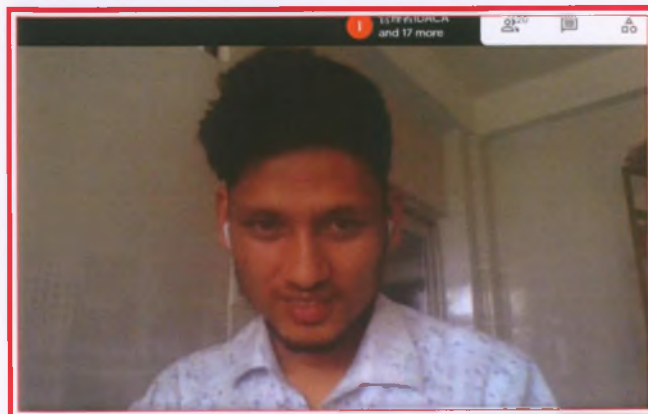
Turn on microphone (CTRL + D)

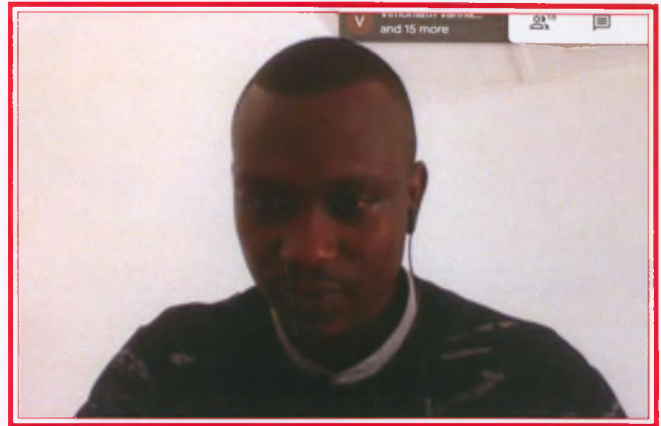
Participants: You, 管理者IDACA, Sabin Bist, Mr. Douangch..., công nguyên, Ms. Phour, Hajer Chabbah, Niyonzima Yv..., Sotha Sok, 奥出 善基OK..., vimonlith Vag, 1 IDACA

管理者IDACA is presenting

Prima Wangch and 3 more

such as direct sales or you could say direct cell shop





meet.google.com/vfi-masz-iyv

Niyonzima Yvan Bienvenu is presenting

Nafed Jaipur and 5 more

10:27 AM

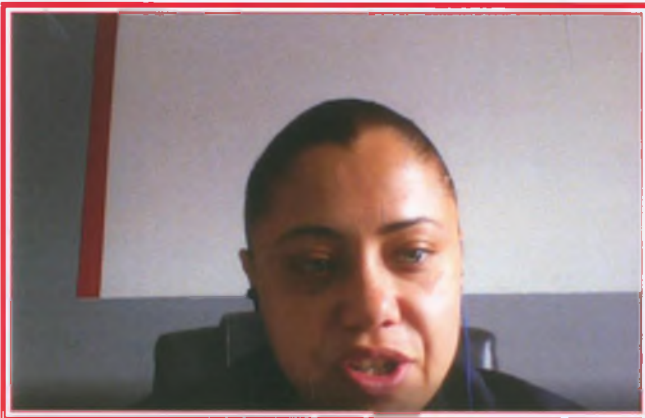
Questions

VLM (10): Is there any organic coop IN Kanagawa Prefecture and if not why not put one in place? As Organic farming is becoming highly demanding by consumers around the world and its becoming a fashion in developing countries consumers.

VLM (11): We didn't see any transactions or implementation of new technology to the farmers in presentation, if there is any one can you shared with us how it work ?

to add notes

Participants: You, Toru Nakashi..., Niyonzima Y..., Ashok Tanga, 管理者IDACA, martin kamau, cong nguyen, Mr. Humagai..., Mr. Gunsham..., Sotha Sok, Pema Wangc..., 1 IDACA, Sabin Bista



NYAGATARE DAIRY FARMERS UNION (NDFU) ORGANIZATION ACTION PLAN

1. Training Course

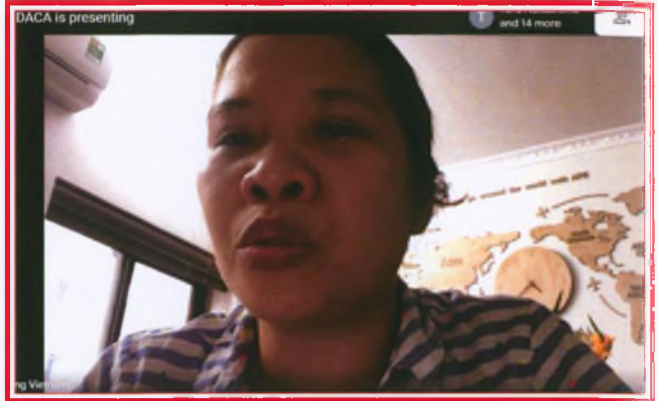
Title of Training Course	1st ICAMAFF (Japan) Online Training Course on "Strengthening Management and Development of Agricultural Cooperatives and Farmers' Organizations in Asia and Africa 2020"
Period	Part I: (February 11 - March 02, 2021) and Part II: (March 11 - 30, 2021)

2. Information of Participant

Name	Mr. NIYONZIMA Yvan Bienvenu
Country	RWANDA
Position	Manager
Organization	Nyagatare Dairy Farmers Union (NDFU)

3. Action Plan

Title of the proposal	Year 2021 Action Plan activities of Nyagatare Dairy Farmers Union in 15 Dairy Cooperatives members within 16 Milk Collection Centers for better quality of collected milk, maximizing of milk yield, better management of cooperative and advocacy of primary cooperative members for their challenges
Target Group	Activities will be done in 15 Primary Dairy Cooperatives with 3225 dairy farmers members and more than 15,000 milk suppliers to Milk Collection Centers as cities



meet.google.com/szy-wbnk-fqb

管理者IDACA is presenting

Ms. Phuong Viet... and 4 more

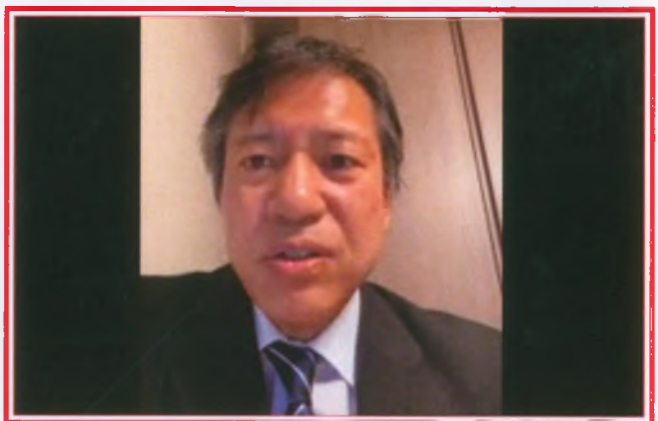
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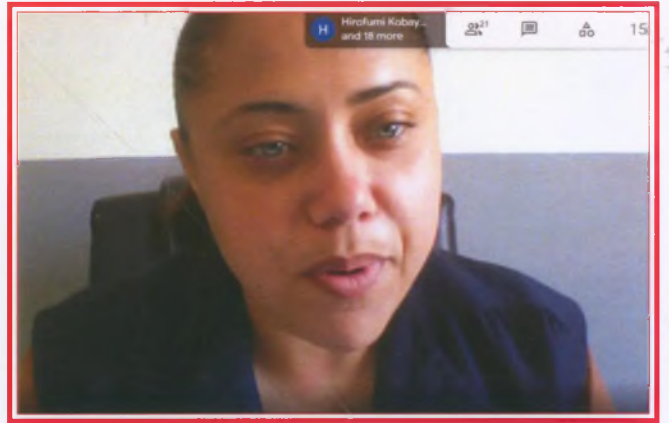
Final Action Plan Sudhir Sharma India-2020

3. Action Plan

Title of the proposal	To promote balanced use of chemical fertilizer
Target Group	35302 Nos of member Cooperative societies
Target Area	Pan India
Implementing Agency	Marsdena Division of IFPCO
Duration of the Plan	Between 1 year to 2 years

1) Objective (s) of your Action Plan





**1st ICA-MAFF (Japan) Online Training Course on
“Strengthening Management and Development of Agricultural Cooperatives
and Farmers’ Organizations in Asia and Africa”**

**IRMA Module on
‘Agri-Cooperative Business Management, Leadership and Planning
with a Focus on Women and Youth’**

February 11 – March 02, 2021

Programme Co-ordinator: Prof. Nakul Parameswar

PROGRAMME SCHEDULE

Day	Date	11:30 – 13:00	14:00 – 15:30	16:00 – 17:30
Thurs.	Feb. 11, 2021	Inauguration and Ice Breaking	FAC-1	FM-1
Fri.	Feb. 12, 2021	DAP-1	MP-1	Introducing DCS and Amul Dairy
Sat.	Feb. 13, 2021	Holiday		
Sun.	Feb. 14, 2021	Holiday		
Mon.	Feb. 15, 2021	FAC-2	GMAC-1	FM-2
Tues.	Feb. 16, 2021	FM-3	GMAC-2	BDP-1
Wed.	Feb. 17, 2021	BDP-2	DAP-2	DAP-3
Thurs.	Feb. 18, 2021	TAPP-1	TAPP-2	PSEMP-1
Fri.	Feb. 19, 2021	BDP-3	PSEMP-2	Introducing GCMMF and Gambhira Joint Farming Society
Sat.	Feb. 20, 2021	Holiday		
Sun.	Feb. 21, 2021	Holiday		
Mon.	Feb. 22, 2021	LEE-1	PSEMP-3	GMAC-3
Tues.	Feb. 23, 2021	CST-1	TB&L-1	MISCE-1
Wed.	Feb. 24, 2021	CST-2	TB&L-2	LEE-2
Thurs.	Feb. 25, 2021	MM-1	MM-2	MM-3
Fri.	Feb. 26, 2021	CST-3	TB&L-3	Introducing NDDDB and IDMC
Sat.	Feb. 27, 2021	Holiday		
Sun.	Feb. 28, 2021	Holiday		
Mon.	Mar. 01, 2021	FAC-3	MISCE-2	Interactive Session with the MDs of NDDDB, GCMMF, IDMC and Amul Dairy
Tues.	Mar. 02, 2021	MIS-1	MIS-2	Feedback and Valedictory

**1st ICA-MAFF (Japan) ONLINE Training Course on
"Strengthening Management and Development of Agricultural
Cooperatives and Farmers' Organizations in Asia and Africa-2020"**

March 11 – 30, 2021

PART-II ~ IDACA MODULE

Date	Day	Afternoon I (16:00 ~ 17:00) Japan Time	Afternoon II (17:00 ~) Japan Time
Mar. 4	Thu	[Distribution of VLM (1) ~ (8)]	
10	Wed	Trail Run for Part2 of the Training Course (16:00~)	
11	Thu	(OL) Opening Ceremony (16:00~) ⇒Program Orientation	(OL) Job Report Presentation of 7 participants (17:00 ~19:20)
12	Fri	(OL) Job Report Presentation of 3 participants (16:00 ~17:00)	(OL) Job Report Presentation of 5 participants (17:00 ~18:40) ⇒Instruction on Action Plan Preparation
13	Sat	Free / [Distribution of Video Learning Materials (VLM) (9) ~ (13)] scheduled)	Continue
14	Sun	Free	Continue
15	Mon	(OL) Q and A Session, on VLM(1) "Japanese Agriculture and Farmers' Organizations" & VLM(2) "Organizing Agricultural Cooperatives in Japan / Historical Development of Japanese Agricultural Cooperatives" (Lecturer: Mr. Toru NAKASHIMA, Manager, IDACA)	(OL) Q and A Session on VLM(3) "Legal Basis of Japanese Agricultural Cooperatives (JA)" & VLM(4) "Organizational Structure and Business Activities of JA" (Lecturer: Mr. Toru NAKASHIMA, Manager, IDACA)
16	Tue	(OL) Q and A Session on VLM(5) "Case Study of Farm Management of a Fruits Production Farmer" (Lecturer: Mr. Yukihiro SAITO and Mrs. Shizuka SAITO, Fruits Producers)	(OL) Special Lecture "Japanese ODA and JICA Projects" (Lecturer: Ms. Emi MASUMI, Economic Development Department, JICA)
17	Wed	(OL) Q and A Session on VLM(6) Distribution System of Agricultural Produce in Japan / JA's Marketing and Purchasing Business (Lecturer: Ms. Fumie TAKANASHI, Associate Professor, Tokyo University Of Agriculture)	(OL) Special Lecture "Overview and Initiatives of Forest Owners' Cooperatives (JForest)" (Lecturer: Ms. Kazuhiro AWATA, Manager, National Federation of Forest Owners' Co-operative Association)
18	Thu	(OL) Q and A Session on VLM(7) Formulation of JA's Marketing Business Plan (Lecturer: Deputy Manager in Charge of General Marketing, Farm Guidance Dept., JA Matsumoto Highland)	(OL) Q and A Session on VLM(8) Japanese Dairy and Farmer's Organization (Lecturer: Mr. Yoshiaki OKUDA, IDACA) (OL) Group Discussion: "Useful Findings and Ideas you gained through the Training Course Part-1" (18:00 ~20:00)
19	Fri	(OL) Presentation: "Useful Findings and Ideas you gained through the Training Course Part-1" (Group A &B) (16:00 ~ 17:00)	(OL) Presentation: "Useful Findings and Ideas you gained through the Training Course Part-1" (Group C) (17:00 ~ 17:30)

20	Sat	Free	Continue
21	Sun	Free	Continue
22	Mon	(OL) Q and A Session on VLM(10) Overview of Agriculture and Agricultural Cooperatives in Kanagawa Prefecture (Lecturer: Mr. Norio KOIZUMI, Deputy Manager, JA Kanagawa Pref. Union)	(OL) Special Recorded Lecture related to VLM(9) Research and Development Activity of JA (Lecturer: Mr. Shigeshi OONISHI, Technical Advisor, ZEN-NOH Agricultural R & D Center)
23	Tue	(OL) Q and A Session on VLM(11) Organizational Management of JA & VLM(12) Activities of JA's Member Organization ~ Commodity-wise groups (Lecturer: Mr. Masahiro HIRAIWA, Deputy Manager and Mr. Wataru NAMIOKA, Section Chief of JA Yokohama)	Continue
24	Wed	(OL) Q and A Session on VLM(13) Educational Activity of JA (Lecturer: Mr. Osamu KATO, Manager, Education Center of JA Kanagawa Prefectural Union)	(OL) Group Discussion: "Useful Findings and Ideas you gained through the Training Course Part-2" (17:00 ~19:00)
25	Thu	(OL) Presentation: "Useful Findings and Ideas you gained through the Training Course Part-2" (Group A &B) (16:00 ~ 17:00)	(OL) Presentation: "Useful Findings and Ideas you gained through the Training Course Part-1" (Group C) (17:00 ~ 17:30)
26	Fri	Individual consultation of the action plan by email or online	Continue
27	Sat	Finalization of Action Plan (AP)⇒Submission of AP and Questionnaire	
28	Sun		
29	Mon	(OL) Action Plan Presentation of 3 participants (16:00 ~ 17:00)	(OL) Action Plan Presentation of 6 participants (17:00 ~ 19:00)
30	Tue	(OL) Action Plan Presentation of 3 participants (16:00 ~ 17:00)	(OL) Action Plan Presentation of 7 participants (17:00 ~ 18:00) ⇒Evaluation Session / Closing Ceremony

**1st ICA-MAFF (Japan) ONLINE Training Course on
“Strengthening Management and Development of Agricultural
Cooperatives and Farmers’ Organizations in Asia and Africa-2020”**

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1st ICA-MAFF (Japan) Online Training Course on
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Part 1: February 11 – March 02, 2021

Part 2: March 11 to 30, 2021



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ICA Co-operative Identity Statement

DEFINITION

A Co-operative is an autonomous association of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise.

VALUES

Co-operatives are based on the values of self-help, self-responsibility, democracy, equality, equity and solidarity. In the tradition of their founders, Co-operative members believe in the ethical values of honesty, openness, social responsibility and caring for others.

PRINCIPLES

The Principles of Co-operation are guidelines by which Co-operatives put their values into practice.

First Principle: Voluntary and Open Membership: Co-operatives are voluntary organisations, open to all persons able to use their services and willing to accept the responsibilities of membership, without gender, social, racial, political or religious discrimination.

Second Principle: Democratic Member Control: Co-operatives are democratic organisations controlled by their members, who actively participate in setting their policies and making decisions. Men and women, serving as elected representatives, are accountable to the membership. In primary Co-operatives, members have equal voting rights [one member one vote], and Co-operatives at other levels are also organised in a democratic manner.

Third Principle: Member Economic Participation: Members contribute equitably to, and democratically control, the capital of their Co-operative. At least part of that capital is usually the common property of the Co-operative. Members usually receive limited compensation, if any, on capital subscribed as a condition of membership. Members allocate surpluses for any or all of the following purposes: developing their Co-operative, possibly by setting up reserves, part of which at least would be indivisible; benefiting members in proportion to their transactions with the Co-operative; and supporting other activities approved by the membership.

Fourth Principle: Autonomy and Independence: Co-operatives are autonomous, self-help organisations controlled by their members. If they enter into agreements with other organisations, including governments, or raise capital from external sources, they do so on terms that ensure democratic control by their members and maintain their Co-operative autonomy.

Fifth Principle: Education, Training and Information: Co-operative provide education and training for their members, elected representatives, managers, and employees, so that they can contribute effectively to the development of their Co-operatives. They inform the general public – particularly young people and opinion leaders – about the nature and benefits of Co-operation.

Sixth Principle: Co-operation among Co-operatives: Co-operatives serve their members most effectively and strengthen the Co-operative Movement by working together through local, national, regional and international structures.

Seventh Principle: Concern for the Community: Co-operatives work for the sustainable development of their communities through policies approved by their members.

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