



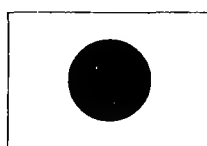
ICA/Japan Training Course on Fostering Core Leaders of Agricultural Co-operatives - 2011(I & II)



COURSE REPORT



ICA Library
334:001.85
TAN-I
ICA 02488



ICA/JAPAN TRAINING COURSE ON
**FOSTERING CORE LEADERS OF
AGRICULTURAL CO-OPERATIVES – 2011(I & II)**
INDIA – JAPAN

September 7, 2011 - November 17, 2011
&
February 2, 2012 - April 12, 2012

COURSE REPORT



International Co-operative Alliance

Global Office: 150 Route de Ferney, C.P. 2100 - 1211, Geneva 2, Switzerland
ICA-Asia & Pacific: 9 Aradhana Enclave, R.K. Puram, Sector 13, New Delhi-110066, India



**Report of the
ICA/Japan Training Course on
Fostering Core Leaders of Agricultural Co-operatives-2011(II)
India – Japan
September 7, 2011 - November 17, 2011
&
February 2, 2012 - April 12, 2012**

Report compiled by:

A.K. TANEJA

Project Coordinator, ICA/Japan Training Course
International Cooperative Alliance – Asia & Pacific
9, Aradhana Enclave, R.K. Puram, Sector 13,
Ring Road, New Delhi 110066. India

Telephone : [91-11] 26888250
Telefax : [91-11] 26888067
E-mail : taneja@icaroap.coop
Website : www.ica-ap.coop

ICA Global Office:

International Cooperative Alliance
150, Route de Ferney - C.P. 2100 - 1211
Geneva 2, Switzerland

Telephone: [41-22] 929-8838
Telefax: [41-22] 798-4122
E-mail: ica@ica.coop
Website: www.ica.coop

May 2012

PRINTED IN INDIA
at Diamond Offset, HS-14, Kailash Colony Market, New Delhi-110048.
for the International Cooperative Alliance - Asia Pacific [ICA-AP],
9 Aradhana Enclave, R.K. Puram, Sector 13, New Delhi 110066, and issued for internal circulation
and distribution among the ICA Member-Organisations, Course Participants and Resource Persons.

REPORT

of the ICA/Japan Training Course on
Fostering Core Leaders of Agricultural Co-operatives-2011(I&II)
India-Japan
September 7, 2011 - November 17, 2011
&
February 2, 2012 – April 12, 2012

Submitted to

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

By

The International Co-operative Alliance
May 2012



Preface

This is the report of the **1st & 2nd ICA/Japan Training Courses on “Fostering Core Leaders of Agricultural Co-operatives-2011”**, held in India and Japan, from September 7, 2011 to November 17, 2011 and from February 2, 2012 to April 12, 2012. The International Co-operative Alliance [ICA] expresses its highest appreciation and gratitude to the Ministry of Agriculture, Forestry and Fisheries [MAFF], Government of Japan, for the generous financial assistance and the most active collaborative support extended by the Central Union of Agricultural Co-operatives of Japan [JA-Zenchu], and the Institute for the Development of Agricultural Co-operation in Asia [IDACA], Tokyo, in the execution of this important training activity. The ICA wishes to convey its sincere thanks to all its member-organisations in India and Japan and other collaborating agencies and institutions for their assistance, advice, guidance and logistic support in the successful implementation of this training program. The most significant cooperation was provided by, among others, the Institute of Rural Management Anand (IRMA), the Indian Farmers’ Fertiliser Cooperative Limited (IFFCO), National Co-operative Union of India (NCUI), and other specialized agencies in the field of agriculture in Japan.

The ICA takes this opportunity to thank its member-organisations/Ministry of Agriculture, Forestry & Fisheries of the Governments in the Asia-Pacific Region for sponsoring suitable candidates for participation in this training program, which, I hope, will contribute significantly to the development of agricultural cooperatives as well as enhancing their human resource development base. The overall objective of the training program under this project is to assist fostering of the core leaders who are expected to play the leading roles in agricultural cooperatives and farmers’ groups that will contribute to improvement of agricultural production and income of the farmers in the LDCs of Mekong River countries, ASEAN and the South Asian Countries.

The ICA is extremely grateful to Mr. Hiraoka Keiji, Executive Director of the IDACA and his staff members, for conducting the Part-II of the program at IDACA and for organising study visits to important agricultural co-operatives in Japan and taking good care of them. These visits enabled the participants to meet the leaders and members of these successful institutions as well as leaders from the national, prefectural and primary level agricultural cooperatives.

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

Charles Gould
Director-General

International Cooperative Alliance
Geneva, Switzerland
May, 2012



Foreword

With immense pleasure and satisfaction, I am submitting herewith the Report of the **1st & 2nd ICA/ Japan Training Courses on “Fostering Core Leaders of Agricultural Cooperatives-2011”** to the Director-General, ICA Geneva, for onward formal submission to the Ministry of Agriculture, Forestry and Fisheries [MAFF], Government of Japan. The main focus of the Training Course was on “Agri-coop. Business Management, Leadership and Planning – (farm guidance and strengthening of joint collection and shipment), Human Resource Management, Project Management, Marketing Management and Financial Management.

I would like to take this opportunity to express my sincere thanks to the Ministry of Agriculture, Forestry and Fisheries (MAFF), Government of Japan, for their continued financial support, and to the JA-ZENCHU and IDACA for their active collaboration and inspiration for the successful implementation of this program. My special thanks also goes to Mr. Hiraoka Keiji, Executive Director, IDACA and his able staff for supporting and taking care of the participants during their stay in IDACA.

I would also like to make a special mention of the valuable support extended by the Institute of Rural Management Anand [IRMA] in making Part-I of the program a grand success. I would also place on record my sincere thanks and gratitude to our member-organisations/Ministry of Agriculture, Forestry and Fisheries of the Governments in Asia-Pacific Region for nominating suitable candidates for this Training Program.

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

Chan HO CHOI
Regional Director
[Asia-Pacific]

International Cooperative Alliance - Asia & Pacific
9 Aradhana Enclave, R.K. Puram, Sector 13,
New Delhi-110066. India
May 2012

**REPORT OF THE ICA/JAPAN TRAINING COURSES ON
“Fostering Core Leaders of Agricultural Co-operatives-2011(I&II)”
India-Japan: September 7, 2011-November 17, 2011
&
February 2, 2012 – April 12, 2012**

COURSE REPORT

Introduction

The International Cooperative Alliance (ICA) is an independent non-government association which unites, represents and serves the cooperatives worldwide. Founded in London on 18th August 1895 by the International Cooperative Congress, the ICA is headquartered in Geneva. ICA is a member-based organization with national and international cooperative organizations in more than 97 countries active in all sectors of the economy. ICA's four offices in Africa, Americas, Asia & Pacific and Europe, together, serve more than 269 member organizations, representing over one billion cooperative members around the world.

The ICA-Asia & Pacific Office is operating from New Delhi since 1960, serves 78 national level organizations from 25 countries, representing over 500 million cooperative members. Main activities include: Coordination of cooperative development efforts within the Region and promotion of exchange and experiences; Project identification, formulation and evaluation; Promotion of establishment and development of national cooperative apex organizations; and organization of seminars, conferences and technical meetings on specific subjects including support for programs aimed at the involvement of women and youth in cooperative activities.

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. The year 2012 has been declared as International Year of Co-operatives by the United Nations (UN).

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

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

Under this project, five Training Courses on “Enhancement of Farmers’ Income and Poverty Reduction through Cooperatives” were held between 2006 and 2010, with 12 participants in each course. The training programmes 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; and the ICA member-organisations.

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 trainings for the last 25 years, the participants have produced 348 grass-root development project proposals in the agricultural cooperative sector "aiming at enhancing the participation and income of grass-root level farmer-members". A number of these projects have already been implemented in various countries.

On the basis of these achievements, a new Training Course on "**Fostering Core Leaders of Agricultural Co-operatives**" has now been developed and agreed upon for implementation through the ICA for three years, with a view to assist fostering of the core leaders of agricultural cooperatives, who are expected to play the leading roles in agricultural cooperatives and farmers' groups that will contribute to improvement of agricultural production and income of the farmers in the LDCs of Mekong River countries and the South Asian Countries. This training course will focus 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 will be held each year and there will be two parts in each Training Course – Part-I will be held at IRMA, Gujarat (India) for about one month and Part-II will be held in Japan in collaboration with the Institute for the Development of Agricultural Cooperation in Asia (IDACA) for another one month.

Under this Project, the 1st & 2nd Training Courses on "**Fostering Core Leaders of Agricultural Co-operatives-2011**" were held in **India** and **Japan**. Part-I of the Training Courses were held at New Delhi/IRMA, Gujarat from **23 September 2011 to 22 October 2011 and from 17 February, 2012 to 17 March, 2012**. Part-II of the Training Courses were held in Japan in collaboration with the Institute for the Development of Agricultural Cooperation in Asia (IDACA) from **23rd October to 17th November 2011 and from 18 March, 2012 to 12 April, 2012**. The program was funded by the Ministry of Agriculture, Forestry and Fisheries (MAFF), Government of Japan, and implemented by ICA.

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 1st & 2nd ICA/Japan Training Courses-2011, 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 1st & 2nd ICA/Japan Training Courses in 2011, the ICA received full support and cooperation from the JA-Zenchu, the International Cooperation Division of the Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan; the Institute for the Development of Agricultural Cooperation in Asia [IDACA] in Japan; the Institute of Rural Management Anand [IRMA] in Gujarat, India; the National Cooperative Union of India [NCUI], New Delhi; the Indian Farmers' Fertiliser Cooperative Limited [IFFCO], New Delhi and other ICA Member-Organisations in the Region. The ICA is grateful to its member-organisations.

Administrative Arrangements for the Project

Mr. A.K. Taneja, Project Coordinator, ICA/Japan Training Course, was responsible for the conduct of the 1st & 2nd ICA/Japan Training Courses-2011. Both the Training Courses were coordinated and implemented by him for its full duration, under the direction of Dr. Chan Ho Choi, Regional Director [ICA Asia & Pacific].

Part-II of the training programs held in Japan at IDACA were conducted under the direction and guidance of Mr. Hiraoka Keiji, Executive Director of IDACA. Mr. Toru Nakashima, Dy. Manager (Training), was designated by the IDACA as the Program Co-ordinator for this part.

Summary of the Time Table

The following was the summary of the time-table for the 1st & 2nd Training Courses of 2011:

Time-table for the 1st Training Course of 2011:

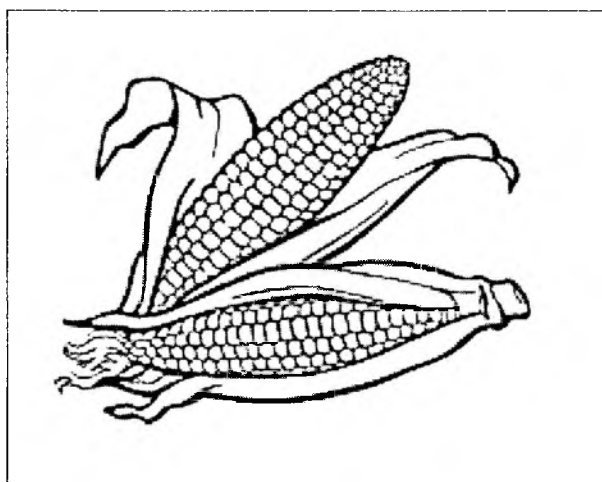
Home Country Assignments (HCAs)	:	7th to 22nd September 2011
Arrival of Participants in India	:	23rd September 2011
Part-I: IRMA Module in India	:	24th September to 22nd October 2011
Arrival of Participants in Japan	:	23rd October 2011
Part-II: IDACA Module in Japan	:	24th October to 16th November 2011
Departure of Participants from Japan	:	17th November 2011.

Time-table for the 2nd Training Course of 2011:

Home Country Assignments (HCAs)	:	2nd to 16th February 2012
Arrival of Participants in India	:	17th February 2012
Part-I: IRMA Module in India	:	18th February to 17th March 2012
Arrival of Participants in Japan	:	18th March 2012
Part-II: IDACA Module in Japan	:	19th March to 11th April 2012
Departure of Participants from Japan	:	12th April 2012.

Reporting and Evaluation

The period from the end of the 2nd Training Course in Japan (April 12, 2012) to the end of May 2012 was utilized to prepare the course report and financial statements for submission through the ICA Secretariat in Geneva to the MAFF, Government of Japan.



EXECUTIVE SUMMARY

1st ICA/JAPAN TRAINING COURSE

On

**“Fostering Core Leaders of Agricultural
Co-operatives-2011”**

India-Japan: September 7, 2011 - November 17, 2011

Contents

SECTION-I	
Executive Summary	3
SECTION-II	
Comparative Field Study Visits in India	6
SECTION-III	
Closing Session at IRMA	8
SECTION-IV	
Inauguration of Part-II of the Training Programme in Japan	9
SECTION-V	
Comparative Field Study visits in Japan	12
SECTION-VI	
Action Plans Proposed by the Participants	18
SECTION-VII	
End-of-the-Course Evaluation – Suggestions and Recommendations – A Summary	24
SECTION-VIII	
Course Concluding Session and Award of Certificates of Participation	29
Annex-I Course Programme	31
Annex-II Course Participants	35

SECTION – I

Executive Summary of the 1st ICA/Japan Training Course on “Fostering Core Leaders of Agricultural Co-operatives-2011”

India-Japan: September 7, 2011-November 17, 2011

A total of 12 participants (men and women) were selected from among the candidates nominated by the ICA member-organisations/Ministry of Agriculture, Forestry and Fisheries from the following countries – Bhutan-1, Cambodia-2, India-2, Lao PDR-2, Myanmar-2, Nepal-2 and Vietnam-1. Afghanistan and Maldives did not nominate any candidate. A list of Course participants is placed at **Annex-II**.

After having completed their Home Country Assignments at their respective organizations and in their respective countries, all the participants got together in India on the 23rd September, 2011. On 24th September, 2011, a sight-seeing program was arranged by ICA-AP to Agra to see Taaj Mahal. On 25th September, the participants visited the office of the ICA-AP in New Delhi. Dr. Chan Ho Choi, Regional Director, briefed the participants about ICA's activities. The same day, the participants left for IRMA via Ahmedabad.

Inaugural Session of Part-I of the Program:

The inauguration of the IRMA module on “**Agricultural Cooperative Business Management, Leadership and Planning**” was held at the Executive Training and Development Centre (ETDC) of IRMA on 26th September 2011. Prof. Madhavi Mehta, Coordinator Management Development Programs (MDP), welcomed the participants and gave a detailed account about IRMA's programmes. Prof. Jeemol Unni, Director of IRMA, dwelled on the importance of cooperatives in the changing global environment and complimented ICA for choosing a very apt theme “**Fostering Core Leaders of Agricultural Cooperatives**”. She explained how vital it was to strengthen the leaders in order to make cooperatives more beneficial to members who were increasingly subjected to the vagaries of the market forces. Mr. A.K. Taneja, representative of ICA, in his briefing recalled the long association between IRMA and ICA in conducting programmes on such themes and explained about the keen interest and commitment shown by the Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Govt. of Japan, the sponsor of the programme. He also gave a brief account of the background of this training course. Prof. S.R.Asokan, Coordinator of this part of the program, in his address gave the details of the course framework and hoped that the participants would have a wonderful learning experience at IRMA. He thanked the ICA for its continued support, his faculty colleagues for extending their cooperation in handling various sessions and the participants' organizations for sending them to this training programme.

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

Each participant also presented the draft of their Action Plan, made by them during Home Country Assignments in their respective organizations and in their respective country before joining the Training Course in India. Concerned Faculty Members advised them as to how to improve their Draft Action Plans.

Teaching Modules/Faculty

The program was segmented into teaching modules covering different subjects, which were handled by designated faculty members under the overall coordination of Prof. S.R. Asokan. Prof. Hitesh Bhatt,

Prof. Paresh Bhatt, Prof. Shiladitya Roy, Prof. Preeti Priya, Prof. K.V. Raju, Prof. S.N. Biswas, Prof. Nivedita Kothiyal and Prof. Asmita Vyas constituted the faculty team.

Detailed Module Designs

The module at IRMA consisted of segments, which focused at improving the conceptual, analytical and leadership capabilities of managers of agricultural co-operatives to help in developing their skills in improving the management of their co-operatives using a project approach. The main topics taught at the Institute were: [01] Governance and Management of Agricultural Cooperatives (GMAC), [2] Business Development Planning (BDP), [3] Leadership and Team Building (L&TB), [4] Financial Accounting, Budgeting and Costing (FABC), [5] Project Planning and Management (PM); [06] Financial Management (FM); [07] Marketing Management (MM); [08] Human Resource Management in Agricultural Cooperatives (HRM), [09] Individual and Group Behaviour (IGB), and [10] Comparative field study visits to primary, district, state and national level cooperative institutions.

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

Topic-01

Governance and Management of Agricultural Co-operatives (GMAC)

[Prof. K.V. Raju] – 07 Sessions

Focus : Coop. Principles; Theories of Cooperation; Integrated Package and Services – credit, input, value addition (farm guidance and strengthening of joint collection and shipment); Participatory Decision Making; Design of Cooperatives – membership, Governance and Operations; Approaches – appreciative inquiry and learning, process approaches, new generation cooperatives.

Topic-02

Business Development Planning (BDP)

[Prof. K.V. Raju] – 07 Sessions

[Prof. S.R. Asokan] – 01 Session

Focus : Why BDP – Resource mobilization, Business diversification, Enhancing members' participation, Dealing with inactive members, Promote marketing of the village produce.

How BDP – Stages in the participation of BDP of PACs, Preparation of various sub plans for the business plan, such as credit, input, storage, consumer services, deposits, welfare activities.

BDP in Action – Business Plan and linkages to be established at various levels. Tools of monitoring (quantitative and qualitative information). Performance indicators related to different business activities, management and member participation. Role of various support agencies and their responsibilities.

Topic-03

Leadership and Team Building (L&TB)

[Prof. S.N. Biswas] – 10 Sessions.

Focus : Attitudes and Values relevant to cooperatives; Effective Cooperative Management through participatory decision-making process; Effective Governance through Cooperative Leadership; Responsibility of Cooperative Leaders (preparation of second line in leadership).

Topic-04

Financial Accounting, Budgeting and Costing (FABC)

[Prof. Asmita Vyas] – 05 Sessions

[Prof. Paresh J. Bhatt] – 05 Sessions

Focus : Introduction to financial accounting, Budgeting, variance analysis, Profit and Loss accounting, Balance Sheet, ratio analysis, costing and pricing of products and services in agricultural cooperatives, breakeven analysis, Cost Volume and Profit Relations.

Topic-05

Project Planning and Management (PM)

[Prof. Hitesh Bhatt] – 08 Sessions

Focus : An overview of Project Management; Project Identification; Project Analysis and Selection; Project Appraisal; Project Implementation; Project Review (Monitoring and Evaluation). PERT/CPM, Planning and Scheduling, Logical Framework Analysis.

Topic-06

Financial Management (FM)

[Prof. Shiladitya Roy] – 08 Sessions

Focus : Working Capital Management; Time Value of Money; Estimating relevant cash flows; Financial Criteria for investment decisions in agricultural cooperatives; Importance of member's capital.

Topic-07

Marketing Management (MM)

[Prof. Preeti Priya] – 08 Sessions

Focus : Market and Competition; Cooperative Marketing Concept; Marketing Mix, Market Intelligence, Product Life Cycle and new Product Development.

Topic-08

Human Resource Management in Agricultural Cooperatives (HRM)

[Prof. Nivedita Kothiyal] – 06 Sessions

Focus : Selection, Recruitment and Matching Skills and Knowledge with the Role Profile Planning, Development of Employees to meet the requirements of growing organization.

Topic-09

Individual and Group Behaviour (IGB) –

[Prof. Madhavi Mehta] – 08 Sessions

Focus : Personal Effectiveness, Communication and inter- personal effectiveness; making an effective oral presentation.



SECTION – II

Comparative Field Study Visits in India

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

Study visits to cooperative institutions in India were organized in Delhi/Gujarat State. The participants visited the following institutions:

- **International Cooperative Alliance [ICA] – Asia & Pacific, New Delhi.** The participants visited the office of the ICA-AP on 25th September, 2011. Dr. Chan Ho Choi, Regional Director, ICA-AP, briefed about the activities of ICA-AP. The ICA-Asia & Pacific Office is operating from New Delhi since 1960, serves 78 national level organizations from 25 countries, representing about 500 million cooperative members. Main activities include: coordination of cooperative development efforts within the Region and promotion of exchange and experiences; Project Identification, formulation and evaluation; promotion of establishment and development of national cooperative apex organizations; and organization of seminars, conferences and technical meetings on specific subjects including support for programs aimed at the involvement of women and youth in cooperative activities.
- **Institute of Rural Management Anand [IRMA], Gujarat:** The participants left New Delhi on 25th September for Anand, Gujarat. They stayed at the campus of the Institute of Rural Management (IRMA), Anand, Gujarat, from 25th September to 21st October 2011. Here they mainly studied the Agri-Coop. Business Management, Leadership & Planning.

The Institute of Rural Management Anand (IRMA) established in 1979, is the pioneering academic institution in rural management education and research. It is committed to pursuing excellence along with creativity and integrity. The unique strength of IRMA lies in its ability to integrate development and management in all its endeavours and activities. This sets IRMA apart from other management and rural development institutions, which are largely concerned with either management or development, but not with both. IRMA's educational and training programmes provide state-of-the-art pedagogy with emphasis on experiential learning. The faculty comprises experienced academicians and practitioners of national and international repute.

- **AMUL Dairy [Kaira District Co-operative Milk Producers' Union Ltd.,] Anand, Gujarat:** The participants visited the Plant and Office of Amul Dairy on 27th September 2011. They were briefed by its Public Relation Officer about the activities of Amul Dairy. The participants also observed its Plant in Anand. The role of the Union at the district level in processing milk and other products and the collective marketing by the Gujarat Cooperative Milk Marketing Federation is unique.

It was registered on 14th December 1946. Under this union, there are 1163 villages and a total membership of 6,34,675. It has a total milk handling capacity of 2,400,000 liters per day. It has following production units: Dairy Plant, Anand, Food Complex, Mogar, Cheese Plant, Khatraj, Amul Satellite Dairies. It has one Research Centre and one Cattle Feed Factory at Kanjari. It has the following variety of milk and milk products – Amul Fresh Milk, Butter, Cheese, Infant Milk Food, Milk Powders; Sterilized Homogenized Flavoured Milk; Sterilized Homogenized Fruit based Milk; Energy Drinks; Curd; Ghee; Butter Milk; Cocoa Products; Cooking Chocolate; Malted Milk Food; Extruded Food; Bread Spread; Table Margarine; Avsar Sweets; Bakery Products, etc.

- **Sandesar Primary Milk Producers' Cooperative Society Ltd.:** On 27th September, in the evening, the participants visited the Sandesar Primary Milk Producers' Cooperative Society Ltd. and observed its operations. The society was established in 1952. At present, it has 935 members (868 men and 67 women). Average milk procurement per day is 2770 liters. The salient features of the society are as follows – The transparency in collection, quality testing and payment at the village level cooperative society, supply of animal feed at concessional rate to members.

- **Gujarat Cooperative Milk Marketing Federation (GCMMF):** On 28th September, the participants visited the office of the Gujarat Cooperative Milk Marketing Federation (GCMMF). Its Public Relation Officer briefed the participants about its activities. GCMMF is marketing the milk products under the brand name of AMUL. GCMMF has achieved the 2 billion US\$ milestone. The Federation's network of 45 sales offices ensures that its products reach the remotest parts of the country. The Federation also expanded export business to major markets in the world.
- **IFFCO Production Unit at Kalol, Gujarat:** On 1st October, the participants visited the office and plant of IFFCO Production Unit at Kalol, Gandhi Nagar, Gujarat. They were briefed and were apprised of the plant's activities, including the activities of CORDET.

Kalol Unit is a first plant of IFFCO which was commissioned in 1974. It established with the aim of quality fertilizer supply and to give strong growth to Indian agriculture during green revolution and boost to Indian economy.

Co-operative Rural Development Trust – CORDET: IFFCO has created this Trust with a renewed outlook for integrated rural development of villages. To undertake different activities for farming, cattle management, self-employment, water conservation, rural health, educational and youth development activities is the main motive of CORDET.

- **Mother Dairy Plant at Gandhinagar, Gujarat:** On 1st October, the participants visited the Mother Dairy Plant at Gandhi Nagar, Gujarat, and observed its operations. Mother Dairy was commissioned in 1994. It has a handling capacity of 2,500,000 liters per day. 2900,000 milk producers of Gujarat are the owners of this plant. Total investment was 280 crores INR. Its objective was to meet the requirement of fresh and quality milk for customers of Ahmedabad and Saurashtra region and to handle the surplus milk of all Member Unions of GCMMF Ltd.
- **Gambhira Coop. Farming Society, Gujarat:** In the morning of 8th October, the participants visited the office and field of Gambhira Coop. Farming Society. They were briefed about its activities by one of the Directors of the society. The participants also met the farmer-members of the Society. Joint farming and collective marketing to maximize income of the members was the important lesson from Gambhira visit.

Gambhira cooperative farming society, formed in response to a distress situation, was born of small farmers whose individual efforts at cultivation on small private holdings proved unviable. The society was formed in 1953 as a pooled effort on the part of its 176 members who combined 201 acres of private land. Over time, both the area and society membership swelled to 526 acres and 291 members respectively, owing to reclamation and purchase of land along with membership growth. The entire land, pump sets, tube wells, tractors and other assets belongs to the society with individual members having no ownership rights either on assets or cultivation decisions.

The land is collectively cultivated by forming 30 small groups with number of members in each group varying between eight and 14. The groups execute the crop plan decided by the Managing Committee in consultation with their group leaders. The society is managed by the Managing Committee, President, Manager and other employees.

- **Vidya Dairy, Anand, Gujarat:** On 8th October, the participants visited the Office and Plant of Vidya dairy at Anand, Gujarat, and observed its operations. The students of B.Tech in Dairy Technology, SMC College of Dairy Science have to undergo one-year training at Vidya Dairy.

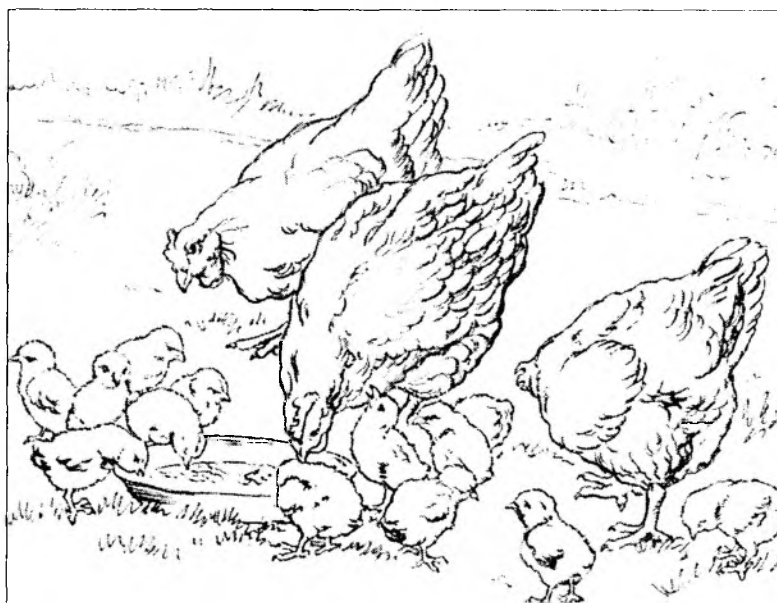
Detailed write-ups on the main features of the cooperatives visited were prepared and distributed among the participants in advance. During actual visits, their leaders and officials briefed the participants about the functions of their cooperatives.

SECTION – III

Closing Session at IRMA

The valedictory function of the IRMA module on “Agricultural Cooperative Business Management, Leadership and Planning” as part of the 1st training programme on “Fostering Core Leaders of Agricultural Cooperatives” was held at the Executive Training Development Centre (ETDC) at IRMA, Anand in the afternoon of 21st October 2011. Prof. Jeemol Unni, Director, IRMA, presided over the function. Prof. Madhavi Mehta, Coordinator, MDP at IRMA and faculty members who were part of the programme attended besides Mr. A.K.Taneja of the ICA-AP.

Prof. Jeemol Unni distributed the certificates to the participants on their successful completion of the programme. In her brief address she hoped the learning from this programme would give a fresh impetus to their thinking and help organize cooperative business on a stronger foundation. Prof. Madhavi Mehta welcomed the participants to alumni network of the larger IRMA community. Mr. A.K. Taneja expressed satisfaction over the smooth conduct of the programme and thanked IRMA as a reliable ally in carrying out the progressive work. Prof. S.R.Asokan, who is the coordinator of the programme at IRMA, acknowledged all those involved in the successful completion of the programme.





Group photo of the participants with Dr. Chan Ho Choi, Regional Director, at the ICA-AP office, New Delhi.



The participants during the sight-seeing tour at Taj Mahal, Agra.





Inauguration of IRMA Module at IRMA Campus



A view of the inauguration of IRMA Module at IRMA Campus



Group photo of the participants with the Director of IRMA and Faculty Members.



A Class-room Session in progress at IRMA



Participants at Kaira District Co-operative Milk Producers' Union Ltd. "AMUL".



A view of Sandesar Primary Milk Producers' Cooperative Society Ltd.



Participants at the office of the Gujarat Cooperative Milk Marketing Federation (GCMMF).



Participants at IFFCO's Production Unit at Kalol, Gandhi Nagar.



Participants at the office of the Cooperative Rural Development Trust (CORDET), Kalol, Gandhi Nagar.



Participants at the residence of Dr. V. Kurien, father of White Revolution in India.



Participants at Mother Dairy, Gandhi Nagar.



Participants at Gambhira Coop. Farming Society, Gujarat.



Participants at VIDYA Dairy, Anand



Participants giving their Presentations at IRMA.



Participants during sightseeing program in Vadodra.



A view of farewell dinner at ANAND



Closing Ceremony at IRMA



The Director, IRMA, giving away the "Certificate of Participation" to the participants.



A group photo at the Closing Ceremony at IRMA.



Dignitaries at the Farewell Dinner in New Delhi

SECTION – IV

INAUGURATION OF PART-II OF THE TRAINING PROGRAMME IN JAPAN

Inaugural Session

The Part-II of the 1st ICA/Japan Training Course was formally inaugurated on 24th October, 2011 by Mr. Hiraoka Keiji, Executive Director of IDACA, and Mr. A.K. Taneja, Manager, ICA-AP, also addressed the inaugural session. Mr. Terunuma Hiroshi, Manager, Training Department, Mr. Y. Abe, Sr. Consultant, Mr. Toru Nakashima, Deputy Manager (Training) and other officers of IDACA were present.

Welcoming Mr. Hiraoka Keiji and other senior officers of IDACA, **Mr. A.K. Taneja** congratulated the participants for successfully completing the first part of the training program held in India. He also conveyed his sincere gratitude to MAFF, Government of Japan, for their valuable contribution for the development of agricultural cooperatives in Asia. He mentioned about the longstanding collaboration between ICA, JA-Zenchu and IDACA.

Mr. Hiraoka Keiji, at the outset, expressed his sincere thanks on behalf of JA group for the generous support extended by the respective countries of the participants and ICA member-organizations in Asia for the disaster-stricken area of Tohoku region, which was severely affected by the un-precedented earthquake and Tsunami on March 11, 2011.

He expressed his hearty welcome to all the participants for their cooperation during the training course. He extended his sincere appreciation to Mr. A.K. Taneja of ICA-AP for successfully handling the training course. He wished the participants a comfortable stay in Japan. He said that this Project is for three years and this is the first training course in this fiscal year. He further said that "you are expected to gain knowledge and experience to play a leading role in agricultural cooperatives and farmers' groups that will contribute to improvement of agricultural production and income of the farmers in your respective countries. For that objective, we have designed the program here at IDACA and the field visits in and around Tokyo. I hope that our program as well as the experience gained by you in IRMA will contribute to the development of your ideas for action plan".

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

The programme included the following components:

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

Following topics were covered under above components:

- General Information on Japan – Economy and Society.
- Organizations and Business Activities of Agricultural Cooperatives.
- Distribution System of Agricultural Products and Marketing Business of JA.
- Case Study and discussion on Distribution of Agricultural Products in Asia – Analysis of the situation and exchange of Information.
- Educational Activities of Agricultural Co-operatives – Ways to foster Human Resource and promote the Co-operative Movement.
- Ways to promote Agro-processing Business – Basics for starting and operation of Agro-processing business.
- Case study and discussion on promotion of Agricultural Co-operatives in Asia – how to promote the co-operatives.

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

(1) General Information on Japan – Economy and Society

by Mr. Yukio. Abe, IDACA.

Under this topic, a brief history of Japan was explained. The participants were also told about the following characteristics of Japan – Land and climate of Japan, its 4 major islands: Hokkaido, Honshu, Kyushu, Shikoku; its 4 distinct seasons – spring, summer, autumn and winter. Japan's population (127 million); its density; literacy rate and language; labour force; its economy after World War-II; politics; agriculture; housing; education; religions; household economy; living conditions and environment; social security system, etc.

(2) Historical Development of Agricultural Cooperative Organizations in Japan

by Mr. Nakashima Toru, IDACA.

Under this topic, the resource person tried to explain about the development of agricultural cooperatives before and after world war-II. He covered the following subjects – cooperatives upto world war-II (the process of transforming Japan from a feudalistic society to a modern state; in 1900 the 1st cooperative law based on the Raiffeisen model was enacted; first revision of the law in 1906; the following revision of the law in 1909 and 1921; agricultural panic in the 1930s; agricultural association law enacted in 1943; agricultural cooperative law passed in 1947; stagnation of agricultural production during 1960s; the basic law on agriculture in 1961; problems in the agricultural sector at the time of the oil crisis in 1973. Meanwhile, the National Congress of Agricultural Cooperatives is held every three years to cope with the changing situations and also give directions to the JA group for three years.

(3) Distribution System of Agricultural Products and Marketing Business of JA

by Mr. Takeuchi Kenji.

In this paper, the author explained the following subjects – Facts Surrounding Agriculture; Economic Activities and the role of Agricultural Co-operatives (JA) in Japan; Economic Principle in Capitalism; Agricultural Cooperatives & Joint-Stock Corporation; Organizational Structure of JA; Recent topics surrounding agriculture – Global Warming & Desertification; Abnormal Weather; World Speculative Money; Sub-Prime Loan Issues; Bankruptcy of Security Companies; Change of Food Consumption in Japan (MAFF); Consumers & Counter-measures; Marketing of Farm Products; Economic Activities by JA; Purchasing of Materials for Farming; etc.

(4) Case Study and Discussion on Distribution of Agricultural Products in Asia – Analysis of the situation and exchange of the information

by Mr. Nakashima Toru, IDACA.

In his presentation, Mr. Nakashima gave a Macro Viewpoint on the Distribution of Farm Produce in the Asian region. The distribution of farm produce in the Asian region has developed in a scale beyond the border of a nation and the poor political performance in the nations in the region has caused a gap in the economic development, which has made people's life, especially those poor people, harder. He further explained the distribution of Agricultural Products in Asia; forming farmers' groups as countermeasures; the role of producers' groups (Cooperative); how to organize a cooperative; what cooperatives can do – Marketing on a consignment basis and Procurement of Materials.

(5) Educational Activities of Agricultural Co-operatives – JA Movement

by Mr. Kigasawa Tadafumi, former JICA expert.

Under this topic, the author explained about ICA's 7 Principles of Cooperation; How important is education for cooperative members? Development of Japanese Agricultural Cooperative Movement; What are the new Agricultural Cooperatives (JA)? Types of agricultural cooperative education – Education for cooperative members; education for officers; education for staff; education for youth and regional residents. In addition, he explained about the Plan of Kanagawa Pref. Education Centre of Agricultural cooperatives and Implementation of Systematic Cooperative Education.

(6) The Ways to Promote Agro-processing Business:

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

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

He also distributed one paper entitled “Basics for starting and operating Agro-Processing Business”. In this paper, he explained following subjects – Clarification of purposes for launching new business; Management Principles and Vision; Procedure for establishment and Management of Direct Sale Shop; Procedures for establishment and management of processing facility; Important Notice for organizational Management of Group Business.

(7) Case Study and discussions on promotion of agricultural cooperatives in Asia – how to promote the cooperative (Case Study on Agricultural Cooperatives in Thailand)

by Mr. Ogane Yoshiaki, JICA expert.

In his presentation, Mr. Ogane Yoshiaki explained the outline of the JICA Project (International Cooperative Project under Japan-Thailand Economic Partnership Agreement (JTEPA); comparison between Japan and Thailand featuring Agriculture, Forestry and Fisheries. He then explained about the Cooperatives in Thailand – the present situation, organizational management of agricultural cooperatives, Business Management of Agricultural cooperatives; Vocational Group as women-centered widely promoted group. He also presented the Advice from Experts on Credit Business; Financial Management and Farmers Market. He also spoke on Human Resource Development – Leadership and Management.



SECTION – V

COMPARATIVE FIELD STUDY VISITS IN JAPAN [Tokyo, Shizuoka and Kanagawa Prefectures]

Field Study Visits in Japan

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

- Institute for the Development of Agricultural Cooperation in Asia-IDACA, Tokyo
- Visit to Hadano-shi Agricultural Cooperative (JA Hadano), Kanagawa Prefecture.
- Visit to Wholesale Market in Tokyo
- Visit to Akigawa Farmers' Centre
- Visit to Shizuoka & Kanagawa Prefectures
- Visit to Ooigawa Agricultural Cooperative (JA Ooigawa)
- Visit to Kanagawa Dairy Farming Cooperative
- Visit to Green Pia Sagamihara Co. Ltd.

The Institute for the Development of Agricultural Cooperation in Asia (IDACA):

IDACA was established on July 8, 1963 with funds raised among agricultural co-operatives, led by the Central Union of Agricultural 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 Cooperative Conference held in Tokyo in April 1962, imparts training to overseas agricultural cooperators.

During the last 48 years, the IDACA has trained more than 5000 participants from 109 countries drawn from Agricultural Cooperative Movements and Governments from different countries of Asia, Latin America and Africa. It has active collaboration on technical assistance programmes with the ICA Asia & Pacific.

The participants stayed at IDACA from 23rd October to 17th November 2011.

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

Five agricultural cooperatives merged in 1963 to establish the Hadano City Agricultural Cooperatives (JA Hadano). In 1966 it became the present JA Hadano with 3,943 members. At present it has got 11,517 members (3,104 regular and 8,413 associate). It has got 36 directors and 406 employees.

Hadano city used to be known as one of the famous tobacco producing areas in Japan. However, in late 1960s, due to rapid urbanization, the farm management switched its focus towards urban agriculture. As a result, tobacco farming was brought to an end in 1984. Major crops grown now in this area are flowers, fruits and vegetables.

The business activities of the JA for the year 2010 are as follows: savings-188 billion; loan-50 billion; mutual insurance-470 billion; marketing-2 billion; and purchasing-3.4 billion yen. The current surplus is 559 million yen. Its share capital is 1.89 billion yen.

JA Hadano has got the following facilities: 7 branches; 2 speciality products sale centers; 2 petroleum stations; 2 direct sales shops; 1 production inputs center; 1 farm machinery center; 1 travel center; 1 festival hall; 1 hall for the aged and various meetings; and 1 hall for the funeral services.

It has got the following three subsidiary companies: JA day service center Hadano (day care center business for the aged); the cooperative consulting Hadano (home construction, consulting business on legal affairs, taxes and inheritance); and real estate related businesses. JA invested 100 per cent in these subsidiary companies.

The participants also visited the following facilities of JA Hadano: one branch office of JA; direct sales shop; day care center for elderly people (55 volunteers are working at the day care center). In addition, the participants visited the green-house of a tomato-producing farmer and a flower-producing farmer in Hadano City.

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, amongst others. In order to achieve stable management is working with new crop breeds, labour 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.

JA attaches great importance to member-cooperative close-knit relationship more than anything. For that purpose, member education is actively conducted under the slogan of the three symbiosis campaign. JA adopted the general meeting instead of general representative meeting which is rare in Japan. Thus members' bond with JA is relatively very strong.

With the progress of urbanization, JA is being called for to involve non-farmer residents in the cooperative business activities. Thus JA is transforming itself to the community-based regional cooperative rather than continue as agricultural cooperative. In fact, the main sources of income of the JA now depend largely on two businesses, such as credit and insurance. On top of these phenomena, JA increasingly is now intensifying social-welfare activities like nursing care for the aged in response to the aging society.

Visit to Wholesale Market in Tokyo: Early morning the participants visited Ota Wholesale Market in Tokyo on 1st November 2011.

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

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

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

Functions of the Central Wholesale Market:

- **Collection:** A wide variety of produce in vast quantity from all over the country and from abroad is gathered.

- **Fair pricing:** Prices are determined by auction as a basic rule, which means the price will be reasonably determined as the highest bid price will be the price of the goods, reflecting the day's supply and demand of the goods.
- **Distribution:** Produce gathered is divided into smaller quantities and sizes and sold to a number of stock purchasers.
- **Sound settlement of accounts:** Payment of charges is made quickly and properly under a fixed rule.
- **Reduction in distributing costs:** By buying and selling goods in large quantity at one place, transportation and other costs incurred in distribution can be reduced.
- **Providing information:** Prompt information on what and how much farm and marine products are delivered in the market, as well as on the wholesale prices on the day is valuable, avoiding confusion.
- **Hygiene inspection:** Hygiene checks on the goods are conducted by the Sanitation Inspection Station, and also guidance is given to the dealers to adhere sanitation standard, as required. Efforts are being made in maintaining that foods are checked in reliable conditions, and also in keeping the market facilities clean and sanitary.

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

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

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

Visit to Akigawa Farmers' Centre:

The participants visited Akigawa Farmers' Centre on 1st November 2011. Akigawa Farmers' Centre was opened on August 7th, 1993. It has a total land area of 8,323 square meters. It has one Direct Sales Section, JA Service Section, Travel Information and Local Products Section, Restaurant, Barbecue Facilities and a Citizen's Farm. Its operating organization is JA Akigawa. It has 123 members. It has POS System, which enables farmers to check their sales information including tendency of best-seller farm products while staying at their homes or in their fields through internet or cell-phone. The Centre has a touch screen computer for the consumers, which can give all the information relating to any product being sold at the centre. Annually, the center receives more than 361,000 customers.

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

Study visits to Shizuoka & Kanagawa Prefectures:

The participants visited Shizuoka Prefecture on 7th November for a field study. They visited the following places in Shizuoka & Kanagawa Prefectures and returned to IDACA, Tokyo on 10th November.

Outline of Agriculture and Agricultural Cooperative Organizations in Shizuoka Prefecture:

In Shizuoka Prefecture, various kinds of agricultural and livestock products are produced by harnessing the mild and favorable climate. Also large consumption area such as Tokyo Metropolitan and Chukyo areas are located at the East and West of Shizuoka Prefecture respectively. This gives them a competitive edge in supplying fresh farm products.

Natural Environment: Shizuoka Prefecture has long and narrow plain area along the coastline – 3,000 meter class mountains, such as Mt. Fuji and Southern Alps (of Japan) is towering in the Northern area.

Most of its arable land is located in steep slope area and has many undulations. Total arable land area consists of 72,600 ha., which is 9.3% of the prefectural arable land and 1.5% of the national arable land.

Annual average temperature is 16-17° C and climate is warm and mild. Its average precipitation is 1,700-2,400 mm. Especially in the winter season, it is blessed with long hours of sunlight and mild climate, which enable the farmers to cultivate a variety of farm products.

Agriculture in Shizuoka ranges from tea and orange production in slope area and plateau to greenhouse cultivation of vegetables and flowers in the flat land. Shizuoka is offering variety of farm products and playing a leading role in Japan's agricultural field.

Its main products are Tea (unprocessed tea, crude tea); Orange, Melon, Strawberry, Lettuce, Chrysanthemum; Wasabi (Japanese horseradish); Rose; Chinese Cabbage; Cut Tree Blanches; Western Orchid (potted plant); Ornamental foliage plant (potted plant); Gerbera; Celery; Onion; Ornamental flowers and trees (potted plant); Ginger; Eustoma (Texas Bluebell); Kiwifruit; Parsley; Navel Orange; Bamboo shoot.

In Shizuoka Prefecture, there are 18 JAs – JA Izu-taiyou; JA Mishima-kannami; JA Izunokuni; JA Airaizu; JA Nansun; JA Gotemba; JA Fuji-shi; JA Fujinomiya; JA Surugaji; JA Shimizu; JA Shizuoka-shi; JA Ooigawa; JA Hainan; JA Kakegawa-shi; JA Enshu-yumesaki; JA Enshu-chuo; JA Topia-Hamamatsu; JA Mikkabi.

The total membership of 18 JAs in Shizuoka Prefecture till FY 2010 was 412,577 (150,744 Regular Members and 261,833 Associate Members).

In FY 2010, it had 88 Full-time officials (70 full-time business management committee members and 18 Auditors);

Till 2010, it had 8,785 employees (7,502 regular employees and 1,283 temporary employees).

Outline of Shizuoka Prefectural Economic Federation of Agricultural Cooperatives (JA Shizuoka Prefectural Economic Federation):

Shizuoka Prefectural Economic Federation of Agricultural Cooperatives was established on October 1st, 1950. It has 39 Members (34 Regular Members and 5 Associate Members). It has 16 Business Management Commission Members and 4 Directors, 3 Auditors. It has 338 employees. It has a share capital of 3,659 million yen. Its business activities include Farming Support Activity, planning Activity for Farming & Marketing, Orange Production Business, Tea Processing, Production Material Business, Better Living Activity, Fuel Supplying Business, Food Business, Construction Business, Livestock Business. Its total handling amount in FY 2010 was 156.877 million yen.

History of Organization:

October 1950 – Establishment of Shizuoka Prefectural Purchasing Federation of Agricultural Coops.

April 1965 – Merger of above-mentioned Purchasing Federation and Prefectural Livestock federation. And Shizuoka Prefectural Economic Federation of Agricultural Cooperative (JA Shizuoka Economic Federation) was established.

May 1967 – Absorption-type merger with Ogasa Livestock Processing Federation.

March 1980 – Merger with Tea Producing Federation.

April 1992 – Merger with Citrus Federation.

Branch Offices, Facilities, etc.

Eastern Branch: Its Eastern Branch has Orange Production Section; Tea Processing Section; Fertilizer & Agro-Chemical Section (Numazu Logistics Center); Better Living Section; Petroleum Gas Section; Pearl Rice Section;

Its Central Branch has Orange Production Section; Fertilizer & Agro-Chemical Section; Better Living Section; Petroleum Gas Section; Pearl Rice Section.

Its Western Branch has Orange Production; Fertilizer & Agro-Chemical Section (Fukuroi, Logistics Center); Better Living Section Petroleum Gas Section and Pearl Rice Section.

Facilities: It has the following facilities – Farm Product Safety Analysis Center; Tokyo Office; Nagoya

Office; Tea Processing Technique Training Centre; Tea Processing Section (Makinohara); Soil & Fertilizer Analysis Centre; Distribution Centre (2); Ooigawa Fertilizer Plant; Agro-chemical Warehouse (2); Agro-machinery Repair Centre; Sorting Centre; Daily Commodities Delivery Centre; Ceremonial Centres (3); LP Gas Filling Stations (3); Fuel Order Reception Centre; LP Gas General Supply centre; Pearl Rice Milling plant; Polished Rice Logistic Centre; JA Shizuoka Livestock centre (5); Meat Centre; Meat Market; Livestock Biotechnology centre; Fertilizer Warehouse (2); Seed Centre.

Its main business activities are as follows:

1. Vegetable and Flower Business (marketing of vegetable, orange and flower)
2. Production Material supplying business (fertilizer)
 - 2.1 To secure the stable procurement of high-quality raw material for fertilizer, officials of Federation directly visit the production area in and out of Japan for procurement to strengthen its supplying business;
 - 2.2 To produce delicious farm product, "creation of fertile soil" is inevitable. To achieve this goal, Federation run compound fertilizer business and produce suitable compound fertilizers designed for tea, citrus, vegetable and flower (approximately 600 varieties). Compared to other prefectures, the amount of organic fertilizer used is larger and contributing to the agricultural production of Shizuoka.
 - 2.3 For reducing the cost of production inputs and maintaining the stable supply, officers of the Federation visit each producer one by one with JA staff and take advance orders of annual usage amount. By accumulating the demand within the prefecture, Federation could negotiate the purchase prices with suppliers.
 - 2.4 Also Federation need to deliver the fertilizers produced in the blending plant to each farm households. To reduce this transportation cost, Federation established delivery system with JA and striving to streamline the distribution of fertilizers. Operation of logistic warehouse and individual delivery system is example of its scheme.
 - 2.5 Soil analysis for the "creation of fertile soil". In addition to its specialized facilities (soil and fertilizer analysis centre) for detailed analysis and planning, Federation has arranged soil analysis vehicle service and cater to the various needs. Furthermore, its specialized consultants give specific advice for the usage and amount of fertilizer according to the analyzed result and conduct guidance to farmers in production area. This also helps the creation of rich soil.

Outline of Ooigawa Agricultural Cooperative (JA Ooigawa):

Shizuoka Prefecture, located almost in the middle of the Tokaido, has Ooigawa River in its center. The river with its source in the South Alps mountain range, far away from the prefecture is 168 km in length and has formed fertile Shita plain. It has beautiful scenery of Mt. Fuji in the East and faces the Suruga Bay supplying rich seafood.

Ooigawa Agricultural Cooperative or JA Ooigawa was established in March 1993 by amalgamation of six (6) primary cooperatives (JAs). Its name stems from the greatest river, Ooigawa River. Vast fertile land developed by the river has is a blessing to the people in the prefecture.

Top 5 products in Marketing by JA Ooigawa are Green Tea; Tomato; Lettuce; Beef; Rose.

Main Agricultural Products:

1. Green Tea: Well-known green tea under the operation area are "Sen-cha" (steamed green tea without grinding tea leaves), "Fukamushi-cha" (more steamed tea) and "Gyokuro" (superior steamed tea using only young leaves).
2. Flowers and Ornament Plants: Under the operation area cultivated are wide varieties of flowers, such as rose, chrysanthemum, eustoma, gerbera, etc.
3. Fruits: Mandarin orange has been cultivated for a long time in Okabe-machi (town), Fujieda-shi (city), etc. under the operation area and exported to US. Others cultivated a lot are Navel Orange, Bamboo shoe, Shiitake mushroom, Figs, etc.

4. Vegetables: Top ranked vegetables in the marketing business of the JA are tomato, Lettuce, Strawberry and Trefoil.
5. Livestock Products: The main products under the operation area are cow milk and pork, and the farmers for livestock production are mainly at age of 40's to 50's and have been engaged in larger-scale production.
6. Rice: The main varieties of rice are Aichi-no-Kaori and Koshihikari and they are consumed almost in the entire prefecture. Cultivation of rice for "Sake" or rice wine production, featuring the local characteristics have also been promoted.

Members : JA Ooigawa has 20,146 regular members at the end of 2010 and it has 32,912 Associate Members including individual and groups.

Share Capital : At the end of FY 2010, it has a total share capital of 3,668,327 (value of one share is 1000 yen).

Employees :At the end of FY 2009, it has a total No. of employees 1039 (601 male and 438 female).

Facilities :It has one main office; 10 Branch Offices and 34 Sub-Branch Offices. In addition, it has 1 Distribution Centre; 8 Farm Management and Economic Centres; 2 Joint Grading Centres; 9 Collection & Shipment Centres; 2 Seedling Nursery Centres; 5 Direct Sales Stores, Processing Plants; 3 Mansaikan; 3 Tea Processing Plants; 11 Agriculture Machinery Centres; 2 Ceremonial Halls; 10 Gas Stations; 2 Automobile Centres; 1 LP Gas Supplying Centre.

Outline of Kanagawa Dairy farming Cooperative:

Its jurisdiction is the dairy farming area west of Sagami River. Japan adopted dairy farming very early because of the opening of the port in Yokohama. During World War II, milk was shipped to milk companies via agricultural associations. However, there were many complaints that this milk shipment procedure did not satisfy their needs and after the war, associations broke up. In spring 1946, new dairy farming associations started shipping directly to any milk companies, they desire.

The people who chose the then Morinaga Hiratsuka Plant as their buyer, formed the Dairy Business Council, because this coincided with the enactment of the Agricultural Cooperative Association Law. These people adopted the idea of cooperation among people in the same trade. A general meeting was held on February 11, 1948 and the Kanagawa Dairy farmers Cooperative Association was established.

Members : At the end of FY 2010, it has 139 members (Regular members = 111 and Associate Members 20 individuals and 8 groups).

Investment : At the end of FY 2010, it has a total investment of 109,940,000 Yen.

Officials : It has one President; 2 Vice Presidents; 4 Directors; 1 Representative Auditor and 2 Auditors.

Employees : At the end of current FY 2010 it has a total number of employees – 8 (4 men and 4 women).

Cattle : At the end of FY 2010, the size of members' business is as under:

Delivered cow = 2,651

Breeding cow = 930.

Visit to Green Pia Sagamihara Co. Ltd.:

At the end of the study visit in Kanagawa Prefecture, the participants visited the site of Green Pia Sagamihara Co Ltd. The owner briefed the participants on "Agricultural Corporation for the Regional Agriculture Promotion through green Tourism / Efforts to conduct Recycling Agriculture by forming cooperation among industry, government and academic sector. The participants observed its facilities also.

Its main business is production and sale of flowers, herbs and vegetables; research on environmentally friendly agriculture; restaurant business; green tourism.

"The Hill of MONA" is a theme part with herb garden built on a 2-hectare of land, restored from idle land. More than 130 kinds of herbs are planted and vegetables cultivated with organic fertilizer. Harvested products are for sale at the direct sale corner and shipped to the local consumer cooperatives.

SECTION-VI

Action Plans Proposed by the Participants

In view of the experience gained by the participants through class room lectures, field study visits in India and Japan, interaction among themselves and based upon their own work environment, the participants were able to develop brief outlines of their Action Plans, which they would recommend to their organizations after their return to their home countries. These plans were developed through holding group discussions and on the basis of their discussions with their seniors before joining the Training Course. Brief outlines of their Action Plans are given below:

Name of Country : **Bhutan**

Name of the Participant : **Tashi Tobgyel**

Position : **Chairman**

Name of Organization : **Dewathang Milk Marketing Group**

Title of the Proposal : **To increase and procure 800 liters of milk from the members of DM.M.G.**

Target Group : **127 Members of Dewathang Milk Marketing Group.**

Implementing Agency : **D.M.M.G.**

Duration of the Plan : **One and a half year – January 2012 to July 2013.**

Name of Country : **Cambodia**

Name of the Participant : **Kim Chantha**

Position : **Chief Office**

Name of Organization : **Office of the Agricultural Extension, Provincial Department of Agriculture (PDA), Kampong Cham, Ministry of Agriculture, Forestry and Fisheries (MAFF), Cambodia.**

Title of the Proposal : **To strengthen agricultural co-operatives through capacity building, crop productivity and business promotion in Kampong Cham Province, Cambodia.**

Target Group : **10 Agricultural Co-operatives and farmers who are members of Agricultural Co-operatives (500 households) in Kampong Cham Province.**

Implementing Agency : **Office of the Agricultural Extension, PDA Kampong Cham will collaborate with Dept. of Agricultural Extension, General Department of Agriculture, Ministry of Agriculture, Forestry and Fisheries.**

Duration of the Plan : **Two years – January 2012 to Dec. 2013**

Name of Country : **Cambodia**

Name of the Participant : **POV Sinath**

Position : **Officer**

Name of Organization : **Office of Agriculture Extension, Provincial Department of Agriculture Prey Veng, Ministry of Agriculture, Forestry and Fisheries.**

Title of the Proposal : **Strengthening Institutional Capacity of Agricultural Co-operatives in Prey Veng Province, Cambodia.**

Target Group : **13 Agricultural Co-operatives and farmers who are members of Agriculture Cooperatives at Prey Veng Province, Cambodia.**

Implementing Agency : **Office of Agricultural Extension, Provincial Department of Agriculture Prey Veng will collaborate with Dept. of Agricultural Extension, Ministry of Agriculture, Forestry and Fisheries.**

Duration of the Plan : **Two Years – January 2012 to Dec. 2013**

Name of Country : **India**

Name of the Participant : **Ajit Bhattacharyya**

Position : **Field Officer**

Name of Organization : **Indian Farmers' Fertiliser Co-operative Ltd. (IFFCO).**

Title of the Proposal : **Transforming village Uttar Simlabari to a Model Agricultural Village through Integrated Farming System approach & better linkage with market.**

Target Group : **119 families in Uttar Simlabari village.**

Implementing Agency : **IFFCO**

Duration of the Plan : **Two Years – January 2012 to December 2013.**

Name of Country : **India**

Name of the Participant : **J.J. Rupapara**

Position : **Sr. Area Manager**

Name of Organization : **Krishak Bharati Co-operative Ltd. (KRIBHCO), India.**

Title of the Proposal : **To increase the share of co-operatives in Bt. Cotton Seed Business in Rajkot region.**

Target Group : **350 Primary Agricultural Co-operative Societies and 50,000 farmers.**

Implementing Agency : **KRIBHCO**

Duration of the Plan : **One Year – Oct. 2012 to Sept. 2013.**

Name of Country : **Lao PDR**

Name of the Participant : **Viengxai Manivong**

Position : **Vice Chief of Planning Section**

Name of Organization : **Department of Agriculture and Forestry of Vientiane Capital, Ministry of Agriculture and Forestry.**

Title of the Proposal : **Promotion of Agricultural Co-operatives based on Production Groups in Vientiane Capital, Lao PDR.**

Target Group :

1. Pig Raising Group of Vientiane Capital
2. Fish Raising in net cage Group of Vientiane Capital.
3. Organic Rice Production Group of Santhong District
4. Organic Vegetable Production Group of Vientiane Capital
5. Maize Production Group of Sendine Village of Naxaythong District.
6. Bamboo Handicraft Group of Sangthong District
7. Organic Fertilizer Production Group of Khokxay-Sithantai village of Hatxayfong District.
8. Organic Fertilizer Production Group of Thaxang-Thintiengtai Village of Pakngoum Dist.

Implementing Agency : **Dept. of Agri. And Forestry of Vientiane Capital, Ministry of Agriculture and Forestry.**

Duration of the Plan : **Five Years – Jan.2012 – Dec. 2016.**

Name of Country : **Lao PDR**

Name of the Participant : **Vongsavanh Vongkaysone**

Position : **Head of Economic Integration Section**

Name of Organization : **Division for International Cooperation, Dept. of Planning, Ministry of Agriculture and Forestry.**

Title of the Proposal : **Dissemination Package to establish Agricultural Co-operatives for Officers and Farmers through the National Agriculture and Forestry Extension Services.**

Target Group: : **Concerned Organization in the Central, Line Departments, Local Authorities and Farmer Groups in the North, Middle and South of Laos.**

Implementing Agency : **Dept. of Planning and National Agriculture and Forestry Extension Service, Ministry of Agriculture and Forestry.**

Duration of the Plan : **14 months – August, 2012 – Oct. 2013.**

Name of Country : **Myanmar**

Name of the Participant : **Ms. Thinzar Win**

Position : **Supervisor**

Name of Organization : **Central Co-operative Society Ltd.**

Title of the Proposal : **Capacity Building of Regional Economy from Agricultural Cooperatives in Ayeyarwaddy Region.**

Target Group : **50 Leaders from Agricultural Co-operatives in 24 townships of Ayeyarwaddy region.**

Implementing Agency : **Central Co-operative Society & Union of Co-operative Federations, Ayeyarwaddy. .**

Duration of the Plan : **18 months – May 2012 to Sept. 2013.**

Name of Country : **Myanmar**
Name of the Participant : **Aung Zaw Win**
Position : **Assistant Manager**
Name of Organization : **Htet Arkar Kyaw Farming & General Trading Co-operative Federation Ltd.**
Title of the Proposal : **Improving rice production by using quality seeds and good agricultural practices in Yangon Divisional Region of Myanmar.**
Target Group: : **All farming co-operatives of Yangon Division Region.**
Implementing Agency : **Htet Arkar Kyaw Farming & General Trading Co-operative Federation Ltd.**
Duration of the Plan : **One year – Jan. 2012 to Dec. 2012.**

Name of Country : **Nepal**
Name of the Participant : **Kashi Chandra Baral**
Position : **Board Member**
Name of Organization : **National Co-operative Federation of Nepal.**
Title of the Proposal : **To sustain the milk production and marketing through co-operative (HIMACOL) in Kalikot.**
Target Group : **2000 Member-Farmers of the Co-operative (HIMACOL).**
Implementing Agency : **Himchuli Agriculture Co-operative Ltd., Kalikot.**
Duration of the Plan : **One year – Jan. 2012 to Dec. 2012.**

Name of Country : **Nepal**
Name of the Participant : **Tej Prasad Gautam**
Position : **Accountant**
Name of Organization : **National Co-operative Federation of Nepal.**
Title of the Proposal : **Improving post-harvest of apples for better price realization in Jumla & Kalikot.**
Target Group : **300 Member-Farmers of the Co-operative Society, Jumla and Kalikot District.**
Implementing Agency : **District Agriculture Co-operative Union (DACU, Jumla and DACU, Kalikot, under the coordination of NCF, Nepal.**
Duration of the Plan : **One year – Jan. 2012 to Dec. 2012.**

Name of Country : **Vietnam**
Name of the Participant : **Ms. Nguyen Thi Quynh Trang**
Position : **Officer**
Name of Organization : **Vietnam Co-operative Alliance.**
Title of the Proposal : **Improving Marketing Business and Increasing Income for Members of Agricultural Co-operatives in Northern Vietnam.**
Target Group : **Agricultural Co-operatives in Thai Nguyen Province with 100 leaders.**
implementing Agency : **Vietnam Co-operative Alliance.**
Duration of the Plan : **23 months – Jan. 2012 to Nov. 2013.**

SECTION - VII

END-OF-THE-COURSE EVALUATION SUGGESTIONS AND RECOMMENDATIONS

- A Summary

Introduction

Evaluation and assessment has been a continuous process during the term of the training course. However, at the termination of the training course at IRMA 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:

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

September 26 – October 21, 2011

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

Rating Pattern: 5 = Excellent; 4 = Very Good; 3 = Good; 2 = Fair; 1 = Poor

Module Title	Excellent (5)	Very Good (4)	Good (3)	Fair (2)	Poor (1)	No Response
Use and relevance of the training for you	10	1	-	-	-	1
Program Design:						
a) Extent of coverage	4	7	1	-	-	-
b) Conceptual framework	4	8	-	-	-	-
c) Time allotted to the topics	2	6	4	-	-	-
d) Orientation of the program	5	5	2	-	-	-
e) Reading material	6	6	-	-	-	-
Overall effectiveness of the program	5	7	-	-	-	-
Module-wise Feedback:						
Governance & Management of Agri. Coops. – 7 Sessions (Prof. KV Raju)	5	7	-	-	-	-
Business Development Planning – 7 Sessions (Prof. KV Raju)	6	6	-	-	-	-
Business Development Planning – 1 Session (Prof. S.R. Asokan)	4	7	-	-	-	1
Leadership and Team Building – 10 Sessions (Prof. S.N. Biswas)	5	7	-	-	-	-

Module Title	Excellent (5)	Very Good (4)	Good (3)	Fair (2)	Poor (1)	No Response
Financial Accounting, Budgeting and Costing – 5 Sessions (Prof. Paresh Bhatt)	6	6	-	-	-	-
Financial Accounting, Budgeting and Costing – 5 Sessions (Prof. Asmita Vyas)	7	5	-	-	-	-
Project Planning and Management – 8 Sessions (Prof. Hitesh Bhatt)	10	2	-	-	-	-
Financial Management – 8 Sessions (Prof. Shiladitya Roy)	6	4	2	-	-	-
Marketing Management – 8 Sessions (Prof. Preeti Priya)	3	6	3	-	-	-
Human Resource Management in Agri-Cultural Coops. – 6 Sessions (Prof. Nivedita Kothiyal)	2	7	3	-	-	-
Individual and Group Behaviour –8 Sessions (Prof. Madhavi Mehta)	7	4	1	-	-	-
Field Visits:						
Sandesar Milk Producers' Coop. Society	3	5	2	-	-	2
Amul Dairy, Anand	4	4	2	-	-	2
Gujarat Coop. Milk Mktg. Fedn. Ltd.	3	6	2	-	-	1
IFFCO Kalol Plant, Gandhi Nagar	4	6	2	-	-	-
Mother Dairy, Gandhi Nagar	3	6	3	-	-	-
Gambhira Collective Coop. Farming	4	4	4	-	-	-
Vidya Dairy, Anand	3	5	3	-	-	1
Support Services:						
Program Office	5	3	4	-	-	-
Accommodation	5	2	2	2	-	1
Food	4	5	3	-	-	-

IDACA MODULE: 23 October to 17 November, 2011

Summary of the Evaluation:

Program Coverage:

Out of the 12 participants, 9 said the program coverage was **very good** and 3 said it was **good**. Some participants made the following comments:

- Travelling in subway train must be well briefed.
- To get a complete idea about the working of cooperatives, a field visit to interior village should be arranged & participants should be allowed to interact directly with the member-farmers. If this thing could be included, the coverage will be complete (100%).
- This Training Programme is very good. Many subjects are covered concerning with cooperative movement.
- This is a very useful Training Course to benefit international participants working in cooperative organizations.
- It is a very good course to understand international situation of farmers and international co-operative activities.

- Studied and observed very good co-op. set up in Japan. Clear-cut outlines and objectives of coops
Morality of Members and leaders is very high which succeeded co-op. movement. More Field visits should be arranged.

Most Beneficial Subject for you:

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

- Formation of Co-operatives and about Leadership;
- Cooperative Management and Leadership is very important to improve Agricultural Cooperatives for increasing ability of members;
- Cooperative Management is very imperative for improving agricultural cooperatives. Moreover, business activities are important for increasing members' livelihood and developing social economy;
- (a) Direct Sale Shops by JAs wherein farmers can fix prices for their own products; (b) Farm Guidance & Better Living Guidance by JAs; (c) Old Age Homes, Hospitals & other Welfare activities by JAs; and (d) Soil Testing Laboratories in JAs;
- Visit to JA at village level and city level; Distribution System of Agricultural products and marketing business of Agricultural Cooperatives; Direct Sales Shop and Commodity-wise groups; Agro-Processing Business;
- The most beneficial subjects for me are (1) Experience of Japan Agricultural Cooperative, including organization and business activities, marketing, education and the way to promote agro-processing business; and (2) Lesson from India, particularly Project Management, Human Resource Management, Marketing and Team Building.
- Governance and Management of ACs. Business Development Planning; Project Planning and Management, Leadership and Team building; Marketing Management; Human Resource Management in ACs. Organization and Business Activities of Acs. Education Activities of Acs. The ways to promote agro-processing business. Promotion of ACs in Asia. How to promote ACs?
- Management of Agricultural Cooperatives and Effective Leadership.
- Case Study and Discussion on Promotion of Agricultural Cooperatives in Asia – how to promote the cooperatives.
- Cooperatives – Amalgamation; Commodity-wise groups; Marketing; Good Social Management.
- (1) Marketing & Distribution system of agricultural products; (2) Agro-processing business; (3) post-harvesting and grading.
- Marketing Channels for ACs; Improving of the ways to foster human resource and promote cooperative movement.

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

The replies were:

- Delete visiting more JAs because each time we found them almost the same.
- Add visit to processing plants with detailed explanation so that anyone can operate when they go back to their country;
- Leadership and Team Working should be addressed more;
- Field visits to rural areas to be added for experiencing the real situation;
- Various types of farm machineries and its uses in the field; More field visits and discussions with farmers and coop. leaders.
- Improvement of Marketing Channels for agricultural Cooperatives;
- "Basics for starting and operating Agro-processing business" should be added. It should be extended for one more day and I would like to know more about value additions

- Uses of Fertilizer and Pesticides; Process at Organic Mannuring; Organic Pest Management. This subject can help the nature and human health.

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

- Lectures provided by IDACA staff like Nakashima San and Abe San were absolutely excellent. Invited Lecturers were not up to my expectations. In future, collect material from the experts and lecture should be delivered by Abe San or Nakashima San;
- If possible, English speaking faculty should be invited to deliver lectures.
- Some Lecturers are weak in English. So, we are unable to get proper knowledge.

Study Visits in Shizuoka and Kanagawa Prefectures: 12 of the 12 participants have expressed their opinion that the study visits to Shizuoka and Kanagawa Prefectures were very good. Some participants have offered following comments:

- More interaction with farmers is required.
- Visit to Fertilizer plant was nice. Needs very less workers; Site specific products of about 500 types are made by one single plant, which is really praise-worthy.
- I was impressed that Japanese farmers are working hard and get lots of benefits from JA and JA work closely with farmers and they provide farm guidance, welfare services and help them in marketing business, direct sale shop, etc.
- JA authorities were very good to receive us and the place where we visited were suitable for learning by seeing.

Other Observation Tour (1-day observation in and around Tokyo – JA Hadano, Wholesale Market, Farmers' Market of JA Akigawa): 11 participants wrote that it was very good while 01 said it was good. Following comments were offered by the participants:

- The places where we visited were suitable for us to see and get information.
- We could get new experience and could observe new environment;

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

- We have learned about time management;
- All Officers and employees are very much responsive.

Facilities: All the participants appreciated the facilities provided by IDACA. Some participants have suggested that more TV channels should be provided.

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

- Some time provide Indian dishes;
- Food is delicious that contains energy, protein and vitamins for supporting human body;
- Kitchen staff members are very much cordial but meals were same every time. There should be some variations, if possible. It may be designed based on the likings of the participants, evaluated during 1st or 2nd day stay at IDACA i.e. in the beginning of the course.
- There should be some vegetarian food. Kitchen staff should know to prepare at least two to three items of Indian food.
- Provide utensils for preparation of food to the participants at the weekend.
- All days Japanese food. Slightly change to Indian food (at least one fried curry or pulses or Naan). It would be better for all participants.

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

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

- Provide more help to visit Tokyo or famous places in Japan, especially on Saturday
- Water bottles or even plain tap water in jugs should be provided to each participant in the classroom for drinking;
- If possible, participants should be taken to Nagano City to witness the advances in Agricultural Research and Extension Activities in Japan, as Agriculture is an integral part of cooperatives.
- This training course should continue. The participants from Lao PDR should be invited because presently Lao PDR is trying to promote cooperative movement and it is the time for organizing agricultural cooperatives in our country.
- Most Asian do not like beef and pork. So, please don't use pork and beef.



SECTION - VIII

COURSE CONCLUDING SESSION AND AWARD OF CERTIFICATES OF PARTICIPATION

The concluding session of the 1st ICA/Japan Training Course-2011 was held at IDACA, Tokyo on November 16, 2011. The session was attended by Mr. Yoshio Ishizaki, Deputy Director, International Cooperation Division, International Affairs Department, MAFF, Mr. Hiraoka Keiji, Executive Director of IDACA, including all his senior staff and Mr. A.K. Taneja, Project Coordinator of the ICA-AP, New Delhi.

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

Mr. Yoshio Ishizaki, on behalf of MAFF, extended hearty congratulations to all the participants on successful completion of the training course. He hoped that the knowledge gained by the participants from this training course would help in over-coming obstacles in the agricultural field in their respective countries. He further said that this Capacity Building Training Project is aimed at food security in developing countries of Asia. He believed that the knowledge gained by the participants from this training course would be disseminated among their co-workers and farmers through implementation of Action Plans. Thus, it will improve the agriculture production and income of the farmers in the Mekong River countries and South Asian countries. He further expressed his gratitude on behalf of MAFF to ICA-AP and IDACA for conducting the course successfully. He further hoped that through this training course, a long-lasting relationship would build between Japan and participating countries.

Mr. Hiraoka Keiji, Executive Director of IDACA, congratulated all the participants on successful completion of the training course. He believed that the participants had become more active and attractive than before because of valuable experience they gained in India and Japan for the last two months. He further said that the participants had been very close to each other during these 2 months time, they spent together and they must have done some reciprocal activities. Intimacy or bond was the basic important element for activities of human being, such as mutual-aid activity, etc. He advised them to bring up their intimacy or bond to a higher level. Secondly, he advised the participants to keep some distance from alcohol because excessive drinking of alcohol sometimes destroys human relations.

Mr. Ajit Bhattacharya, the participant from India extended a vote of thanks on behalf of the participants. He expressed the highest gratitude of all the participants from 07 Asian countries to MAFF for supporting this training course financially. He said, "Cooperative is the only way to create a better world where there is equality and harmony among all people. We are obliged to take part in such a program which gave us a lot of ideas to uplift the agricultural cooperative structure worldwide."

"I would like to express sincere gratitude of all the participants to Dr. Choi and ICA Asia-Pacific for designing and executing a very comprehensive as well as effective training course. At the same time, we offer our heartiest regards to Mr. A.K. Taneja, who has been constantly associated with us for providing all round facilities throughout the program. He also thanked the entire team of IRMA led by Prof. Jeemol Unni for their priceless package of education.

Yes, perhaps the most untouched and inexperienced part we have experienced in Japan. All the staff of IDACA were very much cordial and generous to all of us. Overall the program was very nice but the time allotted to IRMA module needs to be longer. We assure you that we all will go back to our respective nations with lot of new fruitful ideas to make our cooperative structures stronger.

Finally, we once again convey our deepest regards to MAFF, ICA, IRMA, IDACA and all other brains associated behind designing and implementing this program."

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

(After completing the IDACA training program, the participants left Japan for their home countries on 17th November, 2011).



Hiraoka Keiji, Executive Director, IDACA, inaugurating the IDACA Module



group photo of the participants after the inaugural ceremony at IDACA



Welcome lunch hosted by IDACA after the inauguration



class-room session in progress at IDACA



Participants with the Tomato Producing Farmer at Hadano Shi



Participants observing flower production



Participants with the flower producing farmer



A view of Old Age Home, being run by JA hadano



A view of Ota wholesale market in Tokyo



Participants at the Akiyawa Farmers' Centre



Participants at Akigawa Farmers' Centre



Manager, Akigawa Farmers' Centre briefing the participants



Participants at the briefing session at the Akigawa Farmers' Centre



Group photo of the participants at the Kanagawa Dairy Farming Cooperative



Participants at the lab of Kanagawa Dairy Farming Coop.



The Manager of Direct Sale Shop of JA Ooigawa briefing the participants



Participants at the Direct Sale Shop at JA Ooigawa



Participants during field visit at the site of Green Pia Sagamihara Co.



Participants at the Fertilizer Factory, operated by Shizuoka Prefectural Economic Federation



A view of the warehouse of Fertiliser factory



Chairman of Oigawa Agricultural Cooperative briefing the participants.



Participants enjoying at the IDACA party





Mr. Hiraoka Keiji, Executive Director, IDACA, delivering the "Certificate of Participation" to the participants at IDACA.



Mr. Yoshio Ishiyaki, representative of MAFF, addressing at the concluding session at IDACA



Mr. Ajit Bhattacharyya, participant from India, presenting a Vote of Thanks on behalf of the participants at the concluding session at IDACA.



A group photo of the participants at the concluding session at IDACA.

**1st ICA-Japan Training Course on
“FOSTERING CORE LEADERS OF AGRICULTURAL COOPERATIVES-2011”**

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

September 26 – October 21, 2011

Venue: Conference Room, ETDC, IRMA

Session Plan

Date	09.15 – 10.45	11.15 – 12.45	14.00 –15.30	16.00 – 17.30
26.09.2011 (Mon.)	Inauguration & Orientation	Ice Breaking (Prof. Hitesh Bhatt)	Presentation of Country Papers	
27.09.2011 (Tue.)	IGB-1	FAC-1	IGB-2	Visit to AMUL Dairy & DCS, Sandesar
28.09.2011 (Wed.)	IGB-3	PM-1	FAC-2	Visit to GCMMF
29.09.2011 (Thurs.)	PM-2	FAC-3	IGB-4	PM-3
30.09.2011 (Fri.)	IGB-5	PM-4	FAC-4	PM-5
01.10.2011 (Sat.)	Visit to IFFCO, Kalol & Mother Dairy Gandhinagar			
02.10.2011 (Sun.)	Free			
03.10.2011 (Mon.)	HRM-1	GMAC-1	MM-1	MM-2 GMAC-2 18:00 – 19:30
04.10.2011 (Tue.)	Free	IGB-6	FAC-5	
05.10.2011 (Wed.)	Free	IGB-7	HRM-2	IGB-8
06.10.2011 (Thurs.)	GMAC-3	Gambhira Documentary	Manthan	Free
07.10.2011 (Fri.)	FM-1	PM-6	GMAC-4	MM-4
08.10.2011 (Sat.)	Visit to Gambhira 08:30 – 12:00	Visit to Vidya Dairy 12:00 – 13:30	Sight Seeing – Vadodara 15:00 – 20:00	
09.10.2011 (Sun.)	Free			
10.10.2011 (Mon.)	PM-7	FAC-6	GMAC-5	MM-5
11.10.2011 (Tue.)	FM- 2	MM-6	FAC-7	PM- 8
12.10.2011 (Wed.)	MM-7	FM-3	L&TB-1	GMAC-6
13.10.2011 (Thurs.)	HRM-3	GMAC-7	L&TB-2	MM-8
14.10.2011 (Fri.)	FM-4	BDP-1	HRM-4	FAC-8
15.10.2011 (Sat.)	FAC-9	BDP-2	BDP-3	HRM-5
16.10.2011 (Sun.)	Free			
17.10.2011 (Mon.)	BDP-4	FM-5	FAC-10	L&TB-3
18.10.2011 (Tue.)	BDP-5	FM-6	HRM-6	L&TB-4
19.10.2011 (Wed.)	FM-7	BDP-6	L&TB-5	BDP-7
20.10.2011 (Thurs.)	FM-8	BDP-8	Workshop on Team Building	
21.10.2011 (Fri.)	Workshop on Team Building			Valedictory & Departure

**IRMA Module on 'Agri-Coop. Business Management, Leadership & Planning'
September 25 – October 21, 2011**

Topics/Focus	Sessions	Resource Person
<p>1. Governance and Management of Agricultural Coops (GMAC)</p> <p>Focus: Coop Principles; Theories of Cooperation; Integrated Package and Services – credit, input, value addition (farm guidance and strengthening of joint collection and shipment); Participatory Decision Making; Design of Cooperatives–membership, Governance and Operations; Approaches – appreciative inquiry and learning, process approaches, new generation cooperatives.</p>	7	Prof. K.V. Raju
<p>2. Business Development Planning (BDP)</p> <p>Focus: <i>Why BDP</i> – Resource mobilization, Business diversification, Enhancing members' participation, Dealing with inactive members, Promote marketing of the village produce. <i>How BDP</i> – Stages in the participation of BDP of PACs, Preparation of various sub plans for the business plan, such as credit, input, storage, consumer services, deposits, welfare activities. <i>BDP in Action</i> – Business Plan and linkages to be established at various levels. Tools of monitoring (quantitative and qualitative information). Performance indicators related to different business activities, management and member participation. Role of various support agencies and their responsibilities.</p>	4 4	Prof. K.V. Raju Prof. S.R. Asokan
<p>3. Leadership and Team Building (L&TB)</p> <p>Focus: Attitudes and Values relevant to cooperatives; Effective Cooperative Management through participatory decision-making process; Effective Governance through Cooperative Leadership; Responsibility of Cooperative Leaders (preparation of second line in leadership).</p>	10	Prof. S.N. Biswas
<p>4. Financial Accounting, Budgeting and Costing (FABC)</p> <p>Focus: Introduction to financial accounting, Budgeting, variance analysis, Profit and Loss accounting, Balance Sheet, ratio analysis, costing and pricing of products and services in agricultural cooperatives, breakeven analysis, Cost Volume and Profit Relations.</p>	5 5	Prof. Asmita Vyas Prof. Paresh Bhatt
<p>5. Project Planning and Management (PM)</p> <p>Focus: An overview of Project Management; Project Identification; Project Analysis and Selection; Project Appraisal; Project Implementation; Project Review (Monitoring and Evaluation). PERT/CPM, Planning and Scheduling, Logical Framework Analysis.</p>	8	Prof. Hitesh Bhatt
<p>6. Financial Management (FM)</p> <p>Focus: Working Capital Management; Time Value of Money; Estimating relevant cash flows; Financial Criteria for investment decisions in agricultural cooperatives; Importance of member's capital.</p>	8	Prof. Shiladitya Roy
<p>7. Marketing Management (MM)</p> <p>Focus: Market and Competition; Cooperative Marketing Concept; Marketing Mix, Market Intelligence, Product Life Cycle and new Product Development.</p>	8	Prof. Preeti Priya
<p>8. Human Resource Management in Agricultural Cooperatives (HRM)</p> <p>Focus: Selection, Recruitment and Matching Skills and Knowledge with the Role Profile Planning, Development of Employees to meet the requirements of growing organization.</p>	6	Prof. Nivedita Kothiyal
<p>9. Individual and Group Behaviour (IGB)</p> <p>Focus: Personal Effectiveness, Communication and inter-personal effectiveness; making an effective oral presentation.</p>	8	Prof. Madhvi Mehta
<p>10. Field Visits:</p>		Prof. S.R. Ashokan Mr. B.C. Patel

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

October 21 – 22, 2011

- Oct. 21, Fri.** Return to New Delhi via Ahmedabad;
Collect baggage from ICA-AP;
Stay at Hotel Vikram, New Delhi
- Oct. 22, Sat.** Sight-seeing in Delhi in the forenoon
Farewell Dinner in the evening
20.00 Lv. Delhi TG 316 23:30
- Oct. 23, Sun.** Ar. Narita, Japan TG 676 15:45
-



**Programme of the 1st ICA-Japan Training Course on
“Fostering Core Leaders of Agricultural Cooperatives in FY2011”**

October 23 – November 17, 2011

Institute for the Development of Agricultural Cooperation in Asia (IDACA)

Month	Date	Program		
October	23	Sun.	Arrival of participants	
	24	Mon.	Orientation / Opening Ceremony (L) General Information on Japan ~ Economy and Society	
	25	Tue	Presentation of Draft of Action Plan and Guidance for its Finalization (1) Presentation of Draft of Action Plan and Guidance for its Finalization (2)	
	26	Wed	(L) Organizations and Business Activities of Agricultural Cooperatives	
	27	Thu	(V) Visit to Hadano-shi Agricultural Cooperative (JA Hadano) Subject : Management of Agricultural Cooperative	
	28	Fri	(L) Distribution System of Agricultural Products and Marketing Business of Agricultural Cooperative - Subject: Improvement of Marketing Channels for Agricultural Cooperative	
	29	Sat.	Sight-seeing of Tokyo by Bus	
	30	Sun.	Free	
	31	Mon.	Case Study and Discussion on Distribution of Agricultural Products in Asia ~ Analysis of the Situation and Exchange of the Information	
	November	1	Tue.	(V) Visit to Central Wholesale Market in Tokyo (V) Visit to Direct Sale Shop run by Agricultural Cooperative
2		Wed	(L) Education Activities of Agricultural Cooperatives – Subject : The Ways to foster Human Resource and Promote the Cooperative Movement	
3*		Thu	Group Discussion on the issues related to the first half of the Program	
4		Fri.	(L) The Ways to Promote Agro-processing Business - Basics for Starting and Operation of Agro-processing Business	
5		Sat.	Free	
6		Sun.	Free	
7		Mon.	Move to Shizuoka Prefecture for Study Visit	Cont.
8		Tue.	(V) Shizuoka Pref. Union of Agricultural Cooperatives	(O) Observation of the facilities under a business federation of agricultural-cooperative
9		Wed.	(V) Oigawa Agricultural Cooperative - Organization and Business Activities of multi-purpose coop.	(Move to Kanagawa Pref.)
10		Thu.	(V) Kanagawa Dairy Cooperative - Organization and Business Activities of single-purpose coop.	(V) Production corporation- Green tourism, organic farming, etc/
11		Fri.	Case Study and Discussion on promotion of agricultural cooperative in Asia - how to promote the cooperative	
12		Sat.	Free	
13		Sun	Free	
14		Mon.	Completion of Action Plan	
15		Tue.	Presentation of Action Plans	Presentation of Action Plans
16		Wed.	Presentation of Action Plans	Evaluation Meeting / Closing Ceremony / Farewell Dinner
17		Thu.	Leave IDACA for Narita International Airport early morning by Bus	

1st ICA-JAPAN TRAINING COURSE ON
"FOSTERING CORE LEADERS OF AGRICULTURAL COOPERATIVES-2011
India – Japan
07 September 2011 – 17 November, 2011

LIST OF PARTICIPANTS

BHUTAN

1. **Mr. Tashi Tobgyel**
Chairman
Deothang Milk Marketing Cooperative
Deothang, Samdrup-Jongkhar,
Bhutan.
Tel. : +81-251125; 251173
Fax : +81-251125
Mobile : +81-17940659
E-mail : sjgonor@gmail.com

CAMBODIA

2. **Mr. Chantha Kim**
Chief of Office of Agricultural Extension,
Department of Agriculture, Kampong Cham Province,
Ministry of Agriculture, Forestry and Fisheries,
10th Village, Sangkat Kampong Cham, Kampong Cham Town,
Kampong Cham Province,
Cambodia.
Tel. : +855-42-941229
Fax : +855-42-941229
Mobile : +855(012)550747
E-mail : chantha_pda@yahoo.com
3. **Mr. Pov Sinath**
Agriculture Extension Official,
Office of Agricultural Extension,
Department of Agriculture,
Ministry of Agriculture, Forestry and Fisheries,
Phum 4, Sangkat Kampong Lao,
Krong Prey Veng, Prey Veng Province,
Cambodia.
Tel. : +855-43-944596;
Fax : +855-43944523
Mobile : +855-978313315
E-mail : sinath_aerd@yahoo.com

INDIA

4. **Mr. Ajit Bhattacharyya**
Field Officer
Area Office, IFFCO
More Bhawan Complex (Near Jalpai More),
Burdwan Road, Siliguri, P.O. Siliguri Bazar
Dist. Darjeeling, West Bengal.
Tel. : +91-353-2503216
Fax : +91-353-2503264
Mobile : +91-9434742774
E-mail : fo_jalpaiguri@iffco.in
ajit_bhattacharyya@rediffmail.com

5. **Mr. Jayantilal Jerambhai Rupapara**
Sr. Area Manager
Krishak Bharati Co-operative Limited (KRIBHCO)
"Shiv Complex", Mangala Road,
Near Dr. Vivek Joshi Hospital,
Rajkot-360 002 (Gujarat).
Tel. : +91-281-2464787; 2464802
Fax : +91-281-2464802
Mobile : +91-9426529379
E-mail : jj_rupapara@yahoo.co.in

LAO PDR

6. **Mr. Viengxai Manivong**
Vice-Chief of Planning Section
Department of Agriculture and Forestry of Vientiane Capital,
Ministry of Agriculture and Forestry,
Khamphengmoung Road (T4), (P.O. Box 3176).
Nonghai Village, Hatxayfong District,
Vientiane Capital, Lao PDR.
Tel. : +856-21-480 407
Fax : + 856-21-480 503 / 480 407
Mobile : +856-20-2242 6323 / 2223 3919
E-mail : vxmanivong@yahoo.com
7. **Mr. Vongsavanh Vongkaysone**
Head of Economic Integration Sector
International Cooperation Division,
Department of Planning,
Ministry of Agriculture and Forestry,
P.O. Box: 811, Lanexang Road,
Vientiane, Lao PDR.
Tel. : +856-21-415358
Fax : +856-21-412343
Mobile : +856-20-23370333
E-mail : vvongsavanh@gmail.com

MYANMAR

8. **Mr. Aung Zaw Win**
Assistant Manager (Trading Section)
Htet Arkar Kyaw Farming & General Trading
Co-operative Federation Ltd.
No. 18/22, Top Floor, 23rd Street, Latha Township,
Yangon, Myanmar.
Tel. : +95-1-381743
Fax : +95-1-381743
Fax : +95-1-381767
Mobile : +95-9-5097050
E-mail : aungzawster@gmail.com
9. **Ms. Thinzar Win**
Supervisor
Central Co-operative Society Ltd.,
Sayasan Plaza, Junction of Sayasan Road and
New University Avenue Road, Bahan Township,
Yangon, Myanmar.
Tel. : +95-1-401396; 557640
Fax : +95-1-553894
Mobile : +95-9-43022748
E-mail : ccscencoop@gmail.com
thinzarsoewin@gmail.com

Nepal

10. **Mr. Kashi Chandra Baral**
Chairman, District Cooperative Union, Kalikot,
Member of Board of Directors,
National Co-operative Federation of Nepal Ltd.,
P.O. Box No. 11859, Bijuli Bazar,
Kathmandu-10, Nepal.
Tel : +977-1-4781510;
Fax : +977-1-4781326
Mobile : +977-9858022465
E-mail : ncf@wlink.com.np

11. **Mr. Tej Prasad Gautam**
Accountant,
National Co-operative Federation of Nepal Ltd.,
P.O. Box No. 11859, Bijuli Bazar,
Kathmandu-10, Nepal.
Tel. : +977-1-4781510
Fax : +977-1-4781326
Mobile : +977-9841448148
E-mail : ncf@wlink.com.np

Vietnam

12. **Ms. Nguyen Thi Quynh Trang**
Officer of Planning and Supporting Department
Vietnam Co-operative Alliance
No. 77, Nguyen Thai Hoc Street,
Ba Dinh District, Ha Noi, Vietnam.
Tel. : +84-4-37330774 (Extension 135)
Fax : +84-4-37472983/38431883
Mobile : +84-985979787
E-mail : trangnguyenvca@yahoo.com

ICA-AP COORDINATOR

Mr. Ashok Kumar Taneja
Manager (Admin.)
International Co-operative Alliance-Asia Pacific,
9, Aradhana Enclave, R.K. Puram Sector-13,
Ring Road, New Delhi-110066, India.
Tel. : +91-11-2688 8250/Ext. 108
Fax : +91-11-2688 8067
Mobile : +91-9810781244
E-mail : taneja@icaroap.coop

PARTICIPANTS

1st Training Course on
Fostering Core Leaders of Agricultural Cooperatives-2011
India-Japan: September 07, 2011-November 17, 2011



Mr. Tashi Tobgyel
Deothang Milk Marketing
Cooperative,
Bhutan.



Mr. Chantha Kim
Ministry of Agriculture,
Forestry and Fisheries,
Cambodia.



Mr. Pov Sinath
Ministry of Agriculture,
Forestry and Fisheries,
Cambodia.



Mr. Ajit Bhattacharyya
Area Office, IFFCO
West Bengal, India.



**Mr. Jayantilal Jerambhai
Rupapara**
Krishak Bharati Co-operative
Limited (KRIBHCO)
Rajkot, India



Mr. Viengxai Manivong
Ministry of Agriculture and
Forestry,
Vientiane Capital, Lao PDR.



Mr. Vongsavanh Vongkaysone
Dept of Planning, Ministry of
Agriculture and Forestry,
Lao PDR.



Mr. Aung Zaw Win
Htet Arkar Kyaw Farming &
General Trading Co-
operative Federation Ltd.
Yangon, Myanmar.



Ms. Thinzar Win
Central Co-operative
Society Ltd.,
Yangon, Myanmar.



Mr. Kashi Chandra Baral
National Co-operative
Federation of Nepal Ltd.,
Nepal.



Mr. Tej Prasad Gautam
National Co-operative
Federation of Nepal Ltd.
Nepal.



Ms. Nguyen Thi Quynh Trang
Vietnam Co-operative Alliance
District, Ha Noi, Vietnam.



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

EXECUTIVE SUMMARY

2nd ICA/JAPAN TRAINING COURSE

On

**“Fostering Core Leaders of Agricultural
Co-operatives-2011”**

India-Japan: February 2, 2012 - April 12, 2012

Contents

SECTION-I	
Executive Summary	3
SECTION-II	
Comparative Field Study Visits in India	6
SECTION-III	
Closing Session at IRMA	8
SECTION-IV	
Inauguration of Part-II of the Training Program in Japan	9
SECTION-V	
Comparative Field Study Visits in Japan	12
SECTION-VI	
Action Plans Proposed by the Participants	18
SECTION-VII	
End-of-the-Course Evaluation – Suggestions and Recommendations – A Summary	25
SECTION-VIII	
Course Concluding Session and Award of Certificates of Participation	29
Annex-I Course Programme	31
Annex-II Course Participants	35

SECTION – I

Executive Summary of the 2nd ICA/Japan Training Course on “Fostering Core Leaders of Agricultural Co-operatives-2011”

India-Japan: February 2, 2012-April 12, 2012

Course Participants:

A total of 16 participants (men and women) were selected from among the candidates nominated by the ICA member-organisations/Ministry of Agriculture, Forestry and Fisheries from the following countries – Bhutan-1, Cambodia-2, India-2, Lao PDR-2, Maldives-1, Myanmar-2, Nepal-2, Philippines-1, Sri Lanka-1, Thailand-1 and Vietnam-1. A list of Course participants is placed at **Annex-II**.

After having completed their Home Country Assignments at their respective organizations and in their respective countries, all the participants got together in India on the 17th February, 2012. On 18th February, 2012, a sight-seeing program was arranged by ICA-AP to Agra to see Taj Mahal. On 19th February, the participants visited the office of the ICA-AP in New Delhi. Dr. Chan Ho Choi, Regional Director, briefed the participants about ICA's activities. The same day, the participants left for IRMA via Ahmedabad.

Inaugural Session of Part-I of the Program:

The inauguration of the IRMA module on “**Agricultural Cooperative Business Management, Leadership and Planning**” was held at the Executive Training and Development Centre (ETDC) of IRMA on 20th February 2012. Prof. Madhavi Mehta, Coordinator, Management Development Programs (MDP), welcomed the participants and gave a detailed account about IRMA's programmes. She elucidated the importance of strengthening the leaders of the cooperatives in order to make them more competitive. She also outlined the relevance of the cooperative organizations in the emerging global economic scenario and the UN declaring the year 2012 as the International Year of the Cooperatives.

Mr. A.K. Taneja, representative of ICA, in his briefing recalled the nearly two decade long association between IRMA and ICA in conducting such programs for ICA and described the interest and commitment shown by the Ministry of Agriculture, Forestry and Fisheries of Govt. of Japan, the sponsor of the programme.

Prof. S.R.Asokan of IRMA, outlined the framework of the course and hoped that the participants would benefit immensely from the lectures and field visits to be covered under the IRMA Module. He took the opportunity to thank ICA for their continued faith in IRMA, the faculty colleagues for extending their cooperation in handling various sessions and the participants' organizations for nominating their executives to attend this training programme.

In the afternoon, each participant made a presentation of the draft of their Action Plan, made by them during Home Country Assignments in their respective organizations and in their respective country before joining the Training Course in India. Prof. S.R. Asokan advised them as to how to improve their Draft Action Plans.

Teaching Modules/Faculty

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

Detailed Module Designs

The module at IRMA consisted of segments, which focused at improving the conceptual, analytical and leadership capabilities of managers of agricultural co-operatives to help in developing their skills in improving the management of their co-operatives using a project approach. The main topics taught at the Institute were: [01] Governance and Management of Agricultural Cooperatives (GMAC), [2] Business Development Planning (BDP), [3] Leadership and Team Building (L&TB), [4] Financial Accounting, Budgeting and Costing (FABC), [5] Project Planning and Management (PM); [06] Financial Management (FM); [07] Marketing Management (MM); [08] Human Resource Management in Agricultural Cooperatives (HRM), [09] Individual and Group Behaviour (IGB), and [10] Comparative field study visits to primary, district, state and national level cooperative institutions.

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

Topic-01

Governance and Management of Agricultural Co-operatives (GMAC)

[Prof. K.V. Raju] – 07 Sessions

Focus : Coop. Principles; Theories of Cooperation; Integrated Package and Services – credit, input, value addition (farm guidance and strengthening of joint collection and shipment); Participatory Decision Making; Design of Cooperatives – membership, Governance and Operations; Approaches – appreciative inquiry and learning, process approaches, new generation cooperatives.

Topic-02

Business Development Planning (BDP)

[Prof. K.V. Raju] – 07 Sessions

[Prof. S.R. Asokan] – 01 Session

Focus : Why BDP – Resource mobilization, Business diversification, Enhancing members' participation, Dealing with inactive members, Promote marketing of the village produce.

How BDP – Stages in the participation of BDP of PACs, Preparation of various sub plans for the business plan, such as credit, input, storage, consumer services, deposits, welfare activities.

BDP in Action – Business Plan and linkages to be established at various levels. Tools of monitoring (quantitative and qualitative information). Performance indicators related to different business activities, management and member participation. Role of various support agencies and their responsibilities.

Topic-03

Leadership and Team Building (L&TB)

[Prof. S.N. Biswas] – 10 Sessions.

Focus : Attitudes and Values relevant to cooperatives; Effective Cooperative Management through participatory decision-making process; Effective Governance through Cooperative Leadership; Responsibility of Cooperative Leaders (preparation of second line in leadership).

Topic-04

Financial Accounting, Budgeting and Costing (FABC)

[Prof. Asmita Vyas] – 05 Sessions

[Prof. Paresh J. Bhatt] – 05 Sessions

Focus : Introduction to financial accounting, Budgeting, variance analysis, Profit and Loss accounting, Balance Sheet, ratio analysis, costing and pricing of products and services in agricultural cooperatives, breakeven analysis, Cost Volume and Profit Relations.

Topic-05

Project Planning and Management (PM)

[Prof. Hitesh Bhatt] – 08 Sessions

Focus : An overview of Project Management; Project Identification; Project Analysis and Selection; Project Appraisal; Project Implementation; Project Review (Monitoring and Evaluation). PERT/CPM, Planning and Scheduling, Logical Framework Analysis.

Topic-06

Financial Management (FM)

[Prof. Shiladitya Roy] – 08 Sessions

Focus : Working Capital Management; Time Value of Money; Estimating relevant cash flows; Financial Criteria for investment decisions in agricultural cooperatives; Importance of member's capital.

Topic-07

Marketing Management (MM)

[Prof. Preeti Priya] – 08 Sessions

Focus : Market and Competition; Cooperative Marketing Concept; Marketing Mix, Market Intelligence, Product Life Cycle and new Product Development.

Topic-08

Human Resource Management in Agricultural Cooperatives (HRM)

[Prof. Nivedita Kothiyal] – 06 Sessions

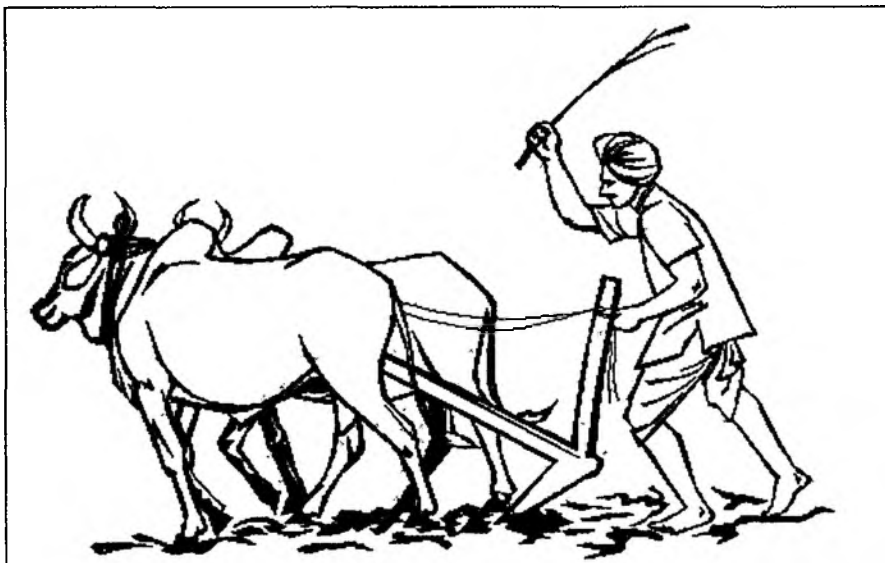
Focus : Selection, Recruitment and Matching Skills and Knowledge with the Role Profile Planning, Development of Employees to meet the requirements of growing organization.

Topic-09

Individual and Group Behaviour (IGB)

[Prof. Madhavi Mehta] – 08 Sessions

Focus : Personal Effectiveness, Communication and inter-personal effectiveness; making an effective oral presentation.



SECTION-II

Comparative Field Study Visits in India

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

Study visits to cooperative institutions in India were organised in Delhi/Gujarat State. The participants visited the following institutions:

- **International Cooperative Alliance [ICA] – Asia & Pacific, New Delhi.** The participants visited the office of the ICA-AP on 19th February 2012. Dr. Chan Ho Choi, Regional Director, ICA-AP, briefed about the activities of ICA-AP. The ICA-Asia & Pacific Office is operating from New Delhi since 1960, serves 78 national level organizations from 25 countries, representing about 500 million cooperative members. Main activities include: coordination of cooperative development efforts within the Region and promotion of exchange and experiences; Project Identification, formulation and evaluation; promotion of establishment and development of national cooperative apex organizations; and organization of seminars, conferences and technical meetings on specific subjects including support for programs aimed at the involvement of women and youth in cooperative activities.

- **Institute of Rural Management Anand [IRMA], Gujarat:** The participants left New Delhi on 19th February for Anand, Gujarat. They stayed at the campus of the Institute of Rural Management (IRMA), Anand, Gujarat, from 19th February to 16th March 2012. Here they mainly studied the Agri-Coop. Business Management, Leadership & Planning.

The Institute of Rural Management Anand (IRMA) established in 1979, is the pioneering academic institution in rural management education and research. It is committed to pursuing excellence along with creativity and integrity. The unique strength of IRMA lies in its ability to integrate development and management in all its endeavours and activities. This sets IRMA apart from other management and rural development institutions, which are largely concerned with either management or development, but not with both. IRMA's educational and training programmes provide state-of-the-art pedagogy with emphasis on experiential learning. The faculty comprises experienced academicians and practitioners of national and international repute.

- **Sandesar Primary Milk Producers' Cooperative Society Ltd.:** On 20th February, in the evening, the participants visited the Sandesar Primary Milk Producers' Cooperative Society Ltd. and observed its operations. The society was established in 1952. At present, it has 935 members (868 men and 67 women). Average milk procurement per day is 2770 liters. The salient features of the society are as follows – The transparency in collection, quality testing and payment at the village level cooperative society, supply of animal feed at concessional rate to members.

- **AMUL Dairy [Kaira District Co-operative Milk Producers' Union Ltd.,] Anand, Gujarat:** The participants visited the Plant and Office of Amul Dairy on 23rd February 2012. They were briefed by its Public Relation Officer about the activities of Amul Dairy. The participants also observed its Plant in Anand. The role of the Union at the district level in processing milk and other products and the collective marketing by the Gujarat Cooperative Milk Marketing Federation is unique.

It was registered on 14th December 1946. Under this union, there are 1163 villages and a total membership of 6,34,675. It has a total milk handling capacity of 2,400,000 liters per day. It has following production units: Dairy Plant, Anand, Food Complex, Mogar, Cheese Plant, Khatraj, Amul Satellite Dairies. It has one Research Centre and one Cattle Feed Factory at Kanjari. It has the following variety of milk and milk products – Amul Fresh Milk, Butter, Cheese, Infant Milk Food, Milk Powers; Sterilized Homogenized Flavoured Milk; Sterilized Homogenized Fruit based Milk; Energy Drinks; Curd; Ghee; Butter Milk; Cocoa Products; Cooking Chocolate; Malted Milk Food; Extruded Food; Bread Spread; Table Margarine; Avsar Sweets; Bakery Products, etc.

- **Gujarat Cooperative Milk Marketing Federation (GCMMF):** On 24th February, the participants visited the office of the Gujarat Cooperative Milk Marketing Federation (GCMMF). Its Public Relation Officer briefed the participants about its activities. GCMMF is marketing the milk products under the brand name of AMUL. GCMMF has achieved the 2 billion US\$ milestone. The Federation's

network of 45 sales offices ensures that its products reach the remotest parts of the country. The Federation also expanded export business to major markets in the world.

- **IFFCO Production Unit at Kalol, Gujarat:** On 25th February, the participants visited the office and plant of IFFCO Production Unit at Kalol, Gandhi Nagar, Gujarat. They were briefed and were apprised of the plant's activities, including the activities of CORDET.

Kalol Unit is a first plant of IFFCO which was commissioned in 1974. It established with the aim of quality fertilizer supply and to give strong growth to Indian agriculture during green revolution and boost to Indian economy.

- **Co-operative Rural Development Trust – CORDET:** IFFCO has created this Trust with a renewed outlook for integrated rural development of villages. To undertake different activities for farming, cattle management, self-employment, water conservation, rural health, educational and youth development activities is the main motive of CORDET.

- **Mother Dairy Plant at Gandhinagar, Gujarat:** On 25th February, the participants visited the Mother Dairy Plant at Gandhi Nagar, Gujarat, and observed its operations. Mother Dairy was commissioned in 1994. It has a handling capacity of 2,500,000 liters per day. 29,00,000 milk producers of Gujarat are the owners of this plant. Total investment was 280 crores INR. Its objective was to meet the requirement of fresh and quality milk for customers of Ahmedabad and Saurashtra region and to handle the surplus milk of all Member Unions of GCMMF Ltd.

- **Gambhira Coop. Farming Society, Gujarat:** On 1st March, the participants visited the field of Gambhira Coop. Farming Society. They were briefed about its activities by one of the Directors of the society. The participants also met the farmer-members of the Society. Joint farming and collective marketing to maximize income of the members was the important lesson from the Gambhira visit.

Gambhira cooperative farming society, formed in response to a distress situation, was born of small farmers whose individual efforts at cultivation on small private holdings proved unviable. The society was formed in 1953 as a pooled effort on the part of its 176 members who combined 201 acres of private land. Over time, both the area and society membership swelled to 526 acres and 291 members respectively, owing to reclamation and purchase of land along with membership growth. The entire land, pump sets, tube wells, tractors and other assets belongs to the society with individual members having no ownership rights either on assets or cultivation decisions.

The land is collectively cultivated by forming 30 small groups with number of members in each group varying between eight and 14. The groups execute the crop plan decided by the Managing Committee in consultation with their group leaders. The society is managed by the Managing Committee, President, Manager and other employees.

- **Amalsad V.V.K. Sahakari Khedut Mandali Ltd.** It was registered on 11th December 1941. Its area of operation is 17 villages. It has 2892 active members and 4972 other members (non-producers). It has an authorized share capital of Rs. 15,00,000 and paid up share capital of Rs. 9,67,700. It has 17 branches. Its main activities are (a) agricultural credit; (b) Agri. Input Supply services; (c) Petrol, Diesel, Oil supply; (d) Marketing of Mango, Chikoo, Paddy, Elephant Fruit, Banana, etc.; (e) Agri. Extension Services, Special fruit Fly Project; (f) Supply of Consumer goods and services, including grossery, cement, textiles, readymade garments, stationery, departmental store, firecracker, etc. It has consumer stores at 17 locations and Flour Mill at 4. It has been supplying agricultural implements to its members. It owns three godowns with capacity of 1500 M.T., 1000 M.T. and 1500 M.T. respectively.

In addition, the participants visited and observed the activities of Canning Factory (It is a producers' company), Ganadevi Co-operative Sugar Mill; Agricultural Produce Marketing Committee (APMC); etc. at Amalsad.

- **Ganadevi Co-operative Sugar Mill:** Gandevi Sugar Cooperative factory was established in 1962 at Gandevi village in Navsari District of Gujarat. From the capacity to crush 400 metric tonnes of sugarcane coming from the fields of few hundred farmers, it has expanded. Now it has 18,000 farmers as members and the capacity to crush is 5000 tonnes per day. It had crushed 1.1 million tonnes of sugarcane in 2010-11. The recovery of sugar is a very impressive 11.5 percent.

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

SECTION-III

Closing Session at IRMA

The valedictory function of the IRMA module on “**Agricultural Cooperative Business Management, Leadership and Planning**” as part of the 2nd training programme on “Fostering Core Leaders of Agricultural Cooperatives” was held at the Executive Training Development Centre (ETDC) at IRMA, Anand in the afternoon of 16th March 2012. Prof. Rakesh Saxena, Director-in-Charge IRMA, presided over the function. Prof. Madhavi Mehta, Coordinator MDP at IRMA and faculty members who were part of the programme attended besides Mr. A.K.Taneja of the ICA.

Prof. Rakesh Saxena distributed the certificates to the participants on their successful completion of the programme. In his address he hoped that the participants would bring about positive changes in their respective organizations from the learnings in this programme.

Prof. Madhavi Mehta welcomed the participants to alumni network of the larger IRMA community.

Mr. A.K. Taneja expressed his happiness over the smooth conduct of the programme and thanked IRMA in carrying out the whole programme in a thoroughly professional manner.

Prof. S.R.Asokan, who is the coordinator of the programme at IRMA, acknowledged the role of all those involved in the successful completion of the programme and thanked each one of them for their whole-hearted involvement.





Dr. Chan Ho Choi, Regional Director, ICA-AP, addressing the participants at ICA-AP Office in New Delhi.



The participants with Dr. Chan Ho Choi, Regional Director, ICA-AP, at ICA-AP Office in New Delhi.



Participants during the sight-seeing tour at Sikandra and Taj Mahal, Agra.



Inaugural Session of the Training Course at Institute of Rural Management (IRMA), Gujarat, India





The participants with Prof. Jeemol Unni, Director of IRMA and concerned Faculty Members.



A class-room session in progress at IRMA



Participants in a Group Activity.



A view of Primary Dairy Co-operative Society, Sandesar, Gujarat, India.



A group photo of the participants at AMUL, Anand, Gujarat, India.



A group photo of the participants with M.D., Gujarat State Cooperative Milk Marketing Federation (GCMMF), Anand, Gujarat, India.



A group photo of the participants at IFFCO Production Unit at Kairoi, Gandhi Nagar, Gujarat, India.



Participants at Cooperative Rural Development Trust of IFFCO at Kaloi, Gandhi Nagar, Gujarat, India.



Participants at Mother Dairy at Gandhi Nagar, Gujarat, India.



Participants at Amalsad Multi-purpose Co-operative Society in Gujarat, India.



Participants at Amalsad Multi-purpose Co-operative Society in Gujarat, India.



Participants during sight-seeing at ADLAJ in Gandhi Nagar, Gujarat, India.



Participants during visit to Gambhira Primary Agricultural Coop. Society, Gujarat, India.



Female faculty members of IRMA and female participants of the Training Course on the occasion of Women's Day 2012.



Participants along with Faculty Members of IRMA celebration Holi (Festival of Colors) at IRMA.



A group photo of the participants with Dr. V. Kurien, father of White Revolution in India and his wife at their residence at Anand, Gujarat, India.



Participants in conversation with the Chairman, IRMA, Dr. Y. Alagh at IRMA.



A view of Closing Ceremony at IRMA.



Acting Director, IRMA, Dr. Rakesh Saxena, giving away the 'Certificate of Participation' to the participants at IRMA.



ICA hosted a dinner party at the successful completion of IRMA Module at Anand, Gujarat, India.



A group photo of the participants along with guests at the Farewell Dinner in New Delhi, India.

SECTION - IV

INAUGURATION OF PART-II OF THE TRAINING PROGRAMME IN JAPAN

Inaugural Session

The Part-II of the 2nd ICA/Japan Training Course of 2011 was formally inaugurated on 19th March, 2012 by Mr. Suzuki Hideya, Manager, General Affairs Dept., on behalf of Mr. Hiraoka Keiji, Executive Director of IDACA, who was out of office on business trip, and Mr. A.K. Taneja, Manager, ICA-AP, also addressed the inaugural session. Mr. Terunuma Hiroshi, Manager, Training Department, Mr. Toru Nakashima, Deputy Manager (Training) and other officers of IDACA were present.

Welcoming Mr. Suzuki Hideya and other senior officers of IDACA, **Mr. A.K. Taneja** congratulated the participants for successfully completing the first part of the training program held in India. He also conveyed his sincere gratitude to MAFF, Government of Japan, for their valuable contribution for the development of agricultural cooperatives in Asia. He mentioned about the longstanding collaboration between ICA, JA-Zenchu and IDACA.

Mr. Suzuki Hideya, on behalf of **Mr. Hiraoka Keiji**, extended a warm welcome to all the participants for their cooperation during the training course. At the outset, he expressed his sincere thanks to all concerned for the generous support extended by the respective countries of the participants and ICA member-organizations in Asia for the unprecedented earthquake and Tsunami on March 11, 2011.

He extended his sincere appreciation to Mr. A.K. Taneja of ICA-AP for successfully handling the training course. He said that this Project is for three years and this is the second training course in this fiscal year of 2011. He further said that "you are expected to gain knowledge and experience to play a leading role in agricultural cooperatives and farmers' groups that will contribute to improvement of agricultural production and income of the farmers in your respective countries. For that objective, we have designed the program here at IDACA and the field visits in and around Tokyo. I hope that our program as well as the experience gained by you in IRMA will contribute to the development of your ideas for action plan". He hoped that all the participants will develop mutual understanding among themselves, while staying at IDACA together. He wished the participants a comfortable stay in Japan.

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

The programme included the following components:

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

Following topics were covered under above components:

- General Information on Japan – Economy and Society;
- Organizations and Business Activities in the Japanese Agricultural Cooperative System;
- Distribution System of Marketing Business of Agricultural Co-operatives;
- Case Study and Discussions on Distribution of Agricultural Products in Asia – Analysis of the situation and exchange of Information;
- Educational Activities of Agricultural Co-operatives – Ways to foster Human Resource and promote the Co-operative Movement.
- Ways to promote Agro-processing Business – Basics for starting and operation of Agro-processing business.

- Case study and discussion on promotion of Agricultural Co-operatives in Asia – how to promote the co-operatives.

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

(1) General Information on Japan – Economy and Society

by Mr. Nakashima Toru, IDACA.

Under this topic, a brief history of Japan was explained. The participants were also told about the following characteristics of Japan - Land and climate of Japan, its 4 major islands: Hokkaido, Honshu, Kyushu, Shikoku; its 4 distinct seasons – spring, summer, autumn and winter. Japan's population (127 million); its density; literacy rate and language; labour force; its economy after World War-II; politics; agriculture; housing; education; religions; household economy; living conditions and environment; social security system, etc.

(2) Organization and Business Activities in the Japanese Agricultural Co-operative System

by Mr. Terunuma Hiroshi, IDACA

In his presentation, Mr. Terunuma explained about the characteristics of a Co-operative – what is an Agricultural Co-operative?; unique features of Agricultural Co-operatives in Japan (Associate Membership system; Multiple Business); Members of JA; various types of agricultural co-operatives; Farm Guidance Activities; Better Living Guidance Activities; Marketing Business of JAs; Structure of Fruit and Vegetables Distribution system; Marketing Business of JA; Distribution Flow of Agricultural Products; Joint use of facilities of JAs; Mechanism of a country elevator; Supply Business of JAs; etc.

(3) Farm Guidance and Commodity-wise Groups of JA

by Mr. Nakashima Toru, IDACA

This paper focuses on agricultural cooperatives and its ways of transfer of technology and education i.e. Farm Guidance. Role of Farm Guidance conducted by Agricultural cooperatives of Japan has attracted more attention for improvement of economic activities and management of agricultural cooperatives from now onwards. Under his presentation, Mr. Nakashima emphasized on the following topics – Farm Guidance; Significance of Farm Guidance by Agricultural Co-operatives; Scope of Activities by Farm Guidance (Planning of farm management in accordance with regional Agricultural promotion plan; improvement of farm infrastructure; Quality control and joint marketing of farm products and joint purchase of farm inputs; promotion of group farming by commodities; exchange of cultivation and breeding techniques; close collaboration with agricultural extension office and other relevant institutes); Common Features of the Farm Guidance Methods; Differences between Agricultural Extension Workers and Farm Advisors; Fostering Farm Advisors; Cooperation between Commodity-wise Groups and Agricultural Co-operatives; etc.

(4) Distribution System of Marketing Business of Agricultural Co-operatives – Improvement of Marketing Channels for Agricultural Co-operatives:

by Mr. Koh Harada, Expert on Marketing by Agri. Coop.

In this paper, the author explained the following subjects – 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 supermarkets; Management of Supermarkets; Mechanism of Wholesale Markets; Measures taken by Agricultural Cooperatives to distribute Farm Products; Marketing Business of Agricultural Cooperatives in Japan; Purchasing Business of Agricultural cooperatives in Japan.

(5) Case Study and Discussion on Distribution of Agricultural Products in Asia – Analysis of the situation and exchange of the information

by Mr. Koh Harada, Expert on Marketing by Agri. Coop.

In his presentation, Mr. Harada gave a Macro Viewpoint on the Distribution of Farm Produce in the Asian region. The distribution of farm produce in the Asian region has developed in a scale beyond the border of a nation and the poor political performance in the nations in the region has caused a gap in the economic development, which has made people's life, especially those poor people, harder. He further explained the distribution of Agricultural Products in Asia; forming farmers' groups as countermeasures;

the role of producers' groups (Cooperative); how to organize a cooperative; what cooperatives can do – Marketing on a consignment basis and Procurement of Materials.

(6) The Ways to Promote Agro-processing Business:

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

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

He also distributed one paper entitled “Basics for starting and operating Agro-Processing Business”. In this paper, he explained the following subjects – Clarification of purposes for launching new business; Management Principles and Vision; Procedure for establishment and Management of Direct Sale Shop; Procedures for establishment and management of processing facility; Important Notice for organizational Management of Group Business.

(7) Educational Activities of Agricultural Co-operatives - JA Movement

by Mr. Kigasawa Tadafumi, former JICA expert.

Under this topic, the author explained about ICA's 7 Principles of Cooperation; How important is education for cooperative members? Development of Japanese Agricultural Cooperative Movement; What are the new Agricultural Cooperatives (JA)? Types of agricultural cooperative education – Education for cooperative members; education for officers; education for staff; education for youth and regional residents. In addition, he explained about the Plan of Kanagawa Pref. Education Centre of Agricultural cooperatives and Implementation of Systematic Cooperative Education.

(8) Case Study and discussions on promotion of agricultural cooperatives in Asia – how to promote the cooperative (Case Study on Agricultural Cooperatives in Thailand)

by Mr. Ogane Yoshiaki, JICA expert.

In his presentation, Mr. Ogane Yoshiaki explained the outline of the JICA Project (International Cooperative Project under Japan-Thailand Economic Partnership Agreement (JTEPA); comparison between Japan and Thailand featuring Agriculture, Forestry and Fisheries. He then explained about the Cooperatives in Thailand – the present situation, organizational management of agricultural cooperatives, Business Management of Agricultural cooperatives; Vocational Group as women-centered widely promoted group. He also presented the Advice from Experts on Credit Business; Financial Management and Farmers Market. He also spoke on Human Resource Development – Leadership and Management.

SECTION - V

COMPARATIVE FIELD STUDY VISITS IN JAPAN [Tokyo, Nagano and Kanagawa Prefectures]

Field Study Visits in Japan

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

- Institute for the Development of Agricultural Cooperation in Asia-IDACA, Tokyo
- Visit to Hadano-shi Agricultural Cooperative (JA Hadano), Kanagawa Prefecture.
- Visit to Nagano Prefecture
- Visit to Green Pia Sagamihara Co. Ltd.

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

IDACA was established on July 8, 1963 with funds raised among agricultural co-operatives, led by the Central Union of Agricultural 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 Cooperative Conference held in Tokyo in April 1962, imparts training to overseas agricultural cooperators.

During the last 49 years, the IDACA has trained more than 5000 participants from 109 countries drawn from Agricultural Cooperative Movements and Governments from different countries of Asia, Latin America and Africa. It has active collaboration on technical assistance programmes with the ICA Asia & Pacific. The participants stayed at IDACA from 18th March to 12th April 2012.

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

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 centre to Tokyo is about 60 km and the distance to Yokohama is about 37 km. The city is a major urban area in 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 rapeseeds 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 has 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. In order to achieve, stable 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 successors and so on. These problems are the major factors that prevent solid 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 11,517 members (3,104 regular and 8,413 associate). It has got 36 directors and 406 employees.

The participants also visited the following facilities of JA Hadano: Direct sales shop; In addition, the participants visited the green-house of a tomato-producing farmer and a flower-producing farmer in Hadano City.

Visit to Green Pia Sagamihara Co. Ltd. On 29th March, the participants visited the site of Green Pia Sagamihara Co. Ltd. "MONA SANSAR", in Kanagawa Prefecture. The representative of the company Mr. Ichimura, briefed the participants on "Agricultural Corporation for the Regional Agriculture Promotion through green Tourism / Efforts to conduct Recycling Agriculture by forming cooperation among industry, government and academic sector. The participants observed its facilities also.

Its main business is production and sale of flowers, herbs and vegetables; research on environmentally friendly agriculture; restaurant business; green tourism.

"The Hill of MONA" is a theme park with herb garden built on a 2-hectare land, restored from idle land. More than 130 kinds of herbs are planted and vegetables cultivated with organic fertilizer. Harvested products are for sale at the direct sale corner and shipped to the local consumer cooperatives.

Study visits to Nagano Prefecture:

The participants visited Nagano Prefecture on 2nd April for a field study. They visited the following places in Nagano Prefecture and returned to IDACA, Tokyo on 5th April.

Outline of Agriculture and Agricultural Cooperative Organizations in Nagano Prefecture:

Characteristics of Agriculture in Nagano Prefecture : Nagano prefecture has a land area of 13,562 square km. It is 4th in national ranking. Cultivated land is scattered in the range of 260 m to 1,490 m above sea level. Approximately 30% of paddy fields are located on slopes with gradient of more than 1/20. It is adjacent to three metropolitan areas. It has many types of agricultural produce and supply of various perishable farm products.

Agricultural Co-operatives in Nagano Prefecture : It has 20 multi-purpose Agricultural cooperatives. It has following the Unions and Federations :

- Nagano Prefectural Union of Agricultural Cooperatives (JA Nagano Prefectural Union).
- Nagano Prefectural Credit Federation of Agricultural cooperatives (JA Nagano Shin-ren).
- Nagano Prefectural Welfare Federation of Agricultural Cooperatives (JA Nagano Kosei-ren)
- National Federation of Agricultural Cooperative Association – Nagano Prefectural Headquarters (JA Zen-noh Nagano)
- National Mutual Insurance Federation of Agricultural Cooperatives (JA Zen-Kyoren Nagano).

Visit to JA Kita-shinshu Miyuki:

Outline of JA Kita shinshu Miyuki:

Kita Shinshu Miyuki Agricultural Co-operative or JA Kita Shinshu Miyuki is located in the northern most in Nagano prefecture, covering two cities and three villages, namely Iiyama city, Kishima Daira village, Nozawa Onsen village, Toyoda area of Nakano city and Sakae village as its operation area.

The fertile soil, which is enriched by abundant clean water by snow melted in the mountains, produces "Miyuki Rice" as a brand rice of Koshi-hikari variety, quality and large production of asparagus, zucchini and other vegetables, apples, peaches, flowers, etc. Cultivation of different kinds of Japanese mushrooms is also active in the area. Rich natural resources for tourism is another feature of the area holding skiing slopes, hot springs and Akigawa-gou or area of small hamlets surrounded by the mountains. The area is expected to be vitalized with balanced development of tourism, agriculture and the regional industry.

Membership : At the end of FY 2010, the number of regular member households were 6,875 and Associate Member households were 2,906.

Employees : At the end of current financial year, the total employees were 355.

Outline of main Business Activities : Farm Guidance Activities by Advisors. JA has 29 Advisors – 26 Farm Advisors and 3 Better Living Advisors.

Marketing Business (Unit: 10,000 yen) : Total marketing turnover of the JA is Yen 955,657. Out of which the share of mushroom marketing is Yen 547,599.

Purchasing Business – Utilization Business (Unit: 10,000 yen) : Total supply amount of JA is Yen 230,559 and total utilization amount is yen 98,980. JA has a total savings of Yen 115,988 million yen and total loans of Yen 32,692 million yen.

Mutual Insurance Business (Unit: million yen) : JA did Face Amount Insured = 30,782 million yen and outstanding contracts of long-term Mutual Insurance = Yen 499,977 million.

Fuel & Agricultural Machinery Business (Unit: 10,000 yen):

- (1) Total supply amount of Fuel = Yen 229,292
- (2) Total supply amount of Agricultural Machinery = Yen 60,556.

Visit to a Collection and Shipment Centre for Mushroom:

The participants visited the Collection and Shipment Centre for Mushroom, which is being operated by JA Kita-Shinshu Miyuki and observed its operations. The representative of the Centre briefed the participants about its activities.

Visit to Nagano Prefecture Rural Industry Research Institute:

Outlines: The Institute was established in April 1981 by JA Nagano Economic Federations and other JA Prefectural Federations for the purpose of coping the newly emerged situation after the implementation of program to review the supply and demand of agricultural and livestock products, especially re-organization of the paddy field utilization. Since then it has engaged mainly in the development of processing and manufacturing technologies for high-value addition on farm and livestock products.

In 1987, the Institute started new fields, such as plant bio-technology and safety of agricultural and livestock products responding to diversified needs of its members.

The Institute was commissioned by JA Nagano Economic Federation to conduct research and development activity on mushrooms in 1991 and clean vegetable diagnosis management in 1992. In 2001, the Institute was commissioned by Nagano Foundation Seed Centre to manufacture mushroom master strains. Currently, the institute has expanded its scope in more diversified research and development programs.

Visit to a direct sales shop – A-Coop. Store – “JA Farm”:

The participants dropped in a direct sales shop, which has the facilities for procurement of production materials, etc. The participants observed its activities. At this centre, the member-farmers bring their

produce in the morning, fix the rates of the produce themselves and if any product is not sold, they take it back in the evening. The centre provides market information to the farmers.

Visit to Local Wholesale Market Nagano:

The participants visited the local Wholesale Market in Nagano city on 5th April in the early morning. They were briefed by its representative Mr. Miyazaki.

The local Wholesale Market Nagano was established by market-entry companies and is the largest scale privately established and managed synthesis wholesale market in Japan. The local wholesale market Nagano is a private wholesale market and is equivalent to the central wholesale market. It is a modern local wholesale market, which has synthesis wholesale functions. In the fruits and vegetable sector, it also handles ornamental plants and in the fishery product sector, it also handles meat. Also, to meet the needs of consumers and purchasers flexibly, it has a wide assortment of products. The local wholesale market Nagano is busy and can promptly respond to changes in the distribution environment providing the products for a population of one million, centering of Nagano city having slightly less than 400 thousand population.

As it handles perishables, it is fully equipped with environmental hygiene and inspection function facilities. Also, it is conveniently located and has high potential as a distribution base – near the centre of Zenko-Ji daira, not far from urban districts of Nagano, near both Nagano and Suzaka-Naganohigashi IC of the Joshin-etsu Expressway and Shinonoi bypass of Route 18 and a direct connection to the Nagano-Minami bypass of Route 19.

It has been twenty years since the market complex was established in its present location (Ichiba, Nagano City). The local wholesale market Nagano is proud that Nagano Central Wholesale Market Association, the local wholesale market Nagano Corporation and Nagano Wholesale Market Association have jointly promoted the management of the market, which is one of the successful examples of privately established and managed markets.

The Local Wholesale Market Nagano Corporation established the wholesale market. It conducts the management of the wholesale market and supervises its operations.

Two fruit and vegetable companies and two fishery product companies are the wholesalers. With permission of the governor of Nagano, it sells the products from the region in Nagano and the country to the intermediate wholesalers or purchasers in the market.

There are 15 fruit and vegetable companies and 10 fishery product companies. With permission of the establishment authority, they have a store grouping and selling the products in the market. They participate in the transactions by the wholesalers and purchase the products and then group or process them and sell them to purchasers or buyers.

There are 23 affiliated businesses. With the permission of the establishment authority, they have a store in the market and sell the goods except for fruit and vegetable and fishery products, which are sold by the wholesalers. Also, they provide services to the market users.

There are 560 fruit and vegetable purchasers and 466 fishery product purchasers. With the permission of the establishment authority, they participate in the transactions in the same way as intermediate wholesalers and purchase the products. They are retailers and so on (specified retailers, supermarkets, co-op stores, processing business, and so on).

With the permission of the Establishment Authority, the Buyers get the products at the stores of intermediate wholesalers or affiliated businesses and sell them to the general consumers. They are retailers or major prospective consumers (dining rooms, restaurants, and so on).

Qualified auctioneers have the intermediate wholesalers or the purchasers compete for the product and sell the product to the person, who offers the highest bid. Auctioneers and intermediate wholesalers or purchasers transact one-to-one.

Visit to San-yaso Incorporation:

Case Study of Women Entrepreneur: The participants visited the “Monzen-no-yakata” shop (direct sales shop by San-yaso Incorporated), on 5th April. Ms. Yoshikawa, representative of the Corporation, briefed the participants about its activities.

“Monzen-no-yakata” shop is located along a main approach to “Zenko-Ji temple. The shop was remodelled from an old house with un-floored part used for a shop. Home made and tasty local traditional food and fresh farm products have attracted not only tourists but also local residents.

Direct sales corner is full of vegetables and flowers, brought by producers in Nagano city. Tomato and cucumber are popular items for their sweet taste. Leading item is apple in the season. Many tourists place orders by using courier service.

Restaurant corner serves “Oyaki” and local simmered dishes using fern, Japanese parsley in miso, pickles, local cooked food, etc.

Direct sale corner is operated by “Shinano Bijin”, while local food corner is operated by “San-yaso Incorporated with strong wish for safe and good-to-health foods for children. The corner supplies the customers with local safe and reliable agricultural products and food.

The shop, which had been vacated before the JA Nagano’s women’s association used as a place for their activities by forming a new group of the women members for supply of the local food. As the business went well, the shop changed itself as incorporation by getting guidance from the JA. Ms. Yoshikawa, representative of the corporation said, “find out the ideas to make money enjoying the business, or you cannot make much use of farm products”.

Ms. Yoshikawa realized her dream which had been to sell some farm produce in such a shop. So, she worked for “Yasai-ichi” (vegetable market) with other members of the women association. The shop was installed in a unused plot of the land in Uematsu, Nagano city in 1997. The members made a visit to nearby housing complex to sell unsold items in the shop. Later the group started processing for the Japanese pickles to be commercialized by seeking support to the JA for establishment of processing facilities.

Ms. Yoshikawa also said, “we can develop a line of the processed products from the local farm products just by taking a little more time and using our head. That will attract more people so that we can enjoy talking with them more”.

On the sidelines of the Study visit in Nagano Prefecture, the participants also visited the following places and observed/enjoyed activities:

City tour in Iiyama – Karigi dori (street of temples and Buddhist altar shops); Miyuki Takahashi Museum of Doll Art (Museum of dolls of people of rural area and rural scene).

At the hotel (Shikisai-no-Yado Kanoe), the participants observed and experienced the Japanese Traditional “Tea Ceremony”.

At night, Shinshu Iiyama Tourism Corp. hosted a welcome dinner in honour of the participants.

Next day, the participants attended the program for cooking traditional meals of Iiyama. The participants also participated in cooking and eating along with the members of JA Women’s Association.

After lunch, the participants met and interacted with the farmer-members of J.A. Following farmer-members met the participants:

1. Mr. Kanda, Head of Apple Growers Group and Head of Youth Association of JA;
2. Ms. Okuma, Head of Mushroom Growers Group.
3. Mr. Kobayashi, Head of Paddy Growers Group and Joint Farming Group.

In the evening, the participants experienced and enjoyed walking on the snow. The program was arranged by Shikisai-no-Yado Kanoe.

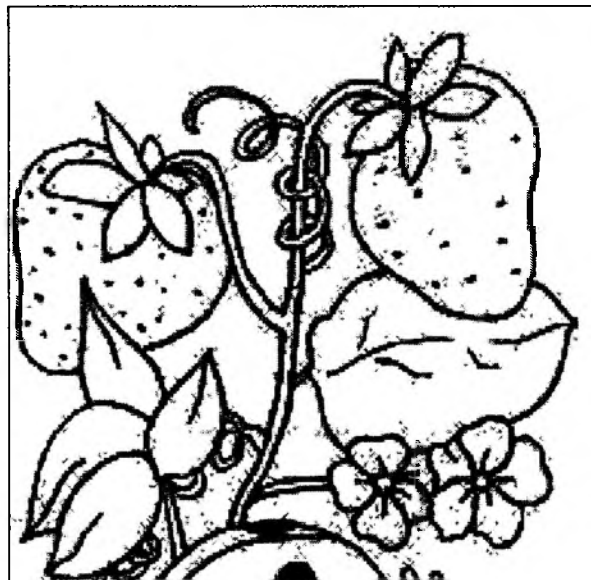
On 4th April, the participants visited the site of the Country Elevator (Grain Elevator), being operated by JA Kita-Shinshu Miyuki and observed its operations. Its Manager briefed the participants about its functions.

On the way to Nagano City from Iiyama city, the participants visited a direct sales shop “Agri Naganuma”, being managed by Nagano Agricultural Cooperative (JA Nagano), and observed its operations.

After that the participants visited and observed the Strawberry Cultivation Facility, being run by Nagano Berry Farm Inc. The participants also enjoyed the taste of fresh strawberries.

On 5th April, after visiting Local Wholesale Market of Nagano, the participants visited the famous Zenko-Ji temple, which is an ancient temple that has been protecting the light of Buddhism for 1400 years since its foundation.

In the afternoon, on way to IDACA, the participants dropped in a "A-Coop. Store" being managed by Nagano Pref. Hqs of National Federation of Agricultural Cooperatives, and observed its operations. The participants were briefed by one of its Managers.



SECTION-VI

Action Plans Proposed by the Participants

In view of the experience gained by the participants through class room lectures, field study visits in India and Japan, interaction among themselves and based upon their own work environment, the participants were able to develop brief outlines of their Action Plans, which they would recommend to their organizations after their return to their respective home countries. These plans were developed through holding group discussions and on the basis of their discussions with their seniors before joining the Training Course. Brief outlines of their Action Plans are given below:

Name of Country	:	Bhutan
Name of the Participant	:	Karma Gyeltshen
Position	:	Senior Marketing Officer
Name of Organization	:	Dept. of Agricultural Marketing & Coops (DAMC), Ministry of Agriculture & Forest, Bhutan.
Title of the Proposal	:	Strengthening Economic Status and Social Empowerment of the Farmers through Development of Sustainable Farmer Groups (FGs) and Co-operatives (Co-ops).
Target Group	:	Potential farmers and entrepreneurs in Agricultural Sector.
Implementing Agency	:	Dept. of Agricultural Marketing & Cooperatives (DAMC), Ministry of Agriculture & Forest, Bhutan.
Duration of the Plan	:	Two years – July 2012 to June 2012 and July 2013 to June 2014.

Name of Country	:	Cambodia
Name of the Participant	:	Chum Chanthol
Position	:	Chief Officer
Name of Organization	:	Office of Agricultural Extension, Provincial Department of Agriculture (PDA), Preah Sihanouk, Ministry of Agriculture, Forestry and Fisheries (MAFF), Cambodia.
Title of the Proposal	:	To strengthen agricultural co-operatives in Presh Sihanouk Province, Cambodia.
Target Group	:	Five of Agricultural Co-operatives and farmers, who are members of Agricultural Cooperatives (250 households) in Presh Sihanouk Province.
Implementing Agency	:	Office of Agricultural Extension, PDA Presh Sihanoukin in collaboration with Department of Agricultural Extension, General Directorate of Agriculture, Ministry of Agriculture, Forestry and Fisheries, Cambodia.
Duration of the Plan	:	Two years - January 2013 to January 2015.

Name of Country : **Cambodia**
Name of the Participant : **Imchum Vicheth**
Position : **Vice Chief Officer**
Name of Organization : **Office of Agricultural Extension, Provincial Department of Agriculture (PDA), Kampot, Ministry of Agriculture, Forestry and Fisheries (MAFF), Cambodia.**
Title of the Proposal : **To increase income of rice growers by improving productivities of rice and services of agricultural co-operatives in Kampot Province, Cambodia.**
Target Group : **17 of Agricultural Co-operatives and farmers, who are members of Agricultural Cooperatives (1020 households) in Kampot Province.**
Implementing Agency : **Office of Agricultural Extension, PDA in collaboration with Department of Agricultural Extension, General Directorate of Agriculture, Ministry of Agriculture, Forestry and Fisheries, Cambodia.**
Duration of the Plan : **Two years - January 2013 to January 2015.**

Name of Country : **India**
Name of the Participant : **Surendra Sehgal**
Position : **Deputy Director (Cooperation)**
Name of Organization : **Department of Agriculture & Cooperation, Ministry of Agriculture, Govt. of India, New Delhi, India.**
Title of the Proposal : **Establishment of Cooperative Education Field Projects in six cooperatively under-developed States/Union Territories/Areas of India for imparting education and training to member-farmers and for improving the socio-economic status of women.**
Target Group : **600 Primary Agricultural Cooperative Societies in selected States.**
Implementing Agency : **National Co-operative Union of India (NCUI), New Delhi.**
Duration of the Plan : **Four years - April 2013 to March 2017.**

Name of Country : **India**
Name of the Participant : **Ph. Tejkumar Sharma**
Position : **Field Officer**
Name of Organization : **Indian Farmers Fertiliser Cooperative Ltd. (IFFCO)**
Title of the Proposal : **Increasing business of Cooperative and Farm Income of Members through improved agricultural technology at Khatiakana Village.**
Target Group : **Farmers of Khatiakana Village.**
Implementing Agency : **IFFCO, Soladanga SKUS Ltd., Agri. Deptt.**
Duration of the Plan : **Three years - May 2012 to April 2015.**

Name of Country : **Lao PDR**
Name of the Participant : **1. Sengmany Luangxay
2. Khambeuy Kouphilalay**
Position : **1. Chief of Technical Unit of agri. and Forestry Extension Section.
2. Head of Administration of Agri. and Forestry Extension Section.**
Name of Organization : **Ministry of Agri. and Forestry, Lao PDR.**
Title of the Proposal : **Training to Form Agricultural Co-operatives by Rice Production Group in Lao PDR.**
Target Group : **Five Rice Production Groups having membership of 1,500 farmers.**
Implementing Agency : **Dept. of Agriculture and Forestry, Ministry of Agriculture and Forestry, Lao PDR.**
Duration of the Plan : **Three years – Jan. 2013 to December, 2015.**

Name of Country : **Republic of Maldives**

Name of the Participant : **Mohamed Zahid**

Position : **Project Director.**

Name of Organization : **Southern Farmers Cooperative Society.**

Title of the Proposal : **Engaging more people to take up Agricultural Activities, especially women in Southern Region, by promoting Cooperative Activities.**

Target Group :
- **Local women in Southern Atolls;**
- **Children in local Schools;**
- **Existing Farmers.**

Implementing Agency :
- **Southern Farmers Cooperative Society with local NGOs;**
- **Southern Farmers Cooperative Society with Min. of Education;**
- **Southern Farmers Cooperative Society.**

Duration of the Plan : **Two years – July 2012 to June, 2014.**

Name of Country : **Myanmar**

Name of the Participant :
1. **Ms. Khaing Lei Yi**
2. **Ms. Zin New New Hlaing**

Position :
1. **Assistant Manager.**
2. **Supervisor.**

Name of Organization : **Central Co-operative Society Ltd.**

Title of the Proposal : **Increasing rice productivity in Yangon Region through strengthening of Cooperatives and Farm Guidance Activities.**

Target Group : **Zaw Thi Ka, Shwe Chan Myay, Shwe Taung Gyi, Pyi Khaing Phy, Hlegu Agri. Coop. Federation and Farmers.**

Implementing Agency : **Central Co-operative Society & Union of Cooperative Agricultural federations.**

Duration of the Plan : **Three years – Oct. 2012 to September, 2015.**

Name of Country : **Nepal**
Name of the Participant : **Ms. Indira Panta**
Position : **Member of Board of Directors**
Name of Organization : **Jitpur Phedi Women Agricultural Cooperative Society Ltd. (JPWACS).**
Title of the Proposal : **Development of Cooperative Dairy Business in Jitpur Phedi VDC, Kathmandu.**
Target Group : **1000 Farmer Members.**
Implementing Agency : **Jitpur Phedi Women Agricultural Cooperative Society Ltd.**
Duration of the Plan : **One year – June 2012 to May, 2013.**

Name of Country : **Nepal**
Name of the Participant : **Tara Lama Tamang**
Position : **Executive Chairman**
Name of Organization : **District Cooperative Union Ltd., Kanchanpur (DCUK)**
Title of the Proposal : **Improvement of Marketing Channel through Establishment of Cooperative Marketing System at Kanchanpur.**
Target Group : **10 Primary Cooperative Societies of Kanchanpur (total 1000 individual farmer members).**
Implementing Agency : **District Cooperative Union Ltd., Kanchanpur.**
Duration of the Plan : **One year – June 2012 to May, 2013.**

Name of Country : **Philippines**
Name of the Participant : **Ludwig Von Malaiuan**
Position : **General Manager**
Name of Organization : **Buklod-Unlad Multi-purpose Cooperative (BUKLOD)**
Title of the Proposal : **To increase production of swine through genetics improvement.**
Target Group : **Members of the Co-operative.**
Implementing Agency : **Buklod-Uniad Multi-purpose Cooperative.**
Duration of the Plan : **Five years – 2012 to May, 2017.**

Name of Country : **Sri Lanka**
Name of the Participant : **R.C. Pradip Ranasingha**
Position : **Chief Education Officer**
Name of Organization : **National Co-operative Council of Sri Lanka**
Title of the Proposal : **To enhance awareness of productivity in paddy farming activities of member-farmers through strengthening Training and Education Division of National Cooperative Council of Sri Lanka.**
Target Group : **9 Paddy Cultivating Cooperatives;
3 Coconut Producers Cooperative Societies;
3 Mahaweli Farmers Cooperative Societies.**
Implementing Agency : **NCC of Sri Lanka; Dept. of Cooperatives;
Food and Agricultural Organization.**
Duration of the Plan : **Two years – July, 2012 to June, 2014.**

Name of Country : **Thailand**
Name of the Participant : **PhumIn Juathai**
Position : **Audio Visual Aids Specialist**
Name of Organization : **Co-operative League of Thailand**
Title of the Proposal : **Improving the Marketing of Bamboo products of Bang Jhao Cha Women Group by making products' stories through audio-visual aids.**
Target Group : **Bang Jhao Cha Women Group.**
Implementing Agency : **Co-operative League of Thailand (CLT).**
Duration of the Plan : **One year – Jan., 2013 to December, 2014.**

Name of Country : **Vietnam**
Name of the Participant : **Ms. LUU XUAN LAN**
Position : **Officer**
Name of Organization : **Vietnam Co-operative Alliance (VCA)**
Title of the Proposal : **Improving quality of milk of dairy cooperatives in Northern Vietnam.**
Target Group : **10 Co-operatives in Son La Province.**
Implementing Agency : **Vietnam Co-operative Alliance (VCA).**
Duration of the Plan : **One year – Nov., 2012 to October, 2013.**

SECTION - VII
END-OF-THE-COURSE EVALUATION
SUGGESTIONS AND RECOMMENDATIONS
- A Summary

Introduction

Evaluation and assessment has been a continuous process during the term of the training course. However, at the termination of the training course at IRMA 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:

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

February 20 – March 16, 2012

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

Rating Pattern: 5 = Excellent; 4 = Very Good; 3 = Good; 2 = Fair; 1 = Poor

Module Title	Excellent (5)	Very Good (4)	Good (3)	Fair (2)	Poor (1)	No Response
Use and relevance of the training for you	4	6	3	-	-	2
Program Design:						
a) Extent of coverage	8	1	5	1	-	-
b) Conceptual framework	7	4	4	-	-	-
c) Time allotted to the topics	1	8	3	3	-	-
d) Orientation of the program	5	6	4	-	-	-
e) Reading material	3	10	1	1	-	-
Overall effectiveness of the program	6	6	3	-	-	-
Module-wise Feedback:						
Governance & Management of Agri. Coops. – 7 Sessions (Prof. KV Raju)	10	5	-	-	-	-
Business Development Planning – 7 Sessions (Prof. KV Raju)	7	4	4	-	-	-
Business Development Planning – 1 Session (Prof. S.R. Asokan)	5	4	5	1	-	-
Leadership and Team Building – 10 Sessions (Prof. S.N. Biswas)	3	7	5	-	-	-
Financial Accounting, Budgeting and Costing – 5 Sessions (Prof. Paresh Bhatt)	1	2	8	4	-	-

Module Title	Excellent (5)	Very Good (4)	Good (3)	Fair (2)	Poor (1)	No Response
Financial Accounting, Budgeting and Costing – 5 Sessions (Prof. Asmita Vyas)	6	7	2	-	-	-
Project Planning and Management – 8 Sessions (Prof. Hitesh Bhatt)	10	5	-	-	-	-
Financial Management – 8 Sessions (Prof. Shiladitya Roy)	9	3	3	-	-	-
Marketing Management – 8 Sessions (Prof. Preeti Priya)	6	6	3	-	-	-
Human Resource Management in Agri-Cultural Coops. – 6 Sessions (Prof. Nivedita Kothiyal)	2	5	6	1	1	-
Individual and Group Behaviour –8 Sessions (Prof. Madhavi Mehta)	6	6	3	-	-	-
Ice breaking Session (Prof. Hitesh Bhatt)	10	2	3	-	-	-
Red Beads Experiment (Prof. Hitesh Bhatt)	8	3	4	-	-	-
Field Visits:						
Sandesar Milk Producers' Coop. Society	2	10	2	-	-	1
Amul Dairy, Anand	11	3	1	-	-	-
Gujarat Coop. Milk Mktg. Fedn. Ltd.	10	2	3	-	-	-
IFFCO Kalol Plant, Gandhi Nagar	6	6	2	1	-	-
Mother Dairy, Gandhi Nagar	4	6	4	-	-	1
Gambhira Collective Coop. Farming	8	4	3	-	-	-
Amalsad MPCS, Amalsad	4	7	3	1	-	-
Canning Unit, Ganadevi	3	5	5	2	-	-
Ganadevi Sugar Mill, Ganadevi	7	5	2	-	-	1
A.P.M.C., Amalsad	5	6	4	-	-	-
Support Services:						
Program Office	10	2	3	-	-	-
ETDC Accommodation	8	2	5	-	-	-
ETDC Food	4	5	5	1	-	-

IDACA MODULE: 18 March to 12 April, 2012

Summary of the Evaluation:

Program Coverage:

Out of 16 participants, 15 said the program coverage was **very good** and 1 said it was **good**. Some participants had the following comments:

- The course at IDACA is very useful and educative. I have learnt that cooperative movement in Japan is successful and advanced. The lessons covered in both classrooms and field visits have exposed me to learning various aspects of agricultural cooperative development in Japan.
- Field visits were very good; Classroom was very good.
- Both classroom and field visits were very good. Although, along with meeting with farmers, one meeting with Farm Guidance Advisers can be arranged and one visit to Day Care/Old Age Centre of any JA would have been more helpful.

- The topics covered in the training program were highly useful and informative. We could understand activities of cooperatives in Japan properly. We also understood how JAs maintain good relationship with members and establish an efficient distribution system of farm produce.
- Program is very good for the leaders of agricultural cooperatives of my country.
- Almost all topics were covered. We gained a lot of information and new ideas.
- Period was short but coverage was good.
- If there is an opportunity to go to Zen-noh, it will be good.

Most Beneficial Subject for you:

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

- Business management methods of Agricultural Cooperatives, covering topics on Commodity-wise long term marketing plans, joint marketing system, plan for supply of production material and establishment of joint purchasing system;
- Farm Guidance provided by Agricultural Cooperatives to its members;
- Joint Collection and Shipment; and
- Regulated Wholesale Marketing Systems.
- Farm Guidance and Educational Activities of JAs were most beneficial;
- Distribution System of Marketing Business of JAs; The ways to promote Agro-Processing Business; Field Visits to Nagano; A-Coop.;
- Organisation and Business Activities of JAs; Distribution System of Marketing Business of JAs; Operation of Agro-Processing Business;
- Marketing System by JA; Direct Sales Shop and Commodity-wise groups; Agro-Processing Business; Green House;

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

The replies were:

- Interaction with one Farm Advisor about his work and his experience would be interesting;
- If possible, summary of all cooperative rules and regulations may be provided;
- Field visits to Federations and Distribution Centres of JAs may be included;
- Livestock production i.e. swine or dairy production – Meat Distribution System and processing; Slaughter House facilities - may be included.
- Please explain the subject "how Japanese people became so advanced after World War-II";

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

- Video shown during lectures also generated interest in me to see these activities with my eyes during the study visit;
- Video during lectures were an icing on the cake.
- Due to the need for translation, almost 50% of the lecture time was lost.
- Some Lecturers used audio-video films etc., which were interesting. These video should be copied and given to the participants to show at their offices.

Study Visits in Kanagawa & Nagano Prefectures: 16 of the 16 participants have expressed their opinion that the study visits to Nagano and Kanagawa Prefectures were very good. Some participants have offered following comments:

- During field visits, we learnt that JAs operate Direct Sales Shop; A-Coops having different outlets like production inputs, restaurant, fuel depots and other welfare facilities for the benefit of members and community. Discussions with Paddy Grower Farmer; Mushroom Grower Farmer and Apple Grower Farmer was useful.

- Visit to Nagano Prefecture was well arranged.
- Study visit to Nagano Prefecture was a good experience. The farmers are quite advanced and adopt high-tech agricultural technology. Distribution outlets of farm produce are really excellent. It was a good learning and want to replicate in our country.
- Visit to Nagano was very useful and provided lot of information and experience.

Other Observation Tour (1-day observation in and around Tokyo – JA Hadano, Wholesale Market, Mona Sansar): 11 participants wrote that it was very good while 05 said it was good. Following comments were offered by the participants:

- Interesting to know that MONA SANSAR is developing Green Tourism and organic farming. Value addition to onion and garlic. At JA Hadano, it was good to learn about joint collection and shipment of agricultural products through different marketing channels – supermarkets, wholesale market and Direct sales shops.
- Good to know that JA is doing a number of activities for the benefit of its members;
- What I like most about JA Hadano is its symbiosis/cooperation programme with some Asian countries under which exchange of information is possible. Green Tourism and Organic Farming activities of Green Pia Sagamihara Corporation are worth emulating in our country.
- We learnt new things about preparation of organic manure, use it for cultivation and processing of garlic to fetch more price. It was a good learning experience.

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

- IDACA Officers/Managers/Coordinators/Staff in particular has no match;
- The administration and management of the training course by IDACA was really good and did in a professional manner.
- All staff were very cooperative and friendly. Faced no problems in the stay. But would suggest to ask the cleaning people to knock the door before opening the door using their keys.

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

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

- If possible, we should have Japanese food on weekend and not American one;
- Special thanks for providing me vegetarian food everyday;

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

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

- We would like to seek your continuous guidance and support for successful implementation of cooperative movement in Bhutan.
- Can you please increase the number of TV channels?;
- One electric kettle/coffee maker is required in the kitchen during holidays (Saturday/Sunday) so that we can make tea/coffee on holidays.
- Time for field visit is short. We would like to know about animal production – pig production; chicken production; cow production; fish production.
- Please include one module on Japanese Management Style. It is very helpful to the participants.

SECTION - VIII

COURSE CONCLUDING SESSION AND AWARD OF CERTIFICATES OF PARTICIPATION

The concluding session of the 2nd ICA/Japan Training Course-2011 was held at IDACA, Tokyo, on April 11, 2012. The session was attended by Mr. Shimane KAZUHIRO, Deputy Director, International Cooperation Division, International Affairs Department, MAFF, Dr. Chan Ho Choi, Regional Director, ICA-AP, Mr. Hiraoka Keiji, Executive Director of IDACA, including all his senior staff, and Mr. A.K. Taneja, Project Coordinator of the ICA-Asia Pacific, New Delhi.

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

Dr. Chan Ho Choi, Regional Director, ICA-AP, congratulated all the participants on successful completion of the training course. He appreciated the strong will and patience of the participants to learn more and serve the agriculture cooperative movement of their respective countries. He believed that this training course will help them to get higher positions in their respective organization in future.

He expressed his heartiest gratitude and appreciations to the Govt. of Japan, especially Ministry of Agriculture, Forestry and Fisheries (MAFF), through Mr. Shimane, for the financial support they have been extending in the conduct of the training programs for the last more than 25 years. He hoped that MAFF will continue to support this type of training programs in future also because this training course has proved very useful to the participants of ASIAN countries. He also suggested the participants to try their best to implement the Action Plans they have prepared. He offered all possible assistance to the participants in the implementation of Action Plans.

He thanked Mr. Shimane for sparing his valuable time to make himself available and address the participants. He also thanked Mr. Hiraoka and all IDACA staff for their kind cooperation in the conduct of part-II of this training program successfully. He wished all the participants a comfortable journey back home.

Mr. Shimane Kazuhiro, on behalf of MAFF, congratulated all the participants on successful completion of the training course. On behalf of MAFF, he expressed his heartfelt gratitude to ASEAN member States as well as people of Asian countries for their support and cooperation after the Great East Japan Earthquake in March last year.

He believed that it was very hard for the participants, mentally and physically, to study in Japan because of different climate, food, culture, etc. He further believed that the knowledge gained by the participants from this training course would prove a significant milestone for poverty reduction and enhancement of farmers' income in their respective countries. He hoped that the Action Plans made by the participants would be implemented to the fullest in future. After a few years from now, MAFF will conduct a survey to check the progress of implementation of Action Plans of the participants. The result of the survey is quite important for MAFF to measure the outcome of the training course and make future plans. He appealed for cooperation in conducting the survey. At the end, he hoped that this training course would build a long-lasting good relationship between participants' countries and Japan.

Mr. Hiraoka Keiji, Executive Director of IDACA, congratulated all the participants on successful completion of the training course. He said that this training course was a long one – one month in India and one month in Japan and the participants were away from their respective homes for nearly two months. He hoped that the participants must have enjoyed the current spring season. He advised the participants to accept as a challenge to implement Action Plans in their respective countries. He assured all help from IDACA. He wished all the participants a comfortable journey back home.

Mr. Surendra Sehgal, the participant from India extended a vote of thanks on behalf of all the 16 participants. He expressed the highest gratitude of all the participants from 11 Asian countries to MAFF for supporting this training course financially. He said, "this training program has given a boost to agriculture development in the Asia-Pacific region. I thank Dr. Chan Ho Choi for designing and implementing the training course by ICA, which is very useful for the members of agricultural cooperatives

in our respective countries. All the segments and modules of the training course were well planned and well executed. IRMA module, which is a capsule management course is a unique one. It will help all round development of a person to become a leader.

The agriculture and cooperative management and development in Japan is totally professional, systematic and worth emulating. We are very much impressed with the working of agriculture cooperatives in Japan and it has encouraged us to do better in our own fields in our respective country. We will try our best to implement our Action Plans, which we have finalized here. IDACA took very good care of us. I also thank ICA for giving us an opportunity to participate in this prestigious training course.”

He appreciated the role of the ICA Project Coordinator, IRMA Coordinator and IDACA Coordinator for their helpful attitude.

The **Certificates of Participation** from ICA as well as from IDACA were awarded to the participants at the end of the concluding session by Dr. Chan Ho Choi and Mr. Hiraoka Keiji respectively. Mr. Charles Gould, Director-General, ICA and Dr Chan Ho CHOI, Regional Director, ICA-AP, signed the ICA Certificates of Participation while Mr Hiraoka Keiji, Executive Director of IDACA, signed the IDACA Certificates.

(After completing the IDACA training program, the participants left Japan for their home countries on 12th April, 2012).





A group photo of the participants at the inauguration of IDACA Module at IDACA, Japan.



A class-room session in progress at IDACA.



Participants during sight-seeing tour in Tokyo



A scene of IDACA Welcome Party.



Participants in conversation with Tomato Producing Farmer at Hadano Shi.



Participants at the farm house of Flower Producing Farmer.



Participants at Direct Sales Shop being managed by JA Hadano.



Participants at the "A-Coop. Store at Nagano Prefecture.





Participants during the visit to the office of Nagano Prefecture Rural Industry Research Institute.



Participants observing the facilities of Nagano Prefecture Rural Industry Research Institute.



A view of Country Elevation (Grain Elevator), being managed by JA Kita Shinshu Miyuki.



Chairman, JA Kita Shinshu Miyuki, addressing the participants.



Participants Cooking Traditional Meal of Iiyama with members of Women's Association.



Participants during Japanese Traditional Tea Ceremony at Iiyama, Nagano Prefecture.





Head of Apple Growers' Group briefing the participants at Iiyama



Head of Mushroom Growers' Group briefing the participants at Iiyama



Head of Paddy Growers' Group briefing the participants at Iiyama



Participants in conversation with the Heads of Apple, Mushroom and Paddy Growers' Group at Iiyama



Participants enjoying the snowfall at Iiyama



Participants at the Strawberry Green House



Participants at the local Wholesale Market in Nagano



Participants at the 'Monzen-no-yakata' being managed by women entrepreneur



Participants during visit to the site of Green Pia Sagamihara Co.



Participants at the Mushroom Collection and Shipping Centre at Iiyama, Nagano Prefecture.



A group photo of the participants with Mr. Akira Banzai, President, Ja-Zenchu/IDACA.



President, JA-Zenchu/IDACA addressing the participants.



Participants with Mr. Hiraoka Keiji, Executive Director, IDACA.



(Left and top) Dr. Chan Ho Choi, Regional Director, ICA-AP, addressing the participants at the Closing Ceremony at IDACA.



Mr. Shimane Kazuhiro, Dy. Director, Int'l Cooperation Division, MAFF, addressing the participants at the closing ceremony at IDACA.



Dr. Chan Ho Choi, Regional Director, ICA-AP, giving away the "ICA Certificate of Participation" to the participants at the Closing Ceremony at IDACA.



Mr. Hiraoka Keiji, Executive Director, IDACA, giving away the "IDACA Certificate of Participation" to the participants at the Closing Ceremony at IDACA.



Mr. Surendra Sehgal, participant from India, presenting a Vote of Thanks on behalf of the participants at the Closing Ceremony.



Participants with Dr. Chan Ho Choi, Regional Director, ICA-AP and Mr. Shimane Kazuhiro, representative of MAFF at the closing ceremony at IDACA.

**2nd ICA-Japan Training Course on
"FOSTERING CORE LEADERS OF AGRICULTURAL COOPERATIVES-2011"
IRMA Module on 'Agri-Cooperative Business Management, Leadership & Planning'
February 20 – March 16, 2012**

Venue: Conference Room, ETDC, IRMA

Session Plan

Date	09.15 – 10.45	11.15 – 12.45	14.00 – 15.30	16.00 – 17.30
20.02.2012 (Mon.)	Inauguration and Orientation	Ice Breaking Prof. Hitesh Bhatt	Presentation of Draft Action Plan & Visit to Dairy Cooperative Society	
21.02.2012 (Tue.)	PM-1	IGB-1	FAC-1	BDP-1
22.02.2012 (Wed.)	FAC-2	MM-1	IGB-2	BDP-2
23.02.2012 (Thurs.)	PM-2	IGB-3	FAC-3	Visit to AMUL Dairy
24.02.2012 (Fri.)	IGB-4	FAC-4	PM-3	Visit to GCMMF
25.02.2012 (Sat.)	Visit IFFCO, Kalol & Mother Dairy Gandhinagar			
26.02.2012 (Sun.)	Free			
27.02.2012 (Mon.)	PM-4	MM-2	BDP-3	GMAC-1
28.02.2012 (Tue.)	FAC-5	IGB-5	MM-3	HRM-1
29.02.2012 (Wed.)	PM-5	FM-1	L&TB-1	IGB-6
01.03.2012 (Thurs.)	Visit to Gambhira		FM-2	HRM-2
02.03.2012 (Fri.)	PM-6	IGB-7	GMAC-2	L&TB-2
03.03.2012 (Sat.)	Visit to Amalsad MPS, Gandevi Sugar Mill, APMC stay at BAIF			
04.03.2012 (Sun.)	Workshop on Team Building Sessions 3-7			
05.03.2012 (Mon.)	Free		MM-4	L&TB-8
06.03.2012 (Tue.)	FAC-6	IGB-8	BDP-4	HRM-3
07.03.2012 (Wed.)	L&TB-9	MM-5	FAC-7	GMAC-3
08.03.2012 (Thur.)	Free	FM-3	Free	
09.03.2012 (Fri.)	PM-7	PM-8	MM-6	HRM-4
10.03.2012 (Sat.)	Experiment Prof. Hitesh Bhatt	MM-7	FM-4	FAC-8
11.03.2012 (Sun.)	Free			
12.03.2012 (Mon.)	MM 8	FM-5	L&TB-10	HRM-5
13.03.2012 (Tue.)	FAC-9	FM-6	GMAC-4	HRM-6
14.03.2012 (Wed.)	FAC-10	BDP-5	BDP-6	GMAC-5
15.03.2012 (Thur.)	FM-7	FM 8	BDP 7	GMAC-6
16.03.2012 (Fri.)	BDP-8	GMAC-7	Valedictory & Preparation for Departure	

IRMA Module on 'Agri-Cooperative Business Management, Leadership & Planning'

February 20 – March 16, 2012

Topics/Focus	Sessions	Resource Persons
<p>1. Governance and Management of Agricultural Cooperatives (GMAC) Focus: Coop Principles; Theories of Cooperation; Integrated Package and Services – credit, input, value addition (farm guidance and strengthening of joint collection and shipment); Participatory Decision Making; Design of Cooperatives–membership, Governance and Operations; Approaches – appreciative inquiry and learning, process approaches, new generation cooperatives.</p>	7	Prof. KV Raju
<p>2. Business Development Planning (BDP) Focus: <i>Why BDP</i> – Resource mobilization, Business diversification, Enhancing members' participation, Dealing with inactive members, Promote marketing of the village produce. <i>How BDP</i> – Stages in the participation of BDP of PACs, Preparation of various sub plans for the business plan, such as credit, input, storage, consumer services, deposits, welfare activities. <i>BDP in Action</i> – Business Plan and linkages to be established at various levels. Tools of monitoring (quantitative and qualitative information). Performance indicators related to different business activities, management and member participation. Role of various support agencies and their responsibilities.</p>	5 3	Prof. KV Raju Prof. SR Asokan
<p>3. Leadership and Team Building (L&TB) Focus: Attitudes and Values relevant to cooperatives; Effective Cooperative Management through participatory decision-making process; Effective Governance through Cooperative Leadership; Responsibility of Cooperative Leaders (preparation of second line in leadership).</p>	10	Prof. SN Biswas
<p>4. Financial Accounting, Budgeting and Costing (FABC) Focus: Introduction to financial accounting, Budgeting, variance analysis, Profit and Loss accounting, Balance Sheet, ratio analysis, costing and pricing of products and services in agricultural cooperatives, breakeven analysis, Cost Volume and Profit Relations.</p>	5 5	Prof. Asmita Vyas Prof. Paresh J. Bhatt
<p>5. Project Planning and Management (PM) Focus: An overview of Project Management; Project Identification; Project Analysis and Selection; Project Appraisal; Project Implementation; Project Review (Monitoring and Evaluation). PERT/CPM, Planning and Scheduling, Logical Framework Analysis.</p>	8	Prof. Hitesh Bhatt
<p>6. Financial Management (FM) Focus: Working Capital Management; Time Value of Money; Estimating relevant cash flows; Financial Criteria for investment decisions in agricultural cooperatives; Importance of member's capital.</p>	8	Prof. Shiladitya Roy
<p>7. Marketing Management (MM) Focus: Market and Competition; Cooperative Marketing Concept; Marketing Mix, Market Intelligence, Product Life Cycle and new Product Development.</p>	8	Prof. Preeti Priya
<p>8. Human Resource Management in Agricultural Cooperatives (HRM) Focus: Selection, Recruitment and Matching Skills and Knowledge with the Role Profile Planning, Development of Employees to meet the requirements of growing organization.</p>	6	Prof. Nivedita Kothiyal
<p>9. Individual and Group Behaviour (IGB) Focus: Personal Effectiveness, Communication and inter-personal effectiveness; making an effective oral presentation.</p>	8	Prof. Madhavi Mehta
<p>10. Field Visits</p>		Prof. SR Asokan Mr. BC Patel

WRAP-UP SESSION, ICA ASIA & PACIFIC NEW DELHI

March 16 – 17, 2012

March 16, Fri. Return to New Delhi via Ahmedabad;
Collect baggage from ICA-AP;
Stay at Hotel Vikram, New Delhi

March 17, Sat. Sight-seeing in Delhi in the forenoon
Farewell Dinner in the evening
20.00 Lv. Delhi TG 316 01:00*

March 18, Sun. Ar. Narita, Japan.TG 676 15:45



**Programme of the 2nd ICA-Japan Training Course on
“Fostering Core Leaders of Agricultural Cooperatives in FY2011”**

March 18 – April 12, 2012

Institute for the Development of Agricultural Cooperation in Asia (IDACA)

Month	Date		Program	
			Morning (9:30 - 12:00)	Afternoon (13:30 - 16:00)
March	18	Sun.		Arrival of Participants
	19	Mon.	Orientation / Opening Ceremony	(L) General Information on Japan ~ Economy and Society
	20	Tue	(L) Organizations and Business Activities in the Japanese Agricultural Cooperative System (Mr. Terunuma, IDACA)	
	21	Wed	(L) Farm Guidance and Commodity-wise Groups of Agricultural Cooperative (Mr. Nakashima, IDACA)	Presentation of Draft of Action Plan focusing on Analysis of Problems as Background Information
	22	Thu	Presentation of Draft of Action Plan focusing on Analysis of Problems as Background Information	Presentation of Draft of Action Plan focusing on Analysis of Problems as Background Information
	23	Fri	(L) Distribution System of Marketing Business of Agricultural Cooperative - Subject: Improvement of Marketing Channels for Agricultural Cooperative (Mr. Harada, Expert on Marketing by Agri. Coop.)	
	24	Sat.	Sight-seeing of Tokyo by Bus	
	25	Sun.	Free	
	26	Mon.	Case Study and Discussion on Distribution of Agricultural Products in Asia ~ Analysis of the Situation and Exchange of the Information (Mr. Harada, expert on Marketing by Agri. Coop.)	
	27	Tue.	(V)visit to Hadano-shi Agricultural Cooperative (JA Hadano) – Subject Management, Leadership and Communication with the Members of Primary Agricultural Cooperative	
	28	Wed	(L) The Ways to Promote Agro-processing Business - Basics for Starting and Operation of Agro-processing Business (Mr. Okuma, Senior Researcher, JA Nagano Regional Development Institute)	
	29	Thu	(V) Production corporation- Green tourism, organic farming, etc/	(L) Guidance for preparation of Action Plan (15:00 -)
	30	Fri.	(L) Education Activities of Agricultural Cooperatives – Subject: The Ways to foster Human Resource and Promote the Cooperative Movement (Mr. Kigasawa, expert on Education of Agri. Coop.)	
	31	Sat.	Free	
April	1	Sun.	Free	
	2	Mon.	Move to Iiyama city in Nagano prefecture.	Shipment Center for Mushroom of JA Kita-Shinshu Iiyama /City tour in Iiyama city for exploring the Japanese Traditional Culture, Rural Life, etc.
	3	Tue.	Exchange Program with the Members of JA Women's Association/ Member Farmers	(V) Kita-Shinshu Miyuki Agricultural Cooperative - Briefing on the Organization and the Business/ Observation of the facilities run by JA
	4	Wed.	(V) Observation of the facilities run by JA Kita-Shinshu Miyuki	(Move to Nagano city) (O) Direct sales shop of JA Nagano/Cultivation of Strawberry, (V)JA Research and Development Institute for Rural Industry
	5	Thu.	(O) Nagano Local Wholesale Market(V) "Sanyaso Inc." as case study on women's entrepreneurial activity	(O) A-coop store -retailing business of JA(return to IDACA)
	6	Fri.	Case Study and Discussion on promotion of agricultural cooperative in Asia - how to promote the cooperative (Mr. Ogane, Expert on Education and HRD)	
	7	Sat.	Free	
	8	Sun	Free	
	9	Mon.	Completion of Action Plan	Completion of Action Plan / Submission
	10	Tue.	Presentation of Action Plans	Presentation of Action Plans
	11	Wed.	Presentation of Action Plan /Correction and Final Submission of Action Plan	Evaluation Meeting / Closing Ceremony / Farewell Dinner
	12	Thu.	Leave IDACA for the Narita International Airport at Early Morning by bus.	

**2nd ICA-JAPAN TRAINING COURSE ON
"FOSTERING CORE LEADERS OF AGRICULTURAL COOPERATIVES-2011
India – Japan
February 2, 2012 - April 12, 2012**

LIST OF PARTICIPANTS

BHUTAN

- 1. Mr. Karma Gyeltshen**
Senior Marketing Officer
Department of Agricultural Marketing & Co-operatives,
Ministry of Agriculture & Forests,
P.O. Box. 929, Thimphu, Bhutan. --
Tel : +975-2-322909; 335741; 331638
Fax : +975-2-324898
Mobile : +975-17624615
E-mail : karma509@gmail.com

CAMBODIA

- 2. Mr. Chum Chanthol**
Chief of Agricultural Extension of Sihanouk province
Department of Agriculture;
Commune, Sihanouk Ville,
PREAH, Sihanouk Province, Cambodia.
Tel : +855-34933684; Fax: +855 34933684
Mobile : +855 12 858 853
E-mail : COAE Chanthol [chantholcoae@yahoo.com]
- 3. Mr. Vicheth Imchum**
Vice Chief of Agricultural Extension,
Department of Agriculture of Kampot Province
Krang Village, Sangkat Krang Ampil, Krong Kampot,
Kampot Province, Cambodia.
Tel : +855 33 932 061
Fax : +855 33 932 061
Mobile : +855 12 666 407
E-mail : vichethimchum@yahoo.com
Ponna Khem [ponnakhem@yahoo.com]

INDIA

- 4. Mr. Surendra Sehgal**
Deputy Director (Cooperation)
Government of India, Ministry of Agriculture,
Department of Agriculture and Cooperation,
Krishi Bhawan, Rajendra Prasad Road,
New Delhi, India.
Tel. : +91-11-23389809
Fax : +91-11-23073977
Mobile : +91-9911300801
E-mail : s_sehgal7@rediffmail.com

5. **Mr. Phurailatpam Tejkumar Sharma**
Field Officer,
Indian Farmers Fertilizer Cooperative Ltd. (IFFCO),
Area Office Baharampur, 24 Babulbona Road,
1st Floor, Baharampur, District-Murshidabad,
West Bengal-742101, India.
Tel. : +91-3482-257424
Mobile : +91-9832017517
E-mail : fo_malda1@iffco.nic.in
tejkumarsharma@gmail.com

LAO PDR

6. **Mr. Sengmany Luangxay**
Chief of Technical Unit of Agriculture and Forestry Extension Section
Department of Agriculture and Forestry of Vientiane Capital
Ministry of Agriculture and Forestry
Khamphengmoung Road (T4), Nonghai Village,
P.O. Box 3176
Hatxayfong District,
Vientiane Capital, Lao PDR.
Tel. : +856-21-732160
Fax : +856-21-732160; 856-21-480503
Mobile : +856-20-5568 2147
+856-20-9760 7054
E-mail : sluangxay@yahoo.com

7. **Mr. Khambeul Kouphilalay**
Administration and Planning
Agriculture and Forestry Section
Department of Agriculture and Forestry,
Ministry of Agriculture and Forestry
Champasack Province, Lao PDR.
Tel. : +856 31 252413
Fax : +856 31 252413
Mobile : +856 20 55431264
E-mail : khambeuykupilalay@yahoo.com

MALDIVES

8. **Mr. Mohamed Zahid**
Project Director
Southern Farmers Co-operative Society
Dhunfinige, Daisymagu, 19004,
Feydhoo, Addu City,
Republic of Maldives.
Tel. : +9606892094
Fax : +9603335672
Mobile : +9607794282
E-mail : takkaru@gmail.com

MYANMAR

9. **Ms. Khaing Lei Yi**
Assistant Manager (Admin.)
Central Co-operative Society,
Sayasan Plaza, Junction of Sayasan Road
and New University Avenue Road,
Bahan Township, Yangon, Myanmar.
Tel. : +95-1-557640; 401396
Fax : +95-1-553894
Mobile : +95-9-73216309
E-mail : ccscencoop@gmail.com
kly1020@gmail.com

10. Ms. Zin Nwe Nwe Hlaing
Supervisor
Central Co-operative Society
Sayasan Plaza, Junction of Sayasan Road
and New University Avenue Road,
Bahan Township, Yangon, Myanmar.
Tel : +95-1-557640; 554687
Fax : +95-1-553894
Mobile : +95-9-73129209
E-mail : ccscencoop@gmail.com
zinnwenwehlaing86@gmail.com

NEPAL

11. Ms. Indira Panta
Member, Board of Directors,
Jitpur Phedi Women Agricultural Cooperative Society Ltd.
C/o National Co-operative Federation of Nepal
Bijuli Bazar, 10, P.O. Box. No. 11859,
Kathmandu, Nepal
Tel. : +977-1-4781510; 4781697
Fax : +977-1-4781326
Mobile : +977-98510-99659
E-mail : ncf@wlink.com.np
indirapanta2011@gmail.com

12. Mr. Tara Lama Tamang
Executive Chairman
District Cooperative Union Ltd.
Kanchanpur, Bhimdutta Municipality-4,
P.O. Box. 45; Kanchanpur, Nepal.
Tel. : +977-1-4781510; 4781697
Fax : +977-1-4781326
Mobile : +977-98510 32455
E-mail : ncf@wlink.com.np
lamatara2003@yahoo.com

PHILIPPINES

13. Mr. Ludwig Von Gutierrez Malaluan
General Manager
Buklod-unlad Multi-purpose Cooperative (BUKLOD),
Dagatan, Taysan, Batangas
4228, Philippines
Tel. : +63908 8977087
Mobile : +639103912338
E-mail : buklod_unlad_coop@yahoo.com
ludwigvonmalaluan@yahoo.com

SRI LANKA

14. Mr. Ranasingha Chandana Pradeep
Chief Education Officer,
National Co-operative Council of Sri Lanka,
"Co-op. House", 455, Galle Road,
Colombo-03, Sri Lanka.
Tel. : +94-112585496
Fax : +94-112587062
Mobile : +94-713930219
E-mail : nccsec@sltnet.lk
rcpradeep@gmail.com

THAILAND

15. **Mr. Phumin Juathai**
Audio Visual Aids and IT Specialist
Corporate Communication
Cooperative Development Bureau
The Cooperative League of Thailand
4 Pichai Road, Dusit,
Bangkok 10300 Thailand
Tel. : +66-2-669 3254-60 Ext. 1018, 1007
Fax : +66-2-6695857
Mobile : +66-89-991- 5325
E-mail : phumin_coop@yahoo.com

VIETNAM

16. **Ms. Luu Xuan Lan**
Officer,
Vietnam Institute for Coops and Small Enterprises
C/o International Relations Department,
Vietnam Co-operative Alliance,
77 Nguyen Thai Hoc street, Ba Dinh Dist.,
Hanoi, Vietnam
Tel. : +84-4-38431768
Fax : +84-4-38431768
Mobile : +84-989647889
E-mail : lanluu77@gmail.com

ICA-AP COORDINATOR

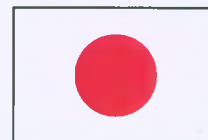
Mr. Ashok Kumar Taneja
Manager (Admin.)
International Co-operative Alliance - Asia & Pacific,
9, Aradhana Enclave, R.K. Puram Sector-13,
Ring Road, New Delhi-110066, India.
Tel : +91-11-2688 8250 / Ext. 108
Fax : +91-11-2688 8067
Mobile : +91-9810781244
E-mail : taneja@icaroap.coop





PARTICIPANTS

2nd Training Course on
Fostering Core Leaders of Agricultural Cooperatives-2011
India-Japan: 2nd February to 12th April 2012



Mr. Karma Gyeltshen
Department of Agricultural
Marketing & Co-operatives,
Thimphu, Bhutan.



Mr. Chum Chanthol
Department of Agriculture
Sihanouk Province,
Cambodia.



Mr. Vicheth Imchum
Department of Agriculture
of Kampot Province
Cambodia.



Mr. Surendra Sehgal
Ministry of Agriculture,
Govt. of India
New Delhi, India.



Mr. Phurailatpam T. Sharma
Indian Farmers Fertilizer
Cooperative Ltd. (IFFCO),
West Bengal-742101, India.



Mr. Sengmany Luangxay
Deptt. of Agriculture and
Forestry of Vientiane Capital,
Lao PDR.



Mr. Khambeul Kouphilalay
Deptt. of Agriculture & Forestry,
Champasack Province,
Lao PDR.



Mr. Mohamed Zahid
Southern Farmers Co-
operative Society, Addu
City, Republic of Maldives



Ms. Khaing Lei Yi
Central Co-operative Society,
Yangon, Myanmar.



Ms. Zin Nwe Nwe Hlaing
Central Co-operative Society
Yangon, Myanmar.



Ms. Indira Panta
Jitpur Phedi Women Agri-
cultural Cooperative Society
Ltd., Kathmandu, Nepal



Mr. Tara Lama Tamang
District Cooperative Union Ltd.
Kanchanpur, Nepal.



Mr. Ludwig Von G. Malaluan
Buklod-unlad Multi-purpose
Coop. (Buklod),
Philippines



Mr. Ranasingha C. Pradeep
National Co-operative
Council of Sri Lanka,
Colombo-03, Sri Lanka.



Mr. Phumin Juathai
The Cooperative League
of Thailand
Bangkok 10300, Thailand



Ms. Luu Xuan Lan
Vietnam Institute for Coop-
eratives & Small Enterprise,
Hanoi, Vietnam



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

ICA Co-operative Identity Statement

DEFINITION

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

VALUES

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

PRINCIPLES

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

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

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

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

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

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

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

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



ICA 02488