



# **ICA-Japan Training Course on “Fostering Core Leaders of Agricultural Co-operatives-2016”**

**Thailand-Japan: February 26 to April 11, 2017**



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ICA/JAPAN TRAINING COURSE ON  
**FOSTERING CORE LEADERS OF  
AGRICULTURAL COOPERATIVES – 2016**

**THAILAND – JAPAN**

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BE-1030, Brussels, Belgium

**ICA-Asia and 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 Cooperatives-2016  
Thailand – Japan**

**February 26 to April 11, 2017**

*Report compiled by:*

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# **REPORT**

of the ICA/Japan Training Course on  
**Fostering Core Leaders of Agricultural Cooperatives-2016**  
Thailand-Japan

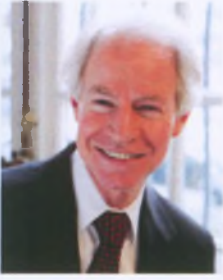
February 26 to April 11, 2017

Submitted to

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

By

**The International Co-operative Alliance**  
June 2017



## *Preface*

I am pleased to present the Report of the ICA/Japan Training Course on, "Fostering Core Leaders of Agricultural Co-operatives-2016," held in Thailand and Japan from February 26 to April 11, 2017.

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

The Alliance wishes to convey its sincere thanks to the Co-operative League of Thailand (CLT), the Co-operative Promotion Department of Thailand (CPD), and other collaborating agencies and institutions for their assistance, advice, guidance and logistic support in the successful implementation of this training program.

The Alliance takes this opportunity to thank its member organizations/Ministry of Agriculture, Forestry & Fisheries of the Governments in Bhutan, Cambodia, Lao PDR, Myanmar, Vietnam, Nepal, for sponsoring suitable candidates to the training program. The overall objective of the training program 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 the improvement of agricultural production and income of the farmers. I am sure, the participants, after the training, will help to significantly develop agricultural cooperatives as well as enhance the human resource base in their respective countries.

The Alliance is extremely grateful to Mr. Masahiro KONNO, Executive Director, IDACA, and his staff for conducting Part-II of the program at IDACA, organizing study visits to important agricultural cooperatives in Japan and taking good care of the participants. These visits enabled the participants to learn from leaders and members of successful agricultural cooperatives at the primary, Prefectural and national level.

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

**Charles Gould**  
Director-General

International Cooperative Alliance [ICA]  
Brussels, Belgium

May, 2017



## *Foreword*

It is with great pleasure and satisfaction, we submit the Report of the ICA/Japan Training Course on “Fostering Core Leaders of Agricultural Cooperatives-2016.” The focus of the training course was on the basics of organizing agricultural cooperatives, better organizational management and improvement of the business systems. The classroom trainings were reinforced with visits to successful agricultural cooperatives and supporting institutions in Japan and Thailand.

I would like to take this opportunity to express my sincere thanks to the Ministry of Agriculture, Forestry and Fisheries, Government of Japan, for their financial support; and JA-ZENCHU and the Institute for the Development of Agricultural Cooperation in Asia (IDACA) for their active collaboration to ensure successful implementation of this training course. My special thanks to Mr. Masahiro KONNO, Executive Director, IDACA and his able staff for supporting and taking care of the participants during their stay in IDACA.

I would like to extend my gratitude to the Co-operative League of Thailand and the Co-operative Promotion Department of Thailand, for making Part-I of the program a grand success. My sincere thanks and gratitude to our member-organizations and the Ministry of Agriculture, Forestry and Fisheries of the Governments in Asia-Pacific Region for nominating suitable candidates for this training program.

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

**Balasubramanian (Balu) Iyer**  
Regional Director  
[Asia and Pacific]

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May 2017

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**REPORT OF THE ICA/JAPAN TRAINING COURSE ON  
“Fostering Core Leaders of Agricultural Cooperatives–2016”  
Thailand-Japan: February 26 to April 11, 2017**

**COURSE REPORT**

**Introduction**

The International Co-operative Alliance (<http://www.ica.coop>) is a non-profit international association, established in 1895 to advance the co-operative social enterprise model. The Alliance is the apex organization for co-operatives worldwide, representing 300 members across 104 countries (figures as of Feb.1, 2017). The members of the Alliance are national level co-operative federations and individual co-operative organisations.

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

Yearly, the Alliance publishes the World Co-operative Monitor (<http://www.monitor.coop>), the index of the world's largest co-operative and mutual enterprises. The Monitor demonstrates the economic impact of co-operative enterprises worldwide. The third edition of the World Cooperative Monitor has revealed a global turnover of 2.2 trillion USD for the world's top 300 co-operatives. Cooperatives generate part or full-time employment for at least 250 million individuals worldwide, either in or within the scope of co-operatives, making up almost 12% of the entire employed population of the G20 countries.

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

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

The ICA-Asia and Pacific Office is operating from New Delhi since 1960, serves 94 national level co-operative organizations and individual co-operative organizations from 29 countries, representing over 500 million cooperative members. Main activities include: Co-ordination of co-operative development efforts within the Region and promotion of exchange and experiences; Project identification, formulation and evaluation; Promotion of the establishment and development of national co-operative apex organizations; and organization of seminars, conferences and technical meetings on specific subjects including support for programs aimed at the involvement of women and youth in co-operative activities.

**Background**

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



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

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

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

In these trainings during the last 25 years, the participants had produced 348 grass-root development project proposals in the agricultural co-operative sector “aiming at enhancing the participation and income of grass-root level farmer-members”. A number of these projects have already been implemented in various countries.

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

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

#### **JAPAN (MAFF) – ASEAN NEW PROJECT:**

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

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

In ASEAN Member States, Thailand is advanced in agricultural co-operative movement, especially multi-purpose agricultural co-operatives, including credit business. Therefore, it is very relevant that Thailand takes initiative in supporting development of agricultural co-operatives in CLMV in developing mutual co-operation among ASEAN Member States. Therefore, it was decided that Part-I of the Training course will be held in Thailand instead of India, and, as usual, Part-II of the program will be held in Japan.

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

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

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

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

### **Financial Support to the Project from the MAFF- Government of Japan**

The Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan, contributed funds to the ICA/Japan Training Course-2016, which was followed by a grant for its implementation. The ICA is highly appreciative of the contribution made and grateful to the Government of Japan for this gesture.

### **Acknowledgements**

In the implementation of the ICA/Japan Training Course in 2016, the ICA received full support and cooperation from the JA-Zenchu, the International Cooperation Division of the Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan; the Institute for the Development of Agricultural Cooperation in Asia [IDACA] in Japan; the Co-operative League of Thailand (CLT), the Co-operative Promotion Department (CPD) of Thailand and other ICA Member-Organisations in the Region. The ICA is grateful to its member-organizations.

### **Administrative Arrangements for the Project**

Mr. Ashok Kumar Taneja, Project Coordinator, ICA/Japan Training Course, was responsible for the conduct of the ICA/Japan Training Course-2016. The Training Course was coordinated and implemented by him for its full duration, under the guidance/direction of Mr. Balasubramanian (Balu) Iyer, the Regional Director (ICA Asia and Pacific).

Part-II of the training program held in Japan at IDACA was conducted under the direction and guidance of Mr. Masahiro KONNO, Executive Director of IDACA. Mr. Abe Yukio, Co-operative Development Consultant, was designated by the IDACA as the Program Co-ordinator for the Training Course of 2016.



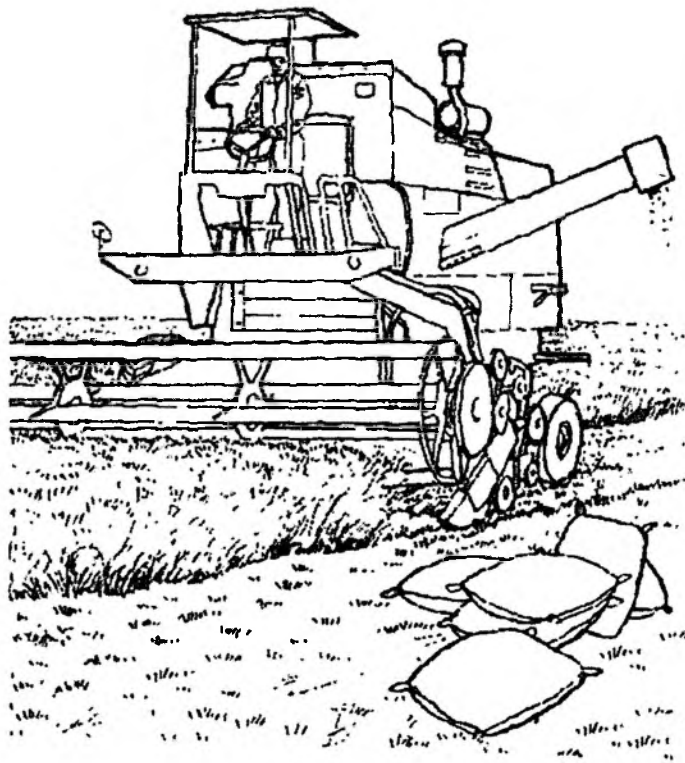
## Summary of the Time Table

The following is the summary of the time-table for the Training Course of 2016:

Home Country Assignments (HCAs)	:	February 11 to 25, 2017
Arrival of Participants in Thailand	:	February 26, 2017
Part-I: CLT/CPD Module in Thailand	:	February 26 to March 19, 2017
Arrival of Participants in Japan	:	March 20, 2017
Part-II: IDACA Module in Japan	:	March 20 to April 10, 2017
Departure of Participants from Japan	:	April 11, 2017.

### Reporting and Evaluation

The period from the end of the Training Course in Japan (April 11, 2017) to the end of June 2017 was utilized to prepare the Course Report and financial statements for submission through the ICA Secretariat in Brussels to the MAFF, Government of Japan.



**SECTION – I**  
**Executive Summary of the ICA/Japan Training Course**  
**on**  
**“Fostering Core Leaders of Agricultural**  
**Cooperatives-2016”**

Thailand-Japan: February 26 to April 11, 2017

**Course Participants:**

A total of 10 participants (men and women) were selected from among the candidates nominated by the ICA member-organizations/Ministry of Agriculture, Forestry and Fisheries from the following countries – Bhutan-1, Cambodia-2, Lao PDR-2, Myanmar-2, Nepal-1, and Vietnam-2. A list of Course participants is placed in **Annex-II**.

After having completed their Home Country Assignments at their respective organizations and in their respective countries, all the participants got together in Bangkok, Thailand, on February 26, 2017.

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

The CLT/CPD module of ICA-Japan Training Course on “Fostering Core Leaders of Agricultural Co-operatives 2016” was inaugurated at the CLT Training Centre, Bangkok, on February 27, 2017. **Dr. Vinaroj Supsongsuk, Director-General, Cooperative Promotion Department, Govt. of Thailand**, formally inaugurated the program at the CLT Training Centre, Bangkok, in the presence of the following – Mr. Takashi INOUE, First Secretary, Embassy of Japan in Thailand, Mr. Mongkalat Pukanat, Chairman, Cooperative League of Thailand, Mr. Konno Masahiro, Executive Director, IDACA, Mr. Kriengkrai Kham-In, Acting Executive Director, CLT, and Mr. A.K. Taneja, Project Coordinator of ICA-AP, New Delhi, India. He extended a warm welcome to all the participants to Thailand. After welcoming the participants, he said that they will realize the importance of agricultural co-operatives, particularly capacity building of co-operative personnel and leaders in ASEAN and South Asian regions. The Royal Thai government has been paying great attention to the development of agricultural co-operatives. He said that CPD’s vision is to develop co-operatives and farmers’ groups and keep them strong. In view of this, the training module and program prepared by CPD, will benefit all the participants and they would have a chance to share experiences among themselves for the development of co-operatives in their respective countries. He hoped that the useful knowledge to be gained by the participants from the training course would help them for sustainable cooperative development. He extended his sincere thanks to IDACA, ICA-AP and MAFF for organizing such a fruitful training course in Thailand. He wished the participants all success.

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

**Mr. Takashi Inoue**, First Secretary in the Embassy of Japan in Thailand, welcomed the participants, on behalf of the Embassy of Japan in Thailand. He said that he expects the participants to think about how to harmonize “cooperativeness” and “competitiveness”. As the key concept of cooperatives is partnership and alliance among member-farmers, if there is no cooperation among member-farmers, they will be defeated by the big market and big companies, as individual farmer is very weak. Member alliance is important. At the same time, the cooperatives have to be more competitive, especially in this global market competition these days. So, the business should be more sophisticated and cost effective. For such kind of business, they need talented and excellent personnel and they are supposed to pay a good salary. But it is not easy.



There are a lot of problems. So, it is difficult to harmonize “cooperativeness” and “competitiveness” at the same time. Actually, Agricultural Cooperatives in Japan are also facing such problems even now, but they are reforming themselves and improving their business every day.

Mr. Inoue hoped that participants would see a lot of better cases of agricultural cooperative’s business and administration in Japan and get some idea as to how to manage such a conflicting problem, while there is no absolute solution to the problem because each country has its own history and customs. He believed that all the trainees here can play a leading role in agricultural cooperatives and farmers’ groups in their respective countries and contribute to the improvement of agricultural production and income of the farming communities. He extended his best wishes to the participants.

**Mr. Masahiro KONNO**, Executive Director of the Institute for the Development of Agricultural Co-operation in Asia (IDACA), expressed his sincere appreciation to the ICA-AP, Co-operative Promotion Department (CPD) of Thailand, the Co-operative League of Thailand (CLT) and the Government of Japan for their cooperation in organizing this training course. He said that this training course was newly developed under the collaboration with Ministry of Agriculture, Forestry and Fisheries (MAFF), Govt. of Japan and ICA-AP for the purpose of Strengthening Capacity Building of developing countries in Asia, for three years. He explained the purpose of organizing the 1st part of the training course in Thailand. He further said that the situation and development stage of agricultural cooperatives in each country is different; but for farmers and rural people, it goes without saying that organizing and fostering of cooperatives is very important for every country. For that reason, he said that he would like participants to be core leaders, who would be responsible for the development of cooperatives in their respective country. He hoped that all the participants would do their best not only to fulfil the primary objectives, but also would get a useful insight about the cooperative movement through this training course. He further said that IDACA has already prepared the program with the focus on objectives of this training course. He concluded his remarks by wishing his best to all the participants.

After welcoming the participants and dignitaries at the inaugural ceremony, **Mr. Mongkalat Pukanat, Chairman of CLT**, thanked the Ministry of Agriculture, Forestry and Fisheries, Government of Japan, and IDACA and ICA-AP for organizing 1st part of the training course in Thailand. He also appreciated the collaboration of the Cooperation Promotion Department, Government of Thailand. He further thanked Mr. Masahiro KONNO, Executive Director, IDACA, for his presence in the inaugural ceremony. He also thanked the participants and their organizations for nominating them for this training course. He assured the participants that they would enjoy their stay in Thailand. CLT staff has made elaborate arrangements for successful implementation of the training course in Thailand. He urged upon the participants to transfer the knowledge they will gain in Thailand and Japan to their colleagues back home.

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

Main sectors of Thai Economy are Private Sector, Government Sector, Farmer Institutions/Cooperative Sector. Farmer Institutions include Cooperatives; Farmer Groups and Community Enterprises; There is 3-tier system in Agricultural Cooperatives in Thailand – National Level, Provincial Level and District Level. There are 7,093 cooperatives in Thailand whose combined membership is 11,275,804. There are 4,130 Farmer Groups, whose membership is 600,985. There are 10,982 Community Enterprises Groups. Following is the business of Agricultural Cooperatives in Thailand – Credit Business; Deposit Business; Marketing/Trade Business; Purchasing/Collection Business; promotion and Services Business. The following are sub-types of Agricultural Cooperatives – General; Marketing for BAAC’s customers; Rubber; Water User for Agriculture; Livestock; Swine Raising; Land Reform Area; Sugarcane Growers; Dairy Cooperatives; Onion Growers; etc. Problems of Farmers Institutions are as follows – lack of knowledge and experience in marketing management; size of business is small; agricultural products are perishable and seasonal.

**Cooperatives in Thailand:** The structure of cooperatives in Thailand is vertical and it is 3-tier system – Primary Cooperatives at District Level; Federation at Provincial Level; and National Level; All cooperatives are members of the Cooperative League of Thailand, which is the Apex Organization; There are 121 Federations with 5483 memberships. There are 6593 audited cooperatives with 11,408,882 memberships. There are four Government Institutions relating to the cooperative movement of Thailand – Registrar of Cooperative Societies; Cooperative Promotion Department (CPD); Cooperative Audit Department (CAD); and Bank of Agriculture and Agricultural Cooperatives (BAAC).

### **Teaching Modules/Faculty**

The program was segmented into teaching modules covering different subjects – Historical Development of Thai Cooperatives; How to organize a Cooperative; Cooperative Principles and Cooperative Education; Cooperative Development and Legal Basis, Leadership and Team building, Member Participation, Business Development Planning, Governance and Management of Agricultural Cooperatives, etc. Briefing about Cooperative Audit Department of Thailand; briefing about Cooperative Promotion Department of Thailand; briefing about Agricultural Cooperative Federation of Thailand (ACFT); briefing about the ACCU; Overview of Cooperatives in Korat; Case Study of Cooperatives; briefing about vocational group (OVOP); etc.

### **Detailed Module Designs**

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

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

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

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

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

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

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

Membership survey. If enough prospective members are in favour of setting up a cooperative, then a General Meeting should be called. If the motion to organize a cooperative is carried out, an Interim Management Committee should be nominated. The Interim Management Committee should draft the necessary legal documents – An Organization Agreement; Articles of Incorporation; bylaws; etc. These legal documents must be presented at the Government's office of the Cooperative Registrar. This action will give the cooperative a formal legal status.

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

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

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

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

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

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

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

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

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

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

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

**Leadership and Team Building and Member Participation** – by Dr. Tien-ake Tiyaopongpattana, Facilitator for Collective Decisions, Tien and Friends Co. Ltd.

In his presentation, Dr. Tien touched upon following topics – **What is Leadership ?** – Leadership means different things to different people around the world, and different things in different situations. Leadership brings together the skills needed to do these things: - (1) Creates an inspiring vision of the future; (2) Motivates and inspires people to engage with that vision; (3) Manages delivery of the vision; (4) Coaches and builds a team so that it is more effective at achieving the vision.

**Core Leadership Theories** - Learning the foundations of Leadership:- (1) Trait Theories (what type of person makes a good leader ?); (2) Behavioral Theories (what does a good leader do ? Leadership styles); (3) Contingency Theories – how does the situation influence good leadership ? (4) Power and Influence Theories – what is the source of the Leader's Power ?

**Leadership Process Model** – understanding where power comes from ;

**Forms of Power** – Five Forms of Power (Legitimate, Reward, Expert, Referent, Coercive) ;

**Leadership style** – Choosing the right approach to the situation (Autocratic Leaders, Democratic Leaders, Laissez-faire leaders, People oriented style, Task oriented Leadership ; and

**Leadership skills** - To be successful in your career, regardless of your title or position, focus on developing your leadership skills. Effective leaders can add value simply by being present on teams. They are inspirational and motivating. They know the right things to say to people to help them understand what's needed, and they can convince people to support a cause. When you have talented and effective leaders in your organization, you're well on your way to success. Develop these leadership skills in yourself and in your team members – and you'll see the performance and productivity of your entire team improve.

**Governance and Management of Agricultural Cooperatives** – by Mr. Surasak Sompadung, Asstt. Senior Vice President, Customer and Rural Development Det., BAAC.

First of all, Mr. Surasak explained the background of BAAC and Agricultural Marketing Cooperatives (AMC) Foundation and AMC Performance and Governance and Management of AMC. He also explained the relationship between AMCs and the apex organization; what is AMC Business Model ? According to him the main reasons of the organization's crisis and decline are as follows – Accounting Fraud; Conflict of Interest; Negligence; Executive Pay; Risky Investment; Financial/Economic Crisis and Sustainability ignorance. He also explained the 7 Principles of BAAC's Governance. They are (i) Accountability, (ii) Responsibility, (iii) Equitable Treatment, (iv) Transparency, (v) Value Creation, (vi) Ethics, and (vii) Participation. There are six Principle of Governance – Rule of Law; integrity; Transparency; Participation; Responsibilities; and Worthiness. He also explained the 7 steps for building good governance – (1) Commitment to building good governance; (2) Define the objective and value of the cooperative; (3) Define the stakeholders that involved in the good governance establishment; (4) Set up policy and action plan; (5) Determine how to manage; (6) Establish Management Task Force; and (7) Monitoring and Evaluation.

**Cooperative Development and Legal Basis** – by Dr. Preecha Sitdhikornkrai, Department of Cooperatives, Faculty of Economics, Kasetsart University, Bangkok, Thailand.

In his presentation, Dr. Preecha touched upon the following topics – Types of Community-based formal and informal organizations (BAAC, GSB – People Bank Project, Islamic Bank, SME Bank, Village Fund, Credit Fund); Farmer Groups (4,277 active groups in Thailand); Type of Cooperatives in Thailand (Agricultural Cooperatives; Fishery Cooperatives; Land Settlement Cooperatives; Consumer Cooperatives; Saving and Credit Cooperatives; Service Cooperatives; Credit Union Cooperatives); Structure of Coop. Movement in Thailand; Why changing times, making cooperatives relevant? Philosophy of Sufficiency Economy; etc.

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

In her presentation, Prof. Juthatip Patrawart explained the Key Ideas and Related Issues regarding Business Development Planning; Conceptual Framework for the Business Development; and Case studies on Business



Development through Value Chain Development – an experience of CAI. First, she explained the definition of the Value Chain:

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

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

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

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

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

In her lecture, she gave the account of two case studies on Business Development through Value Chain Development – (1) Kitchakood Model – it is a model of the Kitchakood Agricultural Cooperatives Ltd. in Chanthaburi Province. It adopted the Value Chain Development platform in search of a solution to the highly volatile fruit markets, the challenges faced by the cooperative members. The strategic framework for creating the Fruit Value Network and its economic and social implications for the communities. The second case study was on the Moral Rice Value Chain, Yasothon Province. They decided to develop the value chain of Moral Rice in order to seek the long term resolution of the falling price problem as well as value creation of organic homely rice.

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



## SECTION – II

### Field Study Visits in Thailand

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

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

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

##### **Visit to the office of ACCU:**

On 3rd March, in the afternoon, the participants visited the office of the ACCU – Asian Confederation of Credit Unions in Bangkok. Ms. Elenita V. San Roque, Chief Executive Officer, and Mr. Ranjith Hettiratchi, former CEO of ACCU, briefed the participants. ACCU is the regional Trade Association, Development Agency, Foundation, Digital Finance Services Group for Credit Unions. Its mission is to improve lives of people through credit unions. Its vision is integrated and sustainable credit union networks in Asia. ACCU has 13 regular members, 16 affiliate members, 69 supporter members, 34,679 No. of Credit Unions, whose total assets are of USD 130 billion. There are 46.9 million members of credit unions in 22 countries. It outreaches 11.1 million low-income members.

ACCU (Asia) mission is to work in partnership with members to strengthen and promote credit unions as effective instruments for the socio economic development of people in Asia through the conduct of training and dispatch of experts. National Federation's mission is to ensure the sustainable growth of an integrated network of credit unions, enabling them to provide quality service that improves the lives of people. Credit Unions at village level – their mission to provide quality financial services that improve lives of people.

Currently, ACCU is engaged in projects on "Building Local Economy through Credit Unions in Myanmar, Laos and Bhutan."

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

The participants visited the office of the Cooperative Promotion Department, Ministry of Agriculture and Cooperatives, Bangkok, on March 06, 2017, in the morning. Mr. Panuwat Na Nakornpanom, Director, Planning Division, Co-operative Promotion Department, briefed the participants.

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

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

1. To abide by the Cooperative Act, Land Allocation for Livelihood in Cooperative Land Settlements, and other related laws.
2. To support registration, promotion, advice, supervision of cooperatives and other assignments ordered by the Registrar.
3. To promote, support, develop and protect the cooperative system;

4. To promote, propagate ideology, principles and practices of cooperative to cooperative personnel, farmer groups and the public.
5. To study, analyze, and conduct researches oriented to effective cooperative development, organizational management, and business operations of cooperatives and farmer groups for economic and social strength.
6. To study, analyze and suggest the guidelines of cooperative development to the National Cooperative Development Board.
7. To study and analyze demand of cooperative products and build the business networks between cooperatives and national and international private sectors.
8. To promote and support finance, information technology, technology, and other resources suitable for operations of cooperatives and farmer groups.
9. To take other actions that are prescribed as authority and function of Cooperative Promotion Department or assigned by the Ministry of Agriculture and Cooperatives or the Cabinet.

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

On March 06, 2017, in the afternoon, the participants visited the office of the Cooperative Auditing Department (CAD). Mr. Boonlert Jaidee, Director, Office of the Central Administration, CAD, representing the Director-General of CAD, Ministry of Agriculture and Cooperatives, briefed the participants on Cooperative Auditing.

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

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

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

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

#### **The Agricultural Co-operative Federation of Thailand Ltd. (ACFT):**

On Tuesday, the 7th March, 2017, participants visited the office of the Agricultural Cooperative Federation of Thailand (ACFT). Its Chairman, Mr. Sirichai Orsuwan and General Manager, Mr. Chokdee Orsuwan, briefed the participants.

The Agricultural Cooperative Federation of Thailand was established as The Wholesale Cooperative of Thailand Limited on May 30, 1952, under "The Cooperative Act" under the supervision of the Cooperative Promotion Department of the Ministry of Agriculture and Cooperatives. The name has been changed a few times. Finally, "The Agricultural Co-operative Federation of Thailand Ltd." came into existence on October 1, 1975.

ACFT has been established to encourage members to do business and assist each other by means of cooperative procedures with a non-profit business concept which will benefit the members and the society as a whole in both economical and social aspects. It has Agricultural Business Division, Training Development Division, Cooperative Business Network; Appropriate Farm Input Utilization Promotion; Printing Division; ACFT supporting facilities are as follows:

- ACFT Business Centre, Chiang Mai Province;
- TJC Chemical Co. Ltd. – a joint venture of ACFT+ZENNOH
- ACFT Cooperative Rice Centre; and
- ACFT Business Centre, Ayutthaya Province.

On the occasion of 100 years of Thai Cooperative Movement, a Learning Centre has been established by the ACFT in its premises.

In the afternoon, the participants dropped at the Farmers' Market (Tor Kor) in Bangkok and observed its activities.

On March 8, 2017, Dr. Asanee Ratanamalai reviewed the learning of the participants in order to know as to what the participants had learnt so far from the training course in Thailand. The participants were divided into two groups and given separate tasks before they left for study visits. After thorough discussions by both the groups, the leaders of both the groups presented their reports individually.

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On March 09, 2017, the participants left Bangkok for the 5th Cooperative Technology Transfer Centre at Korat, Nakhon Ratchasima province, Thailand. They stayed at the Centre from 9th to 17th March 2017.

#### **Nakhon Ratchasima Province:**

Nakhon Ratchasima is a city in the Northeast region of Thailand. The city is also commonly known as Korat. It is the capital of the Nakhon Ratchasima Province and Nakhon Ratchasima district. It is also the centre of the Nakhon Ratchasima Metropolitan Area. The province is sub-divided into 32 districts. The districts are further sub-divided into 263 sub-districts (Tambon) and 3743 (Muban). It is Thailand's largest province and the 'Gateway to North-East'. It has beautiful National Parks with many forests, mountains, waterfalls and reservoirs. Korat is traditionally an agricultural province, where most of the population is engaged in farming, such as rice, sugar-cane, tapioca, corn, jute, peanuts, sesame and fruits.

#### **Cooperative Technology Transfer Centre 5:**

Earlier, the centre was the mobile unit for regional training under the supervision of the Training Section, Cooperative Promotion Department, located on Pichai Road, Dusit, Bangkok. In 1983, the unit was funded by the World Bank to permanently station in the region by the name of Cooperative Training Centre Area 5, Nakhon Ratchasima by using government officer accommodation as a temporary workplace. In 1985, the centre received grant from the Government of Japan to establish the building and working supplies with no conditions witnessed by both Thai and Japan Government. After completion of the building, the name given to the new centre was Cooperative Training Centre Area 3, Nakhon Ratchasima. In 2002, due to the Government System Reforms, the centre was given a new name as Cooperative Technology Transfer Centre



Area 5, administered by Cooperative Technology Transfer and Development Office, Cooperative Promotion Department. The center's main objectives are as follows:

1. Studying and analyzing methods to develop officers at the Cooperative Promotion Department to learn cooperative procedures and the management of cooperative business for cooperative members, farmers' group and people in general in terms of the production technology transfer and maintenance.
2. Analyzing the needs to design the programs in accordance with the context.
3. Coordinating with Provincial Cooperative Department and Cooperative Promotion Department in the area to obtain the needs to be trained.
4. Designing training programs, training materials and managing training programs.
5. Transferring technology, cooperative business, production, implementing technology transfer and maintenance in the area.
6. Evaluating training feedback, connecting with trainings and providing lecturers for the training sessions.
7. Operating other related tasks which are assigned by the relevant institutions.

Following topics were covered at the Centre:

#### **Overview of Cooperatives in Korat (Nakhon Ratchasima Province):**

Mr. Dusit Thongta, Director of the Centre 5, CPD, gave an account of cooperatives in Korat. According to his paper, Nakhon Ratchasima Province has 32 districts and it has a population of 2.6 million. There are 185 Cooperative Societies – Agricultural Cooperatives (124); Fishery Cooperative Society (3); Land Settlement Cooperatives (2); Consumer Cooperatives (6); Service Cooperatives (23); Saving Cooperatives (21); and Credit Union Cooperatives (6). There are 181 Farmer Groups and 262 Women Groups. 17% of the population in Nakhon Ratchasima are members of Cooperatives or Farmers' Groups. There are 34 very large cooperatives; 51 large cooperatives; 45 medium cooperatives and 11 small cooperatives. Pimai Agricultural Cooperative Ltd. is one of the most successful cases of cooperatives in Korat because it has a complete range of services; Good active members; Visionary leadership; Consumer Distribution Centre; Participation of Tung Samrit Area Cluster.

#### **Case Study of Agricultural Cooperatives in Korat (Nakhon Ratchasima Province):**

*by Mr. Samart Noiboonna, Director, Cooperative Promotion Group I, Nakhon Ratchasima Provincial Cooperative Office.*

Main Agricultural Products in Nakhon Ratchasima Province are Seasonal Rice, Cassava and Maize. GDP Structure in Korat is as follows – Agriculture and Fishery contribute 12.0%, Industry 32.6%, Wholesales and Retail Goods 16.1%, Government 6.5% and other sectors 32.8%. Role and Responsibilities of Nakhon Ratchasima Provincial Cooperative Office are as follows – (i) Implementation of Law on Cooperatives and other laws; (ii) Promotion and development of cooperatives, farmers' groups and other groups; (iii) To promote dissemination of knowledge about cooperatives; (iv) Business promotion and development of cooperatives, farmers' groups and other groups; (v) Working or operational support, together with other units and perform other duties, as assigned. Mr. Samart Noiboonna also explained the Cooperative Promotion System – Planning (Prepare – Main jobs), Promotion (Supervising & Promotion), Development (Improve & develop) and Check (Monitor & check). He also explained the problems and threats to cooperatives and farmers' groups in Nakhon Ratchasima Province:

- Members lack knowledge on cooperatives;
- Lack of participation;
- Lack of capital in small cooperatives;
- The newly established cooperatives need help from other agencies rather than helping themselves on Cooperative Principles;
- Board of Directors expects benefits from Cooperatives;

- Leaders of Cooperatives lack management knowledge and skill;
  - Corruption in some cooperatives downgraded the reliability of cooperatives;
  - IT system is not introduced in all cooperatives;
  - Cooperative networking is not yet complete;
  - Cooperatives (Agri. Coops) need help from the Government;
  - Cooperatives' infrastructure management is inefficient;
  - The pricing of agricultural products must also be based on market prices;
  - Government agencies lack interest to support cooperatives;
  - Education level of members is an obstacle in the development of cooperatives.
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## **Field Study Visits in Korat, Nakhon Ratchasima, Thailand**

### **Visit to Naklang Farmers' Group:**

Participants visited the office of the Naklang Farmers' Group on 11<sup>th</sup> March 2017, in the morning, in the Sung Noen district of Ratchsima Province. Its Chairman, Mr. Boonima Noeysoungnoen, briefed the participants. Naklang is a sub-district. Its population is 80,000. The Group was registered on 21<sup>st</sup> August 1973. The group has 278 members. Its annual business turnover is 11.76 million Baht. It has 7 Board Members. There is no paid staff. The Board members manage their business by themselves. It has following businesses – Credit, Savings, Processing, Purchasing, and Organic fertilizer.

### **Visit to Dan Kwian Pottery Village :**

On 11<sup>th</sup> March 2017, in the afternoon, the participants visited the Learning Centre of Dan Kwian Pottery Village. Dan Kwian, is the name of a village that is 15 kilometers southeast of Nakhon Ratchasima. It is located in Tambon Dan Kwian, Chokchai District. This village is situated on the bank of the river Moon. The travelers or merchants, would normally camp in the village on the way to Korat. This was their last resting village before reaching Korat. During their stops, the travellers or merchants would collect raw clay from the bank of the river Moon for making earthen pots, vases, jars, ceramic tiles, etc. The clay of this village is well known for its ability to form shapes and in the firing process. It is not easily broken. 80% of this village's household do pottery business. They still use traditional methods in making ceramics, i.e. shaping the articles by hand and spinning the articles by hand and spinning the potter's wheel by the legs.

### **Visit to Pimai Agricultural Cooperative Ltd.**

On March 13, the participants visited the office and facilities of Pimai Agricultural cooperative Ltd. Its Manager, Mrs. Parnchaya Boudsantae, briefed the participants. It was established and registered under Cooperative Act 1968 on November 15, 1974 with 2,232 initial members and 22 groups. At present, the Cooperative has about 13,000 regular members, and they are divided into 117 groups. It is a large sized cooperative.

It has 15 members of the Board. Cooperative Management is divided into 7 sections – Occupation Section, Marketing Section, Purchasing Section, Processing Section, Credit Section, Financial and Account Section, and General Administration Section.

Its share capital is 330.21 million Baht; reserve fund is 65.28 million Baht; Deposits = 668.23 million Baht.

The cooperative has Credit business worth 680.64 million Baht; purchasing business = 119.46 million Baht; Paddy Rice Collecting Business = 181.64 million Baht; Marketing Business (Paddy Rice) = 184.72 million Baht; Processing business = 261.73 million Baht; The above figures are as on 31 March 2016.

The cooperative society has following facilities – Electronics Weight Measuring Scale Service; Drying yard and Warehouse; Rice Mill Capacity 80 tons per day; Organic Fertilizer Plant; Transportation Service; Quality Seed Production Plant, Gas Station; Store; etc.

The participants also visited the premises of Rattan Weaving Community Enterprise Group – a member of Pimai Agricultural Cooperative Ltd. Under OTOP (One Tambon One Product). Also, the participants visited the women's group, member of the Pimai Agricultural Cooperative Ltd., which makes noodles.

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.

#### **Visit to Lam Plaploeng Agricultural Cooperative Ltd.**

The participants visited the society premises and its facilities on 14th March 2017. It's Manager, Ms. Sumalee, briefed the participants. It is a mid-sized cooperative society. It was established and registered under Cooperative Act 1968 on March 28, 1977 with 194 initial members. The purpose of the society is to help improve the production cycle, lives and welfare of the members who are living in irrigated areas of Lamplapleang Dam.

It has 15 Board of Directors and 28 staff members. Its total membership is 2,196 – 1,741 regular members in 44 groups and 455 associate members in one group.

The operational area of the society covered 3 districts – Pakthongchai, Chokchai, and Muang Nakhon Ratchasima. The Society encourages members to take part in its business on a self-help and mutual help basis. The Cooperative performs following functions – Credit business; Purchasing business; Marketing business; and Deposit business.

Its share capital is 102.21 million Baht; Reserve Fund is 12.26 million Baht; Deposit is 138.75 million Baht.

In the morning, the participants observed the activities of Farmers' Market and Consumer Store, being run by the cooperative. After briefing in the office, the participants went to see the facilities of the cooperative. The participants visited a Vocational Group, being run by one of its members. The owner has been producing and marketing mushrooms. After that, the participants visited a swine raising hut and a biogas plant.

#### **Wang Nam Keaw Non-Chemical Horticulture in Land Reform Area Cooperative Ltd.**

On March 15, 2017, the participants visited the office-cum-Learning Centre for Local People's Development of the Wang Nam Keaw Non-Chemical Horticulture, in Land Reform Area, Cooperative Ltd. Mr. Amnat Maiyotk Lang, Chairman of the Learning Centre, briefed the participants. The cooperative started setting up non-chemical horticulture group in October 1998 and after receiving the award of a Royal Initiative Agriculture non-toxic Project, the Group established a cooperative and was registered under Cooperative Act 1968 on April 27, 2000. At present, the Cooperative has 263 members.

It has 15 Board Members and 12 staff members. Its share capital is 0.93 million Baht, reserved fund = 0.75 million Baht and operating funds = 9.62 million Baht. These figures are as of 31 March 2016. The society has Credit business worth 0.69 million Baht; Collecting business (vegetables) = 8.2 million Baht and Purchasing business (fertilizer, seeds, straws, etc.) = 0.70 million Baht. The cooperative has the following activities: It provides training to members and local people on Processing of recycled paper; Bio-fermented water; Molding organic fertilizer, planting in non-toxic vegetables, the incinerator pollution, soil-cement bricks, etc. The cooperative also gives training on General purpose cleaners, alternative healthy medicines; shampoo/soap; renewable energy (bio-diesel, jatropha), processing healthy food, and on environmental protection.

#### **Visit to Phimai Dairy Cooperative Ltd.**

On March 16, in the morning, the participants visited the office of the Phimai Dairy Cooperative Ltd. Its Chairman, Mr. Narong, and Manager, Ms. Kedsarin, briefed the participants about its activities.

The Phimai Dairy Cooperative Ltd. was registered on 22 March 1991 under "Farm Activities Development of Dairy Farm Project" with 100 initial members and 500 dairy cows. A collection of raw milk was 4-5 tons/day. At present, the cooperative has 177 members and 5434 cows. And the collection of milks is 30 tons/day. As of 31 December 2016, the cooperative's share capital was 46.65 million Baht; Reserved Fund = 17.96 million Baht. Business of cooperative consists of (i) Collection of raw milk; (ii) Purchasing Business; (iii) Production of animal feed; (iv) Credit Business; (v) Services & Farm Guidance; (vi) AEC Project. Its volume of cooperative business is as follows – Credit Business = 0.67 million Baht; purchasing business (Agri. Material, animal feed, etc.) = 33.00 million Baht; Collection business = 197 million Baht; Animal feed processing business = 97.00 million Baht. The cooperative has a nursery centre where they look-after the young animals. The cooperative buys the young calves @ Baht 75/- per kg. and after 2-3 years, they sell the grown up animals either to its owners or other farmer members at a higher price, fixed by the cooperative.

#### **Visit to Baan Sumrit Community Service Cooperative Ltd. (Small sized Agri. coop)**

In the afternoon of March 16, 2017, the participants visited the office of the Baan Sumrit Community Service Cooperative Ltd. It was established and registered under Cooperative Act 1968 on November 25, 2010 with 128 initial members. At present, the cooperative has 815 members. It has 15 Board of Directors. The Board of Directors of the Cooperative manages their business by themselves. The main business of the society is credit business. The society has just started its purchasing business also. Its share capital is 21.00 million Baht and Reserved Fund is 0.42 million Baht. Volume of cooperative business (credit business) is 20.00 million Baht. It provides short term loan to members. As of 31<sup>st</sup> December 2016, the cooperative had a net profit of 2.9 million Baht.

After that, the participants visited the Sufficiency Economy Centre, which has been promoted by the King. Its Chairman briefed the participants. It is a learning centre for other cooperative societies, beginners, students, etc. to learn the importance of supporting oneself without aids or borrowings. Its land area is 2 sq. hectares. On this land, they do rice farming, fish farming, fruit farming, etc. It has 300 coconut trees; 400 banana trees; 150 guava trees, 25 mango trees, 12 tamarind trees, 3 ponds of fish. Average income from this farm land is 10,000 Baht per month. It is a model for other cooperative societies.

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On March 17, 2017, Mr. Dusit Thongta, Director of Centre 5, reviewed the learning of the participants in order to know as to what the participants had learnt so far from the training course in Korat. The participants were divided into two groups and given separate tasks before they left for study visits in Korat. After thorough discussions by both the groups, the leaders of both the groups presented their reports individually.

On March 18, in the morning, the participants left Korat for Bangkok. In the afternoon, the closing session of CLT/CPD Module took place at the Training Centre of the Cooperative League of Thailand (CLT).





## SECTION – III

### Valedictory Session at Bangkok

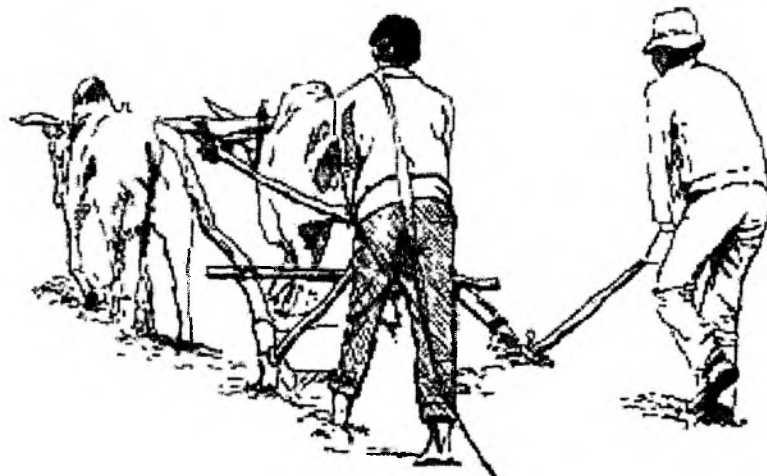
The valedictory function of the CLT/CPD module on “Agricultural Cooperative Business Management Leadership and Planning” for the training program on “Fostering Core Leaders of Agricultural Cooperatives for the year 2016 was held at the Training Centre of the Cooperative League of Thailand (CLT), Bangkok, on March 18, 2017, in the afternoon. Mr. Mongkalat Pukanat, Chairman of CLT, presided over the closing ceremony, in presence of Mr. Dusit Thongta, Director of Centre 5, and the concerned staff of the Cooperative League of Thailand, who were attached to the program, besides, Mr. A.K.Taneja of the ICA-AP.

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

After his speech at the closing ceremony, Mr. Mongkalat Pukanat distributed the “Certificate of Participation” to the participants on their successful completion of the program in Thailand.

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

On 19th March, (Sunday), in the evening, the participants left Bangkok for Japan, reaching IDACA, Tokyo on 20th March, in the forenoon.



**Inauguration:** Glimpses of the Inaugural Ceremony of Part-I of the Training Course held at the training centre of Cooperative League of Thailand in Bangkok, Thailand.





**Class Room Sessions : Resource Persons delivering lectures at the training centre of CLT in Bangkok, Thailand.**





Class Room Sessions at the Cooperative Technology Transfer Centre 5 of the CPD





Field Study visits in Bangkok : Participants at the office of ACCU in Bangkok, Thailand



Participants at the office of the Cooperative Promotion Department (CPD)





Participants at the office of the Cooperative Audit Department (CAD)



Participants at the office of the Agricultural Cooperative Federation of Thailand (ACFT)





Field Study Visits in Korat : Participants at the office of Naklang Farmers' Group



Participants visited Dan Kwian Pottery Village





Participants visited the office and facilities of the Pimai Agricultural Cooperative Ltd.



Participants visited the office and facilities of the Lam Plaploeang Agricultural Cooperative Ltd.





Participants at the office and site of the Wang Nam Keaw Horticulture Cooperative Ltd.



Participants at the office of Pimai Dairy Cooperative Ltd.





Participants at the office of the Baan Sumrit Community Service Cooperative Ltd.





Distribution of 'Certificate of Participation' and Closing Ceremony of the Training Course at the Training Centre of CLT in Bangkok, Thailand





## SECTION - IV

### Inauguration of Part-II of the Training Programme in Japan

#### Inaugural Session

The Part-II of the ICA/Japan Training Course of 2016 was formally inaugurated by Mr. Masahiro KONNO, Executive Director, IDACA, on 21st March, 2017 at IDACA. Mr. A.K. Taneja, Advisor, ICA-AP, also addressed the inaugural session. Mr. Hajime Yaguchi, Advisor, Mr. Hideya SUZUKI, General Manager, Mr. Toru NAKASHIMA, Manager (Training), Mr. Hiroshi TERUNUMA, Overseas Cooperative Development Consultant, Mr. Yukio ABE, Overseas Cooperative Development Consultant, Ms. Eiko OSHITA, Mr. Takeshi USUI and other officers of IDACA were present.

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

**Mr. Masahiro KONNO, Executive Director, IDACA**, extended a warm welcome to all the participants and wished them a comfortable stay in Japan. He said that IDACA is an international training institute for foreign cooperators, which was established in 1963, with the contribution raised by agricultural cooperative organizations in Japan. Since its establishment, IDACA has received more than 6000 cooperative leaders not only from Asian countries, but also from other regions of the world.

The present training course was developed with the collaboration of the Ministry of Agriculture, Forestry and Fisheries of Japan and ICA-AP for the purpose of strengthening capacity building of personnel in developing countries. He expected that the participants would gain the knowledge and experiences in order to play a leading role in agricultural cooperatives in their respective countries. He further said that IDACA have prepared the program to focus on the objectives of the training course. He hoped that the training program would be a good opportunity for the participants to gain knowledge and experiences for further development of their respective cooperative movements. He said that IDACA was near Mt. Takao, which is located in the western end of the Tokyo Metropolitan area and is surrounded by mountains. This is a conducive environment for study and there is nothing to disturb the participants' study.

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

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

The program included the following components:

- 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.

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

## **BHUTAN**

Total area of Bhutan is 38,394 KM; its cultivated area is 75,789 hectares; its total population is 768,577, Farming population = 445,775; the contribution of the agricultural sector in GDP = 16.7%. The first cooperative act was enacted in 2001 with the Ministry of Home Affairs as the custodian of the Act. Cooperative Act of Bhutan 2001 was amended by the 2nd session of the 1st parliament in January 2009. A dedicated organization, Department of Agricultural Marketing & Cooperatives was established with the Director General as the Registrar of FGs and Cooperatives. At present, there are 34 Cooperatives and 240 farmer groups in Bhutan. Majority in Eastern region with highest in Trashigang. The 39% of the registered group monitored are engaged with Livestock sector, 47% in Agriculture sector and 13% in Forestry sector and 1% in non-agriculture sector. A Federation of Poultry Cooperatives exists in Bhutan

Currently, there are no unions of cooperatives in Bhutan.

Major crops: Potato; Paddy; Mandarin; Milk; and Cardamom.

### Issues & challenges:

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

## **CAMBODIA**

Cambodia is located in the South East Asia. Its total area is 181. 035 Km<sup>2</sup>. It shares borders with Thailand, Laos and Vietnam. It has a tropical monsoon climate. Its cultivated area is 3,055,507 ha; total population = 15.80 million; Farming population = 12,112,000; No. of Farm Households = 4,410,000; GDP per capital = US\$ 1235; GDP in agriculture = US\$ 6.3 billion.

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

### Issues & challenges:

- The Agricultural Cooperatives still not well functioned on management, business plan, bookkeeping, and limited access to production inputs;
- Lack of capital for starting business and credit.
- The lack of counter machine for helping cooperative who has local shop that sell agricultural products and inputs,
- Lack of information as to how to make a business as a model to learn;
- Inadequate number and technical capacity and skill of extension staff, especially at district and community levels,
- Limited fiscal, physical and logistic resources.
- Lack of relevant information and extension packages for dissemination,
- Weak extension system particularly at provincial, district and community levels due to poor linkages between research, extension, farmers, and market and with other extension service providers (private sectors, NGOs.)

## LAO PDR

Total land area: 236,800 sqkm. Agricultural land 1,204,800 ha (5%); Forest land = 9,864,300 ha (41%); Prospective forest land: 11,426,850 ha (48%); Grassland: 576,500 ha (3%); Others: 607,550 ha (3%).

It has 17 provinces and 1 capital: Vientiane. It has 931,000 households.

Population: approximately 6.8 millions 2015

- 80% of the Lao population live in rural areas.
- Per capita gross domestic income is about US\$ 1,800 annually (2015)
- In 2015, economic growth was 8.6%:

Agriculture = 27.8% of GDP.

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

## MYANMAR

Its total land area is 676,577 sq. Km.; cultivated area = 11.87 million ha; total population = 51.7 million people; farming population = 41,437 million persons; No. of farm households = 4.2. Million; GDP per capita = US\$ 1054.74; GDP in Agricultural sector = 8.62 billion US\$; contribution of agriculture sector in GDP = 22.1%.

Major crops: Paddy, groundnut, beans and pulses, Maize, Sesame, onion, sunflower, jute, rubber, cotton, garlic, coffee, etc.

### Issues & challenges:

- Lack of access to financial needs.
- Inadequate access to inputs & markets.
- Less availability of quality seeds & farming techniques.
- The natural disaster has caused by floods.
- Damaged farm land, need to prepare and maintain

## NEPAL

Total land area = 147,181 Km<sup>2</sup>; cultivated area = 30,91,000 ha; total population = 26,494,504 persons; farming population = 17,380,394 persons; No. of farm households = 3,831,093; GDP per capital = 80,921 NRS; GDP in agriculture sector = 242.60 billion NRS.

Major crops: Paddy, maize, wheat, honey (beehive), vegetables.

### Issues & challenges:

- Growth of productivity is low due to a number of factors, including an ineffective and underfunded agricultural research and technology system, low availability of year-round irrigation, limited availability of key inputs, declining soil fertility and higher incidence of pests and diseases.
- Competitiveness of agricultural products of Nepal is low and declining agricultural trade is how to use trade policy instruments in securing food security through self reliant food economy.
- Lack of sustainable and profitable investment in agriculture
- Lack of infrastructure and connectivity, such as road, power, storage, market, internet etc.
- Difficulty in the access of agriculture loans due to the low coverage of agricultural insurances and effective credit guarantee schemes, also farmers have not access for agro loans

- The Government subsidy policy is not enough and favorable.
- Small landholding size of farmers
- Farmers are not getting a reasonable price of their products
- Not having a standard price for agro products
- Lack of technical and managerial competency for enhancing the agro products and productivity.

## **VIETNAM**

Total land area = 330,967 sq. Km<sup>2</sup>; cultivated area = 10,230,000 ha; total population = 91,713,300 persons; farming population = 60,581,800 persons; No. of farm households = 12,116,360; GDP per capita = 2200 US\$; GDP in agricultural sector = 40.35 billion US\$.

Major crops: Rice; coffee; aquaculture; fruit; pig.

### Issues & challenges:

- Climate change, e.g. drought and saline intrusion in 2016 caused serious problems and damages in agriculture production
- Serious diseases on shrimp still be problematic for shrimp production
- Unstable market and prices are major problem that farmers facing

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

- Japanese Agriculture;
- Historical Development of Japanese Agriculture and Agricultural Cooperatives;
- Organization and Business Activities of the Japanese Agricultural Cooperatives;
- Farm Guidance activities of JA in Japan;
- Distribution System of Farm Products and Marketing/Purchasing Business of Agricultural Cooperatives in Japan;
- Case Study of JA Iwate Hanamaki
- Organization and Activities of JA Women's Association;
- Agricultural Policy Representation (Lobby) Activities in Japan and Roles of Agricultural Co-operatives;
- Special Lecture on Leadership and Agricultural Cooperatives;
- Method learning and practice of Participatory Rural Development;

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

### **1. Japanese Agriculture**

*by Mr. Takeshi USUI, IDACA.*

Under this topic, a brief history of Japan was explained. The participants were also told about the following characteristics of Japan - Basic Information of Japan (Population: 127.3 million; Prefectures, Regions and Cities (47 prefectures and 9 regions), Climate: Temperate Marine Climate with four distinct seasons); Japanese Economy, Society and People; Agriculture – Agricultural Production; Geographical Information; Land and

climate of Japan, its 4 major islands: Hokkaido, Honshu, Kyushu, Shikoku; its 4 distinct seasons – spring, summer, autumn and winter. Mr. Usui gave Agricultural Statistics (Nominal GDP, Per capital Nominal GDP, Agricultural Gross Production, Self-sufficiency rate of foods, etc.); He also explained Farmers' Income; Agricultural Output, Agricultural Production of Rice, Wheat, Soy Beans, Vegetables, Livestocks, Milk Cow, Beef cattle, Pork, Broiler, etc. Housing – Traditional Japanese house; education; religions; Japanese Cuisine; Typical Japanese Food and Seasonings; household economy; living conditions and environment; social security system, etc. Mr. Usui explained as to how the post-war agricultural cooperatives were organized; their Legal Framework; etc.

## **2. Historical Development of Japanese Agriculture and Cooperatives'success** *by Mr. Yukio ABE, IDACA.*

In his presentation, Mr. Abe explained the History of Cooperatives in Japan. He also explained the characteristics of the Japanese people (Merits: Egalitarian society, no nepotism, honesty, integrity, discipline, diligence, punctuality, precision, perfection, group-oriented, teamwork, consensus approach, self-sacrifice spirits, homogeneity, devotion & dedication, harmony, curiosity, education consciousness, savings propensity, loyalty, cleanliness, adaptability to changing circumstances, etc. Demerits: Exclusiveness (insular mentality), workaholic, lack of individualism, difference between real intention and stated reason, lack of bond for family, etc.). He also illustrated "What is cooperation"?, pre-requisites for a cooperative success; He also explained success stories of cooperatives in Thailand, Philippines, India. Mr. Abe, reiterated the famous quotation by Dr. Verghese Kurien – "I am a Milkman, I am an Employee of the Farmers". This shows the humbleness of a great Manager. Mr. Abe emphasized on "Women in Development & their Empowerment" and Women Empowerment in coop. sector.

## **3. Organization and Business Activities of Japanese Agricultural Cooperatives** *by Mr. Hiroshi TERUNUMA, IDACA.*

Mr. Terunuma distributed two papers before his presentation – (1) Outline of Agricultural Cooperatives in Japan and its Business Activities; and (2) Concepts of Agricultural Cooperative and its legal bases. In his presentation, Mr. Terunuma gave the Agricultural Statistics and explained about the trend of food consumption in Japan; Farm households; major driving force in agriculture; agricultural management; etc. He also gave a brief history of agricultural cooperatives in Japan; Key points of old Agricultural Basic Law. The Resurgence of Agricultural Cooperatives; New Evolution of Agricultural Cooperatives (JA); The Organizational Structure of Agricultural Cooperatives – Primary Agricultural Cooperatives (JAs); Prefectural Level Organizations; National Federations and other organizations; Central Union of Agricultural Cooperatives (JA-Zenchu); An Introduction to JAs Activities – JA's Main Activities; Farm Guidance; Better Living Guidance; Marketing Business; Processing Business; Purchasing Business; Credit Business; Mutual Insurance Business; Utilization; Welfare Activities; Asset Management Services; Travel Business; Educational Activities; Public Relations and Agricultural Policy Legislative Activities (Lobbying); Democratic Control and Management – The General Meeting; Major Matters to be resolved at the General Meeting; Directors and Auditors; JA's Principles and Management of JAs; The Agricultural Cooperative Society Law.

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

## **4. Farm Guidance Activities of JA in Japan** *by Mr. Nakashima Toru, Manager, Trg. Dept./Development Dept.*

At the outset, Mr. Nakashima, told the story of a Farm Advisor. He also explained as to how the Farm Guidance started – the significance of Farm Guidance by Agricultural Cooperatives. He also explained what are the main thrusts of Farm Guidance – Dissemination of information on the introduction of new

farming techniques and improvement of management of farm operations; Formulation of agricultural promotion plan; Identification of the potential production area; Demonstration of effective utilization of the available resources; Introduction of sustainable growing techniques and practices on organic farming, etc., and Promotion of joint purchase system of farm inputs; He further explained as to what should be done in Farm Guidance (i) Round-table discussion by Members; (ii) Guidance on Cooperative Movement for securing stable Farm Management and Better Living; (iii) Rules and Regulations of Producers Group; (iv) Business Plan and Budget; (v) Collection of dues from Member Farmers; (vi) Standardization of production tech.; (vii) Soil Diagnosis and measures to improve fertility of soil; (viii) Explanation on the situation of production sites and marketing activities; (ix) Evaluation of the products to be shipped; (x) Rules and regulations in collection and shipment process at JA; (xi) Joint Marketing Movement; and (xii) Joint Purchasing System. He also explained the difference between Agricultural Extension Worker and Farm Advisor. The objectives of Farm Guidance Activities are to help contribute to the development of regional community through maintenance and expansion of agricultural production in the local area as well as to provide guidance on farming techniques and management improvement in an effort to conduct farming activities of members in an efficient way. In order to increase quality of farm products and also to upgrade farming techniques of production groups, farm guidance staff and technical advisor provide relevant guidance and information to farmers by making regular visits to farmers. Following are some of the Farm Guidance Activities – Guidance on Management and production techniques; Formulation of regional plan; Land Consolidation; Organizing groups, like regional hamlet association aimed at making effective use of machines and facilities; Management of organization for production and Marketing strategies; and Maintain quality of products at high quality as marketing strategies. Some of the concrete activities to be carried out are – Forecasting of outbreak of pest and insects; Introduction of new varieties; Introduction of new techniques; Conduct on-site study meeting on cultivation etc., conduct meeting on analysis of soil testing; conduct meeting on management analysis; etc.

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

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

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

## **6. Case Study of JA Iwate Hanamaki**

*by Mr. Eiji KONNO, full-time Auditor*

In his presentation, Mr. Konno explained the measures for the operation of JA Iwate Hanamaki and its management strategies.

The area of operation of JA Iwate Hanamaki includes 4 cities and 2 towns. It is the second largest prefecture after Hokkaido island, located in the far North. In its first amalgamation in 1998, 4 JAs were amalgamated. In the second amalgamation, 4 additional JAs were amalgamated into it in 2008. Now, the JA has 22,902 regular members and 18939 Associate Members. It has 36 Directors and 6 Auditors. It has 573 regular employees and 120 part-time temporary employees. The JA has 371 Farmers' Associations; 474 Youth Associations; 3,081 Women's Associations, 35 Commodity-wise groups and 13 other groups. The population of this area is 273,857 comprising 103,177 households.

Mr. Konno also explained as to what JA Iwate Hanamaki is aiming at ? Its Management Principles in respect of Agriculture, Better Living and Organization. He also explained the effects as a result of amalgamation of JAs – (i) *Strengthened members'organizational activities, which are the integral part of JA activities;* (ii) *Integration of members'groups;* (iii) *Members'supporting activities;* (iv) *Farm Guidance activities;* (v) *Fostering of farm successors by assigning farm guidance advisors and farmers'incorporation;* (vi) *Evolve better living*



activities in all areas; (vii) Chisan-Chisho campaign (what's produced locally should be consumed locally); (viii) Support for rearing children and food and agri. Education; (ix) Bond of cooperation, which was demonstrated at the time of disaster;

At the end, he explained about the activities of JA Women's Association (for disaster relief after East Japan great earthquake).

## **7. Organization and Activities of JA Women's Association**

*by Ms. Eiko OSHITA, IDACA*

First of all, Ms. Oshita gave the historical background of JA Women's Association – background of its establishment, main activities of JA Women's Association in early years and problems faced by JA Women's Associations. Then she explained what is JA Women's Association ?

Each JA at primary level is a base of JA Women's Association. Not only female farmers but also female non-farmers can become a member of this Association. As on June 2015, there were 600,000 members of JA Women's Association. It has one National Council, 46 Prefectural Councils and about 600 JA Women's Associations. Then she explained the main functions/activities of JA Women's Associations – to protect women's rights and improve the social and economic status of rural women; to reflect the voices of women in the cooperative; and to create comfortable local communities. Their activities comprise of activities to promote agriculture "local production for local consumption" movement; educational programs on food and agriculture for the next generation. Small business activities include, making "Manju" steamed bun; Entrepreneur activities (baking bread and sell them at their shop or in the direct sales shop; activities to improve their skills and activities to protect environment; mutual aid activity; child care support for young mothers; social contribution activities; etc. She also emphasized on the necessity of women's participation in JAs' activities. In order to provide services centered on female customers, women's opinions are needed to be collected. It is indispensable for JAs to ask women to become board members, general representatives and regular members. She also explained the 5 principles of JA Women's Associations.

## **8. Agricultural Policy Representation (Lobby) Activities in Japan and Roles of Agricultural Cooperatives**

*by Professor Emeritus KITADE, Meiji University*

In his presentation, Prof. Emeritus explained the diverse and complicated challenges related to agricultural policy – Agricultural structure and land consolidation; securing of farmers' income; distribution and prices of production inputs as well as farm products; safety of farm products and food; import of farm products and food and self-sufficiency ratio; agricultural cooperatives and agricultural bodies; environmental preservation and countermeasures against disasters.

Further, he explained the turning point in Agricultural Policy – (1) Recommendation by Regulation Reform Promotion Committee; (2) Amendment of Agricultural Cooperative Act and Reorganization of cooperative organization; (3) Review and annulment of conventional legal system and measures. He also gave instances of formulation and promotion of agricultural policy and reflection of wills and intentions of farmers in earlier days – Formulation of policy and its promotion; ways to reflect wills of farmers and roles of agricultural cooperatives; drastic changes in agricultural policy promotion structure and the challenges. He also emphasized on the necessities for JA members supporting organizations, such as members' groups, youth association of JA and Women's Association of JA. He also explained the important roles of agricultural cooperative organizations in modern times – roles of revitalizing local community; and international development of cooperatives.

## **9. Special Lecture on Leadership and Agricultural Cooperatives**

*by Mr. Zenichi Shimura, former President of JA Kanagawa Prefectural Union*

In his lecture, Mr. Shimura explained the basic attitude and qualities of a leader – (i) Based on the goals set up by the organization, the leader always acts with an interest in achieving its goals; (ii) acts fairly, brightly, and humbly; (iii) manages democratically; (iv) respects the autonomy of the members and their opinions and

suggestions; (v) take on ultimate responsibility. A leader must have the ability to grasp things comprehensively; to deliberate and to take a clear decision; to foster human resources by motivation; etc. He must be trustworthy, attractive and reliable. He also explained some principles for the executives – Do with courage what you think is right; do not flatter your boss, do not be arrogant to your subordinates; do not mix business with your personal affairs etc.

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

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

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

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

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

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

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



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

**Field Study Visits in Japan**

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

- Institute for the Development of Agricultural Cooperation in Asia-IDACA, Tokyo
- Visit to JA TSUKUI-Gun, Kanagawa Prefecture;
- Visit to JA SEISHO, Kanagawa Prefecture
- Visit to Kamakura Farmers' Market
- Visit to JA Kanagawa Prefecture Union
- Visit to Tochigi Prefecture – Economic Centre of JA Utsunomiya; Farmers' Incorporation named “Dream Farm”; Observation at Horticultural Seedling Nursery Centre; JA's Direct Sales shop, run by the Economic Center – South; Visit to Farm House of Mr. Handa and Mrs. Emi; JA Grading Center –East; Visit to a Tomato Farmer; Visit to Agriculture Machinery Center; Visit to Pearl Rice Center for milling; Visit to the O/o the JA Tochigi Prefectural Union; Visit to Food Ingredients delivery business center of JA Utsunomiya; Visit to Tochigi Prefectural Agricultural Experiment Station; Visit to Local Municipality run vegetable and fruits wholesale market.

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

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

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

During the last 53 years, the IDACA has trained about 6000 participants from 115 countries drawn from Agricultural Cooperative Movements and Governments from different countries of Asia, Latin America and Africa. It has active collaboration with a technical assistance program with the ICA Asia and Pacific.

The participants of the training course of 2016 stayed at IDACA from 20th March to 11th April 2017.

**Visit to JA TSUKUI-Gun:**

On March 24, 2017, the participants visited the office of the JA Tsukui-Gun. Its President, Mr. Yamaguchi, briefed the participants about its activities.

Tsukui-Gun is located in the west-north part of Kanagawa Prefecture. Its 90% area constitutes forests and rivers and arable land accounts for only 7%. The principal industries in the area are livestock business centering upon dairy farming and sericulture. The area is demarcated into four administrative divisions – Tsukui town, Shiroyama cho, Sagamiko machi and Fujino machi. There are fourteen multi-purpose primary cooperatives, one primary dairy cooperative.

JA Tukui-gun has 11,551 members (3309 Regular Members and 8,242 Associate Members). It has 25 Directors (out of which 3 are full time Directors) and 5 Auditors. It has 242 employees, including temporary workers.

It has a saving business of 122 billion yen and Loans 29 billion. Its Mutual Insurance Business is worth 347 billion yen. Its marketing business is worth 0.35 billion yen and purchasing business is 1.2 billion yen. Its current surplus is 356 million yen. The JA is dealing with following major commodities – vegetables, tea, flower, dairy, pig raising, poultry and beef cattle raising.

It has 4 groups of Youth Association having 29 members; 9 Groups of Women's Association with 475 members; 2 groups of Asset Management with 131 members and one group of Mutual aid having 3 members and one Pension Receivers Group with 1914 members. Its facilities include one Main Office, 9 branches, one direct sale shop, one horticulture products sale shop, one funeral service hall and one tea processing plant. Its subsidiary companies comprise Real Estate and Petrol Business Company.

In the afternoon, the participants visited and observed the activities of the Farmers' Market on the campus of JA Tukui-gun and after that the participants visited one Dairy Farmer, Mr. Kikuchihara, who is a member of JA Tukui-gun. He and his son briefed the participants about his dairy business. He answered the questions of the participants. The farm is owned by Mr. Yasishi Kikuchihara, who is a part-time Director and the President of the Youth group at JA Tsukui-Gun. The farmer has 21 milking cows and 1 "Wa-gyu" (meat cow). The dairy farmer is helped by his wife and their son. He milks twice a day (morning and evening) and each cow gives an average of 25-30 liters of milk in a day. Total volume of milk per day is around 500 liters. He uses milking machines to milk his cows. Although his monthly income is around 1.5 million yen, he is left with around 300,000 yen of profit as a major part of his income is being spent on purchase of feed, one of which is imported from the United States. The son decided to become a dairy farmer and inherit his father's business as he loves the place and likes animals. They don't process the cow dung into manure and has no plans to expand the farm due to limited space. The group members collaboratively buy original breeds from Hokkaido. As it is very expensive to buy individually, members pool in money to buy such cows, which they then breed and share the young ones among members. Members can concentrate on production and do not have to worry about marketing. JA also provides some subsidy to the group.

After that, the participants visited another flower growing farmer, who is also a member of JA Tukui-gun, Mrs. Shimamura. She briefed the participants about her business of flowers and answered the questions of the participants. Ms. Emiko Shimamura, took over the farm after her husband passed away. Originally a pig farmer, the late husband envisioned the potential of floriculture and started the business. She grows flowers and vegetables seedlings and supplies to vegetable and flower growers. The farmer has 3 permanent staff and hires 3-4 workers during peak seasons. Almost 90% of her production is pre-ordered and sold just outside her greenhouse. The remaining is sold through wholesale markets and direct sales shop. The farmer has to compete against 2 other farmers who are engaged in the same business. Her competitive strategy is to produce high quality and a range of assorted seedlings.

### **Visit to Kanagawa Prefecture:**

On March 28 and 29, the participants went for a field study visit to Kanagawa Prefecture. On 28<sup>th</sup> March, they visited the office of the JA Kanagawa Seisho and observed its facilities. On 29<sup>th</sup> March, the participants visited the Kamakura Agri. Coop. Vegetable Market in the morning and in the afternoon, the participants visited the office of the Kanagawa Prefecture Union. They were briefed by the officers of the JA Prefecture Union at both the places.

### **Outline of JA Kanagawa Seisho:**

On March 28, 2017, the participants visited the office of the JA Kanagawa Seisho. Its President and Executive Director briefed the participants about its activities.

JA Kanagawa Seisho is situated in the western part of Kanagawa Prefecture, covering 2 cities – Atami city and Odawara city and 8 towns. It was established on September 1, 2006, as a result of amalgamation between 2 JAs. Its membership as on March 31, 2016 is 11,257 regular members and 21,198 Associate

members. Its share capital is 2.55 billion yen. It has 41 officials (5 full time Board Members, 1 full-time Auditor, 30 part-time Board members and 5 part-time Auditors. It has 516 employees. It has a credit Business worth 388.4 of outstanding savings, and 83.6 billion yen of outstanding loans. It has a Mutual Insurance Business of 1,437 billion yen; Marketing business of 2.4 billion yen and Purchasing business of 4.3 billion yen. Major commodities handled by JA are Mandarin Orange; Kiwi Fruit; Plum (Ume); Chestnut; Persimmon; and Figs.

Its Member Organizations are Chapters 459 groups with 12,128 members; 159 commodity-wise groups with 4,052 members; 8 Youth Associations with 127 members; 24 Women's Associations with 127 members; and 73 other groups with 5,191 members. Its facilities are one Main Office; 34 branches, 6 office-cum-economic centres, 4 petroleum stations, 5 grading centres, 2 cold storages, 2 direct-sales shops, and one day care centre. Its subsidiary companies comprises JA Kanagawa Seisho Real Estate Company; JA Kanagawa Seisho Funeral Service; Kanagawa Prefecture Agri. Coop. Tea Centre.

#### Visit at Asa Do-re Direct Sales Shop

After briefing about JA, the participants visited and observed the activities of Direct-Sale Shop, owned by Producers Organization. Its Manager briefed the participants about its activities. The product at the direct sales shop comes from 2 cities and other JAs in the country. About 600 farmers bring their produce at the shop, out of which 100 are frequent sellers.

Farmers bring their produce between 8-9 am. They also have another option of bringing it between 10 am to 2 pm. The shop opens at 9:30 am and closes at 6 pm. Each farmer has designated racks in each product zone. Pricing is done by individual farmers. The shop does not purchase the produces from farmers. Instead, it charges commission on the produce as follows:

Fruits and vegetables : 15% of the sales

Processed food and handicrafts : 20% of the sales

The collection time for unsold produce is between 6-7 pm. While sales of unsold leafy vegetables the next day is not allowed, farmers can bring unsold fruits without damages the next day.

#### Visit to JA Kanagawa Seisho Fukuzawa General Grading Centre

The participants also visited and observed the activities of JA Kanagawa Seisho Fukuzawa General Grading Centre, being managed by the Farm Management Department of Marketing Division of JA. Its Manager briefed the participants about its activities. There are 3 permanent employees and 30 part-time employees. Following fruit are graded at the grading centre – Mandarin Orange; Plum (Ume); Chestnut; Persimmon and Figs.

#### Visit to Kanagawa Prefecture Agricultural Cooperative Tea Centre Co. Ltd.

After that, the participants visited the office and the shop of Kanagawa Prefecture Agricultural Cooperative Tea Centre Co. Ltd. First, the Manager of the company briefed the participants and then showed the shop selling Green Tea by the brand name of ASHIGARA CHA. In 1963, Ashigara tea was awarded as number one tea in the national contest and the tea was nominated as "100 selected the best products of Kanagawa Prefecture".

#### **Kamakura Agri. Coop. Vegetable Market (Renbai):**

On March 29, the participants visited the Kamakura Agri. Coop. Vegetable Market in Kamakura (Renbai). An officer of Kanagawa Prefecture Union briefed the participants about its activities.

The Kamakura Farmers Market located on Wakamiya Oji has been in operation for more than 80 years, which makes it the oldest direct sales store of agricultural products produced by the farmers in Kanagawa Prefecture. It is said that Renbai was started by farmers in Kamakura, who were peddling their products as vendors here and there. In 1928, a foreigner told them that European farmers directly sell vegetables and other agricultural products to consumers in a certain place on certain days. Then the farmers contributed funds to lease a piece of land, build the facility and established the regulations.

Presently 25 farmers regularly sell their products at Renbai – 18 from Kamakura and 7 from Yokohama. All farmers are grouped into four and each group sells after every four days. In order to avoid difference in sales, the location of their vending booths are changed by rotation. The items sold are mainly vegetables grown outdoors, such as cucumber, tomato, eggplant, spinach, Japanese radish, green onion, and taro. The vegetables sold at Renbai are muddy vegetables, unevenly shaped vegetables or western vegetables. Kamakura Brand Vegetables are produced using the minimum required chemicals and artificial fertilizers in agriculture.

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

In the afternoon, the participants visited the head office of the JA Kanagawa Prefecture Union in Yokohama. Its Manager briefed the participants about its activities. Participants also had a chance to meet its President and Vice President.

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

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

Kanagawa Prefecture Union has 13 JAs, 24,552 farm households, 310,000 members.

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

The participants visited Tochigi Prefecture during April 3 and 7th, 2017.

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

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

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

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

#### **Visit to Farm Guidance – Economic Centre of JA Utsunomiya:**

On April 4, 2017, in the morning, the participants visited the Economic Centre of JA Utsunomiya. The Manager of the Centre briefed the participants on the outline of JA with special reference to farm guidance.



JA Utsunomiya is located almost at the centre of Tochigi Prefecture. The operational area of JA covers two cities and one town, centering on Utsunomiya, capital city of the prefecture. The population of Utsunomiya city is 518,044.

JA Utsunomiya was established by the amalgamation of 5 JAs (JA Utsunomiya, JA Kamikawachi, JA Tochigi Kawachi, JA Minami-Kawachi and JA Kaminokawa) on March 1, 1998. JA Utsunomiya has 12,053 regular members and 6,601 Associate Members. It has 34 Directors and 8 Auditors. JA Utsunomiya has 530 regular employees and 180 temporary employees.

As on February, 2015, following groups were working within JA Utsunomiya – Strawberry Group, Onion Group, Chinese Chive Group, Spinach Group, Japanese Pear Group, Eggplant Group, Spring Tomato Group, Garland Chrysanthemum Group, Green Asparagus Group, Kanpyo Group, Broccoli Group, Cucumber Group, Welsh Onion Group, Flower and Tree Production Group, Wagu Improvement Group, Controlled Tomato Group, Mushroom Group, Taro Group, Mulukhiya Group, Apple Group, Grape Group, Summer & Autumn Tomato Group, Utsunomiya Beef Cattle Raising Group, Sweet Corn Group, Beef Cattle Group, Winter Tomato Group, Semi-coring Tomato group, Japanese apricot group, Tomato for Processing Group, Lettuce Group, Ginger Group, Chestnut Group, Pumpkin Group, Beans Group, Rose Group, Chinese Yam Group, Burdock Group, Chrysanthemum Group, Pig Raising Group, Bulb Cut Flower Group, Kiwi Fruit Group, Committee for Pest and Disease Control for paddy; Examination for tilling and sowing association, Pension Receivers Group, Asset Management Group, Midori group, Youth Association, Hydrangea Group, Rape Blossom Group, Travel Leaders Group, etc.

Main products in this area are Strawberry; Tomato; Japanese Pear; Chinese Chive; Cucumber; Flower and Tree; Onion; Asparagus; Eggplant; Spinach; Rice; Wheat; Soyabean; Beef cattle; Pork pig; etc.

#### **Visit to Farmers' Incorporation named "Dream Farm"**

After briefing, the participants visited the site of Farmers' Incorporation, named "Dream Farm". With recent encouragement from the government to the producers to group themselves, it has been 3 years since its establishment. The mode of business is similar to the producers' company. The incorporation has 23 members, who grow paddy (main crop), wheat, soyabean on 60 hectares of land. It also produces carrots for processing into juice. The participants were also given the opportunity to practically experience the mechanized process of sowing seeds.

#### **Observation at Horticultural Seedling Nursery Centre:**

On 4th April, in the afternoon, the participants observed the activities of the Horticultural Seedling Nursery Centre, owned by JA Zen-noh, Tochigi H.Q. The Chief of the Seedling Centre, Mr. Suzuki briefed the participants. It was established in 1995. It is mainly engaged in production of seedlings of tomato, eggplant and cucumber. It also produces small volumes of bell pepper, pumpkins, onions and so on as per the needs and demand of the farmers.

It has 11 regular staff and 10 part-time workers, who work on annual contract basis. During the peak seasons, it hires an additional of 25 part-time workers. The peak seasons are February-April and July-September every year. During the off-seasons, they usually carry out the maintenance work of the greenhouses and other facilities.

There are two modes of delivery of seedlings. Large JAs come to collect from the Center whereas the Center delivers the seedlings to the smaller JAs which do not have enough transport facilities.

The Centre has 9 full-time employees, 22 part-time workers and 13 seasonal workers. JA Zen-noh sells good quality seedling of eggplant, tomato and strawberry to members. They sell estimated 2 million seedling in each season.

**Visit to JA's Direct Sale's shop, run by the Economic Center – South:** The center was established in March 2015. The sales turnover has been on an increasing trend. However, the center is yet to reach its break-even point. It sells agriculture inputs and fertilizers. Besides, it also has a direct sales shop. Although there are 150 registered farmers at the shop, only about 40-50 farmers bring their produce on a regular

basis. The unique feature of this economic center is the opportunity for farmers and consumers to interact with each other. While buying farm inputs from the center, the farmers also take the opportunity to interact with buyers and understand their preferences and behavior.

### **Visit to the Farm House of Mr. Handa and Mrs. Emi**

Immediately after, the participants visited the House of Mr. HANDA. He and his daughter-in-law are doing this business. The participants also interacted with them and asked many questions.

**Mr. Handa's Paddy Farm:** Mr Yoshio Handa grows rice, soya beans and wheat on 24 hectares of land. While he owns 7 hectares, the rest is rented from others. The rental is paid in kind @ 60kg per 0.1 hectare. Mrs. Emi (his daughter-in-law) manages her own farmland of 0.5 hectares.

The farm is managed alone by Mr. Handa, as he practices highly mechanized farming. He owns 3 combined harvester machines, which cost around 10 million yen per machine, and a GPS operated sowing machine which cost him 4.5 million yen. The government provided a subsidy of 30%, while procuring the machines.

Rice is the major crop grown by him. While the average yield is 450kg per 0.1 hectares, his income, on an average, from rice is 5.6million yen per 10 hectares. The marketing of his rice is done through JA. While the farmer is satisfied with the farm guidance service, he feels that it is more expensive to purchase materials and inputs from JA.

**Emi's Tomato Farm:** A novice farmer, who has been in farming for only 3 years, started her farm from kitchen gardening. She ventured into farming with the motivation from the Farm Guide Advisors. Spanning half a hectare, she mainly grows tomato. Other vegetables are grown on a very small scale.

She set up a greenhouse in July 2016 to grow tomatoes with 50% government subsidy. The seedlings were bought from JA Zennoh seedling center. She expects to harvest her tomatoes in mid-June. Based on her success, she plans to encourage her women neighbors to take up farming as a business enterprise.

**Visit to JA Grading Center – East:** On April 5, the participants visited the Grading Centre of JA, which is meant for the Eastern Region of Tochigi Prefecture. With growers scattered, grading is done at the center. The main objective to establish such grading center is to enable the farmers to concentrate on production while JA engages in grading and marketing. It carries out grading for tomatoes, Japanese pear, strawberry, onion and asparagus. After grading, the center also packs and ships it to the wholesale markets. However, in the case of strawberry, there are two options for farmers - farmers could either opt to grade and market it through JA or sell it to JA, who in turn grades and markets it. Participants observed the grading process of tomatoes, strawberry and asparagus at the center.

**Visit to a Tomato Farmer:** In the afternoon of April 5, the participants visited the Farm of Mr. Satoshi Inagawa, a tomato grower. Mr. Satoshi Inagawa, an IT graduate, took up tomato farming on 1.65 hectares of land. He also has 0.8 hectares of paddy field. As his father was a tomato grower, he also decided to take up tomato farming coupled with encouragement from his farmer friends. He initiated the Dutch model of greenhouses, which are much higher in heights, after he undertook a week long training in the Netherlands. While farm advisors guided him in his farming, he also shared the Dutch model of greenhouses to his farm advisors and extension officers. The farmer does his marketing through JA except for sub-standard produce, which are mainly sold through a direct sales shop owned by him.

### **Visit to Agriculture Machinery Center:**

On April 5, the participants visited the Agricultural Machinery Center, run by JA Utsunomiya. The machinery center is operated and run by JA Utsunomiya. It was opened in April 2016. It was formed as a result of amalgamation of JAs. Previously, JA Utsunomiya has 4 such centers while other 4 JAs had one each of such a center. Following the amalgamation, these 8 centres were integrated into the current center. It is strategically located with an average distance of 30 minutes drive for most of the farmers.

It has 29 staff, of which 13 are clerical and 2 management staff. May and September are the peak months. During the peak-seasons, it also operates sub-repair plants to cater to the needs of the farmers. It also

offers repair service during weekends from April to November. The center provides its services to non-members of JA as well.

**Visit to Pearl Rice Center for milling:** The participants visited and observed the activities of Pearl Rice Centre, Rice and Grain Department of JA Zen-noh, Tochigi Prefecture. It has a reception and sorting machines for brown rice, it has brown rice tank, it has latest rice milling machine and a color sorter. It has polished rice tank, milling and refining machine, auto weighing and packaging machine, BG Wash-free rice machine, milling machine for glutinous rice, rice bran dust collection machine, etc.

With a milling capacity of 100 tons/day, the center has 26 staff and 3 part-time workers. It also has 46 sales staff. It is operated from 8:30 am till 5:30 pm daily throughout the year. All of its production is consumed domestically within Japan. Except for transport of rice from the trucks to the hoppers, all other processes of milling are fully mechanized and automated. The machines are high-tech to remove any foreign materials or broken/colored rice. Excess rice bran not used in the milling process is further processed into rice bran oil.

#### **Visit to JA Tochigi Prefectural Union:**

On April 6, the participants visited the office of the JA Tochigi Prefectural Union. Its Sr. Executive Director Mr. Naotaka INOSE and Mr. Takeru Hirose, Manager, JA Group Support Centre, briefed the participants about its activities.

The JA Prefectural Union was established as the non-profit comprehensive guidance organ on the basis of the Agriculture Basic Law, representing member agricultural cooperatives and federations. The union performs various activities, such as guidance on organization and business, auditing, education/training. Moreover, it makes representations to the administration to make members' voices strongly felt. In addition to this, the union not only conducts activities to develop local agriculture, but also protect food for residents of the prefecture. Besides this, the union tackles regional contribution activities positively. The following is the scope of businesses of the Union – (i) Guidance on organization, business and management; (ii) Conduct of auditing; (iii) Provision of education/training and information; (iv) Mediation of disputes arising between JAs; (v) Survey and research on JAs; (vi) Agricultural Policy Legislative Activities (Lobbying).

**Visit to Food Ingredients delivery business center of JA Utsunomiya:** On April 6, the participants visited the Fureai Food Ingredients Service Centre of JA Utsunomiya. JA is supplying domestic products or local products of agriculture and livestock to its aged members. In order to let users enjoy home-made taste of food, the JA is basically supplying food ingredients. There are 3 merits of food ingredients to support members' daily life – (1) Fresh and safe; (2) Simple and easy; (3) Economical.

#### **Visit to Tochigi Prefectural Agricultural Experiment Station**

On April 6, 2017, the participants visited the Experiment Station of Govt. run Tochigi Prefectural Agricultural Experiment Station. The Deputy Director of the Station briefed the participants about its activities. The Station has Administration Department, Research and Development Department, Strawberry Research Institute and Stock Seed Farms. The Tochigi Prefectural Agricultural Experiment Station promotes the following priority tasks in order to realize the basic plan "Innovating Agriculture of Tochigi as growing industry", mentioned in the Agricultural Promotion Plan of Tochigi Prefecture – (1) Development and stabilization of demand for new varieties in order to strengthen the power of brand commodities (Development of new varieties; stabilization of demand for new varieties); (2) Developing production technology for next generation and high value addition; (3) Developing sustainable production technology in harmony with environment, which is highly tolerant to climate changes; (4) Developing stable production structure for seed stock; (5) Speed up of the process of experimental studies and dissemination of newly developed technology; (6) Dispatch of the result of studies and to be agricultural experiment station, which is open to the residents of the prefecture.

The station was established as agricultural fairs experimental station of Tochigi Prefecture in 1895. In 1950, its new name was kept as Tochigi Prefectural Agricultural Experiment Station.

**Visit to Local Municipality run vegetable and fruit wholesale market:** On April 7, early morning, participants visited the local wholesale market. The market is owned by the local municipality and operated

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

### **Visit to COCO Farm & Winery Co. Ltd.**

On April 7, 2017, the participants visited the farm of COCO Farm & Winery Co. Ltd. Ms. Machiko Ochi, owner of the Winery, briefed the participants. In 1950s, students of special class for handicapped children at the junior high school in Ashikaga City of Tochigi Prefecture and their teacher (Mr. Tōboru KAWADA) reclaimed steep-slopes of a mountain and created vineyard. In 1969, Designated Support Facilities for persons with disabilities COCOROMI-GAKUEN (a school with challenging spirits) was established at the foot of the vineyard. The school is run by the Social Welfare Corporation COCOROMIRU-KAI. The officials of the COCOROMIRU-KAI sought for a way to involve mentally-disabled people and start winemaking on the vineyard, but the license for fruit liquor production was not granted to the Social Welfare Corporation. Therefore, in 1980, Mr. KAWADA, Principal of COCOROMI-GAKUEN at that time and parents of those disabled students who support his idea, established limited company so that they can engage in various businesses like other ordinary companies. In 1984, this limited company, Kabasaki Industry Co. Ltd. (now known as COCO Farm and Winery Co. Ltd.) was granted a license for fruit liquor production.

COCO Farm & Winery Co. Ltd. Is a company established for all human beings, including mentally-disabled people, aiming to offer workplace where they can lively demonstrate their power to the fullest extent.

The company was established on February 19, 1980. First wine was produced in 1984. It has a capital of 40 million yen.

COCOROMI-GAKUYEN has 132 students (85 males and 47 females). 94 students stay at Boarding House, 10 have short stay and 28 students are at Nursing care home. The age of the students is between 17 and 92 years. It has 44 full time employees and 22 part-time.

COCO Farm and Winery Co. Ltd. has 24 staff members.



## SECTION - VI

### Action Plans Proposed by the Participants

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

Name of Country	:	<b>Bhutan</b>
Name of the Participant	:	<b>Mr. Galey Tenzin</b>
Position	:	<b>Senior Marketing Officer</b>
Name of organization:	:	<b>Department of Agricultural Marketing and Cooperatives (DAMC), Ministry of Agriculture and Forest, Royal Government of Bhutan.</b>
Title of the Proposal	:	<b>Promotion of Credit Business in three Agricultural Cooperatives in East, South Central and West region of Bhutan.</b>
Target Group	:	<b>Three interested cooperatives with potential – one each in the East, South Central and West region.</b>
Implementing Agency	:	<b>Selected cooperatives, DAMC/RAMCO, Dzongkhag/ Gewog Administration.</b>
Duration of the Plan	:	<b>8 months (August-March, 2018).</b>

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Name of Country	:	<b>Cambodia</b>
Name of the Participant	:	<b>1. Mr. Khem Ponna 2. Mr. Vong Vanthy</b>
Position	:	<b>1. Deputy Director, PDA Kampot 2. Official</b>
Name of Organization	:	<b>Provincial Dept. of Agriculture (PDA) Kampot Province, Department of Agricultural Cooperative Promotion, General Directorate of Agriculture (GDA), Ministry of Agriculture, Forestry and Fisheries (MAFF), Cambodia.</b>
Title of the Proposal	:	<b>Improvement of “Business Management System” for Kampot Pepper Agri. Coop.</b>
Target Group	:	<b>84 farmers of Kampot Pepper Agri. Coop.</b>
Implementing Agency	:	<b>PDA Kampot in cooperation with Department of Agricultural Cooperative Promotion, General Department of Agriculture, Ministry of Agriculture, Forestry and Fisheries, Cambodia and Kampong Cham Provincial Department of Agriculture.</b>
Duration of the Plan	:	<b>06 months - July to December 2017.</b>

Name of Country : **Lao PDR**

Name of the Participant : **1. Mr. Viengkham SODAHAK  
2. Mr. Sysavang XAYYAVONG**

Position : **1. Technical Staff  
2. Deputy Community Extension Worker**

Name of Organization : **1. Department of Agriculture Extension and Cooperatives, Ministry of Agri. and Forestry, Vientiane Capital, Lao PDR.  
2. Deputy Community Extension Section, Vientiane of Agriculture and Forestry, Vientiane Capital, Lao PDR.**

Title of the Proposal : **To improve the organization and upgrading of Organic (Vegetable) Farmer Groups, Pak Ngum District, Vientiane Capital.**

Target Group : **Farmer Groups of Thaxang Village, Pak Ngum district, Vientiane Capital, comprising 38 households.**

Implementing Agency : **Department of Agriculture Extension and Cooperatives, DGRV Organization, Provincial Agriculture and Forestry Office (PAFO) and District Agriculture and Forestry Office ( DAFO) Pak Ngum District, Vientiane Capital.**

Duration of the Plan : **13 Months – April 2017 to May 2018.**

Name of Country : **Myanmar**

Name of the Participant : **1. Ms. Theingi  
2. Ms. Nwe Ni Win**

Position : **1. Managing Director  
2. Assistant Manager**

Name of Organization : **1. Lin Shwe Wah Integrated Farming Production Cooperative Society Ltd.,  
2. Central Co-operative Society Ltd. (CCS).**

Title of the Proposal : **To increase the production of paddy, corn and chilli by utilizing GAP System in Malatto Village in Maubin Township, Ayeyarwaddy Region, Myanmar.**

Target Group : **Lin Shwe Wah Integrated Farming Production Co-operative Society Limited at Malatto Village in Maubin Township, Ayeyarwaddy Region, Myanmar - 100 farmers of Malatto Village of Maubin Township, Maubin District, Ayeyarwaddy Region.**

Implementing Agency : **Lin Shwe Wah Integrated Farming Production Cooperative Society Ltd..**

Duration of the Plan : **One year – May 2017 to April, 2018.**

Name of Country : **Nepal**  
Name of the Participant : **Ms. Kanti Kumari Pandey**  
Position : **Planning Officer**  
Name of Organization : **National Cooperative Development Board (NCDB), Nepal.**  
Title of the Proposal : **Development of Agriculture and Women Entrepreneurship through cooperatives in Nigaul Gai Gaushala, Mahottary, Nepal.**  
Target Group : **15 Agricultural Cooperatives (3,000 Members) in Mohottary Dist., Nepal.**  
Implementing Agency : **National Cooperative Development Board, Nepal.**  
Duration of the Plan : **One year – July 2017 to June 2018.**

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Name of Country : **Vietnam**  
Name of the Participant : **1. Mr. Nguyen Duy Can  
2. Ms. Tran Thi Tinh**  
Position : **1. Dean of the College of Rural Development.  
2. Director**  
Name of Organization : **1. College of Rural Development – Cantho University, Vietnam.  
2. Tam Nong Development Cooperative, Trung Thanh Village – Hung Dong Commune, Vinh City, Nghe An Province, Vietnam.**  
Title of the Proposal : **Enhancing Capacity for Mekong Delta Agricultural Cooperatives (MAC Project).**  
Target Group : **1,400 Agricultural Cooperatives in 13 provinces and city in the Mekong Delta of Vietnam.**  
Implementing Agency : **College of Rural Development – Cantho University.**  
Duration of the Plan : **(Three years) - August 2017 to July, 2020.**

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**SECTION - VII**  
**END-OF-THE-COURSE EVALUATION**  
**SUGGESTIONS AND RECOMMENDATIONS**

– A Summary

**Introduction**

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

**Evaluation Objectives**

The main objectives of the Evaluation were to:

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

**Summary of the Evaluation**

**CLT/CPD Module on “Agri-Coop. Business Management, Leadership & Planning**

**February 26 – March 19, 2017**

10 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;**

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

<b>Module-Wise Feedback</b>						
1	Historical Development of Thai Coops by Dr. Asanee Ratanamalai, CLT	5	4	1	-	-
2	How to organize Coop. By Dr. Asanee Ratanamalai	3	6	1	-	-
3	Cooperative Principles and Coop. Education by Dr. Asanee Ratanamalai	4	5	1	-	-
4	Coop. Development & Legal Basis by Dr. Preecha Sidhimkornkrai, KU	2	5	3	-	-
5	Leadership & Team Building by Dr. Tien-ake Tiyapongpattana	7	2	1	-	-
6	Member Participation by Dr. Tien-ake Tiyapongpattana	4	4	2	-	-
7	Business Development Planning by Assoc.Prof. Juthatip Patrawart, Director of CAI/KU	1	6	2	1	-
8	Governance and Management of Agricultural Cooperatives by Mr. Surasak Sompadung, Asst. Sr. Vice President, Customer and Rural Development Dept., BAAC	2	7	1	-	-
9	Overview of Coops in Korat	7	1	1	-	1
<b>Field Visits</b>						
1	Visit to Naklang Farmer Group	7	3	-	-	-
2	Visit to Pimai Dairy Coop. Ltd. (small size):	5	4	-	-	1
3	Visit to Wang Nam Keaw non-chemical horticulture in Land Reform Area Coop. Ltd.	3	6	1	-	-
4	Visit to Lamprapleong Agri. Coop. Ltd. (medium size):	7	3	-	-	-
5	Visit to Pimai Agri. Coop. Ltd., (large size):	6	4	-	-	-
6	Briefing by CAD to learn Coop. Finance	1	9	-	-	-
7	Briefing at CPD to learn Thai Coops and Role of Government	5	3	2	-	-
8	Briefing at ACFT – Agri. Coop. Federation of Thailand.	4	4	2	-	-
9	Briefing at ACCU	3	5	2	-	-

<b>Support Services</b>						
1	Program Office at CLT	7	3	-	-	-
2	Accommodation at Indra Regent Hotel	3	2	4	-	1
3	Food at CLT & outside	3	3	4	-	-
4	Program Office at Korat	7	3	-	-	-
5	Accommodation at Korat	8	-	2	-	-
6	Food at Korat	5	3	2	-	-

### **PROGRAMME FEEDBACK**

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

1. Business Development Planning – Should focus more on practice in reality and more case study.
2. Documents/Secondary Data should be updated in advance.
3. Historical Development of Thai Coops – A historical perspective and laws/policies governing the Farmers' Group vis-à-vis the cooperatives would provide a clear understanding on the distinction between the two.
4. Briefing by CAD – A short introduction/demonstration on the accounting and auditing software could be made to let participants understand and have an overview on the important aspects/components necessary in such systems.
5. Briefing at CPD – Some aspects on Farmers' Group and the experience of Thailand in having two separate laws (Cooperative Act and Farmers' Group Decree) could be shared.
6. Cooperative Principles and Coop. Education – Few case examples on networking among different organizations/institutions on the provision of cooperative education in Thailand would provide participants with clearer understanding.
7. Leadership and Team Building – Case studies of cooperative leaders and leadership could be provided to have a better understanding on the theories and principles of leadership.
8. Member Participation – Short exercises and participatory games could be undertaken to help participants understand the importance of participatory approaches.
9. Business Development Planning – Importance and role of Business Development Service Providers could be discussed/introduced..
10. Visit at the household level in the co-operative (large, medium and small) would provide a complete picture of the cooperative system.
11. A visit to BAAC would be interesting as well.

## IDACA MODULE : 20 March to 11 April, 2017

### Summary of the Evaluation:

#### Program Coverage:

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

- The training program enabled participants to get a good overview of the different JAs, based on their operational sizes. Besides, there was a good balance between lectures and field visits. Inclusion of few cultural tours also enabled participants to know the Japanese culture and its influence in doing business and outlook towards life.

#### Most Beneficial Subject for you:

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

- Historical Development of JAs and its success factors.
- Multipurpose businesses of JA and its organization.
- Field visits to JAs and Prefectural Unions;
- Farm visits and interaction with farmers;.
- Role of Government in agri. coops promotion; .
- Visits to JA facilities and farmers' market/direct sales shops.
- Farm Guidance of Agricultural Cooperatives.
- Role of cooperatives in Agri. production and Marketing.
- Success and challenges of coop. amalgamation.
- Coop. Movement and Policy in Japan.
- Marketing & Purchasing Business of Agricultural Cooperatives.
- Case study of JA Iwate Hanamaki.
- Role of Government in the promotion of Agricultural cooperatives;
- Participatory Rural Development;
- Women's Association of Agricultural Cooperatives;

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

The replies were:

- Financial Management to be added;.
- Amalgamation of agricultural cooperatives to be added
- Basic introduction on Value Chain and its development with reference to JA should be added so that participants can have a basic overview of the Value Chain Management.

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

**Study Visits in Tochigi Prefecture (April 3-7):** All participants have expressed their opinion that the study visits to Tochigi Prefecture was good or very good. Some participants have offered the following comments:

- The program was well-rounded with visits/interactions with JAs, Union, Government, individual/member farmers and social institutions. Visits at cultural centre and experience in traditional Japanese hotel was an added bonus.

**Other Observation Tour (1-day observation in and around Tokyo - Visit to JA Tsukuigun in Kanagawa Prefecture on March 24):** 8 participants wrote that it was very good while 2 said it was good. Following comments were offered by the participants:

- JA Tsukuigun visit was not only an enriching experience in terms of knowledge gained in their cooperative business, but also an eye-opening experience as to how to embrace change and manage it. .

**Visiting JA Kanagawa Seisho in Kanagawa Prefecture (March 28):** 7 participants said that the visit was very good, while 3 said it was good. Following comments were offered by some participants:

- It let the participants comprehend the complexity of engaging in a large scale business and understand its dynamics.

**Visiting JA Sagami (Direct Sales Shop (March 29):** 4 participants wrote that the visit to the Direct Sales Shop was very good, while 6 said, it was good. Following comments were offered by the participants:

- Direct Sales Shop as an alternative platform for business expansion was impressive.

**Visiting JA Kanagawa Prefectural Union (March 29):** 5 participants wrote that the visit to Kanagawa Prefectural Union was very good, while 5 said it was good. Following comments were offered by the participants:

Exchange on its role and restricting requirement as well as embracing the challenges of globalization and trade liberalization were highly useful and informative.

#### **Administration and Management:**

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

9 participants said that it was very good and 1 said it was good.

**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:

- Breakfast menu should be changed after every 2-3 days.

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

- Greatly appreciate the taxi coupons (tickets) provided to us to commute to the nearest station to buy some food and necessary items.

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

- The duration of the training period should be extended and also lecture time should be extended.
- While speaking in the classroom, Lecturers should always use a microphone.

## SECTION - VIII

### COURSE CONCLUDING SESSION AND AWARD OF 'CERTIFICATE OF PARTICIPATION'

The concluding session of the ICA/Japan Training Course-2016 was held at IDACA, Tokyo, on April 10, 2017. The session was attended by Mr. Masahiro KONNO, Executive Director of IDACA, including all his senior staff, and Mr. A.K. Taneja, Project Coordinator of the ICA-Asia Pacific, New Delhi.

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

**Mr. Masahiro KONNO**, Executive Director of IDACA, congratulated all the participants on successful completion of the training course. He also thanked Mr. Taneja of ICA-AP for his contribution to this training course. He thought that this training course was a good opportunity for all the participants to cultivate new friends and network by living together for more than one month in Thailand and Japan. He said that during the participants' stay in Japan, they learned and observed various activities done by agricultural cooperatives through lectures and field visits to Kanagawa and Tochigi Prefectures. He further said, "I think that the situations of agricultural cooperatives in each country are different, but the importance of agricultural cooperatives for rural people is the same for every country. I hope many useful findings and experiences you have gained during the course will be useful for your future work". He strongly believed that each participant will play an important role, as a core leader, for promoting the cooperative movement in his/her respective country by utilizing the knowledge and experience gained through this training course in Thailand and Japan. He further advised the participants that merely making action plan was not a final goal of this training course. The most important thing was to take action based on their plan.

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

**Mr. Galey Tenzin**, the participant from Bhutan extended a vote of thanks on behalf of all the 10 participants. Excerpts of his speech are re-produced below:

"At the outset, we would like to express our deepest appreciation and gratitude to International Cooperative Alliance – Asia Pacific region, for securing the funds and supporting the cooperative movements in the developing nations across Asia. We must also thank the Ministry of Agriculture, Forestry and Fisheries of the Japanese Government for supporting these kinds of trainings for the past several decades. We extend our sincere appreciation to the Japanese people at large for benefitting the people of many developing countries. If it wasn't for the Japanese people's tax money, the training would not have seen the light of the day.

We would also like to extend our gratitude to the IDACA, under the most-able leadership of Mr. Konno, senior consultants, and the staff for working tirelessly, both in the foreground and background. From the housekeepers and chefs to the senior management of the institute, everyone played their own part in making this training a grand success and highly impactful. The same gratitude goes to CPD and CLT in Thailand for the successful completion of the first leg of the training. May the institutes grow from strength to strength!

Our sincere appreciation also goes to Mr. Taneja, Advisor to ICA-AP region, who has been there guiding us throughout the training period and actually even before the course started - guiding us in developing our country report, draft action plan to processing our visas, etc. Thank you very much, Mr. Taneja !

Although not physically present today, except for the few, our lecturers, guest speakers, cooperative leaders and staff, and all others involved in the field visits have lovingly shared their experiences and words of wisdom. Thank you and we owe you all much.

Lastly, but certainly not the least, we would like to express our special appreciation to Mr Abe, Mr Yaguchi, Mr Terunuma and Mr. Nakashima for their hard work and sacrifices even during holidays and weekends.

The smooth and successful conduct of the training epitomizes the organizational ability and leadership in each one of you. Please accept our sincere thanks and respects. We admire you all!

To conclude, the learning and experiences that we have had not just within the confines of the four walls of this very room, but also through the field visits and sightseeing in Thailand and Japan has been an eye-opener and enriching for all of us. We pledge that we would strive to live up to the expectations and goals of this training program and act as ambassadors of adapting some of the best practices of Japan and Thailand in fostering core leaders in the cooperative movement in our respective countries. And, I take this opportunity to wish my fellow participants all the good luck."

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

*(After completing the IDACA training program, the participants left Japan for their respective home countries on 11th April, 2017).*





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





Classroom Sessions in progress at IDACA, Japan





Classroom Sessions in progress at IDACA, Japan





**Field Study Visits in Japan :**  
Participants visited the office and facilities of JA Tsukui-Gun in Kanagawa Prefecture





Participants visited the office and facilities of the JA Kanagawa Seisho





Participants visited the Kamakura Agri. Coop. Vegetable Market (Renbai)



Participants visited the Head Office of JA Kanagawa Prefecture Union in Yokohama





Participants visited the Economic Centre of JA Utsunomiya - Farm Guidance



Participants visited the site of Farmers' Incorporation - "Dream Farm"





Participants observing the facilities of Horticultural Seedling Centre



Participants at the Direct Sales shop run by the Economic Centre - South



Participants at the Farm House of Mr. Handa and Mrs. Emi





Participants visited the JA Grading Centre - East



Participants visited the site of a Tomato farmer, Mr. Satoshi Inagawa



Participants at the Agriculture Machinery Centre





Participants at the Pearl Rice milling centre



Participants at the office of the Tochigi Prefecture Union





Participants at the Food Ingredients Delivery Centre of JA Utsunomiya



Participants at the Tochigi Prefectural Agricultural Experiment Station





Participants visited the Local Municipality run Wholesale Fruit and Vegetable market



Participants at COCO Farm & Winery Co. Ltd.





Presentation of Action Plans by the participants at IDACA, Japan





Distribution of 'Certificate of Participation' and Closing ceremony of the Training Course at IDACA, Japan



**ICA-Japan Training Course on  
"Fostering Core Leaders of Agricultural Cooperatives-2016"**  
CLT Training Center and Nakornratchasima Province, Thailand

February 26 to March 19, 2017

**PROGRAM**

Dates		Forenoon	Afternoon
<b>February 2017</b>			
26	Sun	Arrival of participants	
27	Mon	Opening Ceremony and Course Orientation Venue: CLT Training Center	Lecture on "Historical Development of Thai Cooperatives" By Dr. Asanee Ratanamalai
28	Tue	Lecture on "How to organize a Cooperative" By Dr. Asanee Ratanamalai	Lecture on "Cooperative Principles and Cooperative Education" By Dr. Asanee Ratanamalai
<b>March 2017</b>			
1	Wed	Lecture on "Member Participation" By Dr. Tien-ake Tiyaongpattana	Lecture on "Leadership and Team Building" By Dr. Tien-ake Tiyaongpattana
2	Thur	Lecture on "Governance and Management of Agricultural Cooperatives" By Mr.Surasak Sompadung Asst. Senior Vice President, Customer and Rural Development Department, BAAC	Lecture on "Cooperative Development and Legal Bases" By Dr. Preecha Sidthikornkrai, KU
3	Fri	Lecture on "Business Development Planning" By Assoc.Prof. Juthatip Patrawart Director of CAI/KU	Visit to ACCU
4	Sat	Move to Pattaya City	Enjoy Thai Traditional Show
5	Sun	Pattaya City Sightseeing	Move to Bangkok
6	Mon	Visit to CPD	Visit to CAD
7	Tue	Visit to ACFT	Observation of Farmer Market (Or Tor Kor)
8	Wed	Review/Group Discussions by Dr. Asanee Ratanamalai, At CLT Training Center	
9	Thur	Move to Korat by road	Course Orientation
10	Fri	Overview of Coops in Korat	Case Study
11	Sat	Visit to Naklang Farmer Group (Outstanding Farmer Group)	OTOP Group (Pottery Village)
12	Sun	Korat Sightseeing	
13	Mon	Visit to Lamprapleong Agri. Coop Ltd. (Medium Size)	

14	Tue	Visit to Pimai Agri. Coop Ltd. (Large Size)	
15	Wed	Visit to Pimai Dairy Coop Ltd. (small)	Visit to Baan Sumrit Community Service Coop Ltd. (small)
16	Thur	Visit to Wang Nam Keaw Non-chemical horticulture in Land Reform Area Coop. Ltd. (small)	Farm visit (Coop Members)
17	Fri	Summarized (Field Visit) by CPD	
18	Sat	Move to Bangkok by road	Closing Ceremony/Farewell Party
19	Sun	Free/Shopping	Prepare to leave for Japan by TG 642 at 23.50 hrs

**Remarks:**

Forenoon : 09.00 – 12.00 hrs.

Afternoon : 14.00 – 17.00 hrs.

Korat : Nakornratchasima Province (CPD-ASEAN Training Center)

CLT : The Cooperative League of Thailand

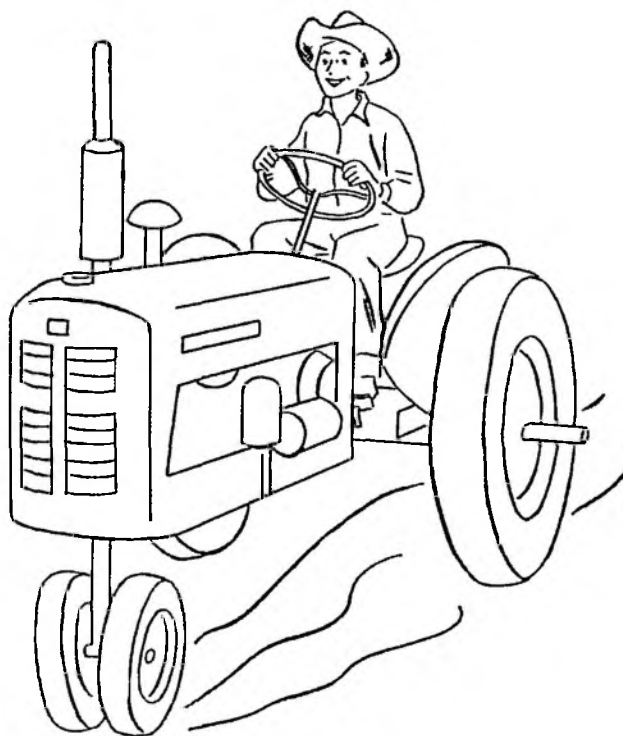
CPD : Cooperative Promotion Department

CAD : Cooperative Auditing Department

ACFT : Agricultural Cooperative Federation of Thailand Ltd.

ACCU : Asian Confederation of Credit Union

KU : Kesetsart University





**ICA-Japan Training Course on  
Fostering Core Leaders of Agricultural Cooperatives in FY 2016**

**IDACA, Tokyo, Japan**

March 20 – April 11, 2017

Date	Day	Forenoon (9:30 - 12:00 )	Afternoon (1:30 - 16:00)	Place of stay
March 20	Mon	(National Holiday) Arrival of the participants	Orientation	IDACA
21	Tue	Opening Ceremony	Country Report & Individual Interview	"
22	Wed	L. Japanese Agriculture (Mr. Takeshi USUI)	L. Historical Development of Agriculture and Coop Success (Mr. Yukio ABE)	"
23	Thu	L. Organization & Business of Agri. Coops & Business Planning (Mr. Hiroshi TERUNUMA)	L. Agri. Coop. Farm Guidance (Mr. Toru NAKASHIMA)	"
24	Fri	F. JATSUKUI-Gun (county)	Cont.	"
25	Sat	Observation of Tokyo city	Cont.	"
26	Sun	Free	Free	"
27	Mon	L. Marketing & Purchasing Business of Agri. coops. (Mr. Koh HARADA)	L. Case study of JA Iwate Hanamaki (Mr. Eiji KONNO)	"
28	Tue	F. Visit to JA SEISHO	Observation of facilities. Move to Yokohama	Yokohama
29	Wed	F. JA branch in Kamakura	F. JA Kanagawa Prefecture Union	IDACA
30	Thu	Women's Asso. of Agri. Coops. (Ms. Eiko OSHITA)	L. Roles of Government in the Promotion of Agri. Coops. (Mr. Toshiaki KITADE)	"
31	Fri	L. Participatory Rural Development (Mr. KATAKURA / Mr. KOYAMA)	D. Reflection of the Training (Messrs. KONNO, YAGUCHI & SHIMURA)	"
April 1	Sat	Free		"
2	Sun	Free		"
3	Mon	F. Lv. for Field Study visit	Cont.	Nikko
4	Tue	F. Visit to JA Utsunomiya Visit to Farmers' Incorporation	Observation of JA's facilities	Utsunomiya
5	Wed	F. Visit to JA Utsunomiya	Observation of JA's facilities	"
6	Thu	F. Visit to JA Tochigi	Agri. Research Centre etc.	"
7	Fri	F. Visit to JA Tochigi Pref. run Central Vegetables & Fruits Wholesale market and Coco Winery (Cottage Industry)	Return to Tokyo	IDACA
8	Sat.	Preparation of Action Plan	Preparation of Action Plan	"
9	Sun.	Free	Free	"
10	Mon.	Presentation of Action Plan	Evaluation / Closing	"
11	Tue.	Departure of the participants		"

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

**ICA-JAPAN Training Course on  
“Fostering Core Leaders of Agricultural Co-operatives-2016”**

**Course Participants**

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'Fostering Core Leaders of Agricultural Co-operatives-2016'  
Thailand-Japan: February 26 to April 11, 2017



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ICA - Asia and 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.

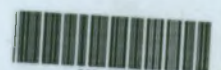
**Fourth Principle: Autonomy and Independence:** Co-operatives are autonomous, self-help organisations controlled by their members. If they enter into agreements with other organisations, including governments, or raise capital from external sources, they do so on terms that ensure democratic control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

COOPERATIVE ENTERPRISES BUILD A BETTER WORLD



ICA 02466