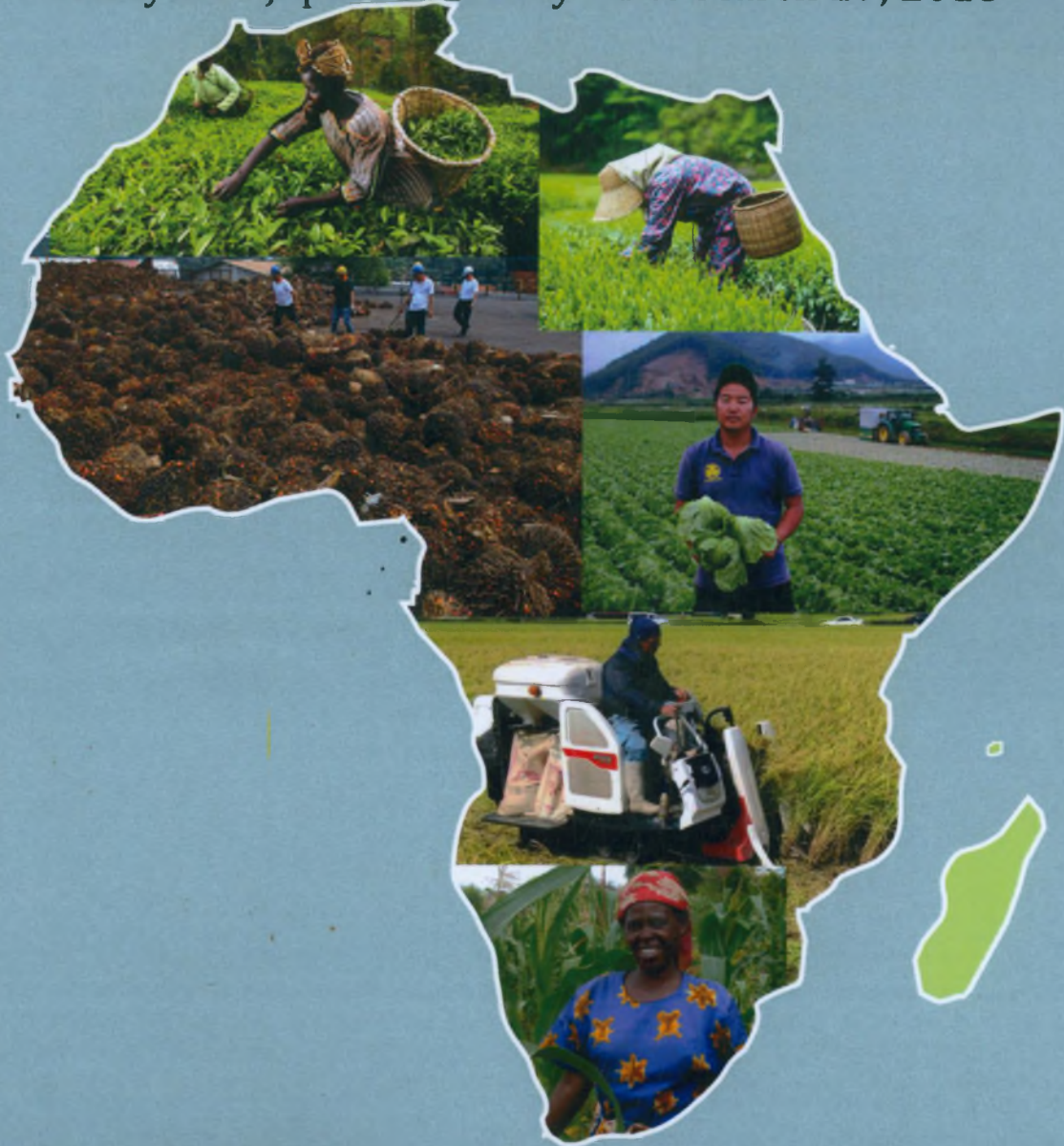




ICA-MAFF (Japan) Training Course on 'Fostering and Improving Management of Agricultural Co-operatives in Africa - 2017'

Malaysia – Japan: February 12 to March 29, 2018



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ICA-MAFF (JAPAN) TRAINING COURSE ON
**FOSTERING AND IMPROVING MANAGEMENT OF
AGRICULTURAL COOPERATIVES IN AFRICA – 2017
MALAYSIA – JAPAN**

February 12 to March 29, 2018

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 and Improving Management of Agricultural Cooperatives in Africa–2017
Malaysia – Japan**

February 12 to March 29, 2018

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REPORT

of the ICA-MAFF (Japan) Training Course on Fostering and Improving Management of Agricultural Cooperatives in Africa–2017

Malaysia-Japan

February 12 to March 29, 2018

Submitted to

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

By

The International Co-operative Alliance
June 2018



Preface

I am pleased to present the Report of the ICA-MAFF (Japan) Training Course on, “Fostering and Improving Management of Agricultural Co-operatives in Africa-2017,” held in Malaysia and Japan from February 12 to March 29, 2018.

The International Co-operative 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 Co-operation 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 Co-operative College of Malaysia (CCM) 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/Ministries, in charge of Agriculture and Co-operatives of the Governments in Botswana, Republique De Cote D'Ivoire, Ethiopia, Ghana, Kenya, Morocco, Mozambique, Nigeria, Rwanda, and Tanzania, 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 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 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, and Dr. Sifa Chiyoge, Regional Director, ICA-Africa, and Ms. Jacqueline Salima, Coordinator, ICA-Africa, in organizing and conducting this training program in a satisfactory manner.

Bruno Roelants
Director-General

International Cooperative Alliance [ICA]
Brussels, Belgium

May, 2018



Foreword

It is with great pleasure and satisfaction, we submit the Report of the ICA-MAFF (Japan) Training Course on "Fostering and Improving Management of Agricultural Cooperatives in Africa-2017." 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 Malaysia.

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 Co-operative College of Malaysia (CCM), for making Part-I of the program a grand success. My sincere thanks and gratitude to our member-organizations and the Ministries, in charge of Agriculture and Co-operatives, of the Governments in African 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]

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9 Aradhana Enclave, R.K. Puram, Sector 13,
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May 2018

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Acronyms

| | |
|---------|--|
| ANGKASA | The National Cooperative Organization of Malaysia |
| ASEAN | Association of Southeast Asian Nations |
| CCM | Cooperative College of Malaysia |
| CDA | Cooperative Deposit Account |
| CIC | Cottage Industry Co-operatives |
| CLF | Central Liquidity Facility |
| DCD | Department of Co-operative Development |
| DDC | District Development Co-operatives |
| DESA | Department of Economic and Social Affairs |
| FAMA | Federal Agricultural Marketing Authority |
| FELCRA | Federal Land Consolidation and Rehabilitation Authority |
| FELDA | Federal Land Development Authority |
| FOA | Farmers Organization Authority |
| GDP | Gross Domestic Product |
| ICA | International Cooperative Alliance |
| IDACA | Institute for the Development of Agricultural Cooperation |
| JA | Japan Agricultural Cooperatives |
| MAFF | Ministry of Agriculture, Forestry and Fisheries |
| MCSC | Malaysia Co-operative Societies Commission |
| NCP | National Co-operative Policy |
| NLFC | National Land Finance Co-operative Society Ltd |
| ODA | Overseas Development Assistance |
| OECD | Organisation for Economic Co-operation and Development |
| RM | Ringgit Malaysia (Malaysia Currency - 1 USD is Approx. RM 3.8) |
| RISDA | Rural Industry Smallholders' Development Authority |
| SCAP | Supreme Commander for the Allied Powers |
| SKM | Suruhanjaya Koperasi Malaysia (Malaysia Co-operative Societies Commission) |
| TICAD | Tokyo International Conference on African Development |
| VDC | Village Development Co-operatives |
| WIC | Workers Investment Co-operatives |

**REPORT OF THE ICA-MAFF (JAPAN) TRAINING COURSE ON
“Fostering and Improving Management of Agricultural Cooperatives in Africa–2017”
Malaysia-Japan: February 12 to March29, 2018**

COURSE REPORT

Introduction

The International Co-operative Alliance (<http://www.ica.coop>) is a non-profit international association, established in 1895 to advance the co-operative social enterprise model. The ICA is the apex organization for co-operatives worldwide, representing 308 members across 107 countries (figures as of April 27, 2018). The members of the ICA are national level co-operative federations and individual co-operative organizations.

The International Co-operative Alliance works with global and regional governments and organizations to create the legislative environments that allow co-operatives to form and grow. Towards media and public, the ICA promotes the importance of co-operatives' values-based business model.

Yearly, the ICA publishes the World Co-operative Monitor (<http://www.monitor.coop>), the index of the world's largest co-operative and mutual enterprises. The Monitor demonstrates the economic impact of co-operative enterprises worldwide. The 2017 World Co-operative Monitor collected data for 2,379 organizations from 8 sectors of activity, 1,436 of which had a turnover of more than US\$100m. The top 300 co-operatives and mutuals report a total turnover of 2,164.23 billion US\$. Cooperatives generate partial or full-time employment for at least 250 million individuals worldwide, either in or within the scope of co-operatives, making up almost 12% of the entire employed population of the G20 countries. The world's top 300 co-operatives operate in different sectors: insurance (41%), agriculture (30%), wholesale and retail trade (19%), banking and financial services (6%), industry and utilities (1%), health, education and social care (1%) and other services (1%).

Operating from a global office in Brussels, Belgium, the ICA is organized with four Regional Offices (Europe, Africa, the Americas, and Asia-Pacific), and eight Sectoral Organizations (Banking, Agriculture, Fisheries, Insurance, Health, Housing, Consumer Co-operatives 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 Co-operatives by the United Nations (UN).

The ICA-Asia and Pacific Office is operating from New Delhi since 1960, serves 102 national level co-operative organizations and individual co-operative organizations from 32 countries, representing over 500 million cooperative members. Main activities include: Co-ordination of co-operative development efforts within the Region and promotion of exchange and experiences; Project identification, formulation and evaluation; Promotion of the 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.

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 co-operatives' performance in the Asian region in order to bring about a qualitative and quantitative improvement in co-operative services to member-farmers at the grass-root levels with the ultimate objective of increasing members' income and ensuring their active participation in co-operative 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 co-operative 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 Co-operatives” 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 courses during the last 25 years, the participants had produced 348 grass-roots development project proposals in the agricultural co-operative 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 in fostering of the core leaders of agricultural co-operatives, who were expected to play leading roles in agricultural cooperatives and farmers’ groups that would contribute to 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.

The program was funded by the Ministry of Agriculture, Forestry and Fisheries (MAFF), Government of Japan, and implemented by ICA.

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 co-operatives, 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 was advanced in agricultural co-operative movement, especially multi-purpose agricultural co-operatives, including credit business. Therefore, it was very relevant that Thailand takes initiative in supporting the development of agricultural co-operatives 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 would be held in Japan.

Part-I of the Training Course would be based on modules on basics for organizing agricultural co-operatives, better organizational management and improvement of the business system, mainly learned from successful

case studies of agricultural co-operative organizations and relevant institutions in Thailand – (a) Co-operative League of Thailand (CLT); and (b) Co-operative Promotion Department (CPD).

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

Under this new series, the last Training Course on “Fostering Core Leaders of Agricultural Co-operatives-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 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 F.Y. 2017 will be meant only for African countries. The idea for the course is to extend cooperation from Asia with its good experience for the development of agricultural cooperatives in Africa.

The interest of the Government of Japan in Africa is a consequence of the Tokyo International Conference on African Development (TICAD) that started in 1993. Prime Minister Shinzo Abe at the 5th TICAD stressed on human resource development in Africa to facilitate development and social/economic structural reform, setting targets, including fostering and capacity building of small farmers’ organizations with 50,000 farmers. Information about the 6th TICAD and the most recent Ministerial meeting can be found at <http://www.un.org/en/africa/osaa/partnerships/ticad.shtml> and http://www.mofa.go.jp/af/af1/page3e_000721.html respectively.

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-MAFF (Japan) Training Course-2017, 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-MAFF (Japan) Training Course in 2017, 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 Co-operative College of Malaysia (CCM), and other ICA Member-Organizations in Asia and Africa Regions. The ICA is grateful to its member organizations.

Administrative Arrangements for the Project

Mr Ashok Kumar Taneja, Advisor, ICA-AP, was responsible for the conduct of the ICA-MAFF (Japan) Training Course-2017. 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 Terunuma Hiroshi and Mr Abe Yukio, Overseas Co-operative Development Consultants, were designated by the IDACA as the Program Co-ordinators for the Training Course of 2017.

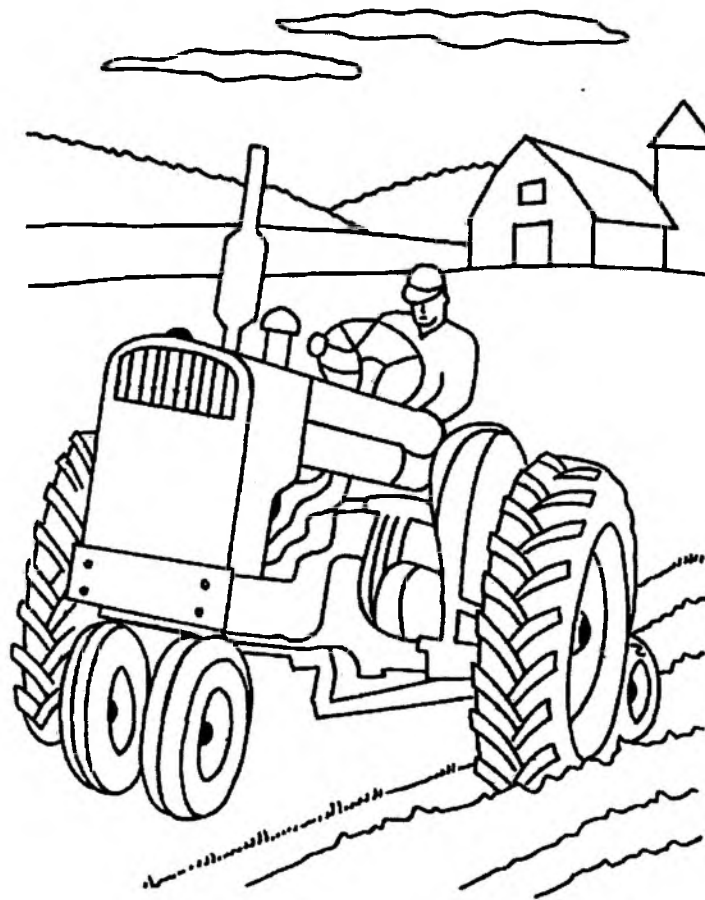
Summary of the Time Table

The following is the summary of the timetable for the Training Course of 2017:

| | |
|--|-----------------------------------|
| Home Country Assignments (HCAs) | : January 29 to February 11, 2018 |
| The arrival of Participants in Malaysia | : February 12, 2018 |
| Part-I: CCM Module in Malaysia | : February 12 to March 06, 2018 |
| The arrival of Participants in Japan | : March 07, 2018 |
| Part-II: IDACA Module in Japan | : March 07 to 28, 2018 |
| The departure of Participants from Japan | : March 29, 2018. |

Reporting and Evaluation

The period from the end of the Training Course in Japan (March 29, 2018) to the end of June 2018 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 and Improving Management of Agricultural Cooperatives in Africa-2017”

Malaysia-Japan: February 12 to March 29, 2018

Course Participants:

A total of 10 participants (men and women) were selected from among the candidates nominated by the ICA member-organizations/Ministries, in charge of Agriculture and Co-operatives from the following countries – Botswana, COTE D'IVOIRE (Ivory Coast), Ethiopia, Ghana, Kenya, Morocco, Mozambique, Nigeria, Rwanda and Tanzania. One candidate was invited from ICA-Africa as a Coordinator. 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 got together in Kuala Lumpur, Malaysia, on February 12, 2018.

Inaugural Session of Part-I of the Program:

The CCM module of ICA-MAFF (Japan) Training Course on “Fostering and Improving Management of Agricultural Co-operatives in Africa-2017” was inaugurated at the CCM Training Centre, Kuala Lumpur, on February 13, 2018.

Prof. Datuk Mohd. Yusof Kasim, Chairman of the Cooperative College of Malaysia, formally inaugurated the program at the CCM Training Centre, Kuala Lumpur, in the presence of the following – Ms Michiko Nishikawa, Second Secretary, Embassy of Japan in Malaysia, Mr Masahiro Konno, Executive Director, IDACA, Dr Juliawati Janius, Chief Asstt. Director, Malaysian Co-operative Society Commission, Mdm. Rosmawati Zul, Asstt. Manager, Agriculture and Agro-based Sector of ANGKASA, Mdm, Noor Azlinn Zahariman, MBO, ICA-AP, Mr Sungjoon Kang, MBO, ICA-AP, Mr Kim Sangmin, MBO, ICA-AP and Mr A.K. Taneja, Project Coordinator of ICA-AP, New Delhi, India. He extended a warm welcome to all the participants to Malaysia. After welcoming the participants, he said “we believe in co-operative spirit, exchanging knowledge and sharing expertise. Therefore, we look forward to collaboration with many more countries in the future. This is really a good opportunity for the college in establishing international networking with the participants and the respective agencies involved in this program.” He hoped that some useful knowledge to be gained by the participants from the training course would help them for sustainable cooperative development in Africa. He said that CCM has the required experience in handling the international training programs. CCM has various platforms in assisting cooperative or government institutions in cooperative education in particular. Apart from capacity building training, CCM also has the advisory and consultancy services. Last year, CCM trained co-operative board members from Mauritius under the flagship program. The one week program emphasized the governance of co-operatives. CCM also conducted the Malaysian Technical Cooperation Program (MTCP) last year – a program sponsored by the Malaysian government for “Certificate in Cooperative Governance and Management”, CCM has been conducting this program every year since 1984”. He extended his sincere thanks to IDACA, ICA-AP and MAFF for organizing such a fruitful training course in Malaysia. Finally, he said, let us think as to how we are going to utilize the learning when you return home. How are you going to introduce or improve the cooperative system in your country? What are the ideas that you are taking with you and how are you going to implement the proposals? The real challenge after the program is the multiplying effect.” He wished the participants all success and declared the training program Open.

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 Africa. He also gave a brief account of the background of this training

course. After a round of introduction of the program participants, Mr Taneja shared with the participants the broad categories of modules included in the course and how it has been designed keeping in mind the training needs of the core leaders of agricultural co-operative organizations in the African region.

Ms Michiko NISHIKAWA, Second Secretary in the Embassy of Japan in Malaysia, welcomed the participants, on behalf of the Embassy of Japan in Malaysia. She reiterated the objectives of the training course and said that Farmers' Organizations are very important to deal with challenges which individual farmers cannot solve. In addition, proper management is more important to use the functions of Farmers' Organizations. She hoped that participants will be able to contribute to the development of agriculture in their respective country by utilizing the learning from this training course. She believed that all the trainees here can play a leading role in agricultural cooperatives and farmers' groups in their respective countries and contribute to the improvement of agricultural production and income of the farming communities. She extended her best wishes to the participants and hoped that this training course will further contribute to strengthening the friendship between Japan, Malaysia and African 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, Co-operative College of Malaysia (CCM) and the Government of Japan for their cooperation in organizing this training course. He took the opportunity to introduce IDACA. He said IDACA was established in 1963-54 years ago, by the contribution of agricultural cooperative organizations in Japan, as a training institute for providing training opportunities to cooperative staff and governmental officials, in charge of developing agricultural cooperative organizations, initially focusing on the Asian Region. Since its establishment, IDACA has so far received more than 6,400 trainees from about 130 countries in the world.

Currently, IDACA conducts seven or eight training courses per year through a contract with ICA-AP and Japan International Cooperation Agency, JICA. This course is one of the three training courses contracted with ICA and until last year this course was held in Thailand for ICA member countries in the Asia and Pacific Region. From this year, which is the first year of the new three year plan, this course will cover ICA member countries in Africa and Part-I of the course will be held in Malaysia. The overall objective of this training course is to assist fostering and improving management of agricultural cooperatives in Africa.

He further said that Cooperatives have increasingly received high appreciation in the international community, as is evident from the registration of cooperatives as a UNESCO intangible cultural heritage in November 2016. This means that the cooperative movement, which is being promoted all over the world, is an important property of mankind and the international community is urged to carry on and develop this movement.

Dear Participants, you are selected by ICA as a future core leader of the cooperative movement in your respective country. I think that the situation and development stage of agricultural cooperative movement in each country is different. But, it goes without saying that organizing and fostering agricultural cooperatives is very important for improving income and standard of living of farmers in any country. He hoped that all the participants will do their best not only to fulfil the primary objectives but also get a useful insight about cooperative movement through this training course. He further said that IDACA has already prepared the program with the 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, **Ms Sharina Abdullah, Director of CCM**, thanked the Ministry of Agriculture, Forestry and Fisheries, Government of Japan, and IDACA and ICA-AP for organizing the 1st part of the training course in Malaysia. She also appreciated them for collaboration with the Co-operative College of Malaysia (CCM). She further thanked Ms Michiko Nishikawa, Second Secretary in the Embassy of Japan in Malaysia, Mr Masahiro KONNO, Executive Director, IDACA, for their presence in the inaugural ceremony. She also thanked the participants and their organizations for nominating them for this training course. She assured the participants that they would enjoy their stay in Malaysia. CCM staff has made elaborate arrangements for successful implementation of the training course in Malaysia. "On our part, we have discussed the contents of the program and revised the syllabus based on series of meetings with the ICA- AP to ensure that the objectives of the program are met. She urged upon the participants to share the knowledge they will gain in Malaysia and Japan to their colleagues back home.

After the inauguration, Orientation/Briefing and Ice-Breaking Session was initiated by Mr A.K. Taneja, Coordinator of the program.

Teaching Modules/Faculty

The program was segmented into teaching modules covering different subjects – History of Co-operative Movement in Malaysia, Co-operative Principles and Education, How to form a Co-operative Society, Co-operative Rules and Regulations, Co-operative Management; Cooperative Development and Leadership Program; Co-operative Governance; Book Keeping 101 for Agricultural Co-operatives; Marketing of Agriculture Produce/Products; Team Building; Farm Management for Sustainable Growth; Government Assistance in Marketing; etc., and Field Visits - Briefing at Malaysian Co-operative Society Commission (MCSC); Briefing at Apex body ANGKASA; Briefing at National Land Finance Co-operative Society Ltd. (NLFC); Briefing on Farming base Coop; Visit to Corn Plant; Briefing on Permatang Nibong Coop.; Visit Paddy field; Visit NLFCS Coop.Coconut Hybrid Plantation; Briefing on KOPDAB Coop.; Visit Palm Oil Farm; Briefing on Farmers' Organization of Johor; Visit Pineapple and Vegetable Farm; Briefing on KOPRIS; Visit Agro and Shrimp Farm; Briefing on Agropolitan Coop.; Visit Dorper and Chicken farm Co-operative etc.

Detailed Module Designs

The module at CCM consisted of segments, which focused on improving the conceptual, analytical and leadership capabilities of managers of agricultural co-operatives to help in developing their skills in improving the management of their co-operatives.

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

History of Co-operative Movement in Malaysia – By Mr Mohd. Safaai Said, Board Member, Employees Co-operative of CCM.

In his presentation, Mr Mohd. Safaai Said explained the following points:

Industrial Revolution – 1844; Migration from Agriculture to Industrial; Capitalist Problems; Economic Condition – Low wages & intense competition of jobs; Poor social and Living conditions; Case in Rochdale-England – A group of 28 artisans set up the first 'modern' co-operative business – the Rochdale Equitable Pioneers Society.

Then he explained the Development of International Co-operative Movement:

- **EUROPE**
 - France – dominated by consumer co-operatives
 - Germany – Raiffeisen dominated by rural credit unions
 - Denmark – Agriculture Co-operatives;
- **AFRICA**
 - Colonialist introduced the rural credit unions
- **ASIA**
 - India – agriculture and rural credit co-operatives
 - Japan – consumer and agriculture co-operatives

ICA – International Co-operative Alliance established in 1895, London. 'The organization of reference which provides an effective and efficient global voice and forum for knowledge, expertise and co-ordinated action for and about co-operatives'.

History of Co-operative Movement in Malaysia:

- 1907 – The idea of co-operation was first introduced to Malaya by the English colonial officer Sir Arthur Young;
- 1921 – Alexander Cavendish was sent to Burma to study the co-operative movement, followed by recommendations for the formation of co-operatives in Malaya.
- 28 June 1922 – The first co-operative law, the Co-operative Societies Enactment 1922 was approved.
- 1st July 1922 – The Co-operative development Department was established and chaired by Mr A. Cavendish, as the first Registrar.
- 21 July 1922 – The Sharikat Bekerjasama – Sama Jimat Cermatdan Pinjam Wang Pekerja – Pekerja, Jabatan Pos and Telekom Berhad was registered.
- 3 December 1923 – Sharikat Kampung Tebuk Haji Musa Bekerjasama – Sama Dengan Tanggungan Berhad in Parit Buntar, Krian, Perak was registered.
- 1924 – Captain Noor M. Hashim was appointed as the Assistant Registrar (the first Malay Co-operative Officer).
- Before 1960's – Mostly single purpose – Thrift and Loan (Credit Coops.); Second World War – most co-operatives were inactive; Establishment of a co-operative bank, now known as Bank Rakyat.
- 1956 – Co-operative College of Malaya (CCM/MKM) was established.
- 1960's – School Co-operative was first introduced; co-operatives ventured into multi-purpose activities – consumer agriculture, housing, transportation, etc.
- 1970's – The first Malaysian Co-operative Congress was held to establish a national and united co-operative movement; The establishment of separate government agencies for co-operatives: Agro-based Co-ops – Farmers Organisation Authority (FOA); Fishery Co-ops: Co-operative Development Department (CDD).
- 1971 – The National Co-operative Organisation (ANGKASA) was formed.
- 1980's – New Era for Co-operatives declared; a new image, efficient management encouraged.
- 1986 – Cases of 24 mismanaged deposit-taking co-operatives;
- 1990's – Economic crisis; Fall of share market; Co-operative Performance affected.

He gave a General Statistics on Cooperative by its functions in 2016.

He also touched upon the subject of Agricultural Co-operatives in Malaysia. Agricultural based co-operative organizations fall into 2 categories – those registered under the Co-operative Act 1993 and the Farmers' Organisation Act 1973. Co-operatives registered under Co-operative Act are under the jurisdiction of the Malaysian Co-operative Commission (MCC). Farmers Organisation Authority (FOA) was set up in 1973 to look after co-operative-like organisations called 'the farmer's associations'. Co-operatives under Co-operative Commission of Malaysia were mostly operating in land development schemes. Supervised by Federal Land Development Authority (FELDA) and Federal Land Rehabilitation and Reconsolidation Authority (FELCRA). Agricultural Co-operatives also operated under other federal land development authorities, such as KEDA in Kedah and KESEDAR in Kelantan. Those co-operatives are mainly in oil palm and rubber plantations, transportation and consumer activities.

He briefly touched upon the Structure of Co-operative Law; Progress of the Co-operative Sector – National Co-operative Policy (DKN) – National Co-operative Policy (DKN) was launched in 2002. Its focus was on assisting co-operatives to actively participate in national development along public/private sector. On 16th July 2010, the 2nd phase of DKN was launched. There were 3 Key Result Areas. The target was 10% contribution to GDP by co-operative sector by 2020. It will be implemented through 5 core strategies – participate in high economic value sectors; enhancing capabilities; enhance human resources, enhance societal optimism; efficient supervision and enforcement. Emphasis was in 5 main economic areas – financial services, wholesale and retail; tourism, grooming and health; agriculture, agro-based industries and plantation. DKN symbolizes the government's commitment towards the development of the co-operative sector.

He briefly explained the issues on the Co-operative Movement, such as- Lack of capital, most activities in conventional fields; Weak structure and lack of good governance; Many co-operatives have weak cash flow and financial performance; Failure in adhering to co-operative laws and regulations; Comprehensive and sustainable growth is important and much needed. The women's level of participation in the sector still considered to be unsatisfactory. After independence, some co-operatives turned to the political instrument to achieve a rapid socio-economic change of the people.

Co-operative Principles and Education: – *By Mr Mohd. Safaai Said, Board Member, Employees Co-operative of CCM.*

Mr Said explained the following points in his presentation:

- Statement on Co-operative Identity;
- Definition of Co-operative;
- Characteristics of Co-operative – Autonomous organization, Association of persons, United voluntarily, mobilized by members for members, jointly owned and democratically controlled;
- The Co-operative Values – self-help, self-responsibility, democracy, equality, equity, and solidarity.
- Application of the Basic Co-operative Values;
- The Co-operative Principles – Voluntary and Open Membership; Democratic Member Control; Member Economic Participation; Autonomy and Independence; Education, Training and Information; Co-operation among Co-operatives; and Concern for Community;
- Characteristics of the Co-operative Principles;
- Application of Co-operative Principles;
- Co-operatives and Education;

How to form a Co-operative Society (Malaysian Practice) – *By Mr Mohd. Izzat Bin Mohd. Ruzi, Shariah Executive, MCSC:*

First of all, in his presentation, Mr Mohd. Izzat explained the Co-operative Definition. Then he illustrated some steps as to how to set up and register a co-operative according to the section 6 of Co-operative Societies Act 1993. Following documents are to be submitted – Application Form for the registration of co-operatives; By-laws of the cooperative, Minutes of the 1st General Meeting. He also explained various activities being carried out by different cooperatives – Consumerism, Farming and Agriculture, Land Development, Credit, Tourism, Construction and Real Estate, Services, Industrial Activities and Transportation. He said there were 13,428 cooperatives registered in Malaysia till 2016.

Cooperative Rules and Regulations: Malaysia Perspective – *By Mdm. Norbiha Kosmuri, Senior Training Officer, Central Zone of CCM:*

At the outset, Mdm. Norbiha Kosmuri explained the session objectives “To enable participants to understand and analyze the Malaysian Co-operative Legislation in the context of practical co-operative work”. And, “To enable participants to recognize the basic legal problems and challenges of the co-operative societies”. Then she gave a background of co-operative legislation – First Co-operative legislation was enforced in 1922 as “Co-operative Societies Enactment”. In Feb. 1948, the formation of Federated Malay States. Co-operative Societies Ordinance 1948 was instituted to replace all co-operative societies enactments of individual states. Upto 1976, the ordinance had undergone 10 amendments to ensure its relevance for the current environment. Malaysia was formed on September 16, 1963. Co-operative Ordinance 1948 was amended to Co-operative Societies Act 1948 on August 18, 1983. Co-operative Societies Act 1993 was enforced on 22 Feb. 1994. Co-operative Societies Act 1993 amended in 2007 and enforced in 2008. She also explained briefly the structure of Co-operative Law in Malaysia and structure of Co-operative Organization. She also touched upon some Rules pertaining to cooperatives.

Co-operative Management –by Mdm. Nasibah Ahmad, Senior Training Officer, Centre of Community Development, CCM.

In her presentation, Mdm. Nasibah touched upon following topics – **What is Management?** – The universal definition of management is equally applicable to the co-operative management. The survival and growth of a co-operative organization depend largely on the competence and character of its management. Co-operative Management is the dynamic life-giving element in every co-operative organization. Sound co-operative management provides the following benefits – to achieve group goals; to utilize resources, to fulfil social obligations, to maintain economic growth, to ensure the survival of a co-operative society in a fast-changing environment; to improve the personality and calibre of people to raise their efficiency and productivity; and to meet the challenge of change. **Co-operative Performance**– A measure of how efficiently and effectively Board Members are using co-operative resources to satisfy members and achieve goals. **Efficiency (to do the things right)** – A measure of how well or productively resources are used to achieve a goal. **Effectiveness (to get the right things done)** – A measure of the appropriateness of the goals an organization is pursuing and the degree to which they are achieved.

As per Co-operative Societies Act 1993, after 2007 amendment, she explained the structure of a Co-operative in Malaysia. She also stressed upon the importance of Management in order to achieve objectives – planning, organizing, staffing, directing, and controlling. She also touched upon the Management Functions and Areas of Management – Finance, Production, Operations, Human Resources, Marketing and Administration.

Co-operative Development and Leadership Program – by Mr Dato' Hj. MAT Rejab Bin Kassim, Board Member, Co-operative of Civil Servant, State of Kedah.

First of all, Dato' Rejab gave the details of his co-operative i.e. Co-operative of Civil Servant, State of Kedah – Established on 23 August 1952 and registered on 23 April 1953. It has a membership of 5,537. It has 80 employees and 9 Board Members. Each Board Member is in-charge of at least one business. Its business activities include Credit (main activity is a loan to members), Petrol Stations, Islamic Pawn Shop, Gas Petron Business, Koservis (service to members by co-operative), etc. He also explained about the future planning of the cooperative. His co-operative has won many awards.

Benefits to Members include Savings through the cooperative; Loans are easy and fast; Services provided by the co-operative with low-interest rate, rebate and friendly; Financing facility to members; Financing cash/personal; Motorcycle financing, etc.

Cooperative Development and Leadership Program – Co-operatives Role in the Management and Integrated Farming to Plantation Industry – by Prof. Madya Datuk Haji Mohamed Ali Hasan, Vice President of ANGKASA.

In his presentation, Prof. Ali Hasan touched upon following topics – Co-operatives in Plantation Industry; National Co-operatives Policy II (NCP) and Co-operatives Target; KRA Entry Point Project (EPP); Integrated Farming of Plantation; Implementation Mechanism and Achievement. The government aims that the Malaysian palm oil industry will contribute a total of 178 billion ringgit to the gross national income in 2020. Therefore, it is necessary to conduct an assessment of whether the project has achieved the goal to remain viable. Furthermore, the viability of the project is very important to determine whether or not the project can contribute to the achievement of the objectives of the cooperative movement turnover of 50 billion Ringgit in 2020.

The involvement of co-operatives in the plantation sector, particularly palm oil industry, can be categorized into three main activities, namely, the management of oil palm plantations, agricultural inputs, and palm nursery. In terms of achievement, income from the plantation sector in 2014 amounted to 363.44 million Ringgit compared with revenues in 2013 of 325.92 million Ringgit. With an estimated average growth rate of 6 percent a year, the income from this sector is expected to reach as much as 463 million Ringgit in 2020.

The integration of farming in plantations has benefited cooperatives in term of saving labour cost, reducing weeding cost, lower usage of chemical fertilizers and improvement of soil structure through the addition of organic matter to the soil. Among ruminants, the potential for integration is cattle, buffalo, sheep, goat, as well as chicken. Several crops, such as sugarcane, banana, pineapple have also been identified as suitable to be integrated into the immature plantation. Cooperative's involvement in the plantation & agriculture

industry includes activities, such as Palm Oil Plantation, Rearing Cattle, Rearing Goat, Rearing Chicken; Dialysis Centre; and Agro Tourism. He concluded his lecture with the following remarks:-

- The problems inherent in the co-operatives involvement in the plantation industry require a review of directions and strategies to overcome them.
- Efforts have to be made to strengthen cooperation and develop strategic alliances between cooperatives;
- New ideas, such as mentoring, mergers between cooperatives, cooperatives group business venture, integrated farming have been introduced;
- Integrating remanents as well as crops will ensure long-term profitability from the point of view of sustainability of the plantation industry;
- Sustainable efforts for the cooperative's role in the management and integrated farming to plantation industry via 7Es (Education, Engagement, Empowerment, Entrepreneurship, Employment, Expansion & Empathy).

Co-operative Governance – by Dr Hayati Mohd. Salleh, Chairperson of KOPDAP Co-operative (Smallholders' Co-operative of Batu Pahat District).

Dr Hayati stressed upon the Compliance, Rules, Regulations and Guidelines in her presentation under Co-operative Governance. First, she gave the definition of Corporate Governance. Corporate Governance is the system by which companies are directed and controlled – Cadbury Report 1992.

The main focus of the Cadbury report (1992) was on the financial control mechanisms and the responsibility of the board of directors, the auditor and shareholders.

It is concerned with structures and the allocation of responsibilities within companies. Corporate governance includes “the structures, process, cultures and systems that endanger the successful operation of organizations” and mechanisms to cope with these elements.

The purpose of corporate governance is to facilitate effective entrepreneurial and prudent management that can deliver the long-term success of the cooperative according to its purpose.

Firms structure their CG to control agency problem.

She also explained the fundamentals of cooperative governance – autonomous, voluntarily, and democratically controlled enterprise; and Co-operative Values – self-help, self-responsibility, democracy, equality and solidarity; and Co-operative Principles – Voluntary and Open Membership; Democratic Member Control; Member's Economic Participation; Autonomy and Independence; Education, Training, and Information; Cooperation among Cooperatives; and Concern for Community.

Then she gave the definition of Co-operative Governance – Co-operative Governance is the act of steering cooperatively-owned enterprises towards economic, social and cultural success. It consists of answering key questions, defining roles and responsibilities, and establishing processes for setting expectations and ensuring accountability. She also explained Co-operative Structure, the structure of Co-operative Governance, Governance Issues in Cooperatives – Members' Issues; Board's Issues; Internal audit's issues; Management's issues. In the end, she told the Governing Co-operative Difference – the end must be for the benefit of members; the co-operative purpose, democracy; sustainability; autonomy; and performance measurement.

Book Keeping 101 for Agricultural Co-operatives – by Mdm. Farahani Mohd. Hanif, Sr. Training Officer, Sector of Financial Services and Banking, CCM

First, Mdm. Farahani took the Topic No. 1 – Introduction to Accounting Practises in Co-operative Society. A co-operative is a business owned and controlled by the members, who use its services. They finance and operate the business or service for their mutual benefit by working together, with the purpose of providing greater benefits to the members, such as, increasing individual income or enhancing a member's way of living by providing important needed goods and services. A co-operative member is different from that of the

external investor/shareholder. Members join, use and participate in the co-operative activities and eventually, leave the co-operative. They are, therefore, the owner, controller and user of the services provided by the co-operative.

Even though co-operatives are similar to many other businesses, they are distinctively different. Some differences are found in the co-operative's purpose, sources of funds, ownership, control, and distribution of benefits. There are a number of transactions/topics that are also specific to a co-operative, such as, their membership structure, equity issue, patronage returns/rebate, dividend and the distribution of surplus/profits, equity redemption and most importantly the reporting and assessment of the performance of co-operatives.

She explained, under this topic, issues, accounting practices and specific accounting transactions related to co-operatives. She also described the sources of funds and importance of members fund for co-operatives. How to identify the strategies of raising members fund in co-operatives and how to identify the needs and specific regulations pertaining to the maintenance of co-operative accounts and records. She also discussed the issue of maintenance of co-operative accounts and record.

Under Topic 2, she introduced the Accounting Principles and Process. Accounting is often called as the 'language of businesses'. Business transactions, such as, the sales and purchases of goods, payment of monthly salary, and purchase of fixed assets are some of the 'business languages' that need to be identified and recorded. It has to be presented to the owner of the business and a related party to enable them to make various types of decisions. The business owner should be notified whether the business is doing profit or loss. Therefore, in providing the most accurate information on what is going on in the business activities to the several interested groups, business transactions should be recorded based on the most accurate accounting principles and processes. Apparently, Financial Statements are the mechanism used in all business to report the business financial position.

In this topic, she explained the accounting concepts and principles used in preparing the financial statements. How to list and identify the five classes of accounts in co-operative accounting system – Capital, Liabilities, Revenue, Expenses, and Assets; how to present and explain the accounting equation; how to explain, what is meant by 'double entry' and record the transaction using this system; and she described the processes involved in accounting process.

Mdm. Farahani also took the topic "Financial Reporting for Co-operative Society". The financial statements are prepared after all transactions are recorded or journalized, transferred and summarized in the trial balance. The financial statements are also known as the financial report that reports the financial status at the end of the accounting period. In providing the most accurate information on what is going on in the business activities to the several interested groups, there are four characteristics of financial reports that should be considered – Understandability; Relevance; Reliability; and Comparability.

Financial statements of a co-operative shall include Trading Account, Profit and Loss Account, Profit Appropriation Account, Balance Sheet and Cash Flow Statement. This topic will discuss the characteristics of financial reports and types of financial and non-financial reports that needs to be provided in co-operative societies.

Under this topic, she described and explained the characteristics of financial report; how to list and identify monthly financial report; how to identify the Annual Financial Report and she also described related statutory requirements. She also explained as to how to list and explain types of financial statement in cooperative society and how to list and describe non-financial reports that need to be provided in co-operative societies.

Marketing of Agriculture Produce/Products – by Mr Mohammed Chudi Haji Ghazali, Board Member of Multi-purpose Co-operative for Children of Selangor Berhad.

The speaker Mr Mohammed Chudi Haji Ghazali explained the details of his Multi-Purpose Co-operative. It was established in 1975 for the children of Selangor State. It has 3,500 members at present. Whoever, above the age of 21 years and resident of Selangor State, can become a member of the Co-operative.

The Co-operative Vision is "become a dynamic, advanced & competitive for co-operative by offering quality products & services to members and customers in accordance with the principles of cooperation".

Its Mission is "Produce quality products and services by utilizing the latest technologies in a sector that KOSAS are involved so that members, customers, business associates and employees get benefit from it".

Its objectives are:

Commercial – To cultivate corporate excellent and applying entrepreneurial values for business;

Operation – Strengthen the operating system to be more qualified, innovative, effective & efficient;

Financial – Achieved a sustainable so that KOSAS is more resilient, competitive and efficient;

Human Capital – Increase employees commitment, achievement and potential;

Members – Appreciate the support and loyalty of the members by taking their need and pursue their dreams and expectations.

Its current activities include – Oil Palm Plantation; Property business; Hospital, Tourism; Trading; Education; Pineapple Farming; Investment, Credit – Pawnshop; etc.

Current Progress – Focused on the production of 70% pineapple sucker and 30% pineapple fresh fruits.

Focused on Mentor and Coaching Program under the supervision of Malaysian Co-operative Societies Commission;

Research and development of downstream product .e.g. Pineapple juices;

Co-operate with other co-operatives in Contract Farming Program.

Team Building – by *Mdm. Rahimah Abd Samad, Director, Centre of Research and Consultancy, CCM.*

Mdm. Rahimah started her lecture with the quote of Mr Ryunosuke Satoro – "Individually, we are one drop. Together, we are an ocean. When "I" is replaced by "we", even "illness" becomes "wellness". It takes both sides to build a bridge. We cannot accomplish all that we need to do without working together.

Outlines of her lecture were as follows – Teams: Teamwork and Team Building; Stages in Team Building; and Preparing Team Effectiveness.

Definition of Team – "a small number of people with complementary skills, who are committed to a common purpose, performance, goal and approach for which they hold themselves mutually accountable".

Team Building – Today, with the growing complexity of society and the continuing development of technological capability, more organizational life will revolve around the group and team structures. The contribution of teams and groups will find accrued importance in the decision-making process.

Stages of Team Development – Forming, Storming, Norming, Performing and Adjourning.

Advantages and Disadvantages of Teams:

Advantages – increased information and knowledge; increased diversity of views; increased acceptance of a solution; high-performance levels; and Synergy and creativity.

Disadvantages – Unproductive, frustrating, or counter-productive; hidden agendas; free riders.

Preparing you: The Leader -

- Make sure that everyone on the team has been given all the information needed. "A good leader listens and talks to the team to find the individual strengths of each team member".
- Preparing the work environment – Identify purpose; define job tasks clearly with defined performance levels; ensure that every person/supervisor at every level demonstrates daily.
- Ensure good communication and discussion – The most important thing in communication is hearing what is not said.

- Identify potential team leaders and opportunities that will help them in their development;
- Identify the limits of authority you will be willing to exert;
- Discussing with the potential team leaders to help them see through your eyes.

Preparing the Team Members –

Need to address Team Issues – Communication, Motivation, Personality, perception and decision making, Learning, Values, attitude and job satisfaction, Conflict Management.

In her lecture, she also explained as to what are the Team Building Principles –

Have purpose; Set clear objectives; Involve your team when creating the agenda; Agenda has a rational flow; Design a follow-up Plan; Have time to network; Have time to feedback (recognition and improvements); Have fun !!!! If possible, have an external so you can participate.

She ended her lecture with the following quote – “True Teams are made when you put aside individual wants for collective good”. Finally, she encouraged the participants to build the tallest tower by dividing themselves into groups as part of the team building exercise.

FELDA Corporate – Federal Land Development Authority – *briefing by Mr Hanif Bin Ahmad Norilah, Deputy Director General (Economic Development)*

FELDA is an independent authority for land development. It was established on 1st July 1956. Its initial capital was only RM 10 million.

Visitation – FELDA as an economic driver that generates high income for the settlers and surrounding areas.

Mission – To improve the well-being of the settlers through High smallholders productivity; providing modern facilities and infrastructure; increase the potential and quality of human capital; creating a culture of innovation and creativity; diversify economic resources in order to generate higher revenue; enhancing the development of the second generation; strengthening world-class management, and Nurturing excellence as a culture.

FELDA's initial objectives are to provide land for the landless; eradicate poverty and uplift socio-economic status of settlers; develop a progressive, productive and a prosperous settler's community. After initial objectives met, improving income and living standard of settlers.

Settler's Selection Criteria – age of applicant should be between 21 and 50 years; married, preferably with children; landless or with rural land holdings of less than 1 ha.; agricultural background; physical fitness.

Mr Hanif presented a second paper entitled “Good Management and Sustainable Practices in Settlers' Plantation Sector”. Under this presentation, he explained the following topics – Overview of world edible oil land use; Overview of Country planted with Oil Palm in the world; Overview of Oil Palm Industry in Malaysia; Issues on Oil Palm Industry; Good and Sustainable Management Practices (3P – People, Planet, Profit); Good Agricultural Practices (GAP).

Mr Hanif also touched upon the historical development process of various underlying problems being encountered and the future challenges.

Programs and Services to Young Agpreneurs – MALAYSIAN GOVERNMENT ASSISTANCE IN MARKETING through Federal Agricultural Marketing Authority (FAMA) – *by Ms Norhayati Haji Maulud, Legal Officer, Federal Agricultural Marketing Authority (FAMA)*

FAMA is a Malaysian government agency under the wing of Ministry of Agriculture and Agro-based Industry alongwith the above-mentioned FELDA, which is mainly engaged in development of settlement area and industry. FAMA was established in 1966 and has been involved in marketing related services with an end to providing fund and marketing local products. In assisting the entrepreneurs in marketing, FAMA offered several services:

1. **Development of Market Infrastructure;**
2. **Establishment of Market Outlets;**
3. **Procurement, Distribution and Sales;**
4. **Providing Market Information;**
5. **Undertaking Market Promotion;**
6. **Quality and Market Regulations;**
7. **Credit Facility;**

1.0 Development of Market Infrastructure:

FAMA had developed –

- (a) Rural Transformation Centre;
- (b) Collection Centre;
- (c) Distribution Centre;
- (d) Processing Centre; and
- (e) Logistics and Cold Room.

2.0 Establishment of Market Outlets:

2.1 FAMA had established –

- (a) Farmers' Market which operate on daily or weekly basis;
- (b) Permanent Farmers' Market;
- (c) Agro-bazaar K-Shoppe;
- (d) Wholesale Farmers Market; and
- (e) Agro-Caravan.

2.2 As at February 2018 –

- (a) the volume of the Farmers' Market locations throughout the country is 718 locations; and
- (b) the number of participants is 30,580.

2.3 The value of transactions in Farmers' Market is RM861,486,140.30 recorded in 2017.

3.0 Procurement, Distribution and Sales:

3.1 FAMA engaged in –

- (a) Contract farming;
- (b) Business matching; and
- (c) Distribution/supply to manufactures, hypermarket and retailers.

3.2 FAMA also provide Tricycle to collectors to enable them to collect agricultural produce from farmer's house to another house in the rural area.

4.0 Providing Market Information:

FAMA collect, record and analyse data marketing. Based on the data, FAMA is able to forecast the demand

and supply of the agricultural produce. Thus, they advise the players on the market information on the domestic and global market.

5. Undertaking Market Promotion:

FAMA help the industries by promoting the agricultural produce in macro. The promotions were done in media-mass, journals, activities, exhibitions, and consultation with a foreign government to venture new markets or introducing new products.

6. Quality and Market Regulations:

To safeguard the industry, FAMA makes a surveillance on the activities and enforce regulations on the requirement of grading, packaging and labelling. The purpose of the regulations is to preserve quality and ensure traceability of the origin of the agricultural produce.

7. Credit Facility:

FAMA was entrusted by the government to manage the MYAGROSIS Microcredit Facility. This in-kind microcredit was given to the young entrepreneurs without interest. Graduate entrepreneurs are more welcomed. This scheme is covered by insurance. The amount of the credit is minimum RM10,000.00 and the maximum is RM50,000.00. This amount is sufficient for a new, small and medium-sized entrepreneurs.



SECTION – II

Field Study Visits in Malaysia

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 Malaysia were organized in and around Kuala Lumpur. The participants visited the following Cooperatives/institutions:

Field Study Visits in and around Kuala Lumpur:

Visit the office of Malaysia Co-operative Societies Commission (MCSC):

On Feb. 14, 2018, in the forenoon, the participants visited the office of the Malaysia Co-operative Societies Commission (MCSC) for a briefing. En. Zainal Abdin bin Ab Manaf, Director, Int'l Department, MCSC, briefed the participants. In his presentation, he explained about the Evolution of Co-operative Movement in Malaysia, number of registered co-operatives in Malaysia, Co-operative Legislation, National Co-operative Policy (NCP) 2011-2020; Government Agencies working for the development of co-operatives in Malaysia, Objectives and Functions of MCSC – main objectives of MCSC are (i) Foster sound and orderly development of the co-operative sector in accordance with co-operative values and principles to contribute towards achieving the socio-economic objectives of the nation; (ii) Promote a financially sound, progressive and resilient co-operative sector, and (iii) Maintain public confidence in the co-operative movement; Main economic activities of Co-operatives – Financial Services Activities, Wholesale and Retail Activities, Agriculture and Agro-based Industries, Plantation Activities, Property Development and Construction Industry, Tourism, Personal and Health Care activities; and Implementation Impact.

Visit the office of the ANGKASA, apex body of Malaysian Cooperative Movement:

The same day i.e. on Feb. 14, 2018, in the afternoon, the participants visited the office of the Malaysian Co-operative Movement (ANGKASA). Its Vice President, Dr Mohd. Azlan Yahya and its Group Chief Executive Officer, Haji Nasir Khan Yahaya, briefed the participants.

As Apex body recognized by the government – ANGKASA is representing all cooperatives in Malaysia. Its goals are (a) to unite all co-operatives in Malaysia; (b) to represent Malaysian Co-operatives at national and international level; (c) to fight for, monitor and safeguard the interest of members and the movement in general; and (d) to facilitate the operation and development of members.

First of all, they gave the background of the Malaysian Cooperative Movement. They gave statistics of Malaysian Cooperatives – Banking, Credit/Finance, Agriculture, Housing, Industrial, Consumer, Construction, Transportation, and Services. They also explained the Blueprint – 7 Strategic Initiatives, ANGKASA's Goals; Group Organization Structure; ANGKASA Strategic Plan 2017-2050. ANGKASA stimulate and develop co-operative businesses by identifying and promoting new business, strengthening existing businesses and create a network of cooperation at national and international level. Participants showed interest in its Salary Deduction Services. ANGKASA's current initiatives include Tourism, Personal Care and Healthcare; Plantation, Agriculture and Agro-based Industry; Innovation & Technology; Community Development; International Relations, etc. ANGKASA is the custodian of Cooperative Principles and Philosophy.

Visit the office of the National Land Finance Co-operative Society Ltd. (NLFCS):

On February 21, 2018, in the afternoon, the participants visited the office of the National Land Finance Co-operative Society Ltd. (NLFCS) in Kuala Lumpur, Malaysia. Its Deputy Chief Executive Officer, Mr N. Kathiresan, and its Chairman Dato' K.R. Somasundram briefed the participants.

The economic scenario of the post-independence era in the 60's created a situation where unemployment and eviction from homes occurred when European-owned rubber estates were sold to locals who, in turn, fragmented and sold them for profit. In an effort to rectify the problem as a result of fragmentation of estates, the Malaysian Indian Congress established the National Land Finance Co-operative Society to provide an opportunity for land ownership among estate workers. Plantation workers were persuaded to buy shares in the co-operative at RM 100 per share, payable in a monthly instalment of RM 10.00. Today, the society has 69,369 members, who range from estate workers, students to professionals with a capital of RM 62 million in shares.

The society has implemented 18 benefit schemes for its members with the objectives – to improve the educational level of its members' children; to increase house ownership of members; to promote small-scale entrepreneurs, and to provide financial aid to members.

The operations of the NLFCS is supervised by the Board of Directors with an Executive Chairman, Dato' Dr K.R. Somasundram. The ultimate authority is the Annual General Meeting of the delegates, which is held on the last Sunday of June every year, which elects the Board of Directors, empowering it to draw up long-term and strategic planning to keep up with the rapid economic changes and development.

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

As a result of its investments in risk-averse ventures, the society has been able to build a net tangible asset base of RM 395.5 million as on 2001 while at the same time, ensuring that its members gained from its investment schemes.

Visit Kedah Cooperative of Basic Agriculture:

The participants visited the office of the Kedah Cooperative of basic agriculture on 22nd February 2018, in the morning. Its Chairman Tuan Haji Johari B. Yahaya, briefed the participants. The cooperative was founded on October 9, 2009 as an initiative by the Board of Tobacco and Kenaf growers of Malaysia as an effort to unite former tobacco growers under one body, which should be able to help and improve the quality of life of its members by way of providing the opportunity to involve them in other economic projects. It has 9 Board Members and 182 Members. Its main activities are – Supply of agricultural tools and inputs; To run Halal Corn Downstream Industry; Corn production of cornstarch; Retail Store Business; Production of cordial and corn relay; and Tractor Service.

All members of the cooperative have played an active role in every activity of the cooperative. This is evident from the fact that all members are regular customers of the cooperative retail shop and they purchase maize raw material from the cooperative shop.

Participants also visited its corn plant.

Visit Permatang Nibong Pulau Pinang Bhd. Career Co-operative (Paddy Co-operative):

The same day i.e. on 22nd February, in the afternoon, the participants visited the office of the Paddy Co-operative. Its Chairman, Mr Rosli bin Ishak, briefed the participants.

A Farmers Group was founded on June 16, 1989, and it was known as the Permatang Nibong Rice Group, Seberang Perai Tengah District, Penang. This Farmers Group had a membership of 55 persons. The main activities of this group were paddy crops. On October 7, 2005, the name of the Permatang Nibong Farmers Group was changed to Permatang Nibong Pulau Pinang Bhd. Career Co-operative. The co-operative is working under the supervision of the Malaysian Co-operative Commission, Department of Agriculture and IADA and has a membership of 98 persons. It has a share capital of RM 96,253.40 and it still maintains paddy crop as the main activity. The average yield of paddy is 5.21 ton/ha.

Its Mission is – “Adopting efficient project management, competency and technology in line with national progress to improve its production and productivity.”

Its Vision is – “Heading towards competitive, progressive and successful society in agriculture as well as creating Berjaya entrepreneurs at the global level”.

Co-operative’s main activities include Agricultural input supply business (seed, fertilizer, pesticide & agricultural equipment); Plough service, rice harvesting, transport and contract works; NKEA Project.

Members get following benefits from the Co-operative – Education aid contribution; Medical aid contribution; Death charge aid contribution; Hajj & Umrah aid contribution; General aid contribution; Courses & Seminars; Study tours; etc.

The participants visited its paddy farm and observed paddy harvesting activity.

Visit Kuala Perak Estate of National Land Finance Co-operative Society Ltd. (NLFCS)

On February 23, 2018, the participants visited the Kuala Perak Estate of National Land Finance Co-operative Society Ltd. This is one of the branches of NLFCS mentioned above. Its Senior Manager, Mr R. Gopala Krishnan, briefed the participants. The participants were able to observe that Indian Malay students, studying at the local University for Indian Malay, were working as intern in the laboratory of NLFCS.

Mr Gopala Krishnan informed the participants that Kuala Perak Estate has a total area of 1083.60 hectares, out of which, they are growing Oil Palm trees in 460.70 hectares; Coconut trees in 574.30 hectares and rest of the land is being used by TNB Rentice; Buildings; Roads; Drains; etc.

Following are the Estate Operations – Nursery; Land Preparation; Replanting; Immature Upkeep; Mature Upkeep; Plant Protection; Manuring; Road Upkeep; Water Management; Harvesting; and Canopy Management.

Mr Gopala Krishnan also told the participants the Issues and Challenges faced by the NLFCS – The poor growth rate in yields in relation to other sources of vegetable oils; The difficulties raising labour productivity in the sector due to most of the local agriculture workers reaching 50 years of age and above; High dependency on foreign labour force and labour shortage; Difficulties in mechanizing harvesting operations.

Then his Asstt. Manager, Mr Kalai explained the details of NALFIN Planting Material Sdn. Bhd. – a subsidiary company of NLFCS Ltd. It has a Research Station also. He explained the Planting Materials History. They also have an Oil Palm Seed Production Unit. They started seed production in 2007. They are capable of producing 500,000 of germinated seeds annually.

It’s other Technical Executive, Ms Chandrika, explained about the production of hybrid coconuts – MATAG. NALFIN Planting Material Sdn Bhd (NPM), the R&D division of NLFCS is the leading and certified MATAG hybrids planting material producer in Malaysia. These highly valuable MATAG hybrids are produced via hybridization between the Malayan Dwarfs and Philippines Tagnanan Talls. Matag characteristics are – early maturity; shorter height increment; highly productive palm; larger coconuts; superior kernel quality; versatile in usage – tender nuts for drinking, ripe nuts for desiccated coconut; coconut milk, cream, and copra, etc.. She ended her explanation with the quote, “They tried to bury us. They did not know, we were the seeds”.

They also explained about NPM DxP Planting Material – Quality Planting Material Source. Nalfin Planting Material Sdn. Bhd. assures high-quality planting materials through its strict quality control procedures, which are applied both in the field and on the seed production floor. The purity of the NPM DxP Planting material is its primary objective.

NPM DxP Oil Palm Characteristics are – Purity of Breeding stock, Pollen & OP Hybrids; Enhanced Precocity for High Early Yields; High Bunch Numbers for High Yields; High Fruit to Bunch & Oil to Bunch Ratios; Broad Range of Disease Resistance.

The participants had a chance to tour the Estate along with its officers.

Visit Batu Pahat Smallholders Co-operative (KOPERASI PEKEBUN KECIL DASERAH BATU PAHAT BERHAD - KOPDAB):

On February 26, 2018, the participants visited the office of the KOPDAB. Its staff members briefed the participants about its activities.

KOPDAB was founded on 10th October 1980. It was known by the name as "KOPERASI PEKEBUN GETAH BATU PAHAT". Later on, in 1990, the name was changed to "KOPERASI PEKEBUN KECIL DAERAH BATU PAHAT BERHAD". Initially, it was started as Rubber Industry but later changed to palm oil industry in 1990. It has 12 Board Members and 34 workers.

Its main role is to help members to increase their income and create employment for them and to educate them. KOPDAB has 6,288 members, out of which 3,818 are active members. Its total share capital is RM 1,921,989.04. The average age of its members is 70-80 years.

KOPDAB's main activities include Sale and Purchase of Fresh Fruit Bunch (Palm Oil); Nursery; Supply of Agriculture inputs; Rental business; Farming (replanting and managing few members' farms – total of 108 acres of land is being managed by KOPDAB); It has Vending Machines; receiving utility bill payments; Running Meliponini Honey Hub; Offering Hajj and Umrah Packages (smart partnership with Gemilang Travel); etc.

After the briefing, the participants visited its Nursery. After that, the participants visited a Farm of its member – Mr Musa and Mrs Azizi. Both briefed the participants about their activities. They have a farm of 5 acres, wherein they are growing passion fruit, cucumber, lemon, chillies, and other fruits. KOPDAB is helping them in marketing their products.

Visit Farmers' Organization of PPK Sri Medan, Batu Pahat, Johor State:

On 26th February 2018, the participants visited the office of the Farmers' Organization of PPK Sri Medan, Batu Pahat, Johor State, Malaysia. Its General Manager, Mr Che Zamri, briefed the participants. Its Chairman and other Board Members were also present.

The Farmers' Organization is a business-oriented organization that uses the co-operative concept and manages as a business institute. It was established under the 1973 (Act 109) Farmers' Organizations Act. The structure of the Farmers' Organizations includes one National Farmers' Organization (NAFAS); 14 State Farmers' Organizations (PPNJ); 276 Area Farmers' Organizations (PPK); and 7255 Farming Units. The PPK Sri Medan is one of the 276 Area Farmers' Organizations.

Its objectives are – to improve the social and economic standard of its members; increase their knowledge and skills; increase revenue and income of its members; to improve the way of life of its members; and to create a progressive, independent, prosperous and integrated farming community.

Main functions of Farmers' Organizations are – to provide development services and training facilities for the farmers to equip themselves with the necessary technology needed for the development of agriculture, plantation, animal breeding, home economics, and other business enterprises; to expand agricultural production among the farmers and smallholders to achieve a broader agricultural business and in expanding and developing agricultural businesses; to develop, encourage, facilitate and offer saving services in the rural areas; to provide services for marketing, storage, drying, warehousing and other facilities; and to provide credit facilities and services to develop bigger investments in economic and agricultural fields.

PPK Sri Medan was established on 14th April 1982. It has 11 Board Members and 75 staff members. It has 37 Farming Units under its area of operation. It is controlling 217,823 hectares of land. It has a total of 4652 members – 2844 male and 1808 female members.

Its main activities are – Marketing of Oil Palm/Transportation; Fertilizer & Agro-chemicals supply; Development and Social Services; Saving and Credit services; business of consumer goods; it has Collecting centre of Agricultural products; it has Scheme Land Development Expert, it has Oil Palm Nurseries; Project of Entrepreneur Development – Sheep Breeding Project; Pineapple Plantation Project; and Chilli Fertigation Project.

After the briefing, the participants were taken to the Farm of its Member Farmer, Mr Anuwar Hussain, who has a land of 2 acres and he is growing pineapple, oil palm and durian in his farm.

Visit Koperasi Pekebun Kecil Wilayah Johor Selatan Bhd. – KOPRIS AGRO FARM:

On February 28, 2018, the participants visited the KoprAgro Farm in Mersing, Johor Bahru, Malaysia. Its Manager MrAzlan Bin Mohd. Tab and Mr Afiq, Asstt. Manager, Livestock, briefed the participants.

The Co-operative's Vision is "Leaders in Developing Education, Economics & Entrepreneurship in Co-operative Members". Its Mission is "Help improve socio-economic stage of Co-operative Members".

The co-operative was registered on 9th June 1980. It has a total of 1,239 members and its share capital is RM 1,326,000.00. It has 9 Board Members, one Chairman, one Secretary and one Treasurer. Each Director is responsible for at least one sector. Its main activities are Tourism and Health sector; Palm Oil and Plantation sector; Agriculture sector. It has one Dialysis Centre for those who are suffering from obesity. Its ongoing projects include Kopr Dairy Farm; Kopr Chicken Farm; Kopr Fidlots Farm; Kopr Agro Farm; Kopr Training centre; Kopr Aquafarm; etc.

Under Kopr Agro Farm, it has a Deer Farm; a Kernel Honey Farm; a Corn Farm; a Vegetable Farm; etc.

It has a Training Centre also where training of following modules is provided – Cattle Sector Module; Chicken Farm Module; Shrimp Farm Module; EM (Effective Micro organism) Treatment Module; and AGEN PENGURUSAN Module. The co-operative adopts Self-Sufficient Economy – Sustainable Agriculture – Integrated Agriculture.

The participants had a chance to visit its Deer Farm, Kernel Honey Farm; Cattle Farm and Shrimp Pond.

Visit KOPERASI AGROPOLITAN LEPAR PEKAN BERHAD (KALPB) – AGROPOLITAN CO-OPERATIVE LEPAR, PEKAN, PAHANG STATE:

On March 1, 2018, the participants visited the site office of AGROPOLITAN Co-operative Lepar, Pekan in Pahang State, Malaysia. Mr Aidee Kharuddin Ahmad, Site Manager, East Coast Economic Region (ECER), briefed the participants.

The East Coast Economic Region Development Council (ECERDC) is a statutory body, which was established under an Act of the Parliament – the East Coast Economic Regional Development Council Act 2008 (Act 688), to drive the implementation of projects and key programs identified in the ECER Master Plan to make ECER a developed region by 2020. ECERDC is covering four states formed in the East coast peninsular Malaysia working under the Prime Minister's Office.

The development objectives of ECER are as follows – High Impact Program and Projects; Reduce the economic disparity between rural & urban area; and full utilization of people's capability in the region.

Based on the former Prime Minister's proposal, the Petronas, which is the big state corporation and was the planner of ECER project, started to reduce the wide gap between the western states of Malaysia and East coast, which lagged behind in terms of income and investment.

In order to create a High Income Nation in line with Economic Transformation Plan (ETP) Program, Agropolitan Co-operative was established. The main objectives of Agropolitan Co-operative are – integrated poverty eradication initiative based on the agriculture platform; balancing development growth between the rural and urban areas; accelerating rural economic growth through agricultural activities and farm-based industry; creating jobs at the rural area (upstream and downstream), and sustainable income for members.

The co-operative has 127 members, who were below poverty line. It is compulsory for all the members to participate in the activities of the Co-operative. The co-operative has 12 Board Members. ECER is running five projects in different locations, out of which three projects are of Dorper Sheep Projects and two projects are of Oil Palm. In all the five projects, 1,155 members are registered.

Current Business Model of ECERDC is that it has appointed FELDA as an implementing Agency that has

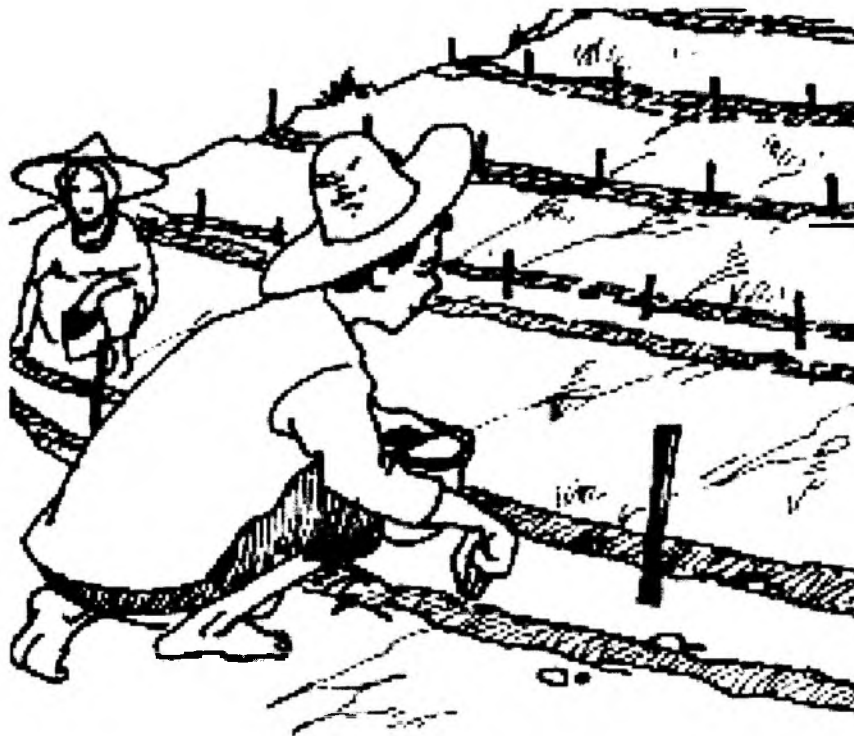
the management knowhow and rich experiences for the development of settlement. FELDA is helping the Co-operative to run this project through its members and their families. AGROPOLITAN Members Primary activities are Livestock and Oil Palm Plantation. Their secondary activities are Poultry Farm; Organic Fertilizer; and Silage production.

The target of ECER is that by 2020, the project will be handed over to the Co-operative completely. By 2020, it is estimated that household income of the members would be above US\$ 1,250/- (of GDP per capita of Malaysia US\$ 11,740 in 2017). All members have been given free accommodation in the vicinity and after a certain period of time, ownership of the house will be transferred to the members with certain conditions.

The outcome of the Projects is to increase income of its members above poverty level; House ownership will be given to the members after certain period of time such as; shop lot for members' family members to be entrepreneur; job opportunities to be created by the co-operative; Profit sharing/dividend once the project sustains; Collaboration with local universities and government body to enhance members' competency; motivational programs to increase members' self-esteem; sport and social activities to increase team bonding among the participants.

The participants visited the Dorper shelters and housing complex of the members.

In conclusion, what this sort of politically motivated project will hold in store, still remains to be seen in terms of sustainability.



SECTION – III

Valedictory Session at CCM

The valedictory function of the CCM module on “Agricultural Cooperative Business Management, Leadership and Planning” for the training program on “Fostering and Improving Management of Agricultural Cooperatives in Africa for the year 2017, was held at Cyber Jaya on March 05, 2018, in the evening. Assoc. Prof. Dato’ Dr Abdul Rahman, Director General of the Co-operative College of Malaysia, presided over the closing ceremony, in presence of Haji Ramlan Kamsin, Dy. Director General of CCM, Mr Zainal Abidin, Director, Int’l Dept., Malaysian Co-operative Societies Commission (MCSC), Assoc. Prof. Datuk Mohd. Ali Hasan, Vice Chairman of ANGKASA, Mr Ali Hasanan, Director (Agriculture), ANGKASA, Mr Roslan, Head of Sector, CCM, Ms Rahimah, Sr. Director, CCM, Ms. Sharina, Director, CCM, and concerned faculty members, guest speakers and staff of CCM, besides, Mr A.K.Taneja of the ICA-AP.

In his brief address, **Dr Abdul Rahman** congratulated the participants for successful completion of Part-I of the Training Course in Malaysia. He appreciated ICA-AP, IDACA and MAFF for the involvement of CCM 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 believed that the team in CCM has done their very best in coordinating the program in Malaysia to meet the objectives of the program and the aspirations of ICA-AP as well as the MAFF of Government of Japan.

He further said, “we are looking forward to more engagements at the international level and at various platforms in assisting co-operatives or government institutions in co-operative education. Fostering and Improving Management of Agricultural Co-operatives in Africa training course has emphasized on issues and challenges that affect the agricultural co-operative movement in terms of management and governance. Sharing of information and discussion on local case studies provide a great platform for the synergy of ideas and inputs to benchmark with the co-operative movement of respective participants when they resume their duties.

Apart from focusing on issues related to agriculture co-operative movements, principles and governance, the program also promotes exchange of knowledge and experiences wherein participants also visited ANGKASA (Apex organization of co-operative movement in Malaysia), Malaysian Co-operative Societies Commission (MCSC), office of the National Land Finance Co-operative Society (NLFC) and their coconut hybrid plantation at Bagan Datuk, corn field of Agro-based Co-operative at Kodiang Kedah, paddy field of Permatang Nibong Co-operative, Palm oil Nursery site of KOPDAB Co-operative at Batu Pahat, Pineapple Farm of Seri Medan Smallholders Association, Agro-tourism Farm of KOPRIS Co-operative at Mersing, and Dorpers Goat breeding activity of Agropolitan Lepar Pekan Pahang Co-operative. Current changes in the agro-food industry question the ability of co-operatives to adapt to new challenges.

Thus, strategic alliances are expected to play a greater role in supporting the development of agricultural co-operatives. It is also a way to mitigate financial risk, to get experts in supply line or to promote the development of processing activities. I wish to see improvement in your country after this program when I visit your country someday. That will be the real success for us and the program. Since we are limited in terms of resources and we cannot put everything in one program, therefore, we always have a platform for collaboration in the future.

Finally, I trust you have learned a lot during the three-week training program in Malaysia and I hope it will be beneficial for you. I wish you all the best for Part-II of the program in IDACA, Japan”.

After his speech at the closing ceremony, Dr Abdul Rahman distributed the “Certificate of Participation” to the participants on their successful completion of the program in Malaysia.

Mr A.K. Taneja expressed satisfaction over the smooth conduct of the program and thanked the CCM as a reliable ally in carrying out Part-I of the Training Course in Malaysia.

Ms Ancieta Muthoni Mwiti, a participant from Kenya, on behalf of all the participants, thanked the CCM for smooth conduct of the program, ICA-AP, IDACA and MAFF, for giving a chance to the participants from Africa to learn and share Asian experience of Agricultural Co-operatives.

On 6th March, (Tuesday), in the evening, the participants left Kuala Lumpur for Japan, reaching IDACA, Tokyo on 7th March, in the forenoon.



Inauguration:

Glimpses of the Inaugural Ceremony of Part-I of the Training Course held at the CCM Training Centre in Kuala Lumpur, Malaysia.



Class Room Sessions : Resource Persons delivering lectures at the CCM training centre in Kuala Lumpur.



Class Room Sessions in progress at the CCM Training Centre



Class Room Sessions in progress at the CCM Training Centre



Field Study Visits: Participants at the office of MCSC in Malaysia



Participants at the office of ANGKASA, Malaysia



Participants at the office of NLFCs



Participants visited Kedah Cooperative of Basic Agriculture



Participants visited the Paddy Cooperative



Participants visited the Kuala Perak Estate of NLFCs



Participants at Batu Pahat Smallholders Co-operative
(Koperasi Pekebun Kecil Daserah Batu Pahat Berhad - Kopdab)



Participants visited the Farmers' Organization of PPK Sri Medan, Batu Pahat, Johor State



Participants visited the Koperasi Pekebun Kecil Wilayah Johor Selatan Bhd. – Koprisk Agro Farm



A visit to Koperasi Agropolitan Lepar Pekan Berhad (KALPB)-Agropolitan Co-op Lepar, Pekan, Pahang State



Evaluation and Valedictory at CCM



Before the technical sessions, on day one, the participants presented their respective 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:

BOTSWANA

Total area of BOTSWANA is 566,730 Km²; its cultivated area is 297,816 hectares; average farm management area = 5 ha. its total population is 2 Million, Farming population = 122,660; No. of Farm Households = 69,988; Its total GDP is 15.27 billion US\$; GDP per capita = 15,513.40 US\$; GDP in agriculture sector = 122,400,000 US\$; contribution of agricultural sector in GDP = 2.4%. It has 45 agricultural cooperatives, who have 38,000 members. There are 20 Multipurpose Cooperatives – Horticulture, Dairy, and Livestock marketing and 15 single purpose cooperatives – Horticulture, piggery and poultry (broilers).

Major crops : Sorghum, Maize, Poultry, Beef and Beans.

Issues & challenges in Agricultural Cooperative Sector

Poor business skills by farmers; shortage of water for agricultural use e.g. poultry piggery dairy; shortage of land in communal areas leading to overstocking; high capital cost; deep water table; poor rural infrastructure; weak agro-industry and poor linkage within the value chain of agricultural produce; disease outbreak and pests e.g. FMD, tuta.

COTE D'IVOIRE (IVORY COAST)

Total Land Area of Ivory Coast is 322,460 Km² its cultivated area is 17,000,000 ha. Its total population is 22,671,000 persons, Farming population is 10,192,000 persons; No. of Farm Households = 1,407,451. Its GDP is 37.76 billions US\$; GDP per capita = 1,463 US\$; GDP in Agricultural sector = 7.96 US\$; contribution of agriculture in GDP 21.1%. It has 3827 single purpose agricultural co-operatives, which have a total membership of 1,394,000.

Major crops : Cocoa; Cashew nut; Natural rubber; Oil Palm; sheep and goat.

Issues & challenges in the Agricultural sector

- Processing of agricultural products;
- Professionalization of agricultural sector;
- Mechanization,
- Food self-sufficiency;

ETHIOPIA

Total land area of Ethiopia is 1,221,480 Km²; its cultivated area is 60%; average farm management area is 41%. Its total population is 106,448,104 persons, Farming population = 60%; No. of Farm Households = 41%. Its GDP is 2,070.9 billion US\$; GDP per capital = 76.9 Billion US\$; GDP in Agricultural sector = 8.7%; Contribution of Agricultural sector in GDP = 36.2%. It has 81,786 agricultural co-operatives having a total membership of 14,902,340; out of which 15,309 are Multipurpose co-operatives and 66,477 single purpose co-operatives.

Major crops : Cereals; Teff; Barley; Wheat; and Maize.

Issues & challenges in the Agricultural sector

Abiotic - Land degradation; Soil acidity and salinity; Diverse agro-ecology; Poor marketing system; Poor marketing system; Poor Vertis soil management; Backward Practices; Climate change – drought, flood, diseases, etc.

GHANA

Its total land area is 238,500 Km²; Cultivated area = 5,633,850 ha; Average farm management area = over 200,000 ha. Its total population is 28,308,301 persons; Farming Population = 290,561 persons; No. of Farm households = 7,509. Its total GDP is 9.3 billion US\$; GDP per capita = 1,340; GDP in Agricultural sector = 5,322 US\$; contribution of Agricultural Sector in GDP = 18.9%. It has 7,509 single purpose co-operatives having a total membership of 190,561.

Major crops : Groundnut; Maize; Sorghum; Millet; and Rice.

Issues & challenges in the Agriculture Sector

- Lack or inadequate infrastructure, such as good roads to facilitate easy and safe transportation of produce to urban centers;
- The unwillingness of financial institutions to lend funds to farmers due to the high risk involved in farming;
- Lack of basic managerial skills of farmers as a result of illiteracy among farmers;
- Lack of inadequate storage and processing facilities to add value to farm produce;
- Low farmer-extension ratio to monitor and educate farmers on good agronomics practices;
- Lack or inadequate education on co-operative and application of its principles and values.

KENYA

Its total land area is 580,367 Km²; Cultivated area = 27,450,000 ha; Average farm management area = 2.5 acres. Its total population is 42.3 million persons; Farming Population = 31.7 million persons; No. of Farm households = 5 Million. Its total GDP is 70.53 billion US\$; GDP per capita = 1,455 US\$; GDP in Agricultural sector = 18.34 Billion US\$; contribution of Agricultural Sector in GDP = 26%. It has 7,509 single purpose co-operatives having a total membership of 190,561. It has 4,414 agricultural co-operatives, having a total membership of 1.8 million; out of which 53 are Multipurpose Co-operatives; and 4361 single purpose co-operatives.

Major crops : Coffee; Dairy; Tea; Horticulture; and Sugarcane.

Issues & challenges in Agricultural Sector:

The challenges include highly erratic and unpredictable rainfall in 84% of the country; a steady reduction of agricultural land; high dependency on rain-fed agriculture; low agricultural production and productivity; poor marketing; low diversification in production; market uncertainties and low value addition to agricultural products; high post-harvest losses and unfavorable taxation and tax regimes. Other key challenges are ineffective and inefficient inter-sectoral linkages for development of agriculture; high cost of credit for investment in agriculture; poor governance in farmer organizations and farmer co-operatives; fewer adherences to demand-driven research for agricultural development; ineffective research-extension-farmer linkages and inadequate insurance facilities to cushion farmers and fisherfolk from production uncertainties. Other challenges include the low adoption of technological advancements in agriculture and inadequate commercialization of agricultural production.

MOROCCO

Its total land area is 446,300 Km²; Cultivated area = 305,591 ha; Average farm management area = n.a. acres. Its total population is 36,004,292 persons; Farming Population = n.a.; No. of Farm households = n.a. Its total GDP is 70.53 billion US\$; GDP per capita = 515.40 US\$; GDP in Agricultural sector = 546.6 Billion US\$; contribution of Agricultural Sector in GDP = 25.3%. It has 7,509 single purpose co-operatives having a total membership of 190,561. It has 4,414 agricultural co-operatives, having a total membership of 1.8 million; out of which 53 are Multipurpose Co-operatives; and 4361 single purpose co-operatives.

Major crops : Tobacco; Sugar; Cashew; Cotton; Banana.

Issues & challenges in Agricultural Sector:

- Develop modern and high-productivity/high-value added agricultural sector
- Develop local value chains to improve farmer incomes
- Enhance and promote the product of the cooperatives (packaging, labeling and innovation)
- Market the product and services of the cooperatives
- Strengthen the cooperatives
- Establish an enabling environment for the development of the cooperatives
- Improve financing channels and access to credit
- Fight against illiteracy

MOZAMBIQUE

Its total land area is 799,380 Km²; Cultivated area = 5,633,850 ha; Average farm management area = 1.2 acres. Its total population is 28,861,863 persons; Farming Population = 23,089,490 persons; No. of Farm households = 1,349,299. Its total GDP is 11.4 billion US\$; GDP per capita = 515.40 US\$; GDP in Agricultural sector = 546.6 US\$; contribution of Agricultural Sector in GDP = 25.3%. It has 7,509 single purpose co-operatives having a total membership of 190,561. It has 2300 agricultural co-operatives, having a total membership of 165,000; out of which 300 are Multipurpose Co-operatives; and 2000 single purpose co-operatives.

Major crops : Tobacco; Sugar; Cashew; Cotton; Banana.

Issues and Challenges in the Agricultural Sector

- Lack of collateral, which makes the banks reluctant to issue loans;
- Financial literacy is low and rural population are sceptical about banks' usefulness;
- High Bank Interest Rates;
- Few Bank Branches in rural areas;
- Commercial banks still represent a small share of agriculture financing, providing only 3.7% of total credit to farmers;
- Many micro-finance organizations exist, but they are not generally self-sustained;
- The existence of few cooperatives and farmer organizations;
- Low-quality inputs (seeds);
- High import taxes.

NIGERIA

Its total land area is 923,768 Km²; Cultivated area = 91 million ha; Average farm management area = 30.7 million ha. Its total population is 186 million persons; Farming Population = n.a.; No. of Farm households = 5000. Its total GDP is 2,177.99 billion US\$; GDP per capita = 2,177.99 US\$; GDP in Agricultural sector = 112,979.10 US\$; contribution of Agricultural Sector in GDP = 24.18%. It has 16,000 agricultural co-operatives, having a total membership of 260,000; out of which, 12,000 are multi-purpose co-operatives; and 4,000 single purpose co-operatives.

Major crops : Cocoa Beans; Groundnuts; Millet; Rice; Yam.

Issues and Challenges in the Agricultural Sector

Poor Infrastructure – which is one of the major agricultural challenges in Nigeria. With the state of infrastructure decay present in all sectors of Nigeria, there has been a mass migration of able-bodied youth from rural areas, where farming is largely practical, to urban areas. This has led to competition for scarce resources in the urban areas, while the rural areas languish in neglect. Dormant Research Facilities; Education and Modernization.

RWANDA

Its total land area is 26,338 Km²; Cultivated area = 1,787,571.2 ha; Average farm management area = 20%. Its total population is 11.92 million persons; Farming Population = 84%; No. of Farm households = 96%. Its total GDP is 9,929 billion US\$; GDP per capita = 1,870 US\$; GDP in Agricultural sector = n.a.; contribution of Agricultural Sector in GDP = 33%. It has 2,399 agricultural co-operatives, having a total membership of 295,183; out of which, 8 are multi-purpose co-operatives; and 2,391 single purpose co-operatives.

Major crops : Sweet potatoes, Banana for Beer; Cassava; Cooking Banana; Paddy Rice; Maize; Irish Potatoes.

Issues and Challenges in the Agricultural Sector

- Low quality produce, as most production is intended for own family consumption, hence local farmers do not have strong incentives to increase quality;
- Lack of business skills and entrepreneurship;
- The rural road infrastructure and transport is not yet fully developed to enable the farmers to promptly get farm input and also transport the farm produce to the market;
- There is lack of sustainable market and post-harvest management for the small-scale farmers in Rwanda.
- Limited capital to develop the farms and local farmers; also, do not have easy access to funding from commercial banks;
- The market information is not readily available to the small-scale farmers and this results in the farmers selling at a cheap price in order to avoid spoilage of agricultural products;
- Shortage of fertile land;
- Lack of knowledge about modern farming methods, including irrigation;
- Lack of necessary equipment to use on the farm during planting, harvesting and value addition;
- Lack of adequate supporting infrastructure to the sectors like cold storage rooms, advisory services to the small farmers and mechanism for the small farmers to pull resources.

TANZANIA

Its total land area is 945,087 Km²; Cultivated area = 43,183,490 ha; Average farm management area = 17,255,084 ha. Its total population is 55,570,000 persons; Farming Population = 36,120,500 persons; No. of Farm households = 11,287,822. Its total GDP is 47.43 billion US\$; GDP per capita = 1,018 US\$; GDP in Agricultural sector = 13.9 billion US\$; contribution of Agricultural Sector in GDP = 30%. It has 3,623 agricultural co-operatives, having a total membership of 531,264; out of which, 53 are multi-purpose co-operatives; and 3,570 single purpose co-operatives.

Major crops : Cashewnuts; Tobacco; Coffee; Cotton; Tea; Milk; Beef; Lamb/Mutton.

Issues and Challenges in the Agricultural Sector

- The inability of smallholder farmers to access and use appropriate or proper inputs, such as seeds, fertilizer and pesticides, which leads to low yield and poor quality of the produces;
- Most of the farmers still use obsolete technology and farming equipment, such as the hand-hoe;

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

- Japanese Agriculture;
- Historical Development of Agriculture and Cooperatives success;
- Organization and Business Activities of the Japanese Agricultural Cooperatives and Business Planning;
- How to organize and manage agricultural co-operatives;
- Agricultural Cooperatives and Farm Guidance;
- Agricultural Extension System in Japan;
- Marketing & Purchasing Business of Agri. Cooperatives;
- Case Study – SHEP (Smallholders Horticulture Empowerment Program);

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. Japanese Agriculture

by Mr Takeshi USUI, IDACA.

Under this topic, a brief Geographical Information of Japan was explained by Mr Usui. The participants were also told about the following characteristics of Japan - Basic Information of Japan (Population: 126.83 million; Prefectures, Regions and Cities (47 prefectures and 9 regions), Climate; Temperate (Marine Climate with four distinct seasons); Japanese Economy, Society and People; Agriculture – Agricultural Production; Geographical Information; Land and climate of Japan, its 4 major islands: Hokkaido, Honshu, Kyushu, Shikoku; its 4 distinct seasons – spring, summer, autumn and winter. Mr Usui gave Agricultural Statistics (Nominal GDP = 4.7 Trillion US\$, Per capita Nominal GDP = 37,304.14 US\$, Agricultural Gross Production = 5.6 Trillion Yen, Self-sufficiency rate of foods, etc.); He also explained Farmers' Income; Agricultural Output, Agricultural Production of Rice, Wheat, Soy Beans, Vegetables, Livestock, Milk Cow, Beef cattle, Pork, Broiler, etc. Housing – Traditional Japanese house; education; religions; Japanese Cuisine; Typical Japanese Food and Seasonings; household economy; living conditions and environment; social security system, etc. Mr Usui explained as to how the post-war agricultural cooperatives were organized; their Legal Framework; etc.

2. Historical Development of Japanese Agriculture and Cooperatives' success

by Mr Yukio ABE, IDACA.

In his presentation, Mr Abe explained the History of Cooperatives in Japan. 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 success stories of cooperatives in Thailand, Philippines, India. Mr Abe reiterated the famous quotation by Dr Verghese Kurien – "I am a Milkman, I am an Employee of the Farmers". This shows the humbleness of a great Manager. Mr Abe emphasized on "Women in Development and their Empowerment" and Women Empowerment in the coop. sector. He also briefly touched upon Farm Advisor & Extension Worker; a wholesale market system in Japan; Marketing Business of JAs; etc.

3. Organization and Business Activities of Japanese Agricultural Cooperatives

by Mr Hiroshi TERUNUMA, IDACA.

Mr Terunuma distributed three papers before his presentation – (1) Outline of Agricultural Cooperatives in Japan and its Business Activities; (2) Concepts of Agricultural Cooperative and its legal bases; and (3) Management Plan of Agricultural Co-operatives. In his presentation, Mr Terunuma gave the Agricultural Statistics and explained about the trend of food consumption in Japan; Farm households; major driving

force in agriculture; agricultural management; etc. At present, there are 658 multi-purpose Agricultural Co-operatives. He also gave a brief history of agricultural cooperatives in Japan; Key points of old Agricultural Basic Law. The Resurgence of Agricultural Cooperatives; New Evolution of Agricultural Cooperatives (JA); The Organizational Structure of Agricultural Cooperatives – Primary Agricultural Cooperatives (JAs); Prefectural Level Organizations; National Federations and other organizations; Central Union of Agricultural Cooperatives (JA-Zenchu); An Introduction to JAs Activities – JA's Main Activities; Farm Guidance; Better Living Guidance; Marketing Business; Processing Business; Purchasing Business; Credit Business; Mutual Insurance Business; Utilization; Welfare Activities; Asset Management Services; Travel Business; Educational Activities; Public Relations and Agricultural Policy Legislative Activities (Lobbying); Democratic Control and Management – The General Meeting; Major Matters to be resolved at the General Meeting; Directors and Auditors; JA's Principles and Management of JAs; The Agricultural Cooperative Society Law. He also showed two Videos - "An Introduction to JAs for overseas participants", and "JA's Credit Business and JA's Marketing Business". He distributed another sheet showing various methods of marketing and necessary conditions.

In his second 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.

Under his third paper "Management Plan of Agricultural Co-operatives", he stressed upon the importance of Planning; Long-term Management Plan; procedure for formulation of long-term Management Plan; Farm Management Plan of Member Farm Households; Income Target and Marketing Plan of Farmers; He also explained in detail the items of long-term farm management plan for individual farm households and total Farm Management Plan. He also touched upon the subject "Formulation of total Farm Management Plan and Commodity-wise Farm Guidance Plan under Commodity-wise long-term Marketing Plan. He also explained, what is joint Marketing System?

4. Farm Guidance Activities of JA in Japan

by Mr Toru Nakashima, Manager, Trg. Dept./Development Dept., IDACA

Farm guidance is provided as a specialized activity for the member farmers of agricultural co-operatives to improve farm management and agricultural technique is promoted for vitalization of the regional agriculture through planning and practice for the purpose of "development of human resource, organizations and crop production".

At the outset, Mr Nakashima explained as to how the Farm Guidance started – Development Process of Democratic Management, based Agricultural Co-operatives; Historical Aspects on Agricultural Co-operatives and Farm Guidance; the significance of Farm Guidance by Agricultural Cooperatives. He also explained Business of Multi-Purpose Agricultural Co-operatives – Activities of the Co-operatives (Production and Economic activities and Social and Better Living activities). It includes Guidance, Credit business, Mutual Insurance Business, Purchasing Business, Marketing Business, Utilization Business, Agro-processing business, and Welfare Business. What are the main thrusts of Farm Guidance – Dissemination of information on the introduction of new farming techniques and improvement of management of farm operations; Formulation of agricultural promotion plan; Identification of the potential production area; Demonstration of effective utilization of the available resources; Introduction of sustainable growing techniques and practices on organic farming, etc., and Promotion of joint purchase system of farm inputs; He further explained to what should be done in Farm Guidance (i) Round-table discussion by Members; (ii) Guidance on Cooperative Movement for securing stable Farm Management and Better Living; (iii) Rules and Regulations of Producers Group; (iv) Business Plan and Budget; (v) Collection of dues from Member Farmers; (vi) Standardization of production tech.; (vii) Soil Diagnosis and measures to improve fertility of soil; (viii) Explanation on the situation of production sites and marketing activities; (ix) Evaluation of the products to be shipped; (x) Rules and regulations in collection and shipment process at JA; (xi) Joint Marketing Movement; and (xii) Joint Purchasing System. He also explained the difference between Agricultural Extension Worker and Farm Advisor. 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 quality 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 the end, Mr Nakashima also shared the experience of a former farm advisor of an agricultural co-operatives with the participants.

5. Agricultural Extension System in Japan

by Dr Koichi FUKUDA, President, Institute of Japan Agriculture Support Ltd.

It is said that “Extension activities should be focused on people (farmers)” in Japan. Dr Koichi explained the important features of Extension Services in Japan – (1) In April 2005, the Agricultural Improvement Promotion Law was revised; (2) The extension advisors and the subject matter specialists all became extension advisors; (3) Co-operative Extension Services have about 70 years history; (4) it is operated with funds from the Central Government (4.7%) and prefectures (95.3%); (5) a total of 6,568 extension staff, who are members of prefecture governments, are working at 365 extension centres in Japan. We have other advisors who are the staff of Agriculture Co-operatives (JA); (6) Extension Advisors conduct extension activities by improving technology developed by institutes. He further explained the main methods of extension activities – (i) Guidance by visiting farmhouses; (ii) Consultation & Analysis (soil, growth, disease, management); (iii) Demonstration farm; (iv) Training seminar, etc. He also illustrated some examples of Extension activities – development of production areas; individual guidance. Main subjects of extension program are – supporting key farmers and young up-and-coming farmers; development of production areas; promoting environmentally friendly farming; helping produce safe products; supporting rural communities and lives.

The Extension Advisors not only provide technical guidance for cultivation but also advise on Management Guidance, including marketing and how to process products. Advisors analyze the radiation of soil and provide advice on how to get rid of contamination in Fukushima, Miyagi and Iwate prefecture, after the big earthquake and nuclear accidents happened on March 11 in 2011. They also advise on measures to reduce the salt damage of soil. The number of farm households per extension advisor in Japan is 250 to 350. Group guidance is the important method for the extension activities. The following measures are necessary for more effective extension services – small group activities; Information Technology. Under changed circumstances, marketing and how to process products have been introduced into services to improve farm management. Not only farmers but also the newcomers, including private companies have become targets of extension activities. The role of advisers has become facilitators among stakeholders, such as farmers, corporations, JAs, retailers. Information Technology is used along with “face-to-face” contact, and small group activities are introduced.

6. Distribution System of Agricultural 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.

7. Case Study of SHEP – Smallholders Horticulture Empowerment Program

by Mr Tatsuya YAMAGUCHI, Consultant at Kaihatsu Management Consulting, Inc.

In his presentation, Mr Yamaguchi explained the concept of SHEP Approach – Motivation and Market Oriented Agriculture. In many countries, the governments have become aware of the importance of promoting market-oriented agriculture to achieve poverty reduction and sustainable development. SHEP is a methodology of extension service integrating production and commercialization. From “Grow and Sell” to “Grow to Sell”. Its objective is to achieve a higher income. SHEP is an extension system for market-oriented agriculture. Normally, the Ministry of Agriculture introduces or integrate SHEP approach in their extension system. It is necessary to consider as to how it fits into the actual extension system. Which department and which officers in the institution will be in-charge? And the budget and assignment of the staff should be secured at first.

He further explained the Roles of Public Institutions and Facilitators in SHEP approach – Ministry of Agriculture, Ministry of Co-operatives, etc., Departments in-charge of Agri-business, and/or extension services on production; and possibly some NGOs and others. Activities of SHEP – Targeting, BL Survey, Market Survey, Production, Administration, etc. Following are the four steps of SHEP – (1) Selecting targets and sharing vision/goal; (2) Raising farmers' awareness by various activities; (3) Planning – making a decision by farmers themselves; and (4) Providing a technical solution, producing and commercializing their produces. What are the target crops of SHEP? In the original SHEP, it was only vegetables. But SHEP is applicable for other crops too. In El Salvador, fruits and some other commodities have been included and now it is including various types of products, such as cocoa, coffee, honey, livestock, etc. It is important that farmers keep on improving their activities by keep on doing market surveys and reflecting the demand of the markets in order to improve their business.

He also shared his experience relating to SHEP approach in Kenya and El Salvador. After his lecture, Practice and Discussion session were held. Participants were divided into two groups and were asked (i) to make questions for the market survey and put them in an effective order, and (ii) as to how can you introduce SHEP for your co-operative?



SECTION - V

Field Study Visits in Japan

[Tokyo, Kanagawa and Yamanashi and Nagano Prefectures]

Field Study Visits in Japan

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

- Visit R&D Centre of JA Zen-Noh, Kanagawa Prefecture;
- Visit JA Kanagawa Prefectural Union's Education Centre – JA Kanagawa Chuokai
- Visit Fruits Production Farmer – Mr Yukihiro Saito in Minami Alps City in Yamanashi Prefecture;
- Visit Kamakura Farmers' Market, Kanagawa Prefecture; JA Sagami
- Visit Mr. Hadano-shi Agricultural Co-operative – JA Hadano
- Visit the office of JA Nagano Prefecture Union
- Visit Nagano Agricultural Cooperative – JA Nagano
- Visit Matsumoto Highland Agricultural Cooperative – JA Matsumoto Highland
- Visit Kamiina Agricultural Cooperative – JA Kamiina.

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

In the morning of 15th 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 Isamu OOTAKE, Manager of the Centre briefed the participants.

The role of the R & D Centre is to develop materials and equipment needed for agricultural production and necessities of daily life; Development of the new variety, Development of new pesticides; Inspection of handling goods; Technical Training and Exercises; R & D Centre of Zen-Noh spreads over an area of 27,440 square meters. It has a Solar System or PV system aimed at the promotion of an eco-friendly environment. Zen-Noh Agricultural Research & Development Centre has 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 spreads best products to meet the diversified needs and demands for higher function and provide training and guidance for members to these situations. In 1962, Agricultural Technical Centre was established and in 2010 a new R&D Centre of Agricultural Research & Development Centre was set-up.

Visit the Educational Centre of JA Kanagawa Prefectural Union:

The same day, i.e. on 15th March 2018, in the afternoon, the participants went to the Education Centre of JA Kanagawa Prefectural Union. Its Deputy Manager, Mr Shinichi TAKAHASHI and Mr Kazuo TAJIRI briefed the participants about the Centre's activities.

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

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

Following Training Programs are offered at the Education Centre:

Training for officials – Basic Program and Specialized Program; Training for Employees – Basic Training, Training by Position, Training for Managers, Training for General Employees, Training by Business for newly assigned employees, Training by Business for currently assigned employees; Training by Specific Subjects – Basic Training, Training for Financial Planners and Training for Qualification Exam., etc.

The participants had a round of the Education Centre and observed its facilities. The participants also had a chance to observe the live session of a Training Program of newly appointed Management Trainees.

Visit Kamakura Vegetable Market (Renbai) and JA Sagami:

On March 16, in the morning, the participants visited the Kamakura Vegetable Market in Kamakura. They met one of the 23 member-farmers of this market, Mr Yamanaka, who explained about the functioning of this market. After that, the participants visited the office of JA Sagami in Kamakura city. Mr Hirata, an officer of the JA and its Branch Manager, Mr Sakamaki briefed the participants about its activities. JA Sagami has 64,090 members (11,066 regular members and 53,024 Associate Members).

The Kamakura Farmers Market located on Wakamiya Oji has been in operation for more than 90 years, which makes it the oldest direct sales store of agricultural products produced by the farmers in Kanagawa Prefecture. It is said that Renbai was started by farmers in Kamakura, who were peddling their products as vendors here and there. In 1928, a foreigner told them that European farmers directly sell vegetables and other agricultural products to consumers in a certain place on certain days. Then the farmers contributed funds to lease a piece of land, build the facility and established the regulations.

Presently 23 farmers regularly sell their products at Renbai – 18 from Kamakura and 7 from Yokohama. All farmers are grouped into four and each group sells after every four days. In order to avoid the difference in sales, the location of their vending booths is changed by rotation. The items sold are mainly vegetables grown outdoors, such as cucumber, tomato, eggplant, spinach, Japanese radish, green onion, and taro. The vegetables sold at Renbai are muddy vegetables, unevenly shaped vegetables, or rate western vegetables. Kamakura Brand Vegetables are produced using the minimum required chemicals and artificial fertilizers in agriculture.

Visit Hadano-shi Agricultural Co-operative (JA Hadano):

The same day, i.e. on March 16, in the afternoon, the participants visited the Head Office of JA Hadano, in Kanagawa Prefecture. Mr Satoshi Murakami, Manager of Planning Section, briefed the participants about JA's activities.

Hadano city lies in the western part of Kanagawa prefecture. The city is about 13.6 km wide from the east to the west and about 12.8 km long from the north to the south. It has a land area of 103.61 sq.km. The distance from the city center to Tokyo is about 60 km and the distance to Yokohama is about 37 km. The city is a major urbanized area in the central Kanagawa prefecture and is blessed with a rich abundance of nature.

Although it is cold and clear in winter and hot and humid in summer, the climate is generally mild. The annual mean temperature is 15.8° centigrade and the annual mean rainfall is 2,122 mm, which is relatively high in the prefecture.

Hadano city used to be known as a major source of tobacco and its tobacco was famous as one of the “three major leaf tobaccos in Japan”. With the tradition of leaf tobacco farming that goes back more than 300 years as the main crop, a rotation system with other common crops, such as oats and rape seeds in winter and peanuts, dry field rice and so on in summer, had long been in operation.

However, in the late 1960s, due to rapid urbanization, the farm management switched its focus towards urban agriculture. As a result, the tradition of leaf tobacco farming was brought to an end in 1984. Instead, farming management changed, introducing a variety of crops. Hadano city’s gross production of agriculture was 3 billion yen, and the percentage of vegetables, raw milk and flowers have reached as much as 60%.

In the area of floriculture, advanced farm management techniques are used in both greenhouse and open-field culture of carnations, roses, cyclamens, small chrysanthemums and asters, among others. The management is working with new crop breeds, labor-saving initiatives, improvement of cultivation techniques, etc.

Vegetables, strawberries, cucumbers, tomatoes and other varieties are grown in plastic and glass greenhouses. Open-field culture is also popular and the products are shipped mainly for local consumption.

As for fruits, various kinds are cultivated – from tangerines to apples, for which the northern limit for cultivation is said to be around this region. The variety includes tangerines, grapes, pears, chestnuts, kiwi fruits and others.

Stockbreeding management has been forced into retreat due to the advancement of urbanization and the number of feeders is decreasing.

The conditions surrounding the agriculture in Hadano city present many problems, such as the liberalization of imports, the difficulty of finding buyers and so on. These problems are the major factors that prevent real development.

Five Agricultural Cooperatives merged in 1963 to establish the Hadano City Agricultural Cooperatives (JA Hadano). The number of members at the time was 2,560 (2,208 regular members and 352 associate members).

In 1966, it became the present Hadano City Agricultural Cooperative, with 3,943 members (2,986 regular members and 957 associate members). At present, it has got 14,278 members (3,012 regular and 11,266 associates). It has got 36 directors and 406 employees (that include temporary and part-time).

The participants also visited the Direct sales shop of JA Hadano, which has an annual sale of one billion yen. In addition, the participants also visited the Day Service Centre for the care of the elderly people.

Ms Hiromi Watanabe, Better Living Section Chief of JA Hadano, explained the activities of its Female Department. Its Women’s Association has 1000 members and 21 officials. Ms Watanabe is also a Better Living Advisor. According to her, a variety of activities are being carried out by the women group, such as running a Nursery for children, celebrating sports day, performing Peanaman Gymnastics; gathering to teach old home cooking; teaching cooking to kindergarten’s mothers; entertaining elderly people; arranging cooking classes; travelling with female departments to Gero Hot Spring; Child care support to Mama Mate Club; making handmade tofu; making soap with waste oil; arranging meeting to cook with parents and children; etc.

Visit Yamanashi Prefecture – Observation of Mr Saito’s Orchard in Minami-Alps City:

On 18th March 2018, 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. Because the farmland gets dried very easily, many farmers introduced an irrigation system using sprinklers 50 years ago.

Participants visited the orchard and house of Mr Yukihiro SAITO, a Member Farmer of JA Komano. He and his wife briefed the participants about their activities. He is cultivating following products in his fruit orchard and farmland – Peaches, Grapes, Cherries; Japanese Plums; Persimmons, etc. In addition, he cultivates vegetables for his own consumption. Packing for Japanese plums and cherries are done at Mr Saito’s house and he himself brings them to the JA’s Grading Centre.

Visit the office of the JA Nagano Prefecture Union:

On 19th March 2018, the participants visited the building of the Nagano Prefecture Union. Mr Keiki Okuma, General Manager, Nagano Agricultural Co-operative Institute for Research and Development, briefed the participants.

Nagano Prefecture has 16 JAs and 10 Extension Offices. Number of Farm Households in Nagano is 104,759. It is located in the center of Japan. Nagano Prefecture is close to the metropolitan areas, such as Keihin (Tokyo-Yokohama), Chukyo (Nagoya), and Keihan (Kyoto-Osaka). This locational advantage enables Nagano Prefecture to provide with fresh agricultural products to the markets in those areas quickly. Nagano Prefecture has an inland climate with a large annual temperature range and daily temperature range.

Natural and topographic conditions, which are not necessarily favourable for agricultural cultivation, are skillfully utilized and various agricultural products, such as horticultural products, rice, and livestock are farmed. Nagano Prefecture enjoys high productivity in agriculture. In particular, the number of horticultural products, such as vegetables, fruits, flowers, and mushrooms amount to more than 100 items. Cultivations in a variety of types are taking place, which accounts for more than 50% of the total agricultural output.

To secure the income for farmers, Nagano Prefecture is developing various market channels, such as contract cultivation and direct sale, in addition to the standard market distribution of agricultural products. Agriculture-related experiment stations conduct cultivation of original varieties of grains, fruits and vegetables, by using leading-edge technologies.

Mr Okuma explained briefly the History of Rural Industry and Agro-processing Business of Agricultural Co-operatives – Case Study of Nagano Prefecture. He also explained the subjects and points to be considered for promotion of *Agro-processing Business of Agricultural Co-operatives*.

Then he explained, in detail, “Development of the 6th Industry”. Under this topic, he explained the current state of the agriculture, forestry and fisheries; Efforts to develop the 6th Industry; Sixth Industry Development taking advantage of local resources; He also advised to transform agriculture, forestry and fisheries into growth industries; Add new value to agriculture, forestry and fisheries products by establishing a value chain;

He illustrated some examples of Authorised Integration Projects in the Prefecture.

Visit Nagano Agricultural Co-operative – JA Nagano:

On March 20, the participants visited the H.O. of JA Nagano. Mr Hiroaki Koike, Manager, Farm Guidance Dept., briefed the participants.

JA Nagano is an amalgamation of 5 JAs. It is one of the top 10 JAs in the marketing of agricultural products. Its total marketing turnover for the year 2016 is 31,087.14 Million Yen. It has a total of 65,628 members – 34,322 are regular members and 31,306 as associate members. It has a total of 1,648 employees – out of which 109 are Farm Advisors (For Fruit = 43; Rice = 10; Vegetables = 23; Mushroom = 12; Flower = 9; Livestock = 4; Better Living Advisors = 8).

JA Nagano held cultivation workshops and implemented examination of techniques together with commodity-wise groups for the establishment of new JAs brand products to assure standardization of high-quality grades. JA Nagano deals in following products – apple; grape; mushroom; rice; vegetables; flower; etc. They started consideration of adoption of sophisticated cultivation management by using advanced technology.

After the amalgamation of JAs, it became possible to conduct relayed marketing by using a gap of altitudes. JA Nagano aims at stable transaction to realize maximum returns to producers as a JA, which can practice chained (relayed) shipping of products by strengthening transactions with superstores through collecting a large volume of products.

Mr Koike also explained briefly about the Regional Agriculture Promotion Plan of JA Nagano for the F.Y. 2018.

Visit JA Nagano Naganuma Farmers' Market – “Agri. Naganuma”:

The same day, the participants visited the JA Nagano Naganuma Farmers' Market, run by JA Nagano. It has 521 members. The initial membership fee is 3,000 yen and the annual fee is 2,000 yen (for training sessions, workshops, etc.). It has 17 employees. Members themselves carry in, ticket and display their products, and bring back unsold products. Basically, farmers can make pricing decisions (tax included) but adequate price ranges based on market research, etc. JA charges commission @ 15% (20% for processed products and folk craft), 2 yen per barcode issuance. The settlement is made two times a month (15th and the end of the month) and the money is paid to the members' savings account in JA within 10 days after each settlement. Workshops are held about three times a year. Members, who failed to participate in the first handling workshop, are not allowed to conduct sales for a certain period of time. Cultivation record is submitted for each article when starting and terminating its sales. Products are checked basically by the sellers themselves. FA personnel may make a judgement and remove some products. The Product Control Committee, consisting of the utilization cooperative officials and member representatives, regularly checks products, identifies products that are not suitable for sales and displays the reason.

Visit Apple Grading Centre of JA Nagano : In the afternoon, the participants observed the operations of JA Nagano Grading Centre. Its Manager, Mr Takizawa, explained the functions of the Centre. The Grading Centre is owned by JA Nagano. It is handling apple, peach and apricot. The Grading Centre is functioning from July to December. It is checking size, sweetness, color and the quality of the fruits. It is a high quality grading system, which is connected to the computer and provide and accurate and fast sorting, packaging, and shipment of a large quantity of these harvested commodities (30 items, 50 kinds of shipping boxes). At its peak season, from July to December, about 100 workers are working on a part-time basis in this grading centre.

Visit to Agriculture Technology Institute of Nagano Farmers' Federation :

Mr Masahiko Takeuchi, Manager of the Research and Development Department of the Institute, explained about its activities. The objective of this institute is Development of Technologies to add higher value to farm products. While understanding the characteristics of the prefecture's farm products, they develop processing technologies to preserve these characteristics at a high level and new products with higher added value to boost consumption.

The Institute was established in May 1981 and it started its operations in June 1982. It has 10 members. Following members contributed funds for its establishment - JA Zen-Noh, JA Nagano Chuokai, JA Nagano Credit Federation, JA Zenkyoren, JA Nagano Welfare Fed., TAKARA BIO INC. Other members are Kumiai Chemical Industry Co. Ltd., Nagano Kono K.K., Yamajirushi Jyozo Co. Ltd., and Kyodo Chemical Industry Co. Ltd.

It has two bio Nursery Glasshouses; one Farm Product Safety Control centre; one Flower breeding research facility; one Mushroom Research and Development Centre; and one main building, which houses Agricultural Development Laboratory; Food Utilization Laboratory; Plant Culture Room; Instrumental Analysis Room; and Data Room; Plant Acclimation room; Production experiment room; Food production room; etc.

Visit JA Matsumoto Highland

On March 21, the participants travelled from Nagano city to Matsumoto city. As it was a National Holiday on March 21, the participants observed the activities of EH Sake Brewery and Daiou Wasabi Farm on the way. After that, the participants visited the Yamabe Winery, run by JA Matsumoto Highland. Here the participants had lunch and observed the Winery and Farmers' Market. They also had a chance to see the Matsumoto Castle amidst snowfall.

On March 22, in the morning, the participants visited the Head Office of the JA Matsumoto Highland. Mr Hisanobu Koshi, Manager of Farm Management Planning Division, briefed the participants about JA Matsumoto Highland, Farm Guidance, Marketing Plan, Marketing Strategy and linkage between farm guidance and marketing.

The JA Matsumoto Highland covers 2 cities and 5 villages of Nagano Prefecture, namely Matsumoto City, Yamagata Village, Azumino City Akashina, Ikusaka Village, Omi Village, Chikuhoku Village and Asahi Village. This JA operates a business through 1 Head Office and 19 branch offices. As of December 2017, the JA had 33,025 members. JA expect marketing turnover of farm products as 18.8 billion yen at the end of the current fiscal year 2017 (end of March 2018).

The final objective of making marketing plan by JA is to increase the income of member farm households.

In the afternoon, the participants went to see various facilities of JA Matsumoto Highland – (1) Matsumoto City Local Wholesale Market (fruits and vegetable); (2) Seedling Centre of paddy and vegetables; (3) Cold Storage of Rice; (4); Grading Centre of Fruits; and (5) Farmers' Market. At each facility, the respective Managers, incharge of the facility, briefed the participants about their activities.

Visit Kamiina Agricultural Co-operative – JA Kamiina

The participants left Matsumoto city for Ina city on 23rd March, in the morning. Located at the southern Nagano Prefecture, JA Kamiina is composed of 2 cities, 3 towns and 3 villages. It has a population of about 190,000, including 66,000 households. The area is blessed with rich water sources. JA Kamiina is promoting a new co-operative movement after passing 21 years since the amalgamation of 5 JAs in June 1996.

First, the participants reached Ina City Agricultural Park "Miharashi Farm". Here, the Manager of the Farm briefed them about its activities. The Miharashi Farm has 19 greenhouses in about 2 ha. of land. All farms are operated as incorporation by individual management. After the briefing, the participants had a Harvest experience of strawberry. They themselves plucked the strawberries and ate them.

After that, the participants visited the branch office of JA Kamiina. Here, the Managing Director of JA Kamiina, Mr Atsushi Shimomura, briefed them about JA's activities. JA Kamiina has 30,461 members (16,084 Regular members and 14,377 Associate members). Its capital is 20.28 billion yen. It has 34 official Directors, 7 Auditors, 937 employees. Its marketing turnover is 14.4 billion yen. JA Kamiina has 4 Co-operative Companies – JA Group companies. They are (1) Grace Co. Ltd. It has 143 officials and employees. Its business includes wedding and funeral ceremony; restaurant/beauty salon; convenience stores – 10 stores. Its annual turnover is 3.8 billion yen. (2) Autopal Kamiina Co. Ltd. It has 59 officials and employees. Its main business includes repair and sale of automobiles, Service Station, etc. Its annual turnover is 1.7 billion yen. (3) JA Saien Co. Ltd. It has 8 officials and employees. Its main function is production and sales of farm products. Its annual turnover is 50 million yen. In addition to the above, it has Joint Venture/Joint operation with Federations. Fuel business, Service Station; joint operation in 7 stores; a joint venture with JA Nagano Prefecture, A-Coop Co. Ltd. It has 5 stores.

The JA deals in following major commodities through its 16 branches – Rice; Buna Shimeji (mushroom); Alstroemeria; Fresh Milk; Asparagus; Nameko (mushroom); Welsh Onion; Broccoli; Beef cattle; Feeder Cattle; Bellflower; Enoki (mushroom); and Nansui (pear).

Its Farm Guidance activities include Development of agricultural production; Development of marketing strategy; development of selected commodities for the support project; etc. Its target of marketing turnover

is 15 billion yen. Following commodities are to be developed by JA – Rice and cereals; vegetables; fruits; flowers; mushroom; livestock.

After briefing about JA Kamiina, the participants went to see the Clinic, Farmers' Market, and Convenience Store, run by JA Kamiina. JA supports rural life infra in collaboration with convenience stores. JA Kamiina opened 10 convenience stores in collaboration with Family Mart Co. Ltd. In the local area, which does not have consumer stores. The size of these stores is larger than the ordinary Family Mart stores. All stores have Farmers' Market, JA corner to sell original products of JA and A-Coop brand products and eatery corner to promote communication with local residents. It seeks stores to use full characteristics of JA. Some stores have mobile van service to support residents, who have difficulty in going out for shopping.

In the afternoon, the participants went to see the facilities of JA Kamiina. First, they observed the activities of Farm Machinery Division of JA Kamiina. The repair and maintenance of farm machinery are done by 2 farm machinery centres and 6 other facilities. Farm Machinery Division has 30 staff having qualified mechanics of farm machinery and they are incharge of selling and repairing of farm machinery. Their duty includes providing Farm Guidance, Technical guidance; and guidance as to how to prevent accidents.

In the end, the participants observed the cultivation process of Buna Shimeji Mushroom (*H. Marmoreus* – Culture) a member of JA Kamiina. Manager, in-charge of the Centre, briefed the participants about the various steps involved in the cultivation process of Buna Shimeji Mushroom.



SECTION - VI

Action Plans Proposed by the Participants

In view of the experience gained by the participants through classroom lectures, field study visits in Malaysia 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 respective 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 | : | BOTSWANA |
| Name of the Participant | : | Mr. Boinyana Rantshilo Seketeme |
| Position | : | Co-operative Auditor |
| Name of organization: | | Ministry of Investment, Trade and Industry (Dept. for Co-operative Development), Botswana. |
| Title of the Proposal | : | Rehabilitation of 4 Agricultural Co-operatives in Kweneng District. |
| Target Group | : | Kseneng North Horticultural Farmers Marketing Co-operative Society; <ul style="list-style-type: none">▪ Kweneng Poultry Marketing Co-operative Society;▪ Master Minds Producer Co-operative Society (Horticulture Business-Youth)▪ Thoba Dairy Producer Co-operative Society. |
| Implementing Agency | : | Department for Cooperative Development, Ministry of Investment, Trade and Industry) and Ministry of Agricultural Development and Food Security (main stakeholders) |
| Duration of the Plan | : | June 2018 to June 2020. |

| | | |
|-------------------------|---|--|
| Name of Country | : | COTE D'IVOIRE |
| Name of the Participant | : | Mr. Amoikon ManizanAime |
| Position | : | Executive Director |
| Name of Organization | : | National Federation of Rubber Co-operative Societies of COTE D'IVOIRE – FENASCOOPH-CI |
| Title of the Proposal | : | Rehabilitation of the FENASCOOPH-CI by strengthening governance and services of the member-cooperatives |
| Target Group | : | FENASCOOPH-CI's 12 Board Members and 26 Members |
| Implementing Agency | : | FENASCOOPH-CI |
| Duration of the Plan | : | 06 months – from 25th June to 31st December 2018 |

Name of Country : **ETHIOPIA**
Name of the Participant : **Mr. Rabira Muleta Geleta**
Position : **Department Head, Human Resource and Property Administration**
Name of Organization : **Oromia Coffee Farmers Co-operative Union LL.**
Title of the Proposal : **Scale-up and reorganise the capacity of 101 primary cooperative societies for economic strength**
Target Group : **101 Primary Co-operative Societies**
Implementing Agency : **Oromia Co-operative Promotion Agency (Government body), Regional, Zonal, District and the Union itself.**
Duration of the Plan : **May, 2018 to August, 2019.**

Name of Country : **GHANA**
Name of the Participant : **Mr. Victor Atsu Alorbu**
Position : **General Manager**
Name of Organization : **Ghana Co-operative Agricultural Producers and Marketing Association Ltd.**
Title of the Proposal : **Reviving and Revamping the Agri-Coops by creating a strong relationship between Primary Societies, District Unions, Regional Unions and the National Association (AGRICOOPS GHANA).**
Target Group : **Five Primary Agricultural Co-operative Societies located in the Damgbe East of the Greater Accra region of Ghana with a membership of 268.**
Implementing Agency : **AGRICOOPS, Ghana, Department of Co-operatives and the Ghana Co-operative Council.**
Duration of the Plan : **June 2018 – June 2020**

Name of Country : **KENYA**
Name of the Participant : **Ms. Ancieta Muthoni Mwiti**
Position : **Assistant Commissioner for Co-operative Development**
Name of Organization : **State Department for Co-operative Development, Ministry of Industry, Trade and Co-operatives.**
Title of the Proposal : **Improving Market Access for Kenya Handweavers Marketing Co-operative Society Ltd.**
Target Group : **60 Members of Kenya Handweavers Marketing Co-operative Society Ltd.**
Implementing Agency : **The State Department for Co-operatives.**
Duration of the Plan : **April 2018 to June, 2020.**

Name of Country : **MOROCCO**
Name of the Participant : **Ms. Hasnaoui Mounia**
Position : **Head of Financial and Human Resource Department**
Name of Organization : **The Office for the Development of Cooperation, Ministry of Tourism, Air Transport, Crafts and Social Economy, Agdal, Rabat, Morocco.**
Title of the Proposal : **Marketing dates through the co-operative in order to increase the income of the members in Figuig province, Eastern Region of Morocco**
Target Group : **10 Date Co-operatives; 221 Co-operative Members; 139,000 members of Local Community.**
Implementing Agency : **The Office for the Development of the Cooperation.**
Duration of the Plan : **Two years – June 2018 to May, 2020.**

Name of Country : **MOZAMBIQUE**
Name of the Participant : **Mr. Natalino Jose Barnete**
Position : **Regional Co-operative Program Coordinator**
Name of Organization : **Mozambican Association for Promotion of Modern Co-operatives - AMPCM.**
Title of the Proposal : **Reviving Dormant Co-operatives in Mozambique-Nampula Province (RDCM).**
Target Group : **16 Primary Cooperatives, 558 farmers in Ribaué and Monapo Districts.**
Implementing Agency : **Mozambican Association for Promotion of Modern Co-operatives - AMPCM.**
Duration of the Plan : **15 months – April 2018 to July 2019.**

Name of Country : **NIGERIA**
Name of the Participant : **Mr. Abubakar Sadiq Labaran**
Position : **General Manager**
Name of Organization : **EL Kareem Farm Multipurpose Co-operative Society (EL KAREEM FARMS) – An affiliate of Niger State Teachers Endwell Multipurpose Union.**
Title of the Proposal : **To improve the production of organic manure and processing of frozen chicken to meet high demand in Niger State.**
Target Group : **Niger State Teachers Endwell Multipurpose Co-operative Union – 2000 members.**
Implementing Agency : **EL KAREEM FARMS**
Duration of the Plan : **July 2018 to July 2020.**

Name of Country : **RWANDA**
Name of the Participant : **Mr. Ngabonziza Gerald**
Position : **Executive Secretary**
Name of Organization : **National Co-operative Confederation of Rwanda (NCCR).**
Title of the Proposal : **Improving performance of Eastern Province Maize Co-operatives by enhancing their management capacity.**
Target Group : **Maize Co-operatives of Gatsibo, Kayonza, Kirehe, Nyagatare and Bugesra Districts in Eastern Province.**
Implementing Agency : **National Co-operative Confederation of Rwanda, Federations and other partners, including Government Agencies.**
Duration of the Plan : **April 2018 to December, 2020.**

Name of Country : **TANZANIA**
Name of the Participant : **Mr. Tito Bartholomew Haule**
Position : **Registrar of Co-operative Societies.**
Name of Organization : **Tanzania Co-operative Development Commission (TCDC).**
Title of the Proposal : **Involvement of Youth in Agricultural Co-operatives in Tanzania.**
Target Group: : **Mpunguzi AMCOS Ltd. in Dodoma region, 340 youth farmers in Mpunguzi village.**
Implementing Agency : **Tanzania Co-operative Development Commission (TCDC).**
Duration of the Plan: : **Four years – July 2018 to June 2022.**

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 CCM 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

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

February 12 – March 06, 2018

10 participants from Africa, 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 = No Response

PROGRAMME FEEDBACK

| Module Title | | Rating | | | | |
|--------------|---|---|------------------|-------------|-------------|--------------------|
| | | [Please tick (✓) in the appropriate column] | | | | |
| | | Excellent [5] | Very Good [4] | Good [3] | Fair [2] | No Response [1] |
| 1 | Use and relevance of the training for you | 8 | 1 | - | - | 1 |
| 2 | Program design | | | | | |
| | a) Extent of coverage | 6 | 3 | 1 | - | - |
| | b) Conceptual framework | 6 | 4 | - | - | - |
| | c) Correlation of my time spent with the learning I had | 9 | 1 | - | - | - |
| | d) The orientation of the course | 6 | 4 | - | - | - |
| | e) Reading material | 6 | 3 | 1 | - | - |
| 3 | Overall effectiveness of the program | 6 | 3 | - | - | 1 |

| Module-Wise Feedback | | | | | | |
|-----------------------------|--|---|---|---|---|---|
| 1 | History of Co-operative Movement in Malaysia by Mr Mohd. Safaai Said, CCM | 8 | 1 | 1 | - | - |
| 2 | Co-operative Principles and Education by Mr Mohd. Safaai Said, CCM | 4 | 5 | 1 | - | - |
| 3 | How to form a co-operative society by Mr Mohd. Izzat Bin Mohd. Ruzi, Shariah Executive, MCSC: | 4 | 3 | 3 | - | - |
| 4 | Co-operative Rules and Regulations by Mdm. Norbiha Kosmuri, CCM. | 7 | 1 | 2 | - | - |
| 5 | Co-operative Management by Mdm. Nasibah Ahmad, CCM | 5 | 4 | 1 | - | - |
| 6 | Co-operative Development and Leadership Program by Prof. Ali Hassan, Vice Chairman, ANGKASA | 4 | 5 | 1 | - | - |
| 7 | Book Keeping 101 for agriculture Co-operatives by Mdm. Farahaini Mohd. Hanif, CCM | 2 | 4 | 4 | - | - |
| 8 | Co-operative Governance by Dr Hayati Mohd. Salleh, Chairman of KOPDAP Co-operative | 6 | 3 | 1 | - | - |
| 9 | Marketing of Agriculture Produce/ Products – by Mr Mohammed Chudi Haji Ghazali, Board Member of Multi-purpose Co-operative for Children of Selangor Berhad. | 3 | 5 | - | 1 | 1 |
| 10 | Team Building by Mdm. Rahimah Abd. Samad, CCM | 8 | 2 | - | - | - |
| 11 | Programs and Services to Young Agpreneurs - Government Assistance in Marketing – by Ms Norhayati Haji Maulud, Legal Officer, Federal Agricultural Marketing Authority (FAMA) | 5 | 2 | 1 | - | 2 |
| 12 | Briefing at Permatang Nibong Pulau Bhd. Career Co-operative (Paddy Co-operative) | 5 | 3 | 1 | - | 1 |
| Field Visits | | | | | | |
| 1 | Briefing at Malaysian Co-operative Society Commission (MCSC) | 2 | 8 | - | - | - |
| 2 | Briefing at ANGKASA | 6 | 3 | - | - | 1 |
| 3 | Briefing at NLFC Headquarter | 5 | 5 | - | - | - |
| 4 | Visit Kedah Cooperative of Basic Agriculture | 4 | 3 | 3 | - | - |

| | | | | | | |
|-------------------------|---|----|---|---|---|---|
| 5 | Visit to Kuala Perak Estate of NLFCS Ltd. | 8 | 2 | - | - | - |
| 6 | Visit to Batu Pahat Smallholders Coop. Society (KOPDAB) HQ | 5 | 4 | 1 | - | - |
| 7 | Visit Farmers' Organization of PPK Sri Medan, Batu Pahat, Johor State | 6 | 4 | - | - | - |
| 8 | Visit Koperasi Pekebun Kecil Wilayah Johor Selatan Bhd. (Kopris-Agro Farm). | 8 | 2 | - | - | - |
| 9 | Visit to Koperasiagropolitan Lepar Pekan Bhd. (KALPB) – AGROPOLITAN Co-operative Lepar, Pekan, Pahang State | 8 | 2 | - | - | - |
| Support Services | | | | | | |
| 1 | Program Office at CCM | 10 | - | - | - | - |
| 2 | Accommodation at Armada Hotel | 8 | - | 2 | - | - |
| 3 | Food at CCM and outside | 5 | 2 | 1 | 1 | 1 |
| 4 | Field visit - overall | 9 | 1 | - | - | - |
| 5 | Accommodation outside KL | 4 | 5 | - | 1 | - |
| 6 | Food outside KL | 4 | 5 | 1 | - | - |

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

1. Malaysian Cooperatives are developed and highly supported by the Government. Such training course could be improved if participants could be invited from Govt. and co-operatives' apex bodies. This can make the transfer of knowledge easy. I congratulate the government and co-operatives of Malaysia for the steps taken to develop the co-operatives. I strongly thank ICA-AP for having chosen this place and the course.
2. For all the field visits, we gained practical and technical expertise which is vital for transforming co-operative movement in Botswana.
3. This kind of training is very useful to African countries' co-operative development. In this regard, I propose to the organizers to conduct/arrange more such training so as to expose more African co-operative leaders as well as government officials for the improvement of the Agri. Coops. in the continent.
4. The program was very well organized and coordinated.
5. It was one of the best courses I have ever attended. Everything was outstanding. Thanks for everything. I really appreciate sharing our experience in improving management of co-operatives with other participants from African countries and Malaysian co-operatives. I would like to suggest at the end of all this training to resume all in one report and share it with all of us by mail. Maybe in the future, there could be another training in another sector of activity in the co-operative field.

IDACA MODULE : 07 to 29 March 2018

Summary of the Evaluation:

Program Coverage:

8 participants said the program coverage was **very good**, 2 said it was **good**. Some participants had the following comments:

- The program was focused on Agriculture and we did see agriculture farms, JAs from apex to primary JAs, processing, grading, farmers market and there was after class work which took us to a wide understanding of JA concept in Japan.
- The program covered all the expected subjects that impact on my work and it is necessary for the improvement of the performance of my country's cooperative movement.
- The program was well organized, starting with the preparation of draft action plan and country background paper. Two scenarios – Malaysia and Japan were good learning areas – lectures, case studies and field visits gave us broad perspectives on Japanese Agriculture.
- The general organization of the training and its related subjects was excellent and will help us a long way to transform the agricultural cooperatives back home.
- The program was more skewed in crop production only (horticulture, agronomy and agricultural engineering). I would have expected the inclusion of other branches of agriculture, such as Animal Husbandry (poultry processing, goat/sheep production/processing, etc.)

Most Beneficial Subject for you:

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

- Extension Services and Field Visits.
- Outline of JA Nagano Marketing Business.
- Organisation & Business of Agri. Coops. & Business Planning
- Farm Guidance
- Agricultural Cooperative and its legal bases.
- Marketing Business of Agricultural Cooperatives
- SHEP Approach; Distribution System of Agricultural Products;
- Marketing, Direct Sales shops, etc.

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

The replies were:

- Feed Formulation for small stock; Dairy production to be added. It is one of the projects that are not doing well in Africa. Hence, the need to gain more expertise.
- Governance of Agricultural Cooperatives should be added.
- Human Resource Management should be added;
- Information System in the Agricultural Cooperatives should be added;
- Value addition and processing of agricultural products. This is because most African countries have not adopted this and instead sell the produce in its raw form, which gives poor/low income to farmers.

- "How to prepare a balance sheet" should be included in order for us to know and understand all the shortcomings of preparing such a sheet in order to be able to supervise it well as leaders.
- "How to establish the cooperation among cooperatives in different continents".
- Accounting concepts with exercises should be added.

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

- Very good presentations from facilitators; Methodology applied was participative and allowed sharing between facilitators and participants; Material provided on time and was very relevant to the topics.
- The presentations were clear and easy to understand. They were also prepared well and reading material was distributed in advance.
- The presentation was very okay. Teaching material distributed was excellent.
- All the presentations were well performed. However, practical exercises, in some cases, are necessary.
- The way of a presentation by Lecturers was perfect. They explained in detail, without reading slides only. The material was also well prepared.
- The presentations were excellent in terms of form and contents. The Lecturers were very qualified and effective in terms of communicating their viewpoint, statistical data, illustrations, graphics, images, etc. The exchange and sharing experiences were very fruitful between the lecturers and the participants.
- The lectures were well composed and the material was very useful.

Study Visits in Nagano Prefecture (March 19-23): All participants have expressed their opinion that the study visits to Nagano Prefecture were good or very good. Some participants have offered the following comments:

- Very rich study visits in Nagano Prefecture in terms of knowledge of agricultural cooperatives and agriculture in Japan, regional agriculture Promotion Plan, Agriculture Technology, production, processing, selling, marketing and farm guidance in JAs.
- Other sectors or branches of Agriculture should be explored in future, such as Animal Production (Dairy, small stock, poultry, etc.).
- Nagano Prefecture very well organized; cooperatives in control of their members; strong cooperative governance.
- Nagano Prefecture visit motivated me a lot and I wish to put it into practice back in my home country.
- Good preparation, well selected JAs; most of the presenters were elaborative and willing to share with participants; almost all places we visited were relevant to the objective of the training.

Other Observation Tour (1-day observation in and around Tokyo - Visit to JA Zen-Noh; R&D Centre in Kanagawa Prefecture (March 15): 8 participants wrote that it was very good while 1 said it was good and one said it was fair. Following comments were offered by the participants:

- Observation around Tokyo was very nice but time was short;
- I was impressed by the huge investment that JA Kanagawa has made on R&D Centre, using modern technology;
- I think the selection of historical places for tour visit is required in order for the participant to know the more special history of the Japanese people and the country at large.
- R&D Centre in Kanagawa Prefecture is much advanced. For now, my cooperative federation can't try

the same experience since there are other basics they have to settle first, like Management, production, leadership, etc.

- Well planned visit.
- Very rich visit in terms of knowledge in agricultural research and development of a new variety of commodities to increase the income of the farmers and a kind of assistance and guidance is provided to the producers.
- It gave us more insight of the practical operations of the federation and union of the JA.

Visiting Education Centre of JA Kanagawa Prefectural Union in Kanagawa Prefecture: 9 participants wrote that the visit to the Educational Centre was very good, while 1 said, it was good. Following comments were offered by the participants:

- I have, with my eyes, witnessed the trainees from JAs before they join their work. To me, this was very meaningful and plan to do the same in future. It really improves performance.
- Very good initiative. Education is one of the main issues in my country and I think it is one of the keys of the success of JAs;
- I was impressed by the Education Centre facility, which shows the importance JAs put on co-operative education and training.
- The Centre plays a very important role in training employees. It inspired me in influencing our organization/ Government to start a center like that.

Visiting JA Sagami (Vegetable Market) – March 16/am: 6 participants wrote that the visit to JA Sagami and Vegetable Market was very good, while four said, it was good. Following comments were offered by the participants:

- It gave us a practical experience on direct sales activities and experience;
- Very important visit in terms of marketing of agriculture products and various commodities by selling a safe food with a good quality keeping in mind the market and consumers' demand.
- I was impressed by the fact that the Direct Sales shop, although it is not using modern sales methods, it is doing business because it has created a niche in the market by selling rare vegetables.
- Direct Sales shop and markets are really useful for the farmers. This visit shows us what can be implemented in our country.
- There was unused spaces and just only old people. No training of youth to bring innovation in the shop;

Visiting JA Hadano – March 16/pm: 5 participants wrote that the visit to JA Hadano was very good, while five said, it was good. Following comments were offered by the participants:

- It was a rich experience in better living and farm guidance;
- Excellent activities and good management;
- I learnt a good point as to how a co-operative can introduce better living activities to serve its members as well as the community at large;
- I learned more about better living activities in Hadano, especially day care center;
- Nice to see people taking care of old persons. Better living activities are very important and can improve commitment of members towards their cooperative.

Visiting Fruit Growing Farmer, Mr Saito (March 18): All the participants wrote that the visit to Mr Saito's Farm was very good. Following comments were offered by the participants:

- It gave us insight on good farming practices;
- Very successful and expert farmer in terms of managing agricultural activity – production, marketing with various commodities (high quality and high income);
- Learned a lot from the visit, as it is an example of urban agriculture. More lessons were drawn from the visit;
- I saw a man and woman working hard and being rewarded with high profit in their business of farming.
- Highly motivating visit. I suggest JA should help the farmer more, as age is calling on him already.
- Mr Saito's demonstration, explanation and presentation were very impressive.
- This was a typical farming experience. However, I wish I could see really fruit production, marketing activities in progress;
- I got a lot of experience from visiting fruit producer. Back home, I will practice in my home country.
- This farmer is a very inspirational farmer. He was able to explain everything in English and he was self-sufficient with his wife and farming activities. This encourages farmers that they can have a better living with farming.

Administration and Management:

1) Management of the Training Course by IDACA:

All the participants said that it was very good.

Facilities: All the participants appreciated the facilities provided by IDACA. Some offered the following comments:

- The facilities and environment are conducive to serious and productive learning in a “home away from home” set up.
- Facilities were upto standard (good condition) from rooms to the lecture room as well as the laundry and dining room.
- The staff of IDACA offered us all the necessary facilities to ensure the smooth running of the training in very favourable conditions. The staff of IDACA is very kind, generous and always attentive to meet the expectations of the African participants.

Meals: All the participants appreciated the food provided at IDACA. Some comments were received, as follows:

- The meals were very delicious and healthy. The meals menu was varied. The staff responsible for preparation of meals is very kind, welcoming, very organized and competent in terms of menu choice and respect of time.
- The meals were good and healthy. However, it lacked diversity. It was almost same meal everyday. But overall it was good, healthy, it was given on time by kitchen staff.
- Very good and edible meals which make us feel as if we are eating in our home country.
- It was delicious, healthy and balanced.
- Meals were, to some extent, very difficult for me outside IDACA, but the coordinator did his best to get the food of my preference. At IDACA, food was okay. Most important, it was on time.
- Good. Add a few varieties. Thanks to the cooking staff.

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

- Thanks for allowance provided. It was not expected but it was very helpful. The laundry was also helpful.
- Services were okay, especially, laundry service. Care and concern is the nature of IDACA people. Keep-up being time conscience.
- All other services including transport by taxi were properly handled.
- Wellness facilities were not enough, such as Gym room equipment. However, we enjoyed taking a walk up to the mountain, as it kept us fit.
- The staff of IDACA has made every effort to ensure that they provide the means and services necessary for the smooth running of this training and meet the needs of all the participants.
- Laundry service and all facilities are perfect and of good standard.

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

- The training program was well planned and organized. I, therefore, suggest more of this type of training be organized to build the capacity of African farmers to attain the SDGs.
- I would like to thank ICA-AP, ICA-Africa, IDACA and the Director of the office for the Development of the Cooperation for giving me the opportunity to benefit from this important training for sharing of knowledge, know-how and expertise in Japan to improve the management of agricultural cooperatives. I also thank you for your warm welcome, the richness of the contents of the program and the qualification of the lecturers and all the staff of IDACA and the efficient management of the training program. I would like to suggest you that in the future activities of this training you should provide some group work on practical cases. Include a course in the program about the information systems used in the management of agricultural cooperatives, more sports activities and few hours to learn some words of the Japanese language.
- Gym room needed and other entertainment facilities; Introduce more meals; Introduce other sectors, such as Poultry, Dairy, and small stock in the training program as well as their value chain (production plus processing and marketing, etc.).
- IDACA should follow-up the participants at least once a year to find out as to how they are applying knowledge attained by them.
- I would like the Management to also look deep into the livestock farming and involve it deeply in the course, just the way the crop production is being used (e.g. poultry precisely). I would also request that the Management should also adjust the food from rice to mixture of different food, such as noodles, sweet potatoes, etc.
- I would like to suggest the following – Please run the program in summer when the crop is in the farms for participants to see; please include a visit to a livestock and also fisheries projects/farming; please form an official Alumni where participants can continue exchanging and learning from each other.
- Generally, the training was conducted in a professional way and objectives were achieved. However, the training could be more beneficial if the timings to be in line with production or harvesting period of farm produces/crops.
- In the bedroom, no TV for enjoyment or recreation. It is necessary and to follow how the world is going on without information whether good or bad.
- Maybe the duration of this course can be reduced to less than 20 days.

SECTION - VIII

COURSE CONCLUDING SESSION AND AWARD OF CERTIFICATES OF PARTICIPATION

The concluding session of the ICA/MAFF (Japan) Training Course-2017 was held at IDACA, Tokyo, on March 28, 2018. The session was attended by Mr Hiroaki KINOSHITA, Overseas Investment and Cooperation Division, Ministry of Agriculture, Forestry and Fisheries - MAFF, Government of Japan, Mr. Masahiro KONNO, Executive Director of IDACA, including all his senior staff, Mr. Hajime Yaguchi, Counsellor, IDACA, 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 entire Training Course held in Malaysia and Japan and congratulated the participants on their successful completion of the training course.

Mr Hiroaki KINOSHITA, on behalf of MAFF, congratulated all the participants on successful completion of the training course. He expressed his profound gratitude to IDACA and ICA-AP/ICA Africa for conducting this course successfully. He said, "the objective of this training course is to support the training of core leaders, who could play an important role in the revitalization of agricultural cooperatives or Farmers' Groups in order to contribute in the improvement of agricultural productivity and income in Africa region. We understand all of you got enough useful information and knowledge through this training. When you return to your respective country, we hope, you would contribute to strengthening the organization of agricultural cooperatives or Farmers' Groups by utilizing the knowledge and experience you gained in this capacity building program. We expect, your actions will contribute to the development of agriculture section in your respective country". He urged all the participants to come back to Japan again at the time of Tokyo Olympic and Paralympic games in 2020. He wished all the best to all the participants for their future success and fast friendship with Japan in future.

Mr Masahiro KONNO, Executive Director of IDACA, expressed his sincere appreciation to Mr Hiroaki KINOSHITA from MAFF, for attending the closing ceremony on behalf of MAFF and congratulated all the participants on successful completion of the training course. He also thanked Mr Taneja of ICA-AP and Ms Salima Jacqueline, representative of ICA-Africa for their contribution for the smooth management of the training course as a coordinator to this training course. He further said, "as I told you at the opening ceremony at CCM Malaysia, this training course was developed in collaboration with MAFF and ICA-AP for the purpose of Strengthening Capacity Building in developing countries. And the purpose for this year's course is to extend cooperation from Asia, with its good experience, to the development of agricultural cooperatives in Africa. I think, the situation and the circumstances, surrounding agricultural cooperatives, differ from country to country, but through this training program in Malaysia and Japan, I think, you could find some hints or useful findings for the development of agricultural cooperatives in your respective country." He hoped that such a valuable experience gained through this training will be disseminated by each participant with their colleagues back home, which will lead to the development of agricultural cooperatives in Asia and Africa. He hoped that something would be changed in the cooperative movement if the participants implemented their action plans after they returned to their home countries.

He expressed his sincere gratitude to MAFF and ICA-AP for offering this wonderful opportunity of training to the participants. He requested the participants to keep in touch with IDACA through e-mail or Facebook. Finally, he wished all the participants a success and a comfortable journey back home.

Mr Tito Bartholomew Haule, the participant from Tanzania extended a vote of thanks on behalf of all the 10 participants. Excerpts of his speech are reproduced below:

"I, on behalf of Participants of this Training Course from ten African countries, and the entire African Continent and on my own behalf, extend a very hearty vote of thanks to the Ministry of Agriculture, Forestry and Fisheries (MAFF), Govt. of Japan, for their generous financial support through ICA to organize such a fruitful training course for the development of Agricultural Cooperatives in African region. I would also like to thank various institutions, especially ICA, CCM and IDACA, and individuals for their involvement, willingness and commitment to making this event successful.

We appreciate the Ministry of Agriculture Forestry and Fisheries (MAFF) of Japan for the remarkable decision to include Africa in this program and on top of that financing the event. Without their contribution, it would have been very difficult for us to come here and acquire the knowledge and skills we have gained.

I must mention our deep sense of appreciation to ICA-AP and ICA-Africa for their enormous efforts in the organization of this event.

Further, we are grateful and thankful to IDACA's management, for fantastic coordination, facilitation and for the hospitality they have shown us for the past three weeks. Also, I would like to take this opportunity to place on record our highest appreciations to Mr. Ashok Taneja, the main coordinator of this training course from ICA-AP, who remained with us from day one to the last day, for his perfect preparation of the training course, for his support and guidance throughout the training course, and to all IDACA's staff for their best logistic support and guidance during our stay in Japan. They really showed us solid cooperation.

I may like to express our sincere thanks to all facilitators and resource persons for imparting us with excellent and relevant knowledge, skills and above all sharing with us their vast experiences in diverse disciplines, especially on Agricultural Cooperatives management aspects.

Well, Guest of Honor, ladies and gentlemen, an event like this cannot happen overnight. The wheels start rolling at least three months before the training starts. It requires rigorous planning and a bird's eye for details. We have been fortunate enough to be backed by a team of very motivated and dedicated colleagues of MAFF, ICA-AP, ICA-Africa, Cooperative College of Malaysia, and IDACA, who know their job very well and they are result oriented."

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 Hiroaki KINOSHITA and Mr Masahiro KONNO, respectively. Mr Charles Gould, Director-General, ICA and 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 29th March 2018).



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



Classroom Sessions in progress at IDACA, Japan



Classroom Sessions in progress at IDACA, Japan



Field Study Visits in Japan :

Participants visited the office and facilities of JA Zen-Noh Agricultural Research & Development Centre at Hiratsuka City, Kanagawa Prefecture



Participants visited the Educational Centre of the JA Kanagawa Prefectural Union



Participants visited the Kamakura Vegetable Market (Renbai) and office of JA Sagami



Participants visited the office and facilities of the Hadano-shi Agricultural Cooperative (JA Hadano)



Participants visited the Yamanashi Prefecture - (Observation of Mr. Saito's orchard in Minami-Alps City)



Participants visited the office of Nagano Agriculture Cooperative (JA Nagano)



Participants visited the office of JA Nagano Prefecture Union



Participants visited the site of JA Nagano Naganuma Farmers Market - (Agri. Naganuma)



Participants visited the Apple grading centre of JA Nagano



Participants visited the Agricultural Technology Institute of Nagano Farmer's Federation



Participants visited the office of JA Matsumoto Highland



Participants visited the Matsumoto city local wholesale market (Fruit and Vegetable)



Participants at the Seedling centre of paddy and vegetables run by JA Matsumoto



Participants at the Grading centre of Fruits run by JA Matsumoto Highlands



Participants at the Farmer's market of JA Matsumoto Highlands



Participants at Agricultural Park "Miharashi Farm" at Ina city, run by JA Kamiina



Participants at the branch office of JA Kamiina



Participants at Clinic and Convenience store run by JA Kamiina



Participants at the Farmer's market run by JA Kamiina



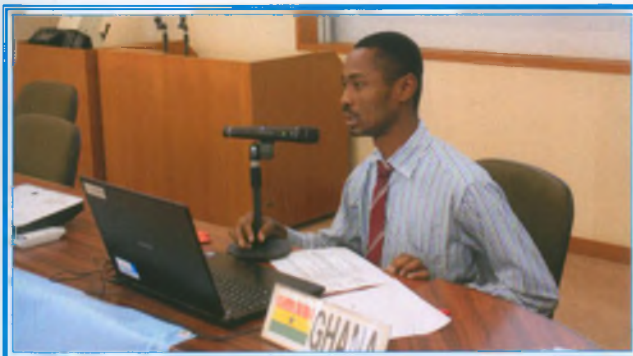
Participants at the Farm Machinery Division of JA Kamiina



Participants observing the cultivation process of Buna Shimeji (Mushroom)



Participants presenting their Final Action Plans at IDACA, Japan



Evaluation Session in progress at IDACA



Closing Ceremony and Distribution of 'Certificates of Participation' at IDACA



**ICA-MAFF (Japan) TRAINING COURSE ON “FOSTERING AND IMPROVING
MANAGEMENT OF AGRICULTURAL CO-OPERATIVES IN AFRICA-2017”
MALAYSIA – 12.02.18 to 06.03.2018**

| Time | Activities | Venue/ Notes |
|---|---|-----------------|
| 12 Feb 2018 (Monday) | | |
| The arrival of participants – Dinner on their own | | |
| 13 Feb 2018 (Tuesday) | | |
| 6.30am – 8.30 am | Breakfast | Armada Hotel |
| 8.30 am – 9.00 am | Travel to CCM | CCM bus |
| 9.00 am – 9.30 am | Assembly of all participants at the venue | Seroja Room |
| 9.30 am – 9.35 am | Opening Ceremony The arrival of Chief Guest at the Meeting Room | |
| 9.35 am – 9.40 am | Welcome, Briefing and Introduction by Mr Ashok Kumar Taneja, Project Coordinator, ICA-AP | |
| 9.40 am – 10.00 am | Address by Ms Michiko Nisihikawa, Second Secretary, Agricultural, Forestry, Fisheries & Environment, Embassy of Japan in Malaysia | |
| 10.00 am – 10.10 am | Inaugural Address by Assoc. Prof. Dato' Dr Abdul Rahman Abdul Razak Shaik, Director General of CCM | |
| 10.10 am – 10.25 am | Greeting on behalf of IDACA by Mr Konno Masahiro, Executive Director, IDACA, Tokyo, Japan | |
| 10.25 am – 10.40 am | Vote of Thanks by Ms Sharina Abdullah, Director Centre of Policy and International, CCM | |
| 10.35 am – 11.30 am | High tea break | |
| 11.30 am – 12.30 pm | Briefing and ice breaking session by Mr Ashok Kumar Taneja, Project Coordinator, ICA-AP | Seroja Room |
| 12.30 pm – 2.00 pm | Lunch break | Dining Hall CCM |
| 2.00 pm – 4.00 pm | History of Co-operative Movement in Malaysia Speaker: Mr Mohd Safaai Said, Board Member, Employees Co-operative of CCM | Seroja Room |
| 4.00 pm – 4.30 pm | Afternoon tea | Dining Hall CCM |
| 4.30 pm | Travel to Hotel | CCM bus |
| 6.30 pm | Travel to restaurant | CCM bus |
| 8.00 – 10.30 pm | Welcome dinner | Shah Alam |
| 10.30 pm | Travel to Hotel | CCM bus |

| 14 Feb 2018 (Wednesday) | | |
|---|--|-----------------|
| 6.30 am – 8.30 am | Breakfast | Armada Hotel |
| 8.00 am – 8.30 am | Travel to CCM | CCM bus |
| 8.30 am – 10.30 am | Co-operative Principles and Education Speaker: Mr Mohd Safaai Said, Board Member, Employees Co-operative of CCM | Seroja Room |
| 10.30 am – 10.45 am | Morning tea break | Dining Hall CCM |
| 10.45 am – 11.30 pm | Travel to MCSC | CCM bus |
| 11.30 am – 1.00 pm | Briefing at Malaysian Co-operative Society Commission (MCSC) | Bukit Damansara |
| 2.00 pm – 2.30 pm | Travel to ANGKASA | CCM bus |
| 2.30 pm – 4.30 pm | Briefing at Apex body ANGKASA | Kelana Jaya |
| 4.30 pm – 5.00 pm | Travel to Hotel | CCM bus |
| | Dinner on their own | |
| 15 Feb 2018 (Thursday) | | |
| 6.30 am – 8.30 am | Breakfast | Armada Hotel |
| 8.30 am – 9.00 am | Travel to CCM | CCM bus |
| 9.00 am – 10.30 am | How to Form a Co-operative Society Speaker: Malaysian Co-operative Society Commission (MCSC) | Seroja Room |
| 10.30 am – 11.00 am | Morning tea break | Dining Hall CCM |
| 11.00 am – 1.00 pm | Co-operative Rules And Regulations Speaker: Mdm. Norbiha Kosmuri, Senior Training Officer, Central Zone of CCM | Seroja Room |
| 1.00 pm – 2.00 pm | Lunch break | Dining Hall CCM |
| 2.00 pm – 4.00 pm | Co-operative Management Speaker: Mdm. Nasibah Ahmad, Senior Training Officers, Centre of Community Development, CCM | Seroja Room |
| 4.00 pm – 4.30 pm | Afternoon tea | Dining Hall CCM |
| 4.30 pm – 5.00 pm | Travel to Hotel | CCM bus |
| | Dinner on their own | |
| 16 Feb 2018 (Friday) | | |
| Public Holiday – Chinese New Year – Lunch and dinner on their own | | |
| 17 Feb 2018 (Saturday) | | |
| Public Holiday – Chinese New Year – Lunch and dinner on their own | | |
| 18 Feb 2018 (Sunday) | | |
| Putrajaya/KL Tour – CCM bus – Lunch and dinner on their own | | |

| 19 Feb 2018 (Monday) | | |
|--------------------------------|--|-----------------|
| 6.30 am – 8.30 am | Breakfast | Armada Hotel |
| 8.30 am – 9.00 am | Travel to CCM | CCM bus |
| 9.00 am – 10.30 am | Co-operative Development and Leadership Program Speaker: Y.Bhg. Dato' Hj. Mat Rejab bin Kassim, Board Member, Co-operative of Civil Servant State of Kedah | Seroja Room |
| 10.30 am – 11.00 am | Morning tea break | Dining Hall CCM |
| 11.00 am – 1.00 pm | Co-operative Development and Leadership Program Speaker: Y.Bhg. Prof Madya Datuk Haji Mohamed Ali Hasan, Vice President of ANGKASA | Seroja Room |
| 1.00 pm – 2.00 pm | Lunch break | Dining Hall CCM |
| 2.00 pm – 4.00 pm | Co-operative Governance Speaker: Dr Hayati Mohd Salleh, Chairman of KOPDAP Co-operative | Seroja Room |
| 4.00 pm – 4.30 pm | Afternoon Tea | Dining Hall CCM |
| 4.30 pm – 5.00 pm | Travel to Hotel | CCM bus |
| | Dinner on their own | |
| 20 Feb 2018 (Tuesday) | | |
| 6.30 am – 8.30 am | Breakfast | Armada Hotel |
| 8.30 am – 9.00 am | Travel to CCM | CCM bus |
| 9.00 am – 10.30 am | Bookkeeping 101 For Agriculture Co-operative Speaker: Mdm.Farahaini Mohd Hanif, Senior Training Officers, Sector of Financial Services and Banking, CCM | Seroja Room |
| 10.30 am – 11.00 am | Morning tea break | Dining Hall CCM |
| 11.00 am – 1.00 pm | Bookkeeping 101 For Agriculture Co-operative Speaker: Mdm.Farahaini Mohd Hanif, Senior Training Officers, Sector of Financial Services and Banking, CCM | Seroja Room |
| 1.00 pm – 2.00 pm | Lunch break | Dining Hall CCM |
| 2.00 pm – 4.00 pm | Marketing of Agriculture Produce/Products Speaker: Mr Mohammed Chudi Haji Ghazali, Board member of Multi-purpose Co-operative Children of Selangor Berhad | Seroja Room |
| 4.00 pm – 4.30 pm | Afternoon Tea | Dining Hall CCM |
| 4.30 pm – 5.00 pm | Travel to Hotel | CCM bus |
| | Dinner on their own | |
| 21 Feb 2018 (Wednesday) | | |
| 6.30 am – 8.30 am | Breakfast and check out Armada Hotel | Armada Hotel |
| 8.30 am – 9.00 am | Travel to CCM | CCM bus |

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|-------------------------------|--|--------------------------------|
| 9.00 am – 10.30 am | Team building Speaker: Mdm. Rahimah Abd Samad, Director, Centre of Research and Consultancy, CCM | CCM Campus |
| 10.30 am – 11.00 am | Morning tea break | Dining Hall CCM |
| 11.00 am – 12.30 pm | Team building Speaker: Mdm. Rahimah Abd Samad, Director, Centre of Research and Consultancy, CCM | |
| 12.30 pm – 1.30 pm | Lunch break | Dining Hall CCM |
| 1.30 pm – 2.00 pm | Travel to NLFCS Coop HQ | Travel agent bus |
| 2.00 pm – 4.00 pm | Briefing on National Land Finance Co-operative Society Limited (NLFC) | Kuala Lumpur |
| 4.00 pm – 8.00 pm | Travel to Bukit Merah Laketown Resort and check in | Dinner @RnRon their own |
| 22 Feb 2018 (Thursday) | | |
| 6.30 am – 8.30 am | Breakfast | Bukit Merah Laketown Resort |
| 8.30 am – 10.30 am | Travel to Farming base Coop of Kedah | Travel agent bus |
| 10.30 am – 1.00 pm | Briefing on Farming base Coop Visit corn plant Lunch | Kodiang, Kedah |
| 1.00 pm – 3.00 pm | Travel to Permatang Nibong Coop | Travel agent bus |
| 3.00 pm – 5.00 pm | Briefing on Permatang Nibong Coop Visit paddy field | Permatang Nibong, Pulau Pinang |
| 5.00 pm – 6.00 pm | Travel to Bukit Merah Laketown Resort | Dinner on their own |
| 23 Feb 2018 (Friday) | | |
| 6.30 am – 8.30 am | Breakfast and check out Bukit Merah Laketown Resort | Bukit Merah Laketown Resort |
| 8.30 am – 11.30 am | Journey to NLFCS Coop coconut hybrid plantation | Travel agent bus |
| 11.30 am – 3.00 pm | Visit coconut hybrid plantation of NLFCS Coop Lunch | Bagan Datuk, Perak |
| 3.00 pm – 8.30 pm | Travel to Melaka Hotel and check in | Dinner on their own |
| 24 Feb 2018 (Saturday) | | |
| 6.30 am – 8.30 am | Breakfast | Melaka hotel |
| 10.00 am – 5.00 pm | Sightseeing | Lunch and dinner on their own |
| 25 Feb 2018 (Sunday) | | |
| 6.30 am – 10.00 am | Breakfast and check out Melaka Hotel | Melaka hotel |
| 10.00 am – 5.00 pm | Sightseeing | Lunch and dinner on their own |
| 5.00 pm – 7.00 pm | Travel to Batu Pahat Hotel and check in | |
| 26 Feb 2018 (Monday) | | |
| 6.30 am – 9.30 am | Breakfast | Melaka hotel |

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|--------------------------------|---|---------------------|
| 9.30 am – 10.00 am | Travel to KOPDAP Coop | Travel agent bus |
| 10.00 am – 4.00 pm | Briefing on KOPDAB Coop Lunch Visit Oil Palm Farm | Batu Pahat, Johor |
| 4.00 pm – 4.30 pm | Travel to KOPDAB Coop | Dinner on their own |
| 27 Feb 2018 (Tuesday) | | |
| 6.30 am – 9.30 am | Breakfast and check out Batu Pahat Hotel | Batu Pahat Hotel |
| 9.30 am – 10.00 am | Travel to Farmers' Organization of Seri Medan | Travel agent bus |
| 10.00 am – 4.00 pm | Briefing on Farmers' Organization of Johor Lunch Visit pineapple and vegetable farm | Batu Pahat, Johor |
| 4.00 pm – 7.00 pm | Travel to Mersing Hotel and check in | Dinner on their own |
| 28 Feb 2018 (Wednesday) | | |
| 6.30 am – 9.30 am | Breakfast and check out Mersing Hotel | Mersing Hotel |
| 9.30 am – 10.00 am | Travel to KOPRIS Coop | Travel agent bus |
| 10.00 am – 3.00 pm | Briefing on KOPRIS Lunch Visit agro and shrimp farm | Mersing, Johor |
| 3.00 – 6.00 pm | Travel to Pekan Hotel | Dinner on their own |
| 1 March 2018 (Thursday) | | |
| 6.30 – 9.30 am | Breakfast and check out Pekan Hotel | Mersing Hotel |
| 9.30 – 10.00 am | Travel to Agropolitan Coop | Travel agent bus |
| 10.00 am – 3.00 pm | Briefing on Agropolitan Coop Visit dorper and chicken farm Lunch | Pekan, Pahang |
| 2.00 – 6.00 pm | Travel to Armada Hotel, PJ | Dinner on their own |
| 2 March 2018 (Friday) | | |
| 6.30 – 8.30 am | Breakfast | Armada Hotel |
| 8.30 – 9.00 am | Travel to CCM | CCM bus |
| 9.00 – 10.30 am | Farm Management for Sustainable Growth Speaker: NARSCO/FELDA/FELCRA | Seroja Room |
| 10.30 – 11.00 am | Morning tea break | Dining Hall CCM |
| 11.00 am – 1.00 pm | Farm Management for Sustainable Growth Speaker: NARSCO/FELDA/FELCRA | Seroja Room |
| 1.00 – 2.00 pm | Lunch break | Dining Hall CCM |
| 2.00 – 4.00 pm | Government Assistance in Marketing FAMA | Seroja Room |
| 4.00 – 4.30 pm | Afternoon Tea | Dining Hall CCM |

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|--|-----------------------------|-----------------|
| 4.30 pm – 5.00 pm | Travel to Hotel | CCM bus |
| | Dinner on their own | |
| 3 March 2018 (Saturday) | | |
| Sightseeing to Genting Highlands – Lunch and dinner on their own | | |
| 4 March 2018 (Sunday) | | |
| Free and easy | | |
| 5 March 2018 (Monday) | | |
| 6.30 – 8.30 am | Breakfast | Armada Hotel |
| 8.30 – 9.00 am | Travel to CCM | CCM bus |
| 9.00 am – 10.30 am | Evaluation | Seroja Room |
| 10.30 am – 11.00 am | Morning tea break | Dining Hall CCM |
| 11.00 am – 1.00pm | Evaluation | Seroja Room |
| 1.00 – 2.00 pm | Lunch break | Dining Hall CCM |
| 2.00 pm | Travel to Hotel | CCM bus |
| 6.30 pm | Travel to Putrajaya | CCM bus |
| 8.00 – 10.30 pm | Closing ceremony and dinner | Kuala Lumpur |
| 10.30 pm | Travel to Hotel | CCM bus |
| 6 March 2018 (Tuesday) | | |
| 6.30 – 10.30 am | Breakfast | Armada Hotel |
| The departure of participants – Lunch and dinner on their own | | |

At Co-operative College of Malaysia (CCM)

| Time | Activities | Venue/ Notes |
|------------------|-------------------|-----------------|
| 10.30 – 11.00 am | Morning tea break | Dining Hall CCM |
| 1.00 – 2.00 pm | Lunch break | Dining Hall CCM |
| 4.00 – 4.30 pm | Afternoon tea | Dining Hall CCM |

**ICA-MAFF (Japan) Training Course on “Fostering and Improving Management of
Agricultural Cooperatives in Africa in FY 2017**

Program in Japan

| Date | | Forenoon (9:30 - 12:00) | Afternoon (1:30 - 16:00) | Place of stay |
|-------------|-----|---|--|--------------------------|
| Mar.7 | Wed | The arrival of the participants | Orientation | IDACA |
| 8 | Thu | Opening Ceremony | Country Report & Individual Interview | " |
| 9 | Fri | L. Japanese Agriculture (<i>Mr Takeshi USUI</i>) | L. Historical Development of Agriculture and Coop Success (<i>Mr Yukio ABE</i>) | " |
| 10 | Sat | Observation of Tokyo city | <i>Cont.</i> | " |
| 11 | Sun | Free | Free | " |
| 12 | Mon | L. Organization and Business of Agri. Coops & Business planning (<i>Mr Hiroshi TERUNUMA</i>) | L. How to organize and manage agricultural cooperative (<i>Mr Hiroshi Terunuma, IDACA</i>) | " |
| 13 | Tue | L. Agri. Coop Farm Guidance (<i>Mr. Toru NAMASHIMA</i>) | L. Agricultural Extension System in Japan (<i>Dr. Koichi Fukuda, Institute of Japan agriculture Support Co., Ltd</i>) | " |
| 14 | Wed | L. Marking and Purchasing Business of Agri.coop (<i>Mr Koh HARADA</i>) | <i>Cont.</i> | " |
| 15 | Thu | V. Visit JA Zen-Noh Securing food safety, Training on farm machinery maintenance) | JA Kanagawa Pref. Union Education Center Move to Yokohama | Yokohama |
| 16 | Fri | V. JA Sagami branch in Kamakura Federation Direct-sale Group | V. JA Hadano Better Living Activities and Women's Association | IDACA |
| 17 | Sat | Free | Free | " |
| 18 | Sun | Leave for a study visit Visit fruits production farmer (<i>Mr Yukihiko Saito</i>) | Move from Minami Alps City to Nagano City | Nagano |
| 19 | Mon | L. Agriculture of Nagano Pref. (<i>Mr. Keiki Okuma</i>) | Rural industries in Nagano (<i>Mr. Keiki Okuma</i>) | Nagano |
| 20 | Tue | F. Visit JA Nagano Visit to farmers' incorporation | Observation of JA's facilities. Grading Center, Farmer's Market Visit Nagano Prefecture JA Rural Industry Research Institute | " |
| 21 | Wed | (National Holiday) Move to Matsumoto City Sake Brewery, Wasabi farm | Yamabe winery of JA Matsumoto Highland, The Matsumoto Castle | Matsumoto |
| 22 | Thu | F. Visit JA Matsumoto Highland “Farm Guidance and marketing plan” | F. Observation of facilities Grading centre, Rice Center, Farmer's Market, | Matsumoto |
| 23 | Fri | F. visit to JA Kamiina Harvest of strawberry Outline of JA Kamiina and production | Family Mart (Direct-sale shop) Farm machinery Center Mushroom culture | IDACA |

| | | | | |
|----|-----|--|----------------------------|---|
| | | marketing business | Return to Tokyo | |
| 24 | Sat | Free | | " |
| 25 | Sun | Free | | " |
| 26 | Mon | L. Case study SHEP (Smallholders Horticulture Empowerment Program), (Mr Tatsuya Yamaguchi, Kaihatsu Management Consulting, Inc.) | Cont. | " |
| 27 | Tue | Preparation of Action Plans | Preparation of Action Plan | " |
| 28 | Wed | Presentation of Action Plans | Evaluation/Closing | " |
| 29 | Thu | The departure of the participants | | " |

Note: Abbreviation of L, F, D is as follows. L: Lecture, F: Field study visit, D: Discussion



**ICA-MAFF (JAPAN) Training Course on
“Fostering and Improving Management of Agricultural Co-operatives in Africa-2017”**

List of Participants

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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 Brussels,

Belgium. ICA is a member-based organization with national and international co-operative organizations in 107 countries. ICA's four offices in Africa, the Americas, Asia and Pacific and Europe, together, serve more than 309 member organizations, representing one billion co-operative members around the world.

The ICA-Asia and Pacific Office is operating from New Delhi since 1960, serves 102 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 50 years, the IDACA has trained about 5,900 participants from 115 countries drawn from Agricultural Co-operative Movements and Governments from different countries of Asia, Latin America and Africa. It has active collaboration on technical assistance programmes with the ICA Asia and Pacific.



The **Co-operative College of Malaysia** (Maktab Koperasi Malaysia (CKM)), previously known as the Maktab Koperasi Malaysia is the only co-operative training centers in the country. Upon its inception in 1956, it was funded by the Colonial and Development Fund, while the government has provided a tremendous contribution to encourage the development of CKM as a whole. In 1968, CKM has been recognized as a statutory body by an Act of the Co-

operative College (Incorporation) Act 1968, as approved by Parliament on 11 September 1968 and were given full responsibility for providing education and training to co-operative members. As such, it arm students with all the necessities in understanding the concepts and principles of the field and stresses the principles of efficiency, innovation, co-operatives values and customer friendly services.

In accordance with the passage of time, the Parliament passed the Co-operative College (Incorporation) (Amendment) Act 2011 [Act 1398] which came into effect on 1 September 2011 was to streamline the governance of CKM in order to plan and carry out innovative and creative programs to support the development of the co-operative movement. CKM been placed under several ministries including the Ministry of Agriculture and the Ministry of Land and Co-operative Development. In 2009, CKM has been placed under the Ministry of Domestic Trade, Co-operatives and Consumer Affairs (KPDNKK).



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