

# ICA-MAFF (Japan) Training Course on 'Fostering Leaders for Management and Development of Agricultural Co-operatives in Asia - 2018'

Thailand - Japan: February 05 to March 16, 2019



## COURSE REPORT

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ICA-MAFF (JAPAN) TRAINING COURSE ON  
**FOSTERING LEADERS FOR MANAGEMENT  
AND DEVELOPMENT OF AGRICULTURAL  
COOPERATIVES IN ASIA – 2018**

THAILAND – JAPAN

February 05 to March 16, 2019

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**COURSE REPORT**

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

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**Report of the  
ICA-MAFF (Japan) Training Course on  
Fostering Leaders for Management and Development  
of Agricultural Cooperatives in Asia-2018  
Thailand – Japan**

**February 05 to March 16, 2019**

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## **REPORT**

of the ICA-MAFF (Japan) Training Course on  
**Fostering Leaders for Management and Development  
of Agricultural Cooperatives in Asia-2018**  
Thailand-Japan

February 05 to March 16, 2019

Submitted to

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

By

**The International Co-operative Alliance**  
June 2019



## *Preface*

I am pleased to present the Report of the ICA-MAFF (Japan) Training Course on, "Fostering Leaders for Management and Development of Agricultural Cooperatives in Asia-FY2018," held in Thailand and Japan from February 05 to March 16, 2019.

The International Cooperative Alliance [ICA] expresses its appreciation and gratitude to the Ministry of Agriculture, Forestry and Fisheries [MAFF], 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 Cooperative League of Thailand (CLT), the Cooperative Promotion Department of Thailand (CPD), 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 and/or the Ministries of Agriculture, Forestry & Fisheries of the Governments in Bhutan, Cambodia, Lao PDR, Kyrgyzstan, Maldives, Nepal and Sri Lanka for sponsoring suitable candidates to the training program. The overall objective of the training program for contribution to the eradication of famine and poverty is to assist fostering of 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. 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 Masahiro KONNO, Executive Director, IDACA, and his staff for conducting Part-II of the program at IDACA, organizing study visits to important agricultural cooperatives in Japan and taking good care of the participants. These visits enabled the participants to learn from leaders and members of successful agricultural cooperatives at the Primary, Prefectural and National level.

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 conducting this training program in a satisfactory manner.

**Bruno Roelants**  
Director-General

International Cooperative Alliance [ICA]  
Brussels, Belgium

May 2019



## *Foreword*

It is with great pleasure and satisfaction, we submit the Report of the ICA-MAFF (Japan) Training Course on "Fostering Leaders for Management and Development of Agricultural Cooperatives in Asia-2018." The focus of the training course was on the basics of organizing agricultural cooperatives, better organizational management and improvement of the business systems. The classroom training were reinforced with visits to successful agricultural cooperatives and supporting institutions in Japan and Thailand.

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 active collaboration to ensure successful implementation of this training course. My special thanks to Mr Masahiro KONNO, Executive Director, IDACA and his able staff for supporting and taking care of the participants during their stay in IDACA.

I would like to extend my gratitude to the Cooperative League of Thailand (CLT) and the Co-operative Promotion Department (CPD) of Thailand, for making Part-I of the program a grand success. My sincere thanks and gratitude to our member-organizations and the Ministry of Agriculture, Forestry and Fisheries of the Governments in Asia-Pacific Region 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 (Balu) G. Iyer**  
Regional Director  
[Asia and Pacific]

International Cooperative Alliance - Asia and Pacific  
9 Aradhana Enclave, R.K. Puram, Sector 13,  
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May 2019

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## *Acronyms*

ASEAN	Association of Southeast Asian Nations
BAAC	Bank of Agriculture and Agricultural Cooperatives
CLT	Cooperative League of Thailand
CLMV	Cambodia, Lao PDR, Myanmar, Vietnam
CPD	Cooperative Promotion Department
CAD	Cooperative Auditing Department
CAI	Cooperative Academic Institute
CUK	Cooperative Union of Kyrgyzstan
DAMC	Department of Agricultural Marketing and Cooperatives
EU	European Union
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.
IUU	Illegal, Unreported, Unregulated
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	Overseas Development Assistance
OTOP	One Tambon One Product
R&D	Research and Development
SME	Small and Medium Enterprises
VCD	Value Chain Development



# **REPORT OF THE ICA-MAFF (JAPAN) TRAINING COURSE ON “Fostering Leaders for Management and Development of Agricultural Cooperatives in Asia FY 2018”**

**Thailand-Japan: February 05 to March 16, 2019**

## **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 315 members across 110 countries (figures as of Feb. 6, 2019). 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 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 2018 World Cooperative Monitor collected data for 2,575 organizations from 8 sectors of activity, 1,157 of which had a turnover of more than USD 100m. The Top 300 Cooperatives and mutuals report a total turnover of 2,018.02 billion USD.

The world's top 300 cooperatives operate in different sectors; insurance (33%), agriculture (33%), wholesale and retail trade (20%), banking and financial services (7%), industry and utilities (4%), health, education and social care (1%) and other services (2%).

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 105 national level cooperative organizations and individual cooperative organizations from 33 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.

At the completion of 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 focus on the strengthening of farm guidance methods, joint collection, shipment, safety and improvement in 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 a number of 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.

On the basis of 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, with a view to assist 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 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 Co-operation in Asia (IDACA) for another one month.

On completion of 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 behind 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 agricultural cooperative movement, especially multi-purpose agricultural cooperatives, including credit business. Therefore, it was very relevant that Thailand took initiative in supporting the development of agricultural cooperatives in CLMV in developing mutual co-operation among the ASEAN Member States. Therefore, 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 would be 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 will be 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 would be 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 will 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 fostering of 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 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 i.e. the current Training Course, 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 is being funded by the Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan, and implemented by ICA.

### **03 OBJECTIVES**

The objective of the training course for contribution to the eradication of famine and poverty is to assist fostering of 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.

### **04 PARTICIPANTS**

A total of 09 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, Maldives, Nepal and Sri Lanka.

### **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-2018, 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 2018, 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 Cooperative League of Thailand (CLT), the Cooperative Promotion Department (CPD) of Thailand and other ICA Member-Organisations in the 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-2018. 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 in Japan at IDACA was conducted under the direction and guidance of Mr Masahiro KONNO, Executive Director of IDACA. Mr Abe Yukio, Cooperative Development Consultant, was designated by the IDACA as the Program Coordinator for the Training Course of 2018.



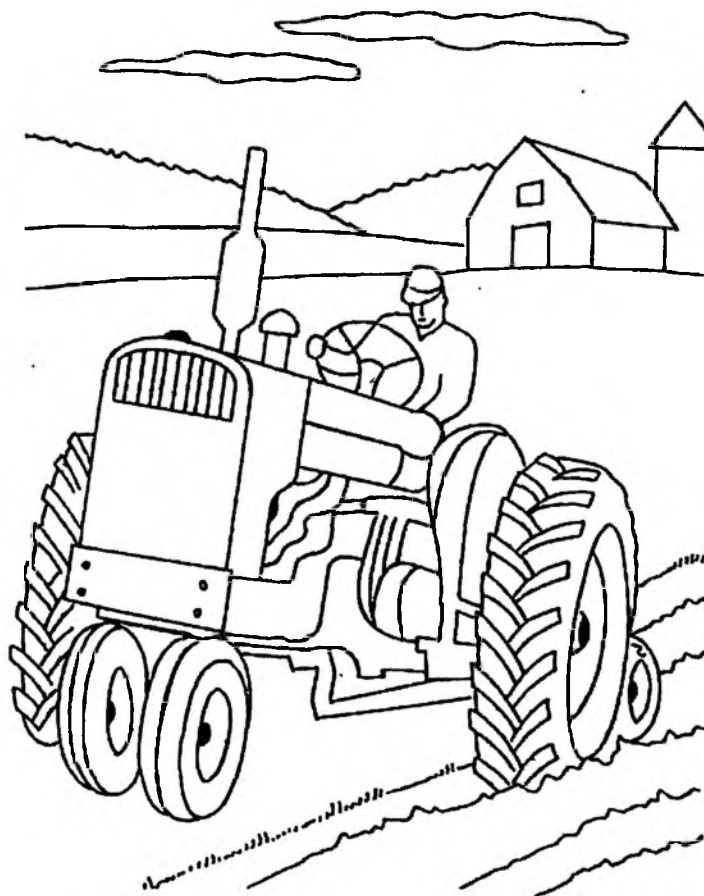
## Summary of the Time Table

The following is the summary of the time-table for the Training Course of FY 2018 :

Home Country Assignments (HCAs)	:	January 22 to February 04, 2019
Arrival of Participants in Thailand	:	February 05, 2019
Part-I: CLT/CPD Module in Thailand	:	February 06 to 24, 2019
Arrival of Participants in Japan	:	February 25, 2019
Part-II: IDACA Module in Japan	:	February 26 to March 15, 2019
Departure of Participants from Japan	:	March 16, 2019.

### Reporting and Evaluation

The period from the end of the Training Course in Japan (March 16, 2019) to the end of June 2019 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**  
**Executive Summary of the ICA-MAFF (Japan) Training Course**  
**on**  
**“Fostering Leaders for Management and Development of Agricultural**  
**Cooperatives in Asia FY 2018”**

Thailand-Japan: February 05 to March 16, 2019

**Course Participants:**

A total of 09 participants (men and women) were selected from among the candidates nominated by the ICA member-organizations/Ministry of Agriculture, Forestry and Fisheries from the following countries – Bhutan-1, Cambodia-1, Kyrgyzstan-2, Lao PDR-1, Maldives-1, Nepal-1, and Sri Lanka-2. A list of Course participants is placed in **Annex-II**.

After having completed their Home Country Assignments at their respective organizations and in their respective countries, all the participants met together in Bangkok, Thailand, on February 05, 2019.

**Inaugural Session of Part-I of the Program:**

The CLT/CPD module of ICA-MAFF (Japan) Training Course on “Fostering Leaders for Management and Development of Agricultural Cooperatives in Asia 2018” was inaugurated at the CLT Training Centre, Bangkok, on February 06, 2019. **Mr. Poramate Intarachumnum, Chairman, Cooperative League of Thailand (CLT)**, formally inaugurated the program at the CLT Training Centre, Bangkok, in the presence of the following – Mr. Nao Muramatsu, First Secretary, Embassy of Japan in Thailand, Mr. Phanuwat Na Nakorn Panom, Executive Advisor, Cooperative Promotion Department (CPD), Ministry of Agriculture and Cooperatives, Kingdom of Thailand, Mr. Konno Masahiro, Executive Director, IDACA, Mr. Vichit Nualchuen, Executive Director, CLT and Mr A.K. Taneja, Project Coordinator of ICA-AP, New Delhi, India. He extended a warm welcome to all the participants to Thailand. After welcoming the participants and dignitaries, he urged upon the participants to actively involve themselves during the sessions and study visits in order to make the best use of this opportunity. He also thanked ICA, IDACA and Ministry of Agriculture, Forestry and Fisheries (MAFF), Govt. of Japan, for choosing CLT and CPD for jointly hosting this program in Thailand. He appreciated the important role being played by the Agricultural Cooperatives in the developing nations, especially in the turbulent economic and global environment. He complimented the ICA for selecting a very apt theme “Fostering Leaders for Management and Development of Agricultural Cooperatives in Asia”, which is the need of the day. It is very vital to strengthen the leaders of agricultural cooperatives in order to make cooperatives more beneficial to members. He further explained the cooperative movement of Thailand in brief.

Cooperatives in Thailand are vertically organized in a three - tiered system; primary, provincial federation, and national level. The primary cooperatives consist of individual members while members of provincial and national federations are cooperative societies. Five or more cooperatives at the primary level can form provincial federations and national federations to undertake joint activities on behalf of their primary affiliation, such as processing and marketing of agricultural produces. At the national level, there is the Agricultural Cooperative Federation of Thailand Ltd. (ACFT), of which provincial agricultural cooperative federations are members. Other types also have their own national federations.

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

1. Agricultural Cooperatives,
2. Land Settlement Cooperatives,
3. Fisheries Cooperatives,
4. Consumer Cooperatives,
5. Saving and Credit Cooperatives,

6. Service Cooperatives, and
7. Credit Union Cooperatives.

According to the Cooperative Act, all cooperatives are members of the CLT. The CLT is functioning as an apex body of the whole cooperative movement in Thailand. It does not run as a business enterprise but acts as a facilitator, coordinator and education provider for the promotion of all cooperative members. Currently, an official report by Cooperative Auditing Department, Ministry of Agriculture and Cooperatives, stated that there are 8,250 cooperatives at primary and federation levels with individual membership of around 12 million members or approximately 14% of total population of Thailand and 15% of national GDP. Of the above-mentioned 8,250 cooperatives, there are 3,613 primary **agricultural cooperatives** and 98 federations till 2018.

**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 this part of the world. 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 the region.

**Mr Nao MURAMATSU**, First Secretary in the Embassy of Japan in Thailand, welcomed the participants, on behalf of the Embassy of Japan in Thailand. He explained that the purpose of the training course is to assist fostering core leaders of agricultural co-operatives, including farmers' organizations, to boost agricultural production and increase farmers' income through the development of agriculture as the main industry in the Asian region. Farmers' organizations are very important in a way to deal with challenges that individual farmers cannot solve by themselves and the management of farmers' organization also needed to be done properly. He hoped that participants will be able to contribute to the development of their respective country's agriculture by utilizing what they learned in this training. He hoped that this training will further contribute to the friendship between Japan and their respective countries as well as Thailand. He extended his best wishes to the participants.

**Mr Panuwat Na Nakornponam**, Executive Advisor on Cooperative Promotion, Cooperative Promotion Department, Ministry of Agriculture and Cooperatives, Government of Thailand, extended a warm welcome to all participants, dignitaries and guests, on behalf of CPD. He expressed his sincere appreciation to the Ministry of Agriculture, Forestry and Fisheries of Govt. of Japan, ICA and Cooperative League of Thailand to organize such a useful Training Course in Thailand. He said that Cooperatives in Thailand, like in all developing countries, had been initiated by the government in 1915. He briefly explained the role of CPD for the promotion of cooperatives in the development of the country.

The Cooperative Promotion Department (CPD) under the Ministry of Agriculture and Cooperatives is directly responsible for promoting and disseminating the cooperative ideology, principles and methods to cooperative personnel, farmer groups and the public, promoting, supporting and strengthening the cooperative system, improving cooperatives' learning process to increase the capacity of business management as well as the business linkages to international levels for better living quality of cooperative members' both socio-economic aspects.

He believed that the training course will achieve its goals through the active participation of all the participants and they will bring the valuable knowledge and experience from this training course and apply for the promotion of agricultural cooperatives in their respective countries.

**Mr Masahiro KONNO**, Executive Director of the Institute for the Development of Agricultural Co-operation in Asia (IDACA), expressed his sincere appreciation to the ICA-AP, Cooperative Promotion Department (CPD) of Thailand, the Cooperative League of Thailand (CLT) and the Government of Japan for their cooperation in organizing this training course. He said that this training course was newly developed under the collaboration with Ministry of Agriculture, Forestry and Fisheries (MAFF), Govt. of Japan and ICA-AP for the purpose of Strengthening Capacity Building in the Agricultural Sector of developing countries in Asia and Africa, for three years, beginning from 2017. In the first year, the training was conducted in Malaysia and

Japan, targeting ICA member countries in Africa. But from the second year i.e. 2018, this training course again is intended for ICA member countries in Asia.

He briefly explained about the establishment of IDACA. IDACA was established in 1963 by the Central Union of Agricultural Cooperatives (JA Zenchu), which is an apex organization of Agricultural Cooperatives in Japan. From its establishment, IDACA has so far received more than 6,400 participants from abroad and out of that 4,600 were from the Asian region. There is a history of 55 years after the establishment of IDACA, it is the first time to accept participants from Kyrgyzstan and he was delighted that it is a memorable moment for IDACA. How to increase the income of farmers is an important issue, even in Japan. For this reason, it is a challenge in the marketing business of the agricultural cooperatives, as to how to do value addition at each stage from production to consumption of farm products He further said that the situation and development stage of agricultural cooperatives in each country is different; but for farmers and rural people, it goes without saying that organizing and fostering of cooperatives is very important for every country. For that reason, he said that he would like participants to be core leaders, who would be responsible for the development of cooperatives in their respective country. He further said that IDACA has already prepared the program with a focus on objectives of this training course. He concluded his remarks by wishing his best to all the participants.

After welcoming the participants and dignitaries at the inaugural ceremony, **Mr Vichit Nualchuen, Executive Director of CLT**, thanked the Ministry of Agriculture, Forestry and Fisheries, Government of Japan, and IDACA and iCA-AP for organizing 1st part of the training course in Thailand. He also appreciated the collaboration of the Cooperative Promotion Department, Ministry of Agriculture and Cooperatives, Govt. of Thailand in jointly hosting this program. He further thanked Mr Masahiro KONNO, Executive Director, IDACA, for his presence at the inaugural ceremony. He also thanked Mr Nao Muramatsu, First Secretary, Embassy of Japan in Thailand for his presence at the opening ceremony. He also thanked the participants and their organizations for nominating them for this training course. He assured the participants that they would enjoy their stay in Thailand. CLT and CPD staff made elaborate arrangements for the successful implementation of the training course in Thailand. He urged upon the participants to transfer the knowledge they will gain in Thailand and Japan to their colleagues back home.

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After the inauguration, Orientation Session was initiated by Mr A.K. Taneja, Coordinator of the program along with Mr Phanuwat, Manager of International Division, Cooperative League of Thailand, who gave a brief account of Cooperative Movement in Thailand.

Main sectors of Thai Economy are Private Sector, Government Sector, Farmer Institutions/Cooperative Sector. Farmer Institutions include Cooperatives; Farmer Groups and Community Enterprises; There is a 3-tier system in Agricultural Cooperatives in Thailand – National Level, Provincial Level and District Level. There are 8,250 cooperatives in Thailand whose combined membership is around 12 million. In addition there are 4,130 Farmer Groups, whose membership is 600,985. There are 10,982 Community Enterprises Groups. Following is the business of Agricultural Cooperatives in Thailand – Credit Business; Deposit Business; Marketing/Trade Business; Purchasing/Collection Business; Promotion and Services Business. There are following sub-types of Agricultural Cooperatives – General; Marketing for BAAC's customers; Rubber; Water User for Agriculture; Livestock; Swine Raising; Land Reform Area; Sugarcane Growers; Dairy Cooperatives; Onion Growers; etc. Problems of Farmers Institutions are as follows – lack of knowledge and experience in marketing management; the size of the business is small; agricultural products are perishable and seasonal.

**Cooperatives in Thailand:** The structure of cooperatives in Thailand is vertical and it is 3-tier system – Primary Cooperatives at District Level; Federation at Provincial Level; and National Level; All cooperatives are members of the Cooperative League of Thailand, which is the Apex Organization; There are 121 Federations with 5,483 memberships. There are 6,593 audited cooperatives with 11,408,882 memberships. There are four Government Institutions relating to the cooperative movement of Thailand – Registrar of



Cooperative Societies; Cooperative Promotion Department (CPD); Cooperative Audit Department (CAD); and Bank of Agriculture and Agricultural Cooperatives (BAAC).

### **Teaching Modules/Faculty**

The program was segmented into teaching modules covering different subjects – Historical Development of Thai Cooperatives; How to organize a Cooperative; Cooperative Principles and Cooperative Education; Cooperative Development and Legal Basis, Leadership and Team building, Member Participation, Business Development Planning, Governance and Management of Agricultural Cooperatives, etc. Briefing about Cooperative Audit Department of Thailand; briefing about Cooperative Promotion Department of Thailand; etc.

### **Detailed Module Designs**

The module at CLT/CPD consisted of segments, which focused on improving the conceptual, analytical and leadership capabilities of managers of agricultural cooperatives to help in developing their skills in improving the management of their cooperatives.

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

### **Historical Development of Thai Cooperatives - *By Dr Asanee Ratanamalai, former Executive Director of the Cooperative League of Thailand***

The summary of Dr Asanee's paper is as follows:-

- 1915: The cooperative model was introduced in Thailand
- 1916: 1st Cooperative was formed, namely, Wat Chan Cooperative Unlimited.
- 1928: 1st Cooperative Act was enacted.
- 1935: Land Settlement Cooperative was established.
- 1937: Consumer Cooperative was established.
- 1941: Service Cooperative was established
- 1949: Fishery Cooperative and Saving & Credit Cooperative were established.
- 1968: 2nd Cooperative Act was amended – The Cooperative League of Thailand was established.
- 1999: 3rd Cooperative Act was amended.
- 2005: Credit Union Cooperative was formed.
- 2009: 4th Cooperative Act was amended.

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### **How to organize a Cooperative – *By Dr Asanee Ratanamalai, former Executive Director of The Cooperative League of Thailand (CLT)***

In his presentation, Dr Asanee illustrated some steps to establish a cooperative – Find out whether or not there is a need for establishing a cooperative in the village? Are the present business needs satisfactory? Can they be improved? If the preliminary survey indicates that a prima facie need is there to establish a cooperative, then the proponents must conduct an Economic Analysis of the would be business venture; Feasibility study should be conducted to ensure whether the setting up of a cooperative would stand a chance of success; If economic analysis and feasibility studies give positive results, then they should carry out a Prospective Membership survey. If enough prospective members are in favour of setting up a cooperative, then a General Meeting should be called. If the motion to organize a cooperative is carried out, an Interim Management Committee should be nominated. The Interim Management Committee should draft the

necessary legal documents – An Organization Agreement; Articles of Incorporation; bylaws; etc. These legal documents must be presented at the Government's office of the Cooperative Registrar. This action will give the cooperative a formal legal status.

There are four types of Cooperative Organizations, as follows: (1) Independent local cooperatives; (2) Cooperative Federation; (3) Central Cooperatives; (4) Combined Federations and Central Cooperatives.

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**Cooperative Principles and Coop. Education – By Dr Asanee Ratanamalai, former Executive Director of Cooperative League of Thailand (CLT):**

The cooperative's system has proven to be a very effective instrument for strengthening socio-economic structures and empowering people in many progressive countries like Germany and the U.K. They have helped increase the savings propensity, thereby providing capital for entrepreneurs, creating more jobs for the people and greater wealth for their economy.

In the present socio-economic situation in ASEAN, a few very rich elite dominates the economy, while the masses who are poor, struggle at the bottom. The ideal structure should be diamond-shaped - the richest at the top, the poorest (approximately of the same number) at the bottom and a very strong middle class. Thailand and ASEAN countries should be able to achieve this diamond shape by the year 2030 or less if we, the ASEAN begin the "Cooperative Revolution" today, and likewise establish the other support structures on:

- 1) Local Autonomy;
- 2) Good Cooperative Governance;
- 3) Quality Education and Empowerment to the Poor Villagers.

The Cooperatives in Thailand had a mixture of successes and failures over nearly a century. The administration and operation fail to emphasize the cooperative philosophy, which aims at better living conditions of the members, cooperative ideals, which mainly emphasize on self help and helping together.

They also get a firm hold of the cooperative principles on;

- 1) Open membership, without restrictions and on a voluntary basis
- 2) Democratic administration and control of members
- 3) Economic participation of the members
- 4) Self-governance and freedom
- 5) Promotion of education and training
- 6) Cooperation with other cooperatives
- 7) Concern for the community.

These Cooperative Principles will lead to the successful administration and operations of the cooperatives.

Dr Asanee further explained about the Evolution of Cooperative Principles and Practices – Social Origins; historical background; the Rochdale Model; ICA's seven principles; etc.

**Cooperative Education:** Cooperative Education ("Co-op") is an academically focused program, which allows students or the first year staff in the workplace to have an opportunity to obtain professional work experience while still in college and start their work with the companies, factories, or cooperatives. It is a unique opportunity for students, new staff who are fresh graduates from universities to apply their academic preparation to "real world" situations in business and industry. The co-op program will provide them with the chance to combine classroom study and working hours with periods of paid professional employment directly related to their major and career goals. Students or newly employed staff in the workplace benefits from the coop program in many ways. Coop work experiences provide students and staff in the workplace with an opportunity to explore career interests and goals;

## **Cooperative Development and Legal Basis – by Mr Poramate Intarachumnum, Chairman of Cooperative League of Thailand (CLT).**

In his presentation, Mr Poramate gave a background of the cooperative movement in Thailand. The history of cooperatives in Thailand can be traced back to 1914 when the Thai economy opened to international trade during the reign of King Rama V. Rice production was becoming commercialized, but farmers could not benefit from the situation. Moreover, natural disasters, such as drought and flood, forced farmers into chronic and severe indebtedness due to their inability to repay their loans. Consequently, they were losing their farmlands, turned into hired laborers, and thus left their debts unpaid. Moreover, Thai people during the reign of King Rama V suffered from poverty as the national budget allocation was mainly focused on investment in the State administration and national infrastructure, for the example railway system, public water system, postal services, anti-colonialism affairs, etc.

In 1916, during the reign of H.M. King Rama VI, poverty eradication, re-structuring of rural economy and improvement of people's quality of life were emphasized. Farmers need capital for their farming activities. In this year, the first cooperative society, as a trial, among small paddy farmers named "Wat Chan Cooperative Unlimited Liability" in Phitsanulok Province was established. It was known as a "village credit cooperative" and it was registered under the cooperative law called the Association Act.

### Development of Cooperative Laws in Thailand

The first cooperative law in Thailand called the "Amended Associations Act" was enacted in 1916 to register farmer cooperatives in order to help paddy growers.

In 1968, the Cooperative Act, B.E. 2511 (1968) was enacted and came into force in place of the Cooperative Act, B.E. 1928 to facilitate the expansion and improvement of the cooperatives. This legislation embodied two important features, the amalgamation of credit cooperatives at village level to district level and the establishment of the Cooperative League of Thailand (CLT) to function as the apex organization of the cooperative movement.

In 1999, the Cooperative Act, B.E. 1999 was enacted, and it is still effective today. This act was firstly amended in 2010. Its second amendment was in 2018 but has not yet come into force.

At present, the cooperatives in Thailand are officially categorized into seven types under 2 main sectors namely:

#### Agricultural Sector:

1. Agricultural cooperative
2. Land settlement cooperative
3. Fisheries cooperative

In addition, there are some other types of cooperatives categorized in the agricultural sector, for example Water User Cooperative, Dairy Cooperative, Beef Cattle Farming Cooperative, Fertilizer Cooperative, etc.

#### Non-agricultural Sector:

4. Consumer cooperative
5. Service cooperative
6. Thrift and Credit Cooperative
7. Credit Union Cooperative

### Challenges of the Thai Cooperative Movement

1. Decreasing number of some types of cooperatives, for example the Fisheries Cooperative, which has been affected by the EU as Illegal - Unreported and Unregulated Fishing (IUU). Cooperatives where their members are in the local fishery, tend to survive, while the cooperatives' members who work in the marine fishery, seem to have decreased by stricter rules of IUU.

2. No business network or connectivity among cooperatives, for example:
  - 2.1 Between agricultural cooperatives and consumer cooperatives
 

These two types of cooperatives should have cooperated in marketing and distribution of coop products. Agricultural cooperatives should have been able to distribute their products collected or purchased from members or processing products directly to consumer cooperatives for selling to consumers or end-users. For this reason, consumer cooperatives in Thailand sell non-coop products which are the same as general convenient stores or retail shops. Therefore, consumer cooperatives have faced severe competition.
  - 2.2 Thrift and Credit Cooperatives have more than enough money and they should have lent it to other types of cooperatives who need it instead of getting loans from commercial banks or non-cooperative financial institutes.
  - 2.3 Water Users Cooperatives and Salt Farming Cooperatives have not been supported and promoted by relating government agencies as it should have been.
3. Insufficient capitals for business operation of cooperatives
4. Cooperatives' personnel and members don't have knowledge and understanding of cooperative concept and cooperative business
5. Lack of market for cooperatives' products.

#### Solutions and Plans for further Development

1. Promoting the participation of all related organizations and people in brainstorming and sharing ideas for problem-solving. CLT plans to organize the Annual National Forum of the Cooperative League. At the said forum, representatives from national cooperative federations, provincial cooperative federations, members of the National Board of the Cooperative Development, and so on will be invited to participate for brainstorming and discussion to find the solutions for challenges.
2. There should be provisions of the cooperative laws requiring that a group of people shall form a farmer group before developing it to an agricultural cooperative.
3. Self-help and mutual support are key principles for cooperative business management for fighting against capitalism.
4. More investment in cooperatives' human resource development
5. Finding out more financial sources to increase operational capitals of cooperatives and members.
6. Developing the cooperative distribution, marketing, logistics and financial cooperation and network.
7. Providing education or training to enhance knowledge and skills of individual members and local people

In conclusion, CLT is expected to play a greater role in promoting the cooperation and connectivity among cooperatives in the country in an effort to strengthen the cooperative movement based on the principle of community concern.

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#### **Leadership and Team Building and Member Participation** –by DrAsanee Ratanamalai, former Chief Executive, CLT.

In his presentation, DrAsanee explained the following topics – **Leadership and Leader** – Leaders are the people who do the right thing while Managers are people who do the things right.

**Leadership** - Leadership is the action of leading a group of people or an organization. It is the state or position of being a leader. The Leadership of the Party is the art of getting someone else to do something, you want to be done. The leadership relate to Guidance, Direction, Authority, Control, Management,

Superintendence, Supervision, Directorship, Direction, Governance, Administration, Jurisdiction, Capacity, Rule, Command, Power.

**Leader** – The Leaders are the persons who do the right thing, help themselves and other to do the right thing. They set direction, build an inspiring vision and create something new while Leadership is about mapping out where you need to go to win as a team in an organization. It is dynamic, exciting and inspiring. An effective leader is a person who does the following:

1. Create an inspiring vision of the future;
2. Motivates and inspires people to engage with the vision;
3. Manage delivery of vision;
4. Coaches and builds a team so that it is more effective in achieving the vision.

Leadership brings together the skills needed to do these things.

**Team Building** – Team building is the foundation of improvement and development. The team building includes:

- Aligning around the goals;
- Building an effective working relationship
- Reducing team members not clear of roles;
- Finding solutions to team problems;
- Create effective teamwork.

The basic team dynamics are :

- i) Open communication;
- ii) Effective coordination;
- iii) Interdependence;

#### **Approaches of Team Building:**

Setting goals; Role Clarification in the team; Problem solving; Interpersonal relations; Communication skills; Team relations; Inform not command; Flexible; Care each other; Ensure right coordination; Sharing of information.

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#### **Governance and Management of Agricultural Cooperatives – by Dr Asanee Ratanamalai, former Executive Director, CLT**

First of all, Dr Asanee explained, **What is Cooperative Management**- Since the Cooperatives are basically Business Organizations, their ultimate success will depend on good business management. To note that practically, the same business organizational techniques are made use of by cooperatives for management purpose.

Cooperative Management in this sense can thus be dealt with at three levels:

1. Control and Policy Making;
2. Functional Directions;
3. Operational Organization;

On the proper handling and performance of all these three management tasks, it would determine the success or failure of all cooperative endeavours. Dr Asanee explained in detail the above three tasks.

In the end, he said that the above-mentioned Management and Agricultural Cooperative Organizational patterns must, **In essence, apply to all cooperatives, whether small or large.**

In practice, however, it would be advisable, according to the resource person, that small cooperatives share management and organizational expertise between them.

Pooling of available resources in management is typical with small cooperatives in the same districts, and in countries where the required expertise is not readily available.

Very often, small cooperatives do not have the means to hire professional management on a full-time basis; in such circumstances, pooling and sharing are recommended. Professional personnel should be hired to look after two or three cooperatives on their scale of operations and paid for accordingly.

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**Business Development Planning** – *by Associate Prof. Juthatip Patrawart, Director of Cooperative Academic Institute (CAI), Faculty of Economics, Kasetsart University, Bangkok, Thailand.*

In her presentation, Prof. Juthatip Patrawart explained the Key Ideas and Related Issues regarding Business Development Planning (Business Model Vs Business Plan); Conceptual Framework of Value Chain Development; The New Business Models; and Case studies on Business Development through Value Chain Development – an experience of CAI. First, she explained the definition of the Value Chain:

A value chain is the integrated activity that covers from upstream to downstream (final consumers). The upstream activities comprise input development and production. The activities of midstream consist of product processing, storage, and packaging. Meanwhile, the downstream activities are the marketing and distribution of products to consumers. The value chain development has to manage the relationships among business partners. Also, it involves some mechanisms for information flows among stakeholders to drive business operations to achieve mutual goals. Moreover, there are some facilitative supports from government offices, financial institutions and others, such as the provision of basic infrastructures, laws, rules of quality products, research, training and suggestions on new innovations and technologies.

A value chain consists of chain actors who are involved in direct ownership of the product and value addition.

There is huge potential to change the way food gets from the farm to our plates. Improvements can be made anywhere in the supply chain, they can be implemented simultaneously or not, they can be purely organizational or completely innovation driven.

Business development services can be grouped into the following – Infrastructural services; production and storage services; marketing and business services; financial services; and policies and regulations.

Business Development Platform – input supply; production; post-harvest handling; trading; processing; trading; retailing and consumption.

In her lecture, she mentioned about Innovation of four New Business Models: (1) Kitchakoot Model, which is the VCD Business Model and is being used by Kitchakoot Agri. Coop., Chantaburi Province; (2) Banlad Rice IBM, which is an inclusive Business Model and is being used by Banlad Agri. Coop. (3) Sampran Model, which is also a VCD business model in Community and is being used by Sukjai Foundation, Nakonpatom; It is a sustainable business model based on fair trade. Lesson learned from the Sampran Model was the community-based business model that applies the value chain development concept in designing the business system and uses the co-operative value in stimulating partnership by defining resolutions and common goals as the Ultimate Goal which consists of Sustainability and Happiness Society. Stakeholders can take part in all activities conducted under the value chain as well. This new relationship management and an appropriate operating process eventually brought about the PPPP Business Model which has now been a living learning center for more than 3,000 local and international visitors per month. (4) Nonkortung Business Model, which is a demand driven supply network Business Model and is being used in the North Eastern Area. She gave the account of two case studies on Business Development through Value Chain Development – (1) Kitchakood Model – it is a model of the Kitchakood Agricultural cooperatives Ltd. in Chanthaburi Province. It adopted the Value Chain Development platform in search of a solution to the highly volatile fruit

markets, the challenges faced by the cooperative members. The strategic framework for creating the Fruit Value Network and its economic and social implications for the communities. The second case study was on the Moral Rice Value Chain, Yasothon Province. They decided to develop the value chain of Moral Rice in order to seek the long term resolution of the falling price problem as well as the value creation of organic homely HOM MALI rice (jasmin rice in English).

At the end, she explained the result of Value Chain Management: (1) An initiative of GAP Project for farmers; (2) An allocation of responsibilities among cooperatives regarding their core competency; (3) A new knowledge collection concerning branding with cooperation in order to create new market channels.

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### **Member Participation – by *Dr Asanee Ratanamalai, former Executive Director, CLT***

Members in the Agricultural Cooperative are those who play an active role in the development and improvement of Agricultural Cooperative. They consist of farmer members, Board of Directors and Management staff (Manager). These persons are the key persons in the cooperative with different roles. He further explained as to who does what in a cooperative?

#### **Duties of the Members of a Cooperative:**

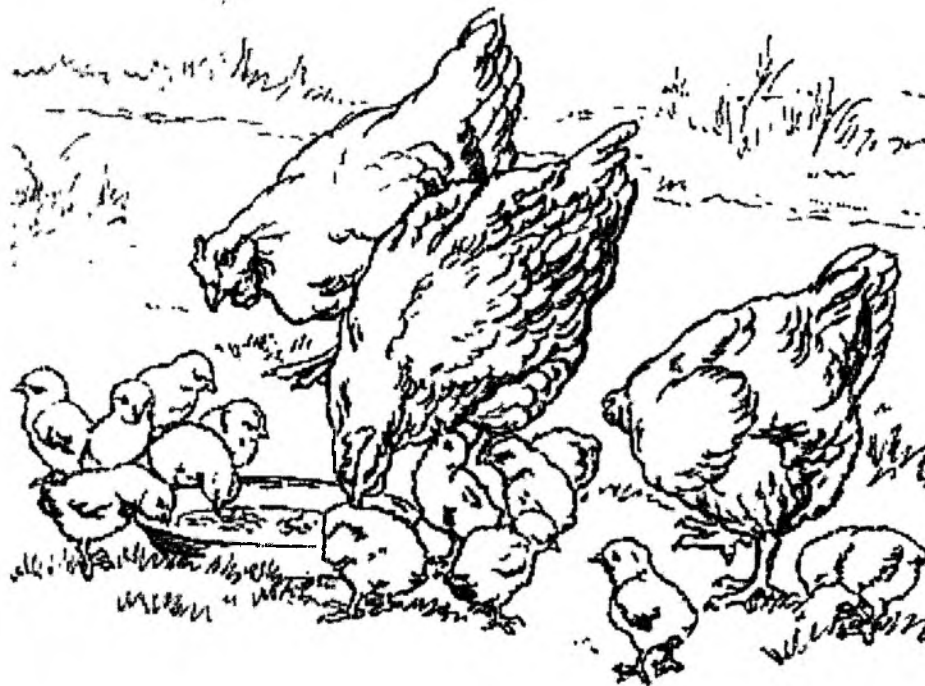
1. To be loyal members and patrons of their cooperative, and to supply the finances like share capital necessary for its business operations;
2. To know as much as they can about cooperatives and about their own, in particular;
3. To assist the Board and/or Manager by giving them relevant information or stories that come to them, could be important to the welfare of the cooperative, but refrain from taking part in gossip unless they are in possession of facts in a bid to prevent twisted stories from occurring.
4. To attend General Meetings of the Cooperatives and to decide on the policies that are to be passed on the Board from such meetings for the guidance of the cooperative's services.
5. To attend General Meetings to review and make necessary decisions upon reports of the Board members about the execution of the business and also to elect Directors, in accordance with the bylaws.
6. To appoint the Auditor and receive his report;
7. To avoid assuming duties belonging to Board, Manager, or staff, except or unless defined duties are allotted to one or more in the committee work.

#### **Duties of the Board of Directors of a Cooperative:**

1. To act as a Board and not as individuals (outside the Board Meeting, a Director has no more authority than any other member).
2. To employ and/or discharge the Manager;
3. To see that the organization's policies are clearly defined and are followed in all operations.
4. To review business operations regularly and see that they are being done effectively with efficiency and within defined policy;
5. To arrange with the members for the finances necessary to carry out operations within the defined policy.
6. To supervise or arrange for supervision of inventory taking what is necessary for the inspection of cooperatives.
7. Arranging for and conducting Annual General Meetings; and
8. As the Legal term might put it, "To do such other things as are conducive to the welfare of the society and which are within the jurisdiction of the Board.

Duties of the Manager of a Cooperative:

1. To employ and organize working staff, and if necessary, discharge any staff member.
2. To operate the business as efficiently as possible within the policies laid down by the Board.
3. To report regularly, as required, to the Board on the business, such reports should be accurate to a known degree and of such nature that the Board can properly assess progress.
4. To set selling margins and other matters that effect the business operations, the welfare of the cooperative, or public relations, so as to serve the best interests of the organization and thereby its members.
5. To organize the taking of inventory, as outlined by and under the supervision of the Board, and in keeping with regulations defined by the inspector of cooperatives for the Province.
6. To do the innumerable things that must be done to build good business, good service, good relations and good citizenship in cooperation with the Board and other public relations agencies of the cooperative.
7. To help train or develop staff to perform their respective duties to give good services and to be a helpful part of the cooperative movement.





## SECTION – II

### Field Study Visits In Thailand

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

Study visits to cooperative institutions in Thailand were organized in Bangkok and Pitsanulok Province. The participants visited the following Cooperatives/institutions:

#### **Field Study Visits in and around Bangkok:**

##### **Thai Cooperatives and Roles of Government – briefing by CPD**

The participants visited the office of the Cooperative Promotion Department, Ministry of Agriculture and Cooperatives, Government of Thailand, Bangkok, on February 13, 2019, in the morning. Mr Panuwat Na Nakornpanom, Executive Advisor, Planning Division, Co-operative Promotion Department, briefed the participants.

The Cooperative Promotion Department, under the Ministry of Agriculture and Cooperatives, is directly responsible for organizing, supervising and promoting all types of cooperatives in Thailand.

The Cooperative Promotion Department is responsible for promoting and disseminating the cooperative ideology, principles and methods for cooperative personnel, farmer groups and the public, promoting, supporting and strengthening the cooperative system, improving cooperatives' learning process to increase the capacity of business management as well as the efficiency of their linkages to international levels for the better living quality of cooperative members and socioeconomic aspects. The duties of CPD include:

1. To abide by the Cooperative Act, Land Allocation for Livelihood in Cooperative Land Settlements, and other related laws.
2. To support registration, promotion, advice, supervision of cooperatives and other assignments ordered by the Registrar.
3. To promote, support, develop and protect the cooperative system;
4. To promote, propagate ideology, principles and practices of cooperative to cooperative personnel, farmer groups and the public.
5. To study, analyze, and conduct researches oriented to effective cooperative development, organizational management, and business operations of cooperatives and farmer groups for economic and social strength.
6. To study, analyze and suggest the guidelines of cooperative development to the National Cooperative Development Board.
7. To study and analyze demand of cooperative products and build the business networks between cooperatives and national and international private sectors.
8. To promote and support finance, information technology, technology, and other resources suitable for operations of cooperatives and farmer groups.
9. To take other actions that are prescribed as authority and function of Cooperative Promotion Department or assigned by the Ministry of Agriculture and Cooperatives or the Cabinet.

##### **Cooperative Audit – briefing by CAD:**

On February 13, 2019, in the afternoon, the participants visited the office of the Cooperative Auditing Department (CAD). Ms Puntip Santiphakorn, Deputy Director General, CAD, representing the Director-

General of CAD, Ministry of Agriculture and Cooperatives, briefed the participants on Cooperative Auditing.

The Cooperative Auditing Department (CAD) realizes that account making is important. Therefore, general people and agriculturists are taught about Daily Income – Expense Account Making and Household Income – Expense Account Making so that they can find an appropriate way in making a better living. CAD determines to facilitate projects in every remote area in order to enhance and sustain accounting knowledge by using various methods, though mainly in only two project types – knowledge sharing based on school/society, and facilitation of an accounting knowledge network that links together schools, students, parents, cooperatives and communities.

The Cooperative Auditing Department has been carrying out auditing cooperatives and farmer groups, provide consultations and financial management and accounting knowledge, and to support these groups in accountancy and producing their financial report. It is also obligated to encourage and support the implementation of quality internal controls in cooperatives and farmer groups, as well as encouraging implementation of an efficient information system.

Its vision is to develop and utilize information technology, lead efficiency of financial management and accounting transparency to cooperatives and farmer groups. Its missions are as follows:

- Auditing cooperatives and farmer groups;
- Setting the standard of accounting and auditing systems for cooperatives and farmer groups, with the main objective being the compatibility between these systems and the organizations' type;
- Supervisory of auditors and auditing from private sectors employed by cooperatives;
- Developing a business inspection system, as well as inspectors' efficiency;
- Financial management and accounting consultation services for supervisory entities within cooperatives;
- Developing information technology and reporting cooperatives and other agricultural organizations' financial condition;
- Strengthening accounting efficiency for cooperatives, farmer groups, small and micro community enterprise (SMCE), target groups of projects under His Majesty King Bhumibol Adulyadej's farmers, and other civil groups.

#### **The Lam Lukka Agricultural Cooperative Ltd.:**

On Thursday, the 14th February 2019, participants visited the office of the Lam Lukka Agricultural Cooperative Ltd. One of its Board Member, Mr Chupong Imsuan briefed the participants.

Lam Lukka Agricultural Cooperative Limited is in Lam Lukka District, Pathumthani Province, the Central Part of Thailand. It was officially registered on 1 February 1974. It has 2,766 individual members with 52 groups. Its share capital is 2,622,682.94 US\$ and its Reserved Funds are 415,874.44 US\$. Its operational funds are 18,209,452.54 US\$. It has a deposit of 11,685,118.02 US\$. Its net profit is 858,823.59 US\$. It has following businesses – Supply of Agricultural products and equipment; Processing Business; Rice Production and Marketing; Hire-Purchasing business; Housing Business (Room Rental); Petrol Station; Cooperative Central Market; etc.

There are approximately 3,200 household members (only 1 family member can represent as a cooperative member), 65 percent are women and 35 percent are men. Most of them are registered-paddy-farmers in Lam Lukka District.

The Board of Directors consists of 15 members elected among 55 Chairpersons of member groups.

The management team consists of 20 officers and 15 employees.

#### **Visit Ban Phaeo Agricultural Cooperative Ltd.**

The participants visited the office of the Ban Phaeo Agricultural Cooperative Ltd. on February 15, 2019. Mr Somsak Boonyabarn, Chairman, Mrs Prasertsri Munghornsaksit, General Manager and Mr Tharathorn Khunes, Director of Coop. Promotion, Cooperative Promotion Department, briefed the participants.

Ban Phaeo is a district (Amphoe) in the Northern part of Samutsakorn Province, Central Part of Thailand. The district is sub-divided into 12 sub-districts (tambon), which are further sub-divided into 97 villages (muban). There are three townships (thesaban tambon) – Ban Phaeo, Kaset Phatthana and Lak Ha. The non-municipal area is administered by 7 Tambon Administrative Organizations (TAO).

Ban Phaeo Agricultural Cooperative Ltd. is a primary-district level cooperative. It is a middle size cooperative. It was established under the Cooperative Act on 1st October 1974. Uptilnow, there are 3,468 individual members with total assets of 449,902,332.16 million Baht. The total share capital is 69,858,630.00 million Baht. It has 42 Group of members. It has 15 Board of Directors – 12 male and 3 female. It has 25 staff members. Its main business activities are Deposit, Credit, Supply and Marketing, Gas Station. Its net profit in 2017 was 7,089,472.94 Baht and in 2018, its net profit was 10,536,294.67 Baht.

### Field Study Visits in Phitsanulok Province:

#### Visit the Learning Centre for Sufficiency Economy Philosophy at Bann Tah Poe Village:

On 18<sup>th</sup> February 2019, in the morning, the participants visited the Learning Centre for Self-Sufficiency Economy Philosophy at Bann Tah Poe Village, Chomthong district, Phitsanoulouk Province. Its Deputy Head briefed the participants about its activities.

It is a project on OTOP (One District one Product), Innovative Lifestyle Linking Community Intelligence, which was initiated by the former Prime Minister with the support of the Queen. This project was established in 2001. It is a Learning Centre under the basic concept of Sufficiency Economy Philosophy.<sup>1</sup> Its objective is to generate income for the community; strengthening capacity building of the members; to open the way for eco-tourism. The Tah Poe Village has 175 households and the learning centre has a land of 2 hactares. The area is divided as follows:

- Learning Center : 10 %
- Paddy field : 70 %
- Fishing farm : 5 %
- Chicken, Duck, Pig farm : 5 %
- Vegetables, Fruits farm : 5 %
- Housing : 5 %

This area was set up as a training center for demonstration as to how to grow plants and how to raise animals with the right technique. When the tourists come to visit, the community guide explains about the training center and shows all the products, made by hand at the community store. The purchases by visitors contribute to increasing income of the community as a whole. It creates a win-win synergy effect between visitors and community people.

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#### <sup>1</sup> What is Sufficiency Economy all about?

**Sufficiency economy** started as a result of the economic crisis in 1997 when the late Thai king Bhumibol Adulyadej advocated, preaching the people who were then in raptures about becoming rich due to bubble economy the value that the important thing for Thais is to have a sufficient economy. A sufficient economy means to have enough to support ourselves without becoming selfish as well as preventing society from sinking into chaos.

Concretely speaking, Sufficiency economy is "...a method of development based on moderation, prudence, and social immunity, one that uses knowledge and virtue as guidelines in living. It has much common with Buddhism economics, the term coined and promoted in Small is Beautiful by E.F. Schumacher, the world famous economist.

It is for this reason that Sufficiency economy is now synonymous for the name of a Thai development approach attributed to the former King 's "sufficiency economy philosophy" It has been elaborated upon by Thai academics and agencies, promoted by the Government of Thailand, and applied by over 23,000 villages in Thailand that have SEP-based projects in operation.

### **Visit Phitsanulok Food Safety Green Market Agricultural Cooperative Ltd.**

On 18th February 2019, in the afternoon, the participants visited the office of the Phitsanulok Green Market Agricultural Cooperative Ltd. Mr Somnuek Sueklai, Mayor of Phansao Sub-district Municipality and a member of the Phitsanulok Green Market Agricultural Cooperative Ltd. welcomed the participants in his office and requested Mr Boonlert SA-Artsittisak, Advisor of Cooperative Development, to brief the participants about the Cooperative's activities.

The Phitsanulok Food Safety Green Market Agricultural Cooperative Ltd. was registered on 3rd October 2016. It has 84 members. Its area of operation includes 2 provinces – Phitsanulok and Phichit, 50 Rai (8 hectares of land). The cooperative developed from Phansao Rice Farmer Group in 2004. Its objective was to produce organic fertilizer for the group members. It established a Vegetable Farmers Group, namely Phansao Moo 3 Sufficiency Economy Community Enterprise in 2010. In 2016, two Farmers Group merged and registered the Green Market Cooperative after building packing house for vegetable sponsored by Tiang Jirathiwat Foundation. Phitsanulok Single Command (SC) approved farm members to be vegetable corporate farming (Big farm) in 2016. 10 Vegetable Farmer Members were certified "Organic Thailand" by the Department of Agriculture in 2018. Phitsanulok Agricultural Extension Office supported to build a greenhouse for vegetable production and get Organic Thailand Certificate in 2018. The cooperative has three brands – My Choice; Green Market; and Phansao Farm. Green Market Cooperative signed MOU with TOPS Supermarket for the supply of 23 types of vegetables, 3 tons a week. The Green Market Cooperative signed another MOU with The Mall Group for the supply of Organic Vegetables – 2 tons a week. Cooperative Promotion Department (CPD) supported Business matching between green market Cooperative and Tesco Lotus (14 GAP vegetable types – 4 tons a week).

After the briefing, the participants observed the activities of the farmers in the field and interacted with them.

### **Visit Watchan Agricultural Cooperative Ltd.**

On 19th February, the participants visited the office of the Watchan Agricultural Cooperative Ltd. Mr Somsak Sansiri, Provincial Head of Cooperative Promotion Department of Phitsanulok, and Dr Prapat Ngamsanguan, President of the Cooperative, welcomed the participants. Dr Kunya Ngamsanguan, Manager of the Cooperative briefed the participants about its activities in the presence of its Board Members. An exhibition of the cooperative products was also displayed at the office.

Watchan Agricultural Cooperative Ltd. was the first cooperative in Thailand, which was established on 26th February 1916. In the beginning, they had 16 members and Baht 3080 was its share capital. At present, the Cooperative has a membership of 6,838. Out of which 4,452 are regular members and 2,386 Associate Members. Its share capital is 77,029,140 Baht. Its total deposits are 117,941,879 Baht. It has 284,799,529.87 Baht as Operational funds. Its net profit in 2018 is 1,345,987.53 Baht. It declared a dividend of 2% and Patronage of 2% to members. Mainly, the cooperative undertakes two businesses – Credit Business and Marketing Business. In addition, they have a Petrol Pump, Processing Unit, Drinking Water Plant, etc. It has 29 staff members; out of which 5 are male and 24 are female. It has 15 Board Members – 4 women and 11 men.

In the afternoon, the participants visited the Collecting, Processing and Selling Centre which belong to one of its Group Members. It is called Dry Banana Group. It has 40 members. Its leader Mr Bomchai Matong briefed the participants. The group was established in 1998. It gives a good opportunity to the housewives of the farmer members to generate additional income to work in this centre. Each woman can earn Baht 250-300 daily. The Centre has been selected under OTOP – One Tambon One Product.

### **Visit Prompiram Agricultural Coop. Ltd.**

On February 20, the participants visited the office of the Prompiram Agricultural Coop. Ltd. It is a Primary Agricultural Cooperative at the district level in Phitsanulok Province. Its Chairman Mr Pin Tuekaw and its Manager Ms Piyapath Sojunya briefed the participants.

The Cooperative has 3,490 Members. Its total share capital is 180 million Baht. It has 15 Board Members

and 30 staff members. It has three departments - Business Development Department; Finance & Accounting Department; and Processing & Purchasing Department. It has a Rice Mill. Main crops are paddy and corn. It has Saving and Credit Business. In addition, it has a Farmers' Market and a Consumer Store. The Cooperative supplies to its members, good quality seeds; inputs, fertilizer and chemicals. It has constructed a Heating Room with the support of CPD. Last year, its net profit was 20 million Baht.

After the briefing, the participants observed its facilities.

#### **FARMERS' GROUP – Highland Farming:**

In the afternoon, the participants visited a Farmers' Group. It is a self-help group. It has 50 members from two villages – Cham Nan Tui and Lutiye. The farmers grow organic vegetables and fruits. Its Leader Mr Vanna, who is a retired Military soldier, briefed the participants. According to him, the group is working in a Queen's Project and Military, Ministry of Agriculture and Cooperatives, Local Government of Phitsanulok Province, and the Institute of Highland Research and Development are helping them. They have 37 Green Houses to grow vegetables. Vegetables are sold to a private company in another province. On average, each farmer can earn Baht 12,000/- per month. Provincial CPD is providing technical knowhow and helping them to become a cooperative.

#### **Visit Panchalee Land Settlement Cooperative Ltd.**

On February 21, 2019, the participants visited the office of the Panchalee Land Settlement Cooperative Ltd. Its Manager, Ms Sopit Sonsri, briefed the participants about its activities.

The cooperative was established in 1976 with 758 members. Landless farmers residing in its operational area can become its members. The cooperative obtains barren land from the government through CPD and develops it and give it to landless laborers for growing agricultural products.

Its current membership is 4,790 – regular members = 2210 and associate members = 2580. Its operational funds are 53 million Baht; Reserve funds = 15 Million Baht. It has Saving and Credit Business; Purchasing Business; Collection and distribution of crops like rice, corn, sugarcane, Casawa, Mango, etc. It has a profit of 5 million Baht. It has 15 Board Members and 12 staff members.

After briefing in the office, the participants went to see the Members' Group Activities. They visited the Quality Mango Growers Group of Wang Nam Bo, Noen Maprang, Phitsanulok, Thailand. The Group Leader Ms Cholticha Ritwanchai, briefed the participants. This group was established in 2017 and joined the Thai Government Collaborative Farming Project on December 15, 2017. The group has 45 members. The group has about 303-acres of mango orchards. 70% of their production is of Golden Mangoes or Nam dok mai Si thong and 20% are Falan and 10% are others. In addition to selling fresh mangoes, the group is processing mangoes too, such as dried mango and mango juices. The group has a QR code, which can help customers to know the source of the mango. The group has been adopting Good Agriculture Practices (GAP), certified by AFACI of Korea and by the Department of Agriculture and Cooperatives, Thailand.

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On February 22, in the morning, the participants left Phitsanulok Province for Bangkok. On February 23, the closing session of the CLT/CPD Module took place at the Training Centre of the Cooperative League of Thailand (CLT) in Bangkok.

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## SECTION – III

### Valedictory Session in Bangkok

The valedictory function of the CLT/CPD module on “Agricultural Cooperative Business Management, Leadership and Planning” for the training program on “Fostering Leaders for Management and Development of Agricultural Cooperatives in Asia” for the year 2018 was held at the Training Centre of the Cooperative League of Thailand (CLT), Bangkok, on February 23, 2019. Mr Vichit Nualchuen, Executive Director of CLT, presided over the closing ceremony, in presence of the participants and the concerned staff members of the Cooperative League of Thailand, who were attached to the program, besides, Mr A.K.Taneja of the ICA-AP.

In his brief address, **Mr Vichit Nualchuen** congratulated the participants for successful completion of part-I of the Training Course in Thailand. He appreciated ICA-AP and IDACA for the involvement of CLT/CPD in this important training course. He appreciated the gesture of MAFF, Government of Japan, for financially supporting this training course for the last more than 30 years, beginning in 1986. He reiterated the objectives of the training course and hoped that the participants must have learned from their study visits to small, medium and large sized cooperatives and observation of women’s group activities, supported by cooperatives. He also thanked MAFF, IDACA and ICA-AP for their engagement with CLT/CPD. He wished the participants a comfortable journey to Japan.

After his speech at the closing ceremony, Mr Vichit Nualchuen distributed the “Certificate of Participation” to the participants on their successful completion of Part-I of the program in Thailand.

**Mr A.K. Taneja** expressed his satisfaction over the smooth conduct of the program and thanked CLT/CPD as a reliable ally in carrying out Part-I of the Training Course in Thailand.

On 24th February, (Sunday), in the evening, the participants left Bangkok for Japan, reaching IDACA, Tokyo on the 25th February, in the forenoon of 25th February



**Inauguration:**

Glimpses of the Inaugural Ceremony of Part-I of the Training Course held in Bangkok, Thailand



Class Room Sessions in progress in Thailand





The Follow-up Team comprising of ICA & IDACA officers interacting with the participants on its arrival at CLT



Field Study Visits in Thailand:  
Participants at Cooperative Promotion Department (CPD)



Participants at Cooperative Auditing Department (CAD)



Participants at Lum Looka Agricultural Cooperative Ltd.



Participants at Ban Phaeo Agricultural Cooperative Ltd.



Participants at the Learning Centre for Self-Sufficiency Economy Philosophy at Bann Tah Poe village in Phitsanulok Province



Participants at Phitsanulok Food Safety Green Market Agricultural Cooperative Ltd.



Participants at the Watchan Agricultural Cooperative Ltd. in Phitsanulok province



Participants at Prompiram Agricultural Coop. Ltd. in Phitsanulok province



Participants met a Farmers' Group – Highland Farming in Phitsanulok province



Participants at Panchalee Land Settlement Cooperative Ltd. in Phitsanulok province



Closing Ceremony of Part-I of the Training Course held in Bangkok, Thailand



## SECTION - IV

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

#### Inaugural Session

The Part-II of the ICA/MAFF (Japan) Training Course of 2018 was formally inaugurated by Mr. Kyohei SUGAYA, Official in-charge of ICA-JAPAN Training Project, Overseas Investment and Cooperation Division, Ministry of Agriculture, Forestry and Fisheries, Government of Japan (MAFF) on 26th February, 2019 at IDACA, in the presence of Mr. Gaku IZAWA, International Relations Division, Central Union of Agricultural Cooperatives (JA-Zenchu), Mr. Masahiro KONNO, Executive Director, The Institute for the Development of Agricultural Cooperation in Asia (IDACA), Mr. A.K. Taneja, Advisor, ICA-AP, who also addressed the inaugural session. Mr. Hajime Yaguchi, Advisor, Mr. Hideya SUZUKI, General Manager, Mr. Toru NAKASHIMA, Manager (Training), Mr. Yukio ABE, Overseas Cooperative Development Consultant, Mr. Hiroshi TERUNUMA, Overseas Cooperative Development Consultant, Ms. Elko OSHITA, Mr. Takeshi USUI and other officers of IDACA were also present.

While briefing and introducing the training program, **Mr. A.K. Taneja** welcomed Mr. Sugaya, Mr. Izawa, Mr. Masahiro KONNO and other senior officers of IDACA to the inaugural function. Mr. Taneja congratulated the participants for successfully completing the first part of the training program held in Thailand. He also conveyed his sincere gratitude to MAFF, Government of Japan, for their valuable contribution to the development of agricultural cooperatives in Asia. He mentioned about the longstanding collaboration among ICA, JA-Zenchu and IDACA.

**Mr Kyohei SUGAYA**, Official In-charge of ICA-JAPAN Training Project, Overseas Investment and Cooperation Division, MAFF, Japan, welcomed the participants. He further said that Agricultural Cooperatives play a key role in Food Value Chain. Food Value Chain is a series of activities that connect value addition at each stage from agricultural production, manufacturing, processing to distribution. Developing Food Value Chain will give additional value at every stage from production to consumption, such as to farmers, food manufacturers, distributors and consumers.

In order to promote the export of Japanese food and food related infrastructure, and to assist economic growth of developing countries through the investments by the Japanese food industry, MAFF finalized a "Global Food Value Chain Strategy" in 2014. Under the strategy, the bilateral dialogue on agricultural policy between Japan and developing countries have been held in order to assist building Food Value Chain. MAFF is now reviewing the Strategy to further increase its effect.

JAs (Japan Agricultural Cooperatives) deal in comprehensive services. JAs strongly support Japanese agriculture system, forming nationwide networks from local cooperatives to central organizations. I think the participants will learn many roles and activities of JAs and understand as to how JAs contribute to FVC in Japan through farm products marketing and various distribution businesses.

He wished that this training course would be successful and fruitful for all the participants. He also appreciated the cooperation and role of ICA-AP, IDACA, JA-Zenchu for successful implementation of this training program.

**Mr Gaku IZAWA** from JA-Zenchu, first of all, thanked the IDACA and ICA-AP for their hard work for successfully implementing this training course. He also thanked MAFF of Japan for supporting this kind of very useful and meaningful training course. He further said that JAs (Japan Agricultural Cooperatives) are indispensable organizations for the rural community. JAs have also faced many challenges and have developed as an indispensable organization while overcoming the challenges. He advised the participants to always look for reasons as to why and how the Agricultural Cooperatives in Japan are doing well. He also requested the participants to make a good and feasible action plan in order to promote agricultural cooperatives in their respective countries.

**Mr Masahiro KONNO**, Executive Director, IDACA, extended a warm welcome to all the participants and wished them a comfortable stay in Japan. He said that it is the best place for training, away from downtown. There is nothing to disturb the participants' studies in this area. This area has a famous sightseeing spot,

which is called Mt. Takao. It is not a high mountain, only 600 meters high from the sea level. About 2.5 million people visit Mt. Takao annually and this mountain was originally opened by one of the Buddhist priests in the year 744. He requested the participants to visit Mt. Takao during their stay here.

The present training course was developed with the collaboration of the Ministry of Agriculture, Forestry and Fisheries of Japan and ICA-AP for the purpose of strengthening capacity building of personnel of Agricultural Cooperatives in developing countries. He expected that the participants would gain knowledge and experiences in order to play a leading role in agricultural cooperatives in their respective countries. He further said that IDACA has prepared the program to focus on the objectives of the training course. He hoped that the training program would be a good opportunity for the participants to gain knowledge and experiences for further development of their respective cooperative movements.

He expressed his sincere appreciation to Mr A.K. Taneja of ICA-AP for successfully handling Part-I of the training course in Thailand and he expected him to support Part-II of the program at IDACA. He advised all the participants to study hard and enjoy their stay at IDACA. He wished all the participants best achievement through this training course.

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**Part-II** of the program was conducted in Japan and held in collaboration with the IDACA. Class-room teachings, field study visits and orientation on various aspects of the development of agricultural cooperatives in Japan were arranged by IDACA.

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;
- Direct interaction with agricultural cooperative leaders and farmer-members.

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

## **BHUTAN**

The total area of Bhutan is 38,394 sq. km; its cultivated area is 1.2 million hectares; its total population is 735,553 persons, Farming population = 321,436 persons; No. of Farm Households = 108,695. Total GDP = 1.96 Billion US\$; GDP per capita = 3438.16 US\$; the contribution of the agricultural sector in GDP = 36%. The first cooperative act was enacted in 2001 with the Ministry of Home Affairs as the custodian of the Act. Cooperative Act of Bhutan 2001 was amended by the 2nd session of the 1st parliament in January 2009. A dedicated organization, Department of Agricultural Marketing and Cooperatives was established with the Director General as the Registrar of FGs and Cooperatives. At present, there are 8 Multi-purpose Agricultural Cooperatives and 547 Single purpose Agricultural Cooperatives and 240 farmer groups in Bhutan. The majority in the Eastern region with highest in Trashigang. The 39% of the registered group monitored are engaged with the Livestock sector, 47% in Agriculture sector and 13% in the Forestry sector and 1% in the non-agriculture sector. A Federation of Poultry Cooperatives exists in Bhutan. Currently, there are no unions of cooperatives in Bhutan.

Major crops: Potato; paddy; Maize Mandarin; Milk; and Cheese.

### Issues & challenges

- Export limited due to high production costs and low volume supply;
- Diversification to Organic production, still in its infancy stage ;



- Rural farming population too dependent on the government for technical and financial support ;
- Increasing rural-urban migration;
- The dominance of subsistence Farming;
- Human-Wildlife Conflict;
- Crop damage by insects/diseases/natural disasters;
- Insufficient irrigation supply ;
- Limited access to Markets; and
- Limited access to Seeds Limited skills /lack of technology / Limited access to tools & / equipment.

Small subsistence land holdings; Decreasing investment; Rural to urban migration; Low farm productivity; Lack of Infrastructure; Weak institutional base for farmers groups/associations; Lack of information; Transport constraints.

## **CAMBODIA**

Cambodia is located in South East Asia. Its total area is 181. 035 Km<sup>2</sup>. It shares borders with Thailand, Laos and Vietnam. It has a tropical monsoon climate. Its cultivated area is 4,389,716 ha; Average farm management area = 1 million ha; total population = 16.00 million persons; Farming population = 9,424,000 persons; No. of Farm Households = 8.6 million; Total GDP = 24 million US\$; GDP per capita = US\$ 1424 US\$; GDP in agriculture = US\$ 8.30Million US\$. Contribution of Agricultural sector in GDP = 34.6%.

In Cambodia, there are 3 Multipurpose Agricultural Cooperatives and 38 Single purpose agricultural cooperatives.

Major crops: Rice; Cattle; Buffaloes; Pig; Duck and Chicken.

### Issues & challenges in the Agricultural Sector

- Limited capacity, such as management, business plan, book-keeping, and limited access to production input.
- Most of the management of AC is old and inactive.
- AC members migrate to another country.
- Lack of management and leadership.
- Members of AC do not fully understand their roles and duties.
- Cannot produce their product meeting market standards.
- Lack of capital to start a business.
- Lack of AC network.
- Poor business plan.
- The committee did not clearly understand their role and law on agricultural cooperative.
- Lack of transparency In the agricultural cooperative.

## **KYRGYZ REPUBLIC (KYRGYZSTAN)**

Kyrgyzstan is located in Central Asia. It has a total land area is 199,951<sup>2</sup>. Its cultivated area is about 1.3 million ha. Average farm management area = 2.7 ha. Its total population is 6.25 million persons. Its Farming population is 4.13 million persons. Its No. of Farm Households are 429,217. Its total GDP is 7,562.6 million US\$; GDP per capital = 1270 US\$; GDP in Agricultural sector = 930.8 million US\$; Contribution of agriculture sector in GDP = 12.3%

Major crops : Wheat; Potato; Sugar beat; Meat and Milk.

There are several important crops and livestock products which are not shown in the above table. The most important are barley and corn. These crops grow very fast and can give the harvest each year. Secondly, it

is vegetables and fruits, which can be found in every village in the countryside. Almost every rural household engages in their production.

Rice and cotton are very important products in the South of the Republic. Talas province located in the western part of the country is well-known for the production of beans that are exported to 19 countries. There are 57 companies which are engaged in beans processing. Among livestock production, eggs, meat and wool should be mentioned in this report.

#### Issues and Challenges in the Agricultural Sector:

1. Low productivity levels
2. Lack of human capital despite the favorable age structure. People who are engaged in agriculture production are not motivated and don't have the appropriate skills and education enhancing the sector.
3. The poor rural infrastructure, including irrigation and transport and inadequate storage capacity and absence of modern supply chains;
4. Poor animal health and poor food quality;
5. Low level of investment in the sector and lack of A2F
  - Cooperatives Union of Kyrgyzstan – (CUK) - Date of formation – 2007
  - Number of members - 220
  - CUK mission – set up cooperation principals in all cooperatives, the lobby of cooperatives interests.
  - CUK strategic goal – establishment of stable cooperation system in Kyrgyzstan. It leads to eradicate poverty and improve wellbeing of the rural population.

#### **LAO PDR**

Lao PDR shares its borders with China, Myanmar, Thailand, Vietnam and Cambodia. Total land area: 236,800<sup>2</sup> Agricultural land 1,204,800 ha (5%); Forest land = 9,864,300 ha (41%); Prospective forest land: 11,426,850 ha (48%); Grassland: 576,500 ha (3%); Others: 607,550 ha (3%). It has 17 provinces and 1 capital: Vientiane. It has 931,000 households. Lao PDR has 17 provinces and 1 capital – Vientiane. It has 148 Districts; 8,464 villages; and 1,203,000 households. Population: approximately 6.9 million 2015

- 80% of the Lao population live in rural areas.
- Per capita gross domestic income is about US\$2,468 annually (2017)
- In 2017, the economic growth rate of GDP was 6.9%: Agriculture = 16.2% of GDP.

The main crops are – Rice Cassava, vegetables, maize, tobacco.

#### Issues and Challenges in the Agricultural Sector:

The marketing of agricultural products is limited to the greater Mekong sub-region, resulting in significant variation in market prices between northern, central and southern provinces, such as regionally unbalanced markets are created by key factor principally:

- Formal and informal regulation that hinder the free movement of commodities.
- Prohibitive fees and administrative costs.
- Poor trade logistics and lack of model trade producers and facilities.
- An under-developed farm to the market road network.
- Transportation shortages and high transport costs.
- Low purchasing power in both urban and rural areas.
- Difficulty to organize farmers in groups (legal framework still unclear, powerful private commercial interests, lack of understanding from both farmers and extension staff);

- Linkages between agri-business and farmers are not easy to establish:
- Trust does not exist (farmers or companies don't respect contracts),
- Paradigm shift for agricultural extension organization (now need to look at the market, not only at production),
- Agreed quality standards are still to be established;
- Infrastructure needs further improvements;
- Farmers have a low access to information, technology (on farm process) and knowledge, finance, market, labor and land (land titling and mapping is in progress and needs to be continued).
  - There are no agricultural cooperatives yet.
  - So far the only organized groups of farmers exist to produce agricultural commodities.
  - The organization to establish working agricultural cooperatives was established in early 2013.
  - Developing legal documents related to the establishment of agricultural cooperatives.
  - The extension staff lacks knowledge of agricultural cooperatives.

## **MALDIVES**

Its total land area is 298 Km<sup>2</sup>; Total population = 427,756 people; farming population = 27,000 persons; Total GDP = 7.396 billion US\$; GDP per capita = 11,151 US\$;

Major crops - Banana; Cabbage; Watermelons; Mango; Chillies.

### Issues & challenges in the Agricultural Sector

- Lack of land
- Lack of Agricultural Marketing techniques.
- Lack of plan
- Lack of skilled personnel and labour, basic education
- Lack of safety and security on farms
- Lack of information
- No full time farmers.

## **NEPAL**

Total land area = 147,181 Km<sup>2</sup>; cultivated area = 30,91,000 ha; Average farm management area = 21%. Total population = 29,96 Million persons; farming population = 17,380,394 persons; No. of farm households = 3,831,093; GDP per capita = 1003.641 US\$; GDP in agriculture sector = 2294.35 Million US\$; Contribution of Agricultural Sector in GDP = 33%.

Major crops: - Paddy, maize, wheat, millet, barley.

### Issues & challenges in the Agricultural Sector:

1. Use of modern technologies and equipment for mass agriculture production;
2. Market management and value chain activities for farmers;
3. Safe harvesting system for the products (many amounts is going waste because of lack of harvesting techniques);
4. Lack of mechanization, technical and market intelligent report to support farming;
5. The scarcity of storage facility;
6. Farming guidance/consultancy is almost nil;
7. No subsidized interest on a loan to the farmers;
8. Lack of technical and managerial competency for enhancing agro-products and productivity.

Agricultural Cooperatives are organized as per the cooperative Act 2074. Agricultural cooperatives are organized in both forms, such as single and multipurpose. Fruits and vegetables, agriculture, dairy, livestock, beekeeping, herbal, tea, coffee, sugarcane, citrus etc. are established as single purpose cooperatives. Nepal has 10,921 Multi-purpose Agricultural Cooperatives.

## **SRI LANKA**

Sri Lanka is an island in the Indian Ocean South East of India. Its total land area is 65,610 Km<sup>2</sup>. Cultivated area is 2931 hacters; GDP(PPP) = 278.415 billion US\$. GDP per capital = 13,012 US\$; Contribution of Agriculture in GDP = 8.7%. The total population of Sri Lanka is 21.4 million.

Major Crops: Tea; Coconut; Rubber are three major crops that influence the country's foreign trade. In addition, there are some minor export crops cultivated in Sri Lanka. They are Coffee; vegetable; cinnamon; Pepper; Cloves; Cardamom; and Nutmeg and Mace. There are 644 Agricultural Cooperative Societies in Sri Lanka. Out of which, 176 are Tea, Coconut, Rubber Cooperatives; 278 cooperatives are engaged in milk production; 93 are Animal Husbandry cooperatives and 97 are based in Agriculture and effective villages.

### Agriculture Production:

This can be considered under 3 categories i.e. Export crops, Traditional crops and Animal products. Export crops are of two types as major export crops and minor export crops.

Tea, Rubber, and coconuts are the major export crops while minor export crops range covers vegetables, fruits, areca nut, coffee, pepper, cinnamon, clove, cardamom, nutmeg, mace and so on.

Paddy cultivation occupies the main place among traditional crops and some crops are cultivated to cater the needs of the local market as well as for export purposes.

Marine and fresh water fisheries come under animal produce. Cattle are reared for fresh milk, curd, pasteurized milk, yogurt, milk toffee and ghee. Poultry Industry produces both meat and egg. In addition to these, goats and pigs are reared for meat in smaller scales.

## **SANASA**

“SANASA” - is the brand of Thrift and Credit Societies owned by SANASA Federation.

- Autonomous Member based organization with a common purpose
- A Co-operative Society with democratic member control
- Governed by Co-operative Principals
- Regulated by Co-operative law under Department of Co-operative Development in Sri Lanka
- Address member economic needs such as to provide credit lines etc.
- Train thrift/savings habits

Types of SANASA Primary Societies:

Registered Societies with members having irregular income with common social bondage – **8,387**

1) Worker/Salaried (regular income) members Societies – **36**

1.1 Ex: Health Workers SANASA

- a) Teachers SANASA
- b) Postal department workers SANASA
- c) Government/Public servants SANASA

### **Wayamba Cooperative Rural Bank Union:**

Wayamba cooperative rural bank union was established on the 16th of February 1994. The area of operation of this union covers the entire North Western province (Wayamba) being 12.5% land area of the island.

At the inception, the membership was 28, which has now increased to 48. This includes all multi-purpose cooperative societies (i.e 34 societies) all coconut producers' societies (i.e 5 societies), which hold the membership. Also, the secondary organization of all the milk producing societies in the province, two animal husbandary societies, and four regional thrift and credit unions have taken the membership. In addition to this weavers' Societies, Consumer (Wayamba) Union too stands as one of the members of the union.

Out of the total membership of 745,000 individual members of the North Western Province, 515,000 falls under the union membership belonging to societies, which are incorporated with us. This indicates 70% of the individual membership of the province.

The Bank Union, which was formulated with a capital fund of Rs. 3,625 and one employee, was not at all equipped with a permanent cadre at the preliminary stage.

Today it possesses an official building worth Rs. 165M (including a sophisticated conference room, kitchen and 14 rooms). Though they have been functioning banking transactions only at the inception, now business is extended to an agency service market, a communication center and a jewellery sales shop running at profits, where they further hope to establish the largest printing press in the North Western Province which will cost Rs. 40 M and has already completed 3/4 of this project. The present permanent staff of 60 will be expanded to 100 in the year-end of 2020.

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The following technical topics were covered under the above components at IDACA:

- Historical Development of Japanese Agriculture and Cooperatives' success;
- Organization and Business Activities of the Japanese Agricultural Cooperatives;
- Concepts of Agricultural Cooperative and its legal bases;
- Successful Case Study about Co-operatives;
- Distribution System of Farm Products and Marketing/Purchasing Business of Agricultural Cooperatives in Japan;
- Credit Business of Agricultural Cooperatives;
- Promotion of Entrepreneurship among Rural Women;
- Farm Guidance activities of JAs in Japan;
- Management of JA Hadano and its Re-inforcement – a case study;
- Method learning and practice of Participatory Rural Development

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

#### **1. Historical Development of Japanese Agriculture and Cooperatives' success**

*by Mr Yukio ABE, IDACA.*

At the outset, Mr Abe showed a documentary Video on the activities of JAs. In his presentation, Mr Abe explained the Historical Development of Japan's Agriculture and Japan's Agricultural Mechanization; Geographical Information of Japan (9 Regions and 47 Prefectures); its population (126 million); No. of JAs in Japan are 646. He also explained the characteristics of the Japanese people (Merits: Egalitarian society, no nepotism, honesty, integrity, discipline, diligence, punctuality, precision, perfection, group-oriented, teamwork, consensus approach, self-sacrifice spirits, homogeneity, devotion and dedication, harmony, curiosity, education consciousness, savings propensity, loyalty, cleanliness, adaptability to changing circumstances, etc. Demerits: Exclusiveness (insular mentality), workaholic, lack of individualism, the difference between real intention and stated reason, lack of bond for family, etc.). He also illustrated "What is cooperation"?, Pre-requisites for a cooperative success; He also explained briefly Lobby Activities in Taiwan, Japan and France and about cooperatives in Paraguay & Costa Rica. Mr Abe emphasized on "Women Involvement in Agriculture" and Women Empowerment in the cooperative sector.

After a brief presentation, Mr Abe took the participants to the nearby campus of JA National Education Centre. At the Centre, Mr Uesugi, Manager (Administration) explained about the educational activities of JA at the national level and also the prevailing situation of on-going JA reform.

## **2. Organization and Business Activities of Japanese Agricultural Cooperatives**

*by Mr NAKASHIMA Toru, Manager, Training Department, IDACA.*

First, Mr Nakashima reviewed on Post-war Agricultural Cooperative Law and its background – Post-war Economic situation; Post-war Reforms in Agricultural Sector = 1947 Agricultural Cooperative Society Law. Then he explained the salient features of “Japan Agricultural Cooperative” (JA) and its Legal Framework – Type of Agricultural Cooperative – single purpose cooperative and multi-purpose cooperative. He further explained the Organizational Structure of Primary Cooperative and he took the case in Tochigi Prefecture as a reference. To explain the Membership and Qualification of Members of JA, he illustrated the example of JA Sano. He also explained Business activities 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.).

## **3. Concepts of Agricultural Cooperative and its legal bases**

*by Mr Hiroshi Terunuma, IDACA*

Mr Terunuma distributed one paper and a copy of Model By-Law of Agricultural Cooperative Society, before his presentation – Concepts of Agricultural Cooperative and its legal bases. In addition, he also distributed a Basic Textbook on Agricultural Cooperatives in Japan, which contains an overview of the history, the organizational structure, the business activities, etc. of agricultural cooperatives in Japan. At the end of the text book, a copy of the Agricultural Cooperative Society Law (Abridged) – Law No. 132 of 1947, last revised in 2004) has been appended.

In his paper “Concepts of Agricultural Cooperative and its legal basis”, Mr. Terunuma explained the Characteristics of Agricultural Cooperative; Objectives of Agricultural Cooperative; Regular Member and Associate Member; Members’ Rights and Duties; Relationship between member and Agricultural Cooperatives; 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.

## **4. Successful Case Study about Co-operatives**

*by Dr Masahiko SHIRAIISHI, Professor Emeritus, Tokyo University of Agriculture.*

In his presentation, Dr SHIRAIISHI explained in detail the answers of the following questions –

- i) How our co-operators can think and practice about the mission of co-operative founders, the successors and international co-operative movement, including the ICA Statement on the Co-operative Identity in Manchester UK. Sept 23, 1995;
- ii) How we understand the history and the present character of the agricultural co-operative movement in Japan by comparison with other countries?;
- iii) What we can learn about the factors and examples for successful agricultural co-operative?; and
- iv) How agricultural co-operatives in developing countries can increase the agricultural income of farmers (members) and can develop better living cultural activities in rural communities through the rediscovery of original business and members’ participation?

## 5. Distribution System of Farm Products and Marketing/Purchasing Business of Agricultural Cooperatives in Japan

by Mr. Koh HARADA, Ex-Managing Director, JA-Zen-noh.

In this paper, Mr Harada explained the following subjects in detail – Development of the Food System; Value Chain; Supply Chain Management; Purchasing behavior of Japanese consumers; Change in farm product distribution due to the emergence of the Supermarkets; Break-even point; Management of Supermarket; Numerical Management of all operations – Point of Sale (POS) System; Mechanism of Wholesale Market; Measures taken by Agricultural Cooperatives to distribute Farm Products; Marketing Business of Agricultural Cooperatives in Japan; Expansion of size in livestock farming; Purchasing Business of Agricultural Cooperatives in Japan; New attempt in distribution and marketing of farm products. In addition, he also explained the historical development of wholesale markets. etc.

## 6. Credit Business of Agricultural Cooperatives

by Mr Tetsuro Shimizu, Norinchukin Research Institute.

Mr Tetsuro Shimizu touched upon following topics in his presentation:

1. **Japanese Economy** – Meiji revolution and the end of World War II were 2 big events for Japan. The Japanese economy grew rapidly during 1955-73.
2. **Food Supply in Japan** – Japan imports much food. Self-sufficiency rate of food has declined. It was only 39% in 2015 and the self-sufficiency rate of cereals was 29%.
3. **Outline of Japanese Agriculture** – Total gross agricultural output (value) of Japan is 8.8 trillion yen, livestock is 35.4% of total output, and vegetable is 27.2%. The share of rice has declined to 17.0% (it was 47.4% in 1960).
4. **Agricultural Policy** – Agricultural Policy played a big role in the development of Japanese agriculture and succeeded for farmers to adjust the economic growth. "Basic Law on Agriculture" was established in 1961. It decided on the principle of agricultural policy. In 1999, the new law "Food, Agriculture and Rural Areas Basic Act" was established.
5. **Agricultural Cooperatives in Japan** – There are many cooperatives in Japan. They play an important role in the Japanese economy. He gave, in brief, History of Agricultural Cooperatives in Japan; Outline of Agricultural Cooperatives (JAs). The organization of JA Group; Organizational structure of JAs, etc.
6. **Business Activities of JAs** – (i) Farm Guidance (guidance to improve farm management and production technologies); (ii) Living Guidance and Life Business (health management, recreation activities, trips, daily necessities); (iii) Credit Business; (iv) Insurance Business; (v) Marketing Business; (vi) Supplying Business (to supply fertilizer, chemical, feed, agricultural machinery, etc.); (vii) Other Activities (processing of agricultural products, travel agency, funeral, etc).
7. **Credit Business of JAs** – Main Business Activities in Credit Business are (i) Savings (Current Savings; Time Savings); (ii) Loans (Loans on deed; Overdraft; Loans on bills); (iii) Settlement (Exchange using a network of financial institutions; Settlement related service, such as payment of salary and pension to specified accounts, transfer of accounts, collection of public service charges).
8. **Agricultural Finance** – JA Group Financial Institutions are – The Norinchukin Bank; Federation of JA; Agricultural Cooperative. The programmed loans are provided under "programs" by laws and ordinances in order to achieve agriculture policy. The programmed loans have advantages in terms of the loans term, interests, repayment period. Major programmed loans are (i) Loans the Japan Finance Corporations; (ii) Agricultural Modernization Loans: interest subsidy.
9. **Recent Reforms of JAs** – Background of Reforms – (i) Decrease of farm households and farmers; (ii) Structural Change of agriculture; (iii) Globalization of Japanese economy...TPP, FTA, RCEP; (iv) Deregulation of economic system; (v) Progress of information technology; (vi) New Regulation of the banking system.

Agricultural Reforms – Growth strategy... Increase of exports and agricultural income; Government amended the agricultural cooperative law in 2016.

Revision of agricultural Cooperative Law – (i) More than half of board of directors must be either certified agricultural producers or business managers; (ii) JA-Zenchu will transform into a general incorporated association by the end of March 2019, losing the power to audit and issue “guidance” to member cooperatives; (iii) JAs may select to transform a part of their organization into consumer cooperatives, joint-stock companies and general incorporated association.

## **7. Promotion of Entrepreneurship among Rural Women** *by Ms Mari Izumi, Japan Cooperative Alliance (JCA).*

First of all Ms Mari Izumi emphasized on the importance of women in rural development – more than half of agricultural labour are women; 2/3<sup>rd</sup> of food is produced by women in developing countries. She also presented some challenges before the rural women, such as women work long hours in farms and household; women have no right to own the land; rural poverty tends to hit women first; women have fewer chances to receive extension services; etc. She urged upon society to support rural women. She introduced some successful women friends, who are rural women of Japan.

She further said that the gender gap in Japan is still wide. Japan is 104<sup>th</sup> in 142 countries. The gender gap in a rural area is even wider. There has been a lot of support from the government, but female farmers in Japan still face a lot of challenges because they are women. To improve the status of women in the farm/family, encourage them to attend the local meetings, training course, etc.; Encourage to have their own bank account; Let them have their own income source (marketing, processing, etc.). To improve the status of women in the community, set a target for the women’s number in the Board of Agricultural Cooperatives and local Agricultural Committees. The share of women in the Board is still low – 7.7% (2017). 16.7% of Agricultural Cooperatives have no female board members. She underlined the tools for support to rural women – (i) Importance of extension service; (ii) Organise female farmers’ group; (iii) Support the leader of the group; (iv) Educate male farmers; (v) To develop the rural women’s network, support the next generation.

Agricultural cooperatives can play a major role in supporting the rural women by running farmers’ market.

## **8. Farm Guidance Activities of JAs in Japan** *by Mr Akihiro TAKAHASHI, JA-Zenchu.*

The objectives of Farm Guidance Activities are to help contribute to the development of regional community through maintenance and expansion of agricultural production in the local area as well as to provide guidance on farming techniques and management improvement in an effort to conduct farming activities of members in an efficient way. In order to increase the quality of farm products and also to upgrade farming techniques of production groups, farm guidance staff and technical advisor provide relevant guidance and information to farmers by making regular visits to farmers. Following are some of the Farm Guidance Activities – Guidance on Management and production techniques; Formulation of regional plan; Land Consolidation; Organizing groups, like regional hamlet association aimed at making effective use of machines and facilities; Management of organization for production and Marketing strategies; and Maintain quality of products at high level as marketing strategies. Some of the concrete activities to be carried out are – Forecasting of the outbreak of pest and insects; Introduction of new varieties; Introduction of new techniques; Conduct on-site study meeting on cultivation etc., conduct meeting on analysis of soil testing; conduct meeting on management analysis; etc.

In his presentation, Mr Takahashi explained the roles of Farm Advisor and his tasks; Guidance structure for farm advisors; Capacity and abilities of Farm Advisors; Necessary goods for Farm Advisors; etc. He also tried to demonstrate how normally uses farming tools.

## **9. Management of JA Hadano and its Re-inforcement – a case study** *by Mr Sobun Sampei, General Manager, Reform Promotion, JA Hadano*

JA is located in Kanagawa prefecture and is characterized as semi-urban area. Its population is about 170,000. It was established by the amalgamation of five primary cooperatives in Hadano city on August 1,



1963. The 2<sup>nd</sup> amalgamation came in 1966 when two more cooperatives merged in it and it became the present Hadano City Agricultural Cooperative. It has 14,426 members (regular members = 2,990, Associate Members = 11,436). It has 43 officials (Directors = 36 & Auditors = 7). It has 382 employees. Its saving business is worth 220 billion yen and Loans = 406 billion yen. 80% of JA's profit comes from credit and mutual insurance businesses, the same as in other JAs in Japan. It has one main office, 8 branches; 2 Direct Sales shops; one Production materials shop; one day care centre for the aged; one funeral service hall; one petrol station and 1 urban agriculture support centre.

This JA is active in the participation and involvement of members and non-member regional residents by organizing events, festivals and, etc. JA Hadano deals in following major commodities – rice, barley, peanuts, buckwheat, radish, tomato, egg plants, green pepper, cucumber, various beans, lady fingers, Chinese cabbage, cabbage broccoli, lettuce, spinach, onion, long onion, irish potato, yam, sweet potatoes, grapes, pear, peach, chesnuts, orange, kiwi fruits, blueberry, plum and various types of flowers.

It is said that, "The movement of the cooperatives starts and ends with education" and "No education, no movement". The education for members means to help them understand the purpose and philosophy of the cooperatives and develop the capacity to realize them. In addition, JA Hadano carries out various activities to deepen the members' understanding and recognition of the Cooperative Movement and raise awareness level of JA members.

Next day i.e. 12th March, the participants went and observed the facilities of JA Hadano.

#### **10. Method learning and practice of Participatory Rural Development**

*by MrShinichi KOYAMA and Mr Koji NAKATA, Training Institute of Overseas Agricultural Development Association.*

The objective of the above lecture (Formulating a vision from a Participatory Rural Appraisal) is that the Participatory Approach is becoming a major concept for rural community development. It is ideal if rural residents would identify and discuss their own problems and seek a solution to improve their own living conditions.

It has been recognized that a project without reflecting people's needs and/or fitting the site context fails to achieve the expected outputs. There was an increasing need for a methodology that is reliable, cost effective and can generate information in an opportune time. The participatory approach has become an important concept for rural development since the late 1970s to mobilize local resources and strengthen the capacity of people to plan, make decisions and to take action towards improving their own situation.

Different levels of participation are self-mobilization; interactive participation; functional participation; participation for material incentives; participation by consultation; participation in information giving; passive participation.

Following tools and methods of Participatory Approach are popular – RRA (Rapid Rural Appraisal), PRA (Participatory Rural Appraisal)/PLA (Participatory Learning and Action). The tools commonly used are Diagram, Map and Model; Ranking and Scoring; Semi-structured interview.

The benefits of utilizing the tools and methods are – The results are visualized and easily understood by everyone; All ideas are treated equally and given the same importance and attention; Allows everyone to follow a discussion, working or learning process more easily; Everyone is able to share future vision that enhances them to initiate some actions for improvement. Therefore, plans drawn up by rural people in a participatory manner are more likely to work than plans drawn up by outsiders; The core or underlying problem can be identified through a participatory effort because what appears to be a problem is often only one symptom of a problem.

**SECTION - V**  
**FIELD STUDY VISITS IN JAPAN**  
**[Tokyo, Yamanashi, Kanagawa, Ibaragi and Tochigi Prefectures]**

**Field Study Visits in Japan**

During Part-II of the Training Course in Japan, study visits were arranged in Tokyo, Yamanashi, Tochigi and Kanagawa Prefectures. The participants visited the following institutions during their stay in Japan:

- Institute for the Development of Agricultural Cooperation in Asia-IDACA, Tokyo
- Visit JA Fruits Yamanashi, Yamanashi Prefecture;
- Visit to Mr Saito's Orchard and his Home to study Management and Business Plan;
- Visit SANOH Communications Corp, Koga City, Ibaraki Prefecture – Visit to Shiitake Mushroom Plant KAMIYAMA; Ehara Farm and Akiba Noen.
- Visit Tomoe Dairy Co. Ltd., Tochigi Prefecture
- Visit JA Sano Strawberry Farm and Direct Sales Shop;
- Visit Endo Foods Co. Ltd.
- Visit Sekizuka Farm (Organic Farming)
- Visit Central Wholesale Market, Utsunomiya
- Visit Food Ingredients delivery business Center of JA Utsunomiya
- Visit Kawachi Agriculture Promotion Office (Extension), Tochigi Prefecture.
- Visit JA Hadano – Observation of facilities – Farmers' Market "Jibasanzu"; Observation of JA Green Centre (Input materials shop);
- Visit Honmachi Branch Office of JA Hadano;
- Visit Tomita Floriculture Garden
- Visit JA Kanagawa Prefecture Union
- Visit JA Zen-Noh Agricultural R&D Centre, Hiratsuka City, Kanagawa Prefecture.

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**The INSTITUTE FOR THE DEVELOPMENT OF AGRICULTURAL COOPERATION IN ASIA (IDACA):**

IDACA was established on July 8, 1963, with funds raised among agricultural co-operatives, led by the Central Union of Agricultural Cooperatives of Japan (JA-Zenchu) and also with the support of the Government of Japan.

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

During the last 55 years, the IDACA has trained about 6400 participants from 131 countries (as of the end of May 2018) drawn from Agricultural Cooperative Movements and Governments from different countries of Asia, Latin America and Africa. It has an active collaboration with a technical assistance program with the ICA Asia and Pacific.

The participants of the training course of 2018 stayed at IDACA from 25th February to 16th March 2019.

### **Visit Yamanashi Prefecture:**

**JA Fruits Yamanashi:** On 1st March, the participants visited the branch office of the Fruits Yamanashi Agricultural Cooperative (JA Fruits Yamanashi), in the morning. Its Associate Manager, Farm Guidance, Mr Kazuo HOSHINO, briefed the participants about its activities.

This cooperative was first formed as the "Fruits Yamanashi Agricultural Cooperative" (JA Fruits Yamanashi) on February 1, 2001, from a merger of 10 agricultural cooperatives in the East Yamanashi region, as part of a concept founded on having eight prefectural agricultural cooperatives. The area under this cooperative's jurisdiction has the greatest concentration of deciduous fruit trees in Japan and is one of the main fruit production areas in Yamanashi, a prefecture already renowned for its high fruit production. The area accounts for over forty per cent of the prefecture's fruit production and in addition to producing plum, persimmon, cherry, apple, kiwi fruit and its two mainstays – grapes and peaches – the area is also engaged in vegetable, flower and ornamental plants, mushroom and livestock production.

This cooperative has 25 branches, 11 Service Stations; 2 Direct Sales Shops. It has 7,856 regular members and 2,663 Associate members. It has 31 Directors (including three full-time) and 8 Auditors (including one full-time). It has 280 regular employees and 86 temporary employees; 8 production groups; 2,632 Women's Group and 219 Youth Groups. It has 88 Volunteer Organizations "Fruits no Kai".

After the briefing, the participants were shown its Grading Centre and a Direct Sales shop.

**Observation of Mr Saito's Orchard in Minami-Alps City:** On the same day, in the afternoon, the participants visited the Minami-Alps City of 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 advantageous location nearby Tokyo, there are many tourist farms in the area. Because the farmland gets dried very easily, many farmers introduced an irrigation system using sprinklers since 50 years ago.

Participants visited the orchard and house of Mr. Yukihiro SAITO, Regular Member of JA Komano. He and his wife briefed the participants about their activities. They are engaged in cultivating such products as Peaches, Grapes, Cherries; Japanese Plums; Persimmons, etc. in his fruit orchards and farmland.

In addition, they also cultivate vegetables for their home consumption. Packing for Japanese plums and cherries are done at Mr Saito's house and they bring them by themselves to the JA's Grading Centre.

### **Visit SANOH Communications Corp, Koga City; Ibaraki Prefecture – Visit to Shiitake Mushroom Plant KAMIYAMA; Ehara Farm and Akiba Noen.**

On 6th March, participants left IDACA for a Study visit in Ibaraki and Tochigi Prefectures. First, they visited the office of SANOH Communications Corp. Mr Sato conducted a workshop on Skill Improvement Methods for Development of Organizations. Participants were divided into 4 groups and they were given various exercises to analyse and generate ideas for improvement and development of organizations. It is a participatory approach in rural areas. He also asked participants to write the main characteristics of great organizations after a brain storming session. He also explained the rules of brain storming – Invite as many ideas as you can - quantity; no evaluation; piggy bank; fixed time say 5 minutes or 10 minutes, etc.

#### Observation of Kamiyama Mushroom Production Centre:

In the afternoon, the participants visited the production centre of Shiitake Mushroom "KAMIYAMA", cultivated by Mushroom Media. It is a limited company. Ms Yanagida explained the activities of her company. It is the best quality of mushroom. For its production, its temperature is controlled. They produce about 50 kg. of mushroom every month. It is grown on the bricks made of wooden powder. It is harvested once in a week.

#### Observation of Ehara Poultry Farm:

After that, the participants visited the Poultry Farm "Ehara Farm". Mr Makoto Ehara and his wife take care of the poultry farm. They have 4,000 birds, whose production of eggs is about 3,500 per day. 70% of the

eggs they sell directly and the remaining 30% they sell in the wholesale market. They have 3 vending machines to sell eggs. It is a limited company. They also opened a Café in 2017 which serves homemade dishes using eggs from their farm.

#### Observation of Akiba Noen (Herb Farm):

At the end of the day, the participants visited Akiba Noen. Mr Satoru and his wife Ms Hiroko explained the activities of their Herb Farm i.e. Akiba Noen. They are growing mint. They are progressive farmers, Both wife and husband used to work in private companies before marriage. After marriage, they returned to their native place and started their family business i.e. agriculture. In addition to herbs, they are growing rice, eggplants, broccoli, and selling them through JA. They have developed a new variety of rice i.e. Fukumaru. They made collaboration with other companies to make rice wine, beer, etc. from their rice. They also give education regarding how to cook and how to grow rice in the field to women, school children, etc.

#### **Study visits to Tochigi Prefecture:**

The participants visited Tochigi Prefecture during March 6 and 9, 2019.

#### **Outline of Tochigi Prefecture and its Agriculture:**

Basic Data of Tochigi Prefecture: Tochigi prefecture is located in almost central part of Japan with a population of 2 million. The largest plain area in Japan known as Kanto plain is extended in the South and in the North part is spread vast wilderness with flora and fauna. Tochigi is an inland, which is bordered with 4 prefectures but is not facing the sea. Utsunomiya, the Prefectural capital, is situated 90 KM away from Tokyo, which is the largest consumption area in Japan.

In the plain area, rice and barley are grown, while dairy and livestock are produced in highland areas. Moreover, the production of strawberry and Kanpyo are thriving as the specialty products. Above all, the production of strawberry is ranked number one in Japan. In addition, leek, production of rice and Japanese beef cattle are also produced, ranking 10<sup>th</sup> in terms of agricultural production turnover among 47 prefectures in Japan.

JA Tochigi group comprise of 10 JAs – JA Kamitsuga, JA Nasuno, JA Shionoya, JA Nasu-minami, JA Utsunomiya, JA Sano, JA Shimotsuke, JA Hagano, JA Ashikaga, JA Oyama. JA Group has 172,000 members. It has 4,170 employees. Its business turnover is as follows – Savings = 1,640 billion yen; Loans = 305 Billion yen; Mutual Insurance Business = 5,079 Billion Yen; Marketing Business = 104 billion yen; and purchasing business = 48 billion yen. Following are the organizations of JA Group at Prefectural level – JA Tochigi Prefectural Union; JA Zen-no Tochigi Branch; JA Tochigi Mutual Insurance Branch; JA Welfare Federation; and the JA Dairy Federation.

#### **Visit Tomoe Dairy Processing Co., Ltd.**

On 7th March, in the morning, the participants visited the Head Office and Plants of Tomoe Dairy Processing Co. Ltd. in Koga City, Ibaraki Prefecture. Its President Mr Toshiyuki NAKATA, welcomed the participants. Its Manager Mr Masuda and Sr. Executive Director, Mr Ogawa briefed the participants about their activities.

The company was established in November 1956. In June 1962, it was renamed as Tomoe Dairy Processing Co. Ltd. Its annual turnover is 35 billion yen (about 310 million dollars). It has 283 employees (including part-time). Milk is procured by the company through JA-Zenoh from its member-farmers. The company produces milk; milk beverages; Refreshing drink; Iced Coffee; Juices; Vegetable Juices; Cup drink; and Yogurt, etc.

The company has a Milk Museum. About 5,000 unique items of dairy farming and industry collected from more than 150 countries are exhibited here.

#### **Visit Facilities of JA Sano:**

After that, the participants visited JA Sano. The population of the city is 130,000. This JA is located in the North Western part of the prefecture – about 70 km from Tokyo. At first, 3 JAs had been amalgamated to

establish JA Asa and its name was later changed to the current one i.e. JA Sano. It has a main office, 11 branches with following departments – Farm Guidance; Economic Centre; Training Centre; Tourist farming; Vegetables and Fruits Grading Centre; etc. JA Sano deals in following major commodities – Pear, Peach, Strawberry, tomato, cucumber, eggplants, radish, garlic, rice, beer barley, carrot etc.

The participants had a chance to pick and eat Strawberry from JA Sano's Strawberry orchard. The participants also visited and observed the functions of its Direct Sales shop.

#### **Visit ENDO Foods Co. Ltd.**

In the afternoon, the participants visited the Head of ENDO Foods Co. Ltd. Its President Mr Eiichi ENDO, briefed the participants. The company was established in May 1973. Its main business is Designing, Development, Manufacturing and sale of pickles. It has 96 employees. It is located in Sano-shi, Tochigi Prefecture, Japan. Currently, ginger as a raw material is being procured mainly from Thailand and China. Chiang Rai is the main province for procurement of the raw material in Thailand. In China, Ningde city of Fujian province and Shandong province are the main sites for cultivation and export. A large scale Kanma warehouse in the area was established in order to store the imported raw materials. Currently, Ishizuka Warehouse is also available in addition to Kanma Warehouse. The company acquired the first certificate of ISO9001 as pickles producer in March 2000. In May 2000, the company acquired the license for registration of IRCA ISO9001. In March 2001, the company acquired a certificate of ISO14001. The company has a Direct Sales Shop for Pickled Ginger. It is located near the Head Office and the shop is operated throughout the year. In June 2018, the company acquired FSSC22000 Certification. The company provides high-quality guaranteed products which give satisfaction to customers all over the world.

#### **Visit Sekizuka Farm:**

At the end of the day, the participants visited the Sekizuka Farm (Organic Farming). Mr Sekizuka briefed the participants. Mr Sekizuka and his wife Ms Tomoko Sekizuka started an agricultural business in 2002 when they married. They never used agricultural chemicals or chemical fertilizer as a policy. Mr Manabu Sekizuka, his wife, trainees and his parents are involved in farming. Size of business is 10,000 sq. m. for rice, 10,000 sq.m. for 60 kinds of vegetables, 300 chickens for cage free poultry and a small amount of wheat, soy beans. Most of the rice and vegetables are sold directly to individual users. Vegetables are basically sold in packages and distributed to several restaurants. Natural eggs from free range breeding chickens are sold to organic food stores, roadside stations, wineries, etc.

Salient features of Sekizuka Farm are as follows – small in size, diversified small quantity production; mixed farming; seed saving; etc.

#### **Visit Food Ingredients delivery business Center of JA Utsunomiya:**

On March 8, the participants visited the Fureai Food Ingredients Service Centre of JA Utsunomiya. Mr Fukukawa of Consumer Goods Division briefed the participants. There are 10 JAs in Tochigi Prefecture with a total membership of 100,000/- About 12,000 people are members of this Food Ingredients Delivery Centre. JA is supplying domestic products or local products of agriculture and livestock to its aged members. In order to let users enjoy the home-made taste of food, the JA is basically supplying food ingredients. There are 3 merits of food ingredients to support members' daily life – (1) Fresh and safe; (2) Simple and easy; (3) Economical. Home Delivery Service started in Utsunomiya 30 years ago. The Centre has 10 vans and 10 drivers for Utsunomiya region. In Tochigi Prefecture there are 80 drivers and 80 vans. One driver can deliver ingredients to 60 households in a day. Besides drivers, the centre has 16 employees. Mainly, the ingredients are supplied for dinner, as aged farmers cannot go out for purchasing. Delivery is made 12 times in a month.

#### **Visit Utsunomiya City Central Wholesale Market:**

On March 8, early morning, participants visited the local wholesale market. The market is constructed by the Tochigi Prefectural Government and operated by a private company – Utsunomiya Fruit and Vegetable Co. Its Executive Director, Mr Akio Ishizaki, briefed the participants about the operations of the wholesale market and showed the facilities. There are about 64 wholesale markets and about 1200 local wholesale markets

in Japan. It is the largest of the 5 wholesale markets in the prefecture. It handles 400-500 tons of fruits and vegetable every day. 90% of it is domestic produce while 10% are imported ones. Participants also observed the auctioning process at the wholesale markets.

**Functions of the Central Wholesale Market:** (i) Collection: A wide variety of produce in vast quantity from all over the country and from abroad is collected; Fair Pricing: Prices are determined by auction as a basic rule, which means the price will be reasonably determined as the highest bid price will be the price of the goods, reflecting the day's supply and demand of the goods; (iii) Distribution: Produce collected is divided into smaller quantities and sizes and sold to a number of stock purchasers; (iv) Prompt Settlement of Accounts: Payment of charges is made quickly and properly under a fixed rule; (iv) Reduction in distributing costs: By buying and selling goods in large quantity at one place, transportation and other costs incurred in distribution can be reduced; (v) Providing information: Prompt information on what and how much farm and marine products are delivered in the market as well as on the wholesale prices on the day is valuable, avoiding confusion; (vi) Hygiene inspection: Hygiene checks on the goods are conducted by the Sanitation Inspection Station and also guidance is given to the dealers to adhere sanitation standard as required. We are making efforts in maintaining that foods are checked in reliable conditions and also in keeping the market facilities clean.

### **Visit Kawachi Agriculture Promotion Office (Extension), Tochigi Prefecture:**

The participants visited the office of the Kawachi Agriculture Promotion Office (Extension), Tochigi Prefecture, in the afternoon of 8th March. Mr Ogane, Deputy Director, Management Extension Department, and Ms Otani, Extension Worker, briefed the participants. Cooperative Extension Services have about 70 years of history in Japan. It is being operated with funds from the Central Government (4.7%) and prefectures (95.3%) in 2016. In Japan, there are 365 Extension Centres with 6,568 staff. They are employees of the prefecture government. There are other advisors called farm advisors who are the staff of Agricultural Cooperatives (JAs). Extension advisors conduct extension activities by improving technology developed by agricultural research and experimental center. Main methods of extension activities are (i) Guidance by visiting farm houses; (2) Consultation and Analysis of soils, growth, disease, management, etc. (3) Demonstration at Farms; (4) Conduct of Training/seminar, etc.

Objectives of the Extension Office are as follows:

(1) Securing and fostering new farmers; (2) Establishment of cultivation techniques and dissemination – Establishment of demonstration farm; securing of new farmers (expansion of area); increase of fruits quality (survey of sugar contents); and priority guidance by making rounds to farmers; (3) Establishment of branded cultivation techniques and dissemination; and (4) Other challenges – formulation of vision of strawberry production area (Fiscal year 2016-17); strengthening of production system of disease-free strawberry seeds (Fiscal year 2017-18).

In the changing environment, the role of Extension worker has also changed. Now the contents of extension activities are as follows – (i) Marketing and how to process products has been introduced into the services to improve farm management; (ii) Now targets of extension activities are not only farmers but also the newcomers, including private companies. New roles of extension activities are (i) Advisors have become facilitators among stakeholders, such as farmers, corporations, JAs, retailers; New Methods of Extension activities: Information Technology is used along with “face-to face” contact and small group activities are introduced.

### **Visit Kanagawa Prefecture:**

On March 12, the participants went for a field study visit to Kanagawa Prefecture. First, they visited JA Hadano and observed its facilities – Farmers' Market “Jibasanzu”; JA Green Centre (Input materials shop). Manager of Farmers' Market briefed the participants about its operations. Once a month, it is closed. Local farmers bring in their fruits and vegetables for sale in the morning daily except holidays. They fix the prices by themselves. JA charges commission @ 15% for the use of JA facilities.

After that, the participants reached Honmachi Branch Office of JA Hadano. It is a new building. Its Manager briefed the participants and showed the building around. About 1300 households are its members. Out of

which, 80% are Associate Members. Its main business is Mutual Insurance and Savings and Credit.

From there, the participants went to the Tomita Floriculture Garden. Mr Tomita is the owner of this Farm. The participants interacted with him and his father. His father is a member of JA Hadano. In addition, Mrs Tomita and five workers are engaged in the Garden. Mr Tomita has 7 Green Houses and he has 5000 square meters of land growing vegetable seedlings and various kinds of flowers. He produces and sells 150,000 vegetable seedlings in a year through JA. He sells his flowers through JA and wholesale market. He has been growing 50 varieties of flowers in his garden.

#### **Outline of JA Kanagawa Prefecture Union:**

In the afternoon, the participants visited the office of the Kanagawa Prefecture Union in Yokohama. They were briefed by Mr Ishii, General Manager, (General Affairs Dept.) of the JA Prefecture Union.

The JA Kanagawa Prefecture Union has 19 members (14 Cooperatives and 5 Federations). No. of officials is 11 (one President, one Vice President, one Senior Managing Director, one Managing Director and 7 part-time Directors). It has 4 part-time Auditors and 65 employees. The Manager of the Union explained the history, basic functions, of the Union. The basic objective of the JA Kanagawa Prefecture Union is to contribute to making sound development of the JA Group in Kanagawa Prefecture. Contributing to the realization of sustainable development of agriculture and the creation of affluent communities in the prefecture.

The scope of business activities of the Union includes (i) Guidance on organization, business and management; (ii) Conduct of auditing; (iii) Provision of education/training and information; (iv) Mediation of disputes arising among JAs; (v) Survey and Research on JAs; and (vi) Agricultural Policy Legislative Activities (Lobbying), etc.

Kanagawa Prefecture Union has 13 JAs, 24,552 farm households, 370,000 members – 70,000 Regular Members and 300,000 Associate Members.

#### **Visit JA ZEN-NOH Agricultural Research & Development Centre, Hiratsuka City, Kanagawa Prefecture:**

On the morning of 13th March, the participants visited the Research and Development Centre of the National Federation of Agricultural Cooperative Associations - JA Zen-Noh in Hiratsuka City, Kanagawa Prefecture. Mr Sato, senior technical staff of crop comprehensive countermeasure dep't briefed the participants.

Zen-Noh Agricultural Research & Development Centre has the following sections – General Management and Coordination Section – in charge of the general affairs and the management and coordination of R & D centre; Agricultural Products Development Section – develops a new variety, cultivation technology and processed products, using domestic agricultural and livestock products; Fertilizers Research Section – surveys of Fertilizers (including materials), soil amendments, nursery soil which Zen-noh deals, develops new fertilizers, effective fertilizer application and soil testing technology; Pesticides Research Section – it has 3 keywords – Low-cost, Labor-saving, Security; Pesticide Residue Inspection Section – supports the sales business of JA Group by certifying the safety; Fuels Research Section – it has two main functions – provide technical training and exercises; and products inspection and quality control; Consumer Goods Q.C. Section – working on developing and inspecting A-coop Mark products for supporting customers better living; and Agricultural Materials, Machinery and Facilities Department – develops and distributes best products to meet the diversified needs and demands for higher function and provide training and guidance for members to these situations. In 1962, the Agricultural Technical Centre was established and renamed as the new R&D Centre of Agricultural Research & Development Centre in 2010. In 2012, ZEN-NOH Fresh Produce Marketing Corporation (Kanagawa Centre) was established by utilizing the site of the eastern side of the above-mentioned R&D Agricultural Development Center.

## SECTION - VI

### Action Plans Proposed by the Participants

In view of the experience gained by the participants through classroom lectures, field study visits in Thailand and Japan, interaction among themselves and based upon their own work environment, the participants were able to develop brief outlines of their Action Plans, which they would recommend to their organizations after their return to their respective home countries. 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 : **Ms Sonam Lhaki Zam**  
Position : **Marketing Officer**  
Name of organization: **Department of Agricultural Marketing and Cooperatives (DAMC), Ministry of Agriculture and Forest, Royal Government of Bhutan.**  
Title of the Proposal : **Promotion and strengthening additional Saving and Credit Cooperatives in Western Bhutan.**  
Target Group : **140 Cooperatives in Western Bhutan**  
Target Area: : **Western Bhutan**  
Implementing Agency : **Department of Agricultural Marketing and Cooperatives (DAMC).**  
Duration of the Plan : **12 months (July 2019-June, 2020).**

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Name of Country : **Cambodia**  
Name of the Participant : **Ms. Chin Hunlay**  
Position : **Vice Chief**  
Name of Organization : **Department of Agricultural Cooperative Promotion, General Directorate of Agriculture (GDA), Ministry of Agriculture, Forestry and Fisheries (MAFF), Cambodia.**  
Title of the Proposal : **Capacity Building and Market Improvement of Agricultural Cooperatives in Pailin Province, Cambodia.**  
Target Group : **75 members in 7 ACs in Pailin Province, Cambodia.**  
Target Area : **Pailin Province, Cambodia**  
Implementing Agency : **Office of Department of Agricultural Cooperative Promotion, Pailin Province, in cooperation with Department of Agricultural Cooperative Promotion, General Department of Agriculture, Ministry of Agriculture, Forestry and Fisheries, Cambodia.**  
Duration of the Plan : **12 months – April 2020 to March 2021.**



Name of Country : **Lao PDR**  
Name of the Participant : **Mr. Sayakone Onnaly**  
Position : **General Manager**  
Name of Organization : **Bolaven Plateau Coffee Producers Cooperative.**  
Title of the Proposal : **To increase membership of CPC in order to increase coffee production**  
Target Group : **New village That has been producing coffee - Ban Huaytao, Paksong district, Champasack province (minimum 15 members).**  
Target Area : **The Bolaven Plateau area, south of Lao PDR**  
Implementing Agency : **Bolaven Plateau Coffee Producers Cooperative.**  
Duration of the Plan : **12 Months – July 2019 to June 2020.**

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Name of Country : **Kyrgyzstan**  
Name of the Participant : **Mr. Almasbek Dorombaev**  
Position : **Advisor**  
Name of Organization : **Cooperative Union of Kyrgyzstan (CUK)**  
Title of the Proposal : **Introduction of Pooling of resources system and Membership Fee for Joint Purchasing of Inputs for members of Agricultural Cooperatives.**  
Target Group : **Kok Chy Cooperative, Tash Dobo Cooperative, Shabdan Cooperative (Two cooperatives will be choosen).**  
Target Area : **Chy region of the Kyrgyz Republic**  
Implementing Agency : **Cooperative Union of Kyrgyzstan (CUK)**  
Duration of the Plan : **18 months – May 2019 to December 2020**

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Name of Country : **Kyrgyzstan**  
Name of the Participant : **Ms. Cholpon Kokumova**  
Position : **Expert**  
Name of Organization : **Cooperative Union of Kyrgyzstan (CUK)**  
Title of the Proposal : **High Level Assessment of Investment Preparedness of Agricultural Cooperatives.**  
Target Group : **Two existing cooperatives – Credobak cooperative; and Birimdik Suu cooperative in Issyk-Kul Province.**  
Target Area : **Issyk-Kul province.**  
Implementing Agency : **Cooperative Union of Kyrgyzstan (CUK)**  
Duration of the Plan : **12 months – April 2019 to March 2020.**

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Name of Country : **Maldives**  
Name of the Participant : **Mr. Hussain Nash**  
Position : **Operations Manager**  
Name of Organization : **Funad Development Cooperative Society.**  
Title of the Proposal : **Increase Number of Young Farmer in Fuvahmulah City.**  
Target Group : **50 Jobless Youth between the Age group of 20 to 25.**  
Target Area : **Fuvahmulah City, 50 Young Farmer**  
Implementing Agency : **Funad Development Cooperative Society.**  
Duration of the Plan : **(Two years) - July 2019 to June, 2021.**

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Name of Country : **Nepal**  
Name of the Participant : **Mr. Prem Prasad Jaisi**  
Position : **Chairman**  
Name of Organization : **District Cooperative Union Limited Banke, Nepal.**  
Title of the Proposal : **Market Intervention of Vegetable, Mint and Fruit Production for economic benefits of Farmers In Baijnath Municipality Area, Banke, Nepal.**  
Target Group : **A group of 10 Vegetable Framers' Cooperative Societies, comprising 500 members.**  
**Target Area** : **Baijnath Municipality Area, Banke, Nepal**  
Implementing Agency : **District Cooperative Union, Banke, Nepal.**  
Duration of the Plan : **Twoyears – June 2019 to May 2021.**

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Name of Country : **Sri Lanka**  
Name of the Participant : **G.H.I.T DHANUSHKA**  
Position : **Finance Manager**  
Name of Organization: **Wayamba Co-operative Rural Bank Union**  
Title of the proposal : **Development of SME Loan Project for Wayamba Co-op Rural Bank Union**  
Target group : **Small & Medium Enterprises**  
**Target area** : **North Western Province in Sri Lanka**  
Implementing agency : **Wayamba Co-operative Rural Bank Union**  
Duration of the Plan : **12 Months – March 2019 to February 2020.**

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Name of Country : **Sri Lanka**  
Name of the Participant : **B.M. Ajith Somasiri Balasooriya**  
Position : **General Manager**  
Name of Organization: : **Nikaweratiya Sanasa Union Ltd, Nikaweratiya.**  
Title of the Proposal : **Development of 1000 home garden crops and development of 500 farmers for local paddy cultivation in the division.**  
Target Group : **Members of the SANASA Society.**  
Target Area : **Nikaweratiya Electoral District**  
Implementing Agency : **SANASA Society**  
Duration of the Plan : **March 30 to December 31, 2019.**

**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 at CLT/CPD and IDACA, an End-of-the-Course Evaluation Form was designed and given to the participants to obtain their feedback on the total conduct of the program.

**Evaluation Objectives**

The main objectives of 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**

**CLT/CPD Module on “Agri-Coop. Business Management, Leadership & Planning**  
**February 05 – 24, 2019**

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

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

**PROGRAMME FEEDBACK**

Module Title		Rating [Please tick (✓) in the appropriate column]				
		Excellent [5]	Very Good [4]	Good [3]	Fair [2]	Poor/No Response [1]
1	Use and relevance of the training for you	4	3	2	-	-
2	<b>Program design</b>					
	a) Extent of coverage	3	4	2	-	-
	b) Conceptual framework	3	5	1	-	-
	c) Correlation of my time spent with the learning I had	4	2	3	-	-
	d) Orientation of the course	5	3	1	-	-
	e) Reading material	2	4	1	2	-
3	Overall effectiveness of the program	4	4	1	-	-

<b>Module-Wise Feedback</b>						
1	Historical Development of Thai Coops by Dr. Asanee Ratanamalai, CLT	5	3	1	-	-
2	How to organize Coop. By Dr. Asanee Ratanamalai	7	2	-	-	-
3	Cooperative Principles and Coop. Education by Dr. Asanee Ratanamalai	6	3	-	-	-
4	Coop. Development & Legal Basis by Mr Poramate Intarachummum, Chairman, CLT	1	4	4	-	-
5	Leadership & Team Building by Dr.Asanee Ratanamalai	6	3	-	-	-
6	Member Participation by Dr.Asanee Ratanamalai	6	3	-	-	-
7	Business Development Planning by Assoc.Prof. Juthatip Patrawart, Director of CAI/KU	3	1	4	1	-
8	Governance and Management of Agricultural Cooperatives by Dr. Asanee Ratanamalai	5	4	-	-	-
	<b>Field Visits</b>					
1	Visit to Lam Lukka Agri. Coop. Ltd.	2	6	1	-	-
2	Visit to Ban Paew Agri. Co. Ltd.:	3	4	2	-	-
3	Visit to the Learning Center on Self-Sufficiency Economy Philosophy	2	4	3	-	-
4	Visit to Pitsanulok Food safety and Green Market Coop:	3	5	1	-	-
5	Visit to Watchan Agricultural Coop. Ltd. Pitsanulok:	3	4	2	-	-
6	Briefing by CAD to learn Coop. Finance	2	4	3	-	-
7	Briefing at CPD to learn Thai Coops and Role of Government	3	4	2	-	-
8	Visit to Agricultural Products Collecting Centre, Watchan Agri. Coop. Ltd.	3	5	1	-	-
9	Visit to Prompiram Agri. Coop. Ltd.	6	2	1	-	-
10	Visit to Women Group Activities under Prompiram Agri. Coop. Ltd.	4	4	1	-	-
11	Visit to Panchalee Land Settlement Coop. Ltd.	3	2	3	1	-

	Members' Group Activities supported by Panchalee Land Settlement Coop. Ltd.	5	1	2	1	-
<b>Support Services</b>						
1	Program Office at CLT	7	2	-	-	-
2	Accommodation at Picnic Hotel & CLT	6	2	1	-	-
3	Food at CLT & outside	3	3	3	-	-
4	Accommodation at Pitsanulok	5	1	2	1	-
5	Accommodation at Pataya	6	2	1	-	-
6	Food at Pitsanulok	1	3	4	1	-

Any other comments/suggestions: Some participants made the following comments/suggestions:

1. It would be better if we had reading materials from each coop. translated in advance with brief information.
2. Provide reading material to the participants in advance before the lecture. It will give us the possibility for better understanding.
3. Each cooperative should prepare the main figures in writing (history of coop., financial statements, profit, etc.).
4. Food was unusual for me. It does not mean that it was bad.
5. I would like to suggest if we have Resource Persons who can speak English because translation, at times, cannot be clear with the intention of questions/answers.
6. More than Lectures, group activities are exciting and can make the participants learn better.
7. If CLT or any other coordinating agency could provide some brief background on the cooperatives we visit in writing in advance, it would be helpful to the participants.
8. Briefing at CAD – For a foreigner like me, their mandates were not clearly briefed. Maybe because of the language barrier? I could not get my doubts and queries cleared. The briefing was okay but I am not really clear about their roles in the cooperative business.
9. Business Development Planning – It was difficult for me to understand her accent. Sorry!.

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## IDACA MODULE : 25 February to 16 March, 2019

### Summary of the Evaluation:

#### Program Coverage:

All the 9 participants said the program coverage was **very good**. Some participants had the following comments:

- The program is excellent. It covers all the aspects of agricultural cooperatives in Japan, gives a very good understanding about the development of agriculture in the country and let the participants learn about the culture, history and values of the Japanese people.

- The program is an intensive one and the coverage is also wholesome. Everything has been covered. Overall, was an enriching program.

### **Most Beneficial Subject for you:**

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

- Lecture on Participatory Rural Development.
- Lecture on Credit and Savings Business of Cooperatives;
- Lecture on Farm Guidance;
- Lecture on Participatory Methods on Capacity Building;
- Historical Development of Agricultural Cooperatives in Japan;
- Field Visits were very beneficial.

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

The replies were:

- Financial Management to be added;
- Lecture on Insurance Business to be added;
- Time may be increased for the lectures on Farm Guidance and Participatory Rural Development;
- More Group work should be given;

**Presentation by Lecturers (way of presentation and materials, etc.):** Most of the participants wrote that presentation by Lecturers was good or very good.

**Study Visits In Ibaraki and Tochigi Prefectures (March 6-9):** All participants have expressed their opinion that the study visits to Ibaraki and Tochigi Prefectures were good or very good.

**Other Observation Tour (1-day observation in and around Tokyo - 8 participants** wrote that it was very good while 2 said it was good. Following comments were offered by the participants:

- It was such a good tour around Tokyo but it was in a hurry. We did not have time to shop.

**Visiting Fruits Producing Farmer Mr Saito (March 1, afternoon):** 7 participants said that the visit was very good, while 2 said it was good. Following comments were offered by some participants:

- It was so encouraging visit since Mr Saito and his wife is a successful farmer. It was an amazing experience to see the different kinds of farm machinery they were using.

**Visiting JA Hadano (March 12 Forenoon):** 6 participants wrote that the visit to JA Hadano was very good, while 3 said, it was good. Following comments were offered by the participants:

- Interesting to see a branch office of Deposits and Lending Division of JA Hadano; The Green House business seems to be profitable; The Farmers' Market: a lot to learn about distribution.

**Visiting JA Kanagawa Prefectural Union (March 12 afternoon):** 8 participants wrote that the visit to Kanagawa Prefectural Union was very good, while 1 said it was good. Following comments were offered by the participants:

- It was a very candid and thoughtful presentation. I have been able to classify many things. I did not understand in the beginning. I will follow-up about developments of the cooperative movement in Japan.

**Visiting JA Zen-NOH Research and Development Centre (March 13, Forenoon):** 7 participants said that the visit to JA Zen-Noh Research and Development Centre was very good, while 2 said it was good. Following comments were offered by the participants:

- JA Zen-noh is an important organization. They have a lot of work to do – demonstration, analysis, training. It is very importance to certify commodities and certified products are very safe for consumers.
- A good spot to visit. After that, it becomes clear why and how the agri sector in Japan can produce high quality goods and how food security is organized in Japan.

**Administration and Management:**

**1) Management of the Training Course by IDACA:**

All the 9 participants said that it was very good.

**Facilities:** All the participants appreciated the facilities provided by IDACA.

**Meals:** All the participants appreciated the food provided at IDACA. Following comments were offered by the participants:

There should be more menus, not only bread but some time rice instead.

**Other Services:** Other services like washing, ironing, transportation to station, etc. were appreciated by all the participants. Following comments were received.

- It would be good to have more taxi tickets to Takao Metro Station, as it is not easy to organize groups of 3 people.

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

- It would be good to have half a day for packing and last minute shopping;
- To provide more luggage allowance to ship luggage to home for people who travel with airlines with limited luggage allowance like Russian Airlines (only 23 kg.)
- Before we leave, I need one day for shopping;
- The program should be held in Spring Season so that participants can enjoy cherry blossom;
- Participants should have a chance to see snow falling, especially for participants from tropical countries.





**SECTION - VIII**  
**COURSE CONCLUDING SESSION**  
**AND AWARD OF “CERTIFICATES OF PARTICIPATION”**

The concluding session of the ICA-MAFF (Japan) Training Course-2018 was held at IDACA, Tokyo, on March 15, 2019. The session was attended by Mr. Kyohei SUGAYA, Officer in charge of ICA-JAPAN Project, Ministry of Agriculture, Forestry and Fisheries (MAFF), Govt. of Japan, Mr. Yasuyuki KOBAYASHI, Manager, Int'l Relations Deptt., JA-Zenchu, Mr. Masahiro KONNO, Executive Director of IDACA, including all his senior staff, and Mr. A.K. Taneja, Project Coordinator of the ICA-Asia Pacific, New Delhi.

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

First of all, **Mr Khohei SUGAYA** congratulated all the participants on successful completion of this training course and he extended his deep appreciations to Mr Konno Masahiro, Executive Director of IDACA, Mr Ashok Kumar Taneja of ICA-AP and Mr Kobayashi of JA-Zenchu. He reiterated the objectives of the training course. He hoped that the participants will take some action based on the action plans they made by using the knowledge and experience they gained in this training course and will contribute to the development of agriculture sector and building Food Value Chain in their respective countries. He said that the implementation of Action Plans is essential in order to continue to secure the budget for this capacity building program. So, he requested the participants to report the progress on their Action Plans regularly to IDACA and ICA-AP. He believed that the implementation of Action Plans would produce good effects on their community. He wished all the best to all the participants and urged upon them to come again for the Olympic Games next year.

**Mr Yasuyuki KOBAYASHI**, JA-Zenchu, in his short speech said, "I understand that you have met many members of JAs during your stay in Japan. They have spent their valuable time on you, wishing the development of agriculture and agricultural cooperatives in your country. It is the basic concept of the JA group that we should endeavor to help increase farmers income. We are exporting our agricultural products to overseas countries including your countries, while you are exporting your agricultural products to Japan. We should find a way to seek the best path to the mutual co-existence and co-prosperity based on a win-win approach in terms of trade of agricultural products. I wish that you will keep good memories and experiences gained during your stay in both countries, namely, Thailand and Japan and utilize them for the development of agriculture and agricultural cooperatives in your respective countries".

**Mr Masahiro KONNO**, Executive Director of IDACA, congratulated all the participants on successful completion of the training course. He said that through lectures and field visits, the participants learned and observed various activities done by agricultural cooperatives. Although the stage of development of agricultural cooperatives differs from country to country, we believe that the experience and knowledge gained in Japan and Thailand will lead to further development of agricultural cooperative movement in your country. He requested the participants to share the experience and knowledge they gained during the training with their colleagues back home. He also urged upon them to become a leader and implement their action plans. He also thanked Mr Taneja of ICA-AP for his contribution to this training course. He thought that this training course was a good opportunity for all the participants to cultivate new friends and network by living together for more than one month in Thailand and Japan. He also thanked MAFF for providing financial support to this training course and requested MAFF to continue support for the ICA Training Programs.

He requested the participants to keep in touch with IDACA through e-mail or Facebook. Finally, he wished all the participants success and a comfortable journey back home.

**Ms Cholpon Kokumova**, the participant from Kyrgyzstan extended a vote of thanks on behalf of all the 9 participants. Excerpts of her speech are reproduced below:

"On behalf of the students of the course of Fostering Leaders for Agricultural Cooperatives, I want to express

warm thanks and gratitude to IDACA Training Center, ICA and especially to the Ministry of Agriculture, Forestry and Fisheries, for the opportunity to participate in the training course.

The past six weeks - first in Thailand and then in Japan, have been a truly exciting experience and a fruitful and constructive journey to the world of the agricultural cooperatives. We have learned a lot about the role of the agricultural cooperatives in the development of agriculture in Japan; on the legislative cooperatives' framework; governance, administration and management of the cooperatives.

We have been given the opportunity to travel in Japan to visit JAs, farmers, a wholesale market, farmers' markets, a Research Center and other exciting places and even visited farmers' houses. In every place we have visited, we were well-regarded and welcomed. The Japanese people have treated us with open minds and open hearts. We feel very thankful for their willingness to assist us in our study, to show us their business in great details and to provide answers to each of our questions.

"Informative, intensive, enjoyable, good learning, well prepared, very disciplined, great success" - these are the words of our participants about the training course. We will return to our countries enriched with the new knowledge, experience and expertise. The key take-aways from our time in Japan is that:

- agriculture is the base of any society that provides food security, contributes to jobs creation and stability,
- in order for the agriculture to be successful, the strong agricultural policy, collective efforts and strong stakeholder engagement are needed.
- the cooperatives play an important role in the development of the agricultural sector, community engagement and mobilizing internal resources.

We will apply the gained knowledge back to our countries and believe that our communities, organizations and countries will benefit from them and improve their agricultural and cooperatives' practices. We look forward to making our action plans a success.

So, let me conclude by thanking again all of you for support, warm welcome and hospitality and wish Japan and the Japanese people prosperity, greater achievements and success."

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The **Certificates of Participation** from ICA as well as from IDACA were awarded to the participants at the end of the concluding session by Mr Kyohei SUGAYA, and Mr Masahiro KONNO, respectively. Mr Balasubramanian (Balu) Iyer, Regional Director, ICA-AP, signed the ICA Certificates of Participation while Mr Masahiro KONNO, Executive Director of IDACA, signed the IDACA Certificates.

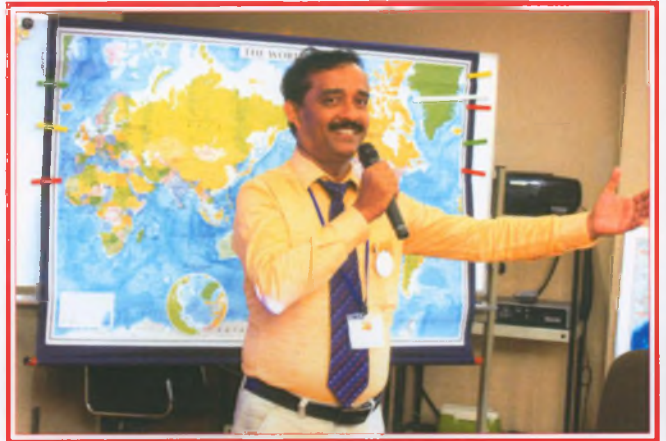
*(After completing the IDACA training program, the participants left Japan for their respective home countries on 16th March 2019).*

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## Opening Ceremony in Japan: Glimpses of the Opening Ceremony of Part-II of the Training Course held at IDACA



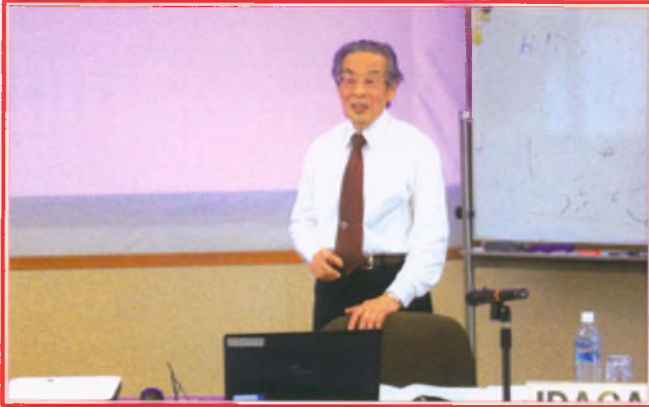
Country Reports Presentations by participants in IDACA



Classroom Sessions in progress at IDACA, Japan



Classroom Sessions in progress at IDACA, Japan



Classroom Sessions in progress at IDACA, Japan



Mr. Norikazu SUZUKI, Parliamentary Vice-Minister for Foreign Affairs, Government of Japan, interacted with the participants



Field Study Visits in Japan :  
Participants at JA Fruits Yamanashi



Observation of Mr Saito's Orchard in Minami-Alps City



Visit to SANOH Communications Corp, Koga City, Ibaraki Prefecture





Visit to Shiitake Mushroom Plant "KAMIYAMA"



Participants at Ehara Poultry Farm



Visit to Akiba Noen (Herb Farm)



Visit to Tomoe Dairy Processing Co., Ltd.



Participants observing facilities of JA Sano



Participants visited the ENDO Foods Co. Ltd.



Participants visited Sekizuka Farm



Visit to Food Ingredients delivery business Center of JA Utsunomiya



Visit to Utsunomiya City Central Wholesale Market



Visit to Kawachi Agriculture Promotion Office (Extension), Tochigi Prefecture



Visiti to Kanagawa Prefecture Union



Participants at the JA Zen-Noh Agricultural Research & Development Centre, Hiratsuka city, Kanagawa Prefecture



Participants presenting their Final Action Plans at IDACA, Japan



**Closing Ceremony : Distribution of 'Certificates of Participation' and Farewell party at IDACA**



**ICA-MAFF (Japan) Training course on  
“Fostering Leaders for Management and Development of Agricultural Cooperatives in Asia”**

Jointly Implemented by  
**The Cooperative League of Thailand (CLT) and Cooperative Promotion Department (CPD)**

**Programme in Thailand**  
During 5 - 24 February 2019  
Bangkok and Pitsanulok Province, Thailand

Dates		Forenoon	Afternoon	Venues
February 2019				
05	Tuesday	Arrival of participants		Airport
06	Wednesday	Opening Ceremony and Course Orientation by Mr. A.K. Taneja, ICA-AP.	Lecture on “Historical Development of Thai Cooperatives” by Dr. Asanee Ratanamalai	CLT Training Center, Bangkok
07	Thursday	Lecture on “How to organize a Cooperative” by Dr. Asanee Ratanamalai	Lecture on “Cooperative Principles and Cooperative Education” by Dr. Asanee Ratanamalai	
8	Friday	Lecture on “Member Participation” by Dr. Asanee Ratanamalai	Lecture on “Leadership and Team Building” by Dr. Asanee Ratanamalai	
9	Saturday	Sightseeing – Pattaya City		Asia Hotel, Pattaya City
10	Sunday			
11	Monday	Lecture on “Cooperative Development and Legal Bases” by Mr. Poramate Intarachumnum, Chairman-CLT	Lecture on “Business Development Planning” by Assoc. Prof. Juthatip Patrawart, Director of CAI/KU	Picnic Hotel, Bangkok
12	Tuesday	Lecture on “Governance and Management of Agricultural Cooperatives”, by Dr. Asanee Ratanamalai	Summarized by CLT and ICA	
13	Wednesday	Visit to CPD	Visit to CAD	
14	Thursday	Visiting to Tri Mitr Temple and Mable Temple	Visit to Lum Lookka Agricultural Cooperative Ltd. (ICA AP & IDACA)	
15	Friday	Visit to Ban Paew Agricultural Cooperative Ltd. (ICA AP & IDACA)		
16	Saturday	Sightseeing - Kao Kret Community Island		
17	Sunday	Move to another city outside Bangkok for fieldstudy visits (to be arranged by CPD)		Holatel Hotel, Pitsanulok Province
18	Monday	Learning Center on Self Sufficient Economy Philosophy.	Pitsanulok Food Safety and Green Market	
19	Tuesday	Watchan Agricultural Cooperative Ltd.	Agricultural Products Collecting Center, Watchan Agricultural Cooperative Ltd.	
20	Wednesday	Prompiram Agricultural Cooperative Ltd.	Women Group Activities, under Prompiram Agricultural Cooperative Ltd.	
21	Thursday	Panchalee Land Settlement Cooperative Ltd.	Members' Group Activities, supported by Panchalee Land Settlement Cooperative Ltd.	
22	Friday	Move back to Bangkok		Picnic Hotel, Bangkok
23	Saturday	10.00 hrs. Closing Ceremony at CLT Training Center Farewell Party		
24	Sunday	Preparation / Departure for Japan		

**Training Course on  
"Fostering Leaders for Management and Development of  
Agricultural Cooperatives in Asia In FY-2018"**

**Program in Japan**

Thailand : 5th to 24th February 2019 (20 days)  
Japan : 25th February to 16th March 2019 (20days)

Date		Forenoon (9:30 ~ 12:00)	Afternoon (1:30 ~ 4:00)	Accom.
Feb. 25	Mon	Arrival of the participants at Narita Int'l Airport at 7:45 a.m.	Orientation on Life of IDACA and Where and What to learn from the Japanese Experiences by Ms. H. Tayama & Mr. Y. ABE	IDACA
26	Tue	Opening Ceremony (MAFF, JA Zenchu, IDACA) Presentation of Country Report by Participants	Continue Individual Interview	-do-
27	Wed	L: Historical Development of Agriculture & Coops in Japan (Mr. Y. Abe, IDACA)	L: Organization and Business of Agricultural Cooperatives (JA) (Mr. T. Nakashima, IDACA)	-do-
28	Thu	L: Legal Framework (Mr. H. Terunum, IDACA) ~ Agricultural Cooperative Society law, By-law	L: What's Coop Movement? Best Practices of JA's, Cooperatives in other countries etc.(Prof. Dr. M. Shiraiishi, Agri. Univ. of Tokyo)	Yokohama
Mar. 1	Fri	F: JA Fruits Yamanashi with a Focus on Coop Marketing	F: Visit to Mr. Saito's Orchard and his Home to Study Management and Business Plan	IDACA
2	Sat	Sightseeing in Tokyo	Continue	
3	Sun	Free	Free	
4	Mon	L: Marketing and Purchasing Business of JA (Mr. Harada, Coop Consultant)	Credit Business of JA (Mr. T. Shimizu, Norinchukin Research Institute) PARTY after lecture at 5:30 pm ~	-do-
5	Tue	L: Promotion of Entrepreneurship among Rural Women (Ms. M. Izumi, JCA)	L: Farm Guidance of JA (Mr. A. Takahashi, JA Zenchu)	-do-
6	Wed	Lv. for Study Visit in Ibaragi & Tochigi Prefectures and "Participatory Lecture on Capacity Building"	F: Observation of Kamiyama Mushroom Production Plant, Dairy Plant, Ebara Poultry Farm and Asada Herb Farm	Tochigi
7	Thu	F: Tomoe Dairy Com.Ltd, Strawberry Picking & Direct Sales Shop run by JA Sano	F: Visit to Endo Pickles Production Com. Lt. and Mr.Sekizuka Farm (Organic Farming)	-do-
8	Fri.	F: Local Wholesale Market and Food Ingredient Plant run by JA Zennoh Tochigi	F: Tochigi Pref. Kawauchi Agri. Promotion Office for study of Agri. Extension System	-do-
9	Sat.	Enchanting Edo Wonderland to Learn the Culture in Edo Period	Second Hand Goods Sales Shop in Hachioji	IDACA
10	Sun.	Free	Free	-do-
11	Mon.	L: Management of JA and its Reinforcement (JA Hadano)	L: Participatory Rural Development (Mr. Shinichi Koyama and K. Mr. Nakata)	-do-
12	Tue.	D: Review of the Training Program	L: Visit to JA Kanagawa Pref. Union (Roles of Unions)	-do-
13	Wed.	F: JA ZEN-NOH Research & Development Center	V: Kamakura (one of Japan's old capitals) and the Pacific Ocean for Sight-seeing	-do-
14	Thu	D: Review of the Training Program	Preparation of Action Plan	
15	Fri	Presentation of Action Plan	Evaluation Ceremony Closing	-do-
16	Sat.	Departure of the participants		



**ICA-MAFF (JAPAN) Training Course on  
“Fostering Leaders for Management and Development of Agricultural Co-operatives in Asia”**

**List of Participants**

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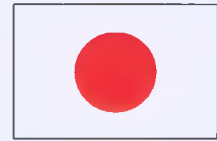
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### ICA-MAFF (Japan) Training Course on 'Fostering Leaders for Management and Development of Agricultural Co-operatives in Asia – FY 2018'



Thailand – Japan : February 05 to March 16, 2019



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

The **INTERNATIONAL CO-OPERATIVE ALLIANCE [ICA]** is an independent non-government association that unites, represents and serves the co-operatives worldwide. Founded in London on 18th August 1895 by the International Co-operative Congress, the ICA, is headquartered in Geneva. ICA

is a member-based organization with national and international co-operative organizations in 110 countries. ICA's four offices in Africa, the Americas, Asia and Pacific and Europe, together, serve more than 315 member organizations (figures as of Feb. 6, 2019), representing one billion co-operative members around the world.

The ICA-Asia and Pacific Office is operating from New Delhi since 1960, serves 104 national level organizations from 32 countries, representing over 500 million co-operative members. Main activities include: Coordination of co-operative development efforts within the Region and promotion of exchange and experiences; Project identification, formulation and evaluation; Promotion of establishment and development of national co-operative 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 co-operative activities.

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



## **IDACA** The **INSTITUTE FOR THE DEVELOPMENT OF AGRICULTURAL CO-OPERATION IN ASIA [IDACA]** was established on July

8, 1963 with funds raised among agricultural co-operatives, led by Central Union of Agricultural Co-operatives of Japan (JA-Zenchu) and also with the support of the Government of Japan.

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

During the last 55 years, the IDACA has trained about 6,400 participants from 131 countries (as of end of May, 2018) drawn from Agricultural Co-operative Movements and Governments from different countries mainly from Asia, Latin America and African regions. It has active collaboration on technical assistance programmes with the ICA Asia and Pacific.



The **CO-OPERATIVE LEAGUE OF THAILAND [CLT]** is the apex organization of cooperative movement in Thailand. It is a non-profit organization with the main functions to promote and develop all co-operative affairs throughout the kingdom. It was established under the Cooperative Act on 26 February 1968. By the Co-operative Act, the CLT comprises of all 7 types of co-operatives. The CLT is governed by the Annual General Assembly of the

representatives from all co-operative members. The number of representatives shall not be less than 300 representatives. The General Assembly elects 14 board of directors. There are 7 representatives nominated by 7 national federations and 7 persons are elected at the General Assembly. The term of office of the Board is 4 years. Board Members are elected for not more than two consecutive terms. The Executive Director acts as Secretary to the Board. According to the Co-operative Act, the Co-operative League of Thailand shall have its income from members' subscription, which all co-operatives allocate annually @ 5% of net profit but not more than 10,000 Baht. There may have other income from the Government as subsidy, from international donors, donation and business surplus from the training center.



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