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ICA-Japan Regional Training Project on Strengthening Management of Agricultural Cooperatives in Asia



– Report of the 17th Training Course

Inauguration of Part-I of the Training Course at IFFCO/FMDI. Mr M Kinoshita, First Secretary, Japanese Embassy speaking and seated are (left to right): Mr Prem Kumar, Programme Advisor, ICA ROAP; Mr SS Anand, GM (Mktg), IFFCO; Mr BD Sharma, Sr. Consultant, ICA Domus Trust; and Dr CS Rao, Jt. GM (HRD), IFFCO.



Group photo of the participants at the inauguration of the IRMA Module at Anand, Gujarat, India



Group photo of the participants at the Inaugural Session of Part-II of the course at IDACA

ACC - ICA 02612



**ICA-JAPAN TRAINING COURSE ON
STRENGTHENING MANAGEMENT OF
AGRICULTURAL COOPERATIVES IN ASIA**

COURSE REPORT

**Seventeenth [17th] Training Programme
held in India, Thailand and Japan.
November 26, 2002 – April 19, 2003**

Prepared by

Prem Kumar

Adviser-ICA/Japan AMT Program



International Co-operative Alliance

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Report of the
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Strengthening Management of Agricultural Cooperatives in Asia
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REPORT

of the 17th ICA-Japan Training Course on
Strengthening Management of Agricultural Cooperatives in Asia
India - Thailand - Japan
November 26, 2002 – April 19, 2003

Submitted to

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

By

The International Cooperative Alliance

June 2003

Preface

This report is the result of the successful implementation of the Seventeenth (17th) ICA-Japan Training Course on **Strengthening Management of Agricultural Cooperatives in Asia**, held in India, Thailand and Japan, from November 26, 2002 to April 19, 2003. The International Cooperative Alliance places on record its highest appreciation and gratitude of the financial contribution made by the Government of Japan in the Ministry of Agriculture, Forestry and Fisheries [MAFF-Japan] and the most active collaborative support extended by the Central Union of Agricultural Cooperatives of Japan [JA-Zenchu], and the Institute for the Development of Agricultural Cooperation in Asia [IDACA], Tokyo, in the execution of this regional activity. The Alliance is most grateful to its member-organisations in India, Thailand and Japan and other collaborating specialised agencies and institutions for their help, advice, guidance and logistic support in the successful implementation of this training programme. The most spontaneous and willing cooperation was provided by, among others, the Indian Farmers' Fertiliser Cooperative Limited (IFFCO), Institute of Rural Management at Anand (IRMA), the Cooperative League of Thailand [CLT] and other contacts in Japan.

The ICA would also like to thank its member-organisations for sponsoring suitable candidates for participation in this training programme, which, I hope, will contribute significantly to the development of agricultural cooperatives as well as meeting their human resource development needs. The course focuses on the development of technical capabilities of managers by stressing the concept of 'value-addition through agro-processing' with a view to achieve higher economic returns to the basic level farmer-members. Over the years, this course has earned a high level of recognition and acceptability among the managers of agricultural cooperatives in the Asia-Pacific Region.

The ICA is extremely grateful to Mr Shigeri Fukamachi, Managing Director of the IDACA for conducting the Part-II of the programme at IDACA and for organising study visits to agricultural cooperatives in Japan. These visits facilitated the participants to meet the leaders and members of these institutions apart from the national, prefectural and primary level agricultural cooperatives.

I take this opportunity of commending the sincere efforts made by my colleagues at the Regional Office for Asia and the Pacific, especially, Mr. Shil-Kwan Lee, Regional Director, and Mr. Prem Kumar, Programme Adviser, in organising and conducting the above training programme in successful manner.

Iain Macdonald
Director-General

International Cooperative Alliance
Geneva, Switzerland
June 2003

Foreword

I take pleasure in submitting this report to my Director-General for onward transmission and formal submission to the Ministry of Agriculture, Forestry and Fisheries [MAFF, Government of Japan]. The contents of the training course was tuned to achieve two major objectives, namely, to improve the capabilities of managers to handle the agricultural cooperatives efficiently in the Asia-Pacific Region, and to understand how agro-processing activities are helpful to enhance the income of these agricultural cooperatives. The modules of this training programme are segmented on the basis of experiences gained over the years by the ICA ROAP from its collaborators i.e., the ICA member-organisations, specialised institutions such as IRMA, IDACA and other institutions in the Region.

I am extremely happy to say that many of the beneficiary organisations, former participants, government agencies and cooperative leaders, have expressed their opinion that this programme is very useful and relevant to the changed WTO scenario.

I would like to take this opportunity to extend my sincere thanks to the Ministry of Agriculture, Forestry and Fisheries (MAFF), Government of Japan, for their continued financial support, and to the JA-ZENCHU and IDACA for their active collaboration for the successful implementation of this programme.

I would like to make a special mention of the generous support provided by the Indian Farmers' Fertiliser Cooperative Ltd., and its Fertiliser Marketing Development Institute (FMDI), in making Part-I of the programme more effective and useful.

I am thankful to my colleague, Mr. Prem Kumar, Adviser to the programme, for his able contribution in enlisting the support of a large number of institutions and cooperative leaders in enriching the contents of the programme. He has provided his best in the successful implementation of this activity.

Shil-Kwan Lee
Regional Director [Asia-Pacific]

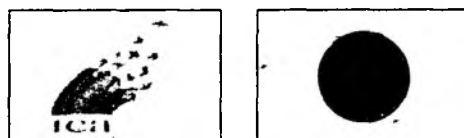
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June 2003

**REPORT OF THE 17th ICA-JAPAN TRAINING COURSE ON
STRENGTHENING MANAGEMENT OF AGRICULTURAL COOPERATIVES IN ASIA**
India - Thailand - Japan. November 26, 2002 – April 19, 2003

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**Seventeenth [17th] ICA-Japan
Training Course on
Strengthening Management of Agricultural Cooperatives In Asia
India-Thailand-Japan. November 26, 2002 – April 19, 2003**

SECTION - I

Executive Summary

The Seventeenth [17th] ICA-Japan Training Course on **Strengthening Management of Agricultural Cooperatives in Asia** was held in India, Thailand and Japan, from November 26, 2002 to April 19, 2003. The programme was implemented by the International Cooperative Alliance [ICA] in collaboration with JA-Zenchu [Central Union of Agricultural Cooperatives of Japan] and the Institute for the Development of Agricultural Cooperation in Asia-Japan [IDACA]. A generous financial assistance was provided to the ICA by the Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan to conduct the programme. It was executed by the ICA in accordance with the agreement reached between the two organisations. The Course was held in the following two phases:

- Phase-I : ... Home Country Assignments [November 26, 2002-January 14, 2003]
 ... Programme held in India [January 15-March 3, 2003]
 ... Programme held in Thailand [Mar 4-8, 2003]
- Phase-II : ... Programme held in Japan at IDACA [March 9-April 19, 2003]

The fifteen [15] participants to this Training Course were nominated by ICA Member-Organisations from ten countries i.e., Bangladesh-01, China-02, India-02, Indonesia-01, Malaysia-01, Nepal-01, the Philippines-02, Sri Lanka-01, Thailand-02 and Vietnam-02. Six of the participants were women.

The main objective of the Training Course was to help improve the capabilities of managers in agricultural cooperatives. It was expected that the trained managers, by using project-oriented approaches, help the basic members at the grassroots level to enhance and sustain their farm income. It was also expected that agricultural cooperatives introduce and accelerate the agro-processing activities to add value to the primary products of their members. This objective was sought to be achieved through intensive classroom teaching, skills development in producing and analysing development project proposals, exchange of experiences and study visits.

The India segment included three components i.e., [i] Review of Management of Agricultural Cooperatives in Asia and comparative Field Study Visits to national and local level cooperative organisations in Delhi and Gurgaon, held at the Fertiliser Marketing Development Institute (FMDI) of Indian Farmers' Fertiliser Cooperative Limited (IFFCO) from January 15 to 29, 2003 [ii] Management Leadership Development Module at the Institute of Rural Management [IRMA] at Anand, from January 30 to February 28, 2003 and [iii] the wrap-up Sessions held in New Delhi (March 1-3). The third segment was on comparative field study visits to agricultural cooperatives and related institutions in Thailand, which was conducted from March 4 to 8, 2003 with the active support and collaboration of the Cooperative League of Thailand [CLT].

The Inaugural Session of the Course was attended by Mr Mitsuaki Kinoshita, First Secretary in the Japanese Embassy in India, Mr B.D. Sharma, Senior Consultant, ICA Domus Trust, Mr. S.S. Anand, General Manager (Marketing), IFFCO, Dr. C.S. Rao, Joint General Manager (HRD), IFFCO, and Mr. Prem Kumar, Adviser, ICA/Japan Training Course.

Mr. Mitsuaki Kinoshita, First Secretary, Embassy of Japan, expressed his happiness that the present series of ICA-Japan Training Course is proving an important tool in helping the cooperatives in Asia-Pacific Region.

Mr Prem Kumar, Programme Adviser, ICA ROAP, was responsible for the conduct of the Training Course. The programme held in Japan was held under the direction of Mr Shigeri Fukamachi, Managing Director of the IDACA. Mr. Y. Abe, Manager [Trg], was designated by IDACA as Programme Co-ordinator for the Part-II of the course.

As a part of their studies, the participants had produced 15 development project proposals during their Home Country Assignments [HCAs] in accordance with the guidelines provided by the ICA. They developed the concepts of these proposals in consultation with their parent organisations. While at IRMA, the participants were imparted training in skills of developing project proposals.

The second part of the programme held at IDACA [March 9 to April 19] included extensive classroom work and study visits to agricultural cooperatives in and around Tokyo, Gunma and Hyogo Prefectures in Japan. The focus of studies was on the historical development of the Japanese Agricultural Cooperative Movement, innovations, management practices, diversification and business promotion. The participants got acquainted with a variety of national level cooperative federations and other institutions in Tokyo, and held discussions with leaders, members, managers and staff of agricultural cooperatives in Japan.

A continuous process of evaluation and appraisal has been followed throughout the term of the Training Course, e.g., at the end of each component, through evaluation forms and group discussions. An End-of-the-Course Evaluation was conducted at the conclusion of the Training Course. Certificates of Participation were awarded to the participants at a concluding session held at the IDACA in Tokyo before their departure for their home countries.

As up to the end of the 17th Training Course a total of 255 managers of agricultural cooperatives from 14 countries of Asia had attended the training programmes. They prepared a total of 252 project proposals on topical subjects.



Report of the
Seventeenth [17th] ICA-Japan Training Course on
**Strengthening Management
Of Agricultural Cooperatives In Asia.**
India-Thailand-Japan, November 26, 2002-April 19, 2003

SECTION - II

COURSE REPORT

01 Background

The Regional Training Project on **Strengthening Management of Agricultural Cooperatives in Asia** was launched by the International Cooperative Alliance [ICA] in 1986 after holding successful negotiations between the Central Union of Agricultural Cooperatives of Japan [JA-Zenchu], a Member-Organisation of the ICA from Japan, and the Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan. The Project was launched for strengthening agricultural cooperative activities in the Asian Region through leadership training in new approaches in management practices and adoption of the concept of *"Value-Addition through Agro-Processing"*.

The ICA, an international non-governmental organisation established in 1895, was chosen by the MAFF as the most suitable international organisation for bringing about these changes in the cooperative system in Asia. Within the United Nations, the ICA enjoys Category-1 Status with the UN Economic and Social Council [UN-ECOSOC]. The ICA has affiliates in 94 countries with 236 national cooperative organisations and five international organisations serving over 760 million individual members worldwide. The ICA Regional Office for Asia and the Pacific [ICA ROAP] operating from New Delhi, India, since 1960, serves 51 national level cooperative organisations from 21 countries and the ACCU.

02 Project Objectives

Development Objective: The overall objective of the Project is *"to help strengthen and improve agricultural cooperative performance in the Asia-Pacific Region in order to bring about a qualitative improvement in cooperative services to member-farmers at the grass-roots level. The overall aim is to help increase member's income, help improve his standard of living and ensure active member participation in the business and operations of agricultural cooperatives."*

Immediate Objectives: With a view to achieve the main development objective, a set of immediate objectives has been developed. These are:

- i] To examine the present organisational structure of agricultural cooperatives in Asia and the Pacific Region and discuss on the basis of results obtained so far and the applicability of an integrated cooperative system for a more effective and result-oriented development process;
- ii] To introduce various forms of improved managerial practices in cooperative functioning supported by backward, forward, horizontal and vertical linkages at appropriate levels;
- iii] To introduce business planning for value addition through cooperative management with special reference to decisions on location, capacity, budgeting, investment, costing and in evolving pricing policies;
- iv] To evolve a project-oriented development approach in cooperatives, and introduce methods for project preparation, appraisal, implementation, monitoring and evaluation;
- v] To study working of multipurpose, single-purpose and commodity-based cooperatives and examine the applicability of their experience in the participating countries;
- vi] To study various ways of resource mobilisation for cooperative development; and
- vii] To induct managerial personnel in farm guidance and better-living activities for cooperative member-farmers in order to increase farm productivity and ensure their welfare and greater participation in cooperative activity.

03 Acknowledgements

In the implementation of the 17th Training Course, the ICA has received full support and excellent cooperation from the Central Union of Agricultural Cooperatives of Japan [JA-Zenchu], a Member-Organisation of the ICA from Japan; the Technical Cooperation Division of the Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan; the Institute for the Development of Agricultural Cooperation in Asia [IDACA] in Japan; the Institute of Rural Management [IRMA] at Anand, India; the National Cooperative Union of India [NCUI], New Delhi; the Indian Farmers' Fertiliser Cooperative Limited [IFFCO], New Delhi, and its Fertiliser Marketing and Development Institute [FMDI], the National Agricultural Cooperative Marketing Federation of India [NAFED-India], the Cooperative League of Thailand [CLT] and other ICA Member-Organisations and numerous other cooperatives institutions in the Region. The ICA is grateful to their leaders, managers and members of agricultural cooperative organisations in India, Thailand and Japan, for receiving the participants and for providing them with information and advice on their operations.

04 The Seventeenth Year of the Regional Project

During the seventeenth years of the Project, 255 managerial personnel, both men and women, working in middle to senior level positions in agricultural cooperatives or in their apex level organisations from 14 countries from Asia, i.e., Bangladesh-16, China-27, India-38, Indonesia-19, Iran-03, Korea-20, Malaysia-16, Myanmar-11, Nepal-05, Pakistan-12, Philippines-25, Sri Lanka-23, Thailand-21 and Vietnam-19 were trained. By and large, a majority of the participants were selected from cooperative organisations, having direct relationship with activities aimed at serving the farmer-members of agricultural cooperatives.

05 Financial Support to the Project

-Generous Contribution from the MAFF-Government of Japan

The positive decision of the Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan to contribute funds to the ICA for the seventeenth year of the Project was followed by a grant for its implementation. The financial contribution made by the MAFF has gone a long way to help improve the skills and capabilities of managers who are managing their agricultural

cooperatives in their respective countries in the Region. The ICA is highly appreciative of the contribution made and grateful to the Government of Japan for this gesture.

06 Administrative Arrangements for the Project

Mr. Prem Kumar, Adviser, ICA/Japan AMT Programme, lead the regional project from ICA Regional Office for Asia and the Pacific. The entire Training Course was co-ordinated and implemented by him for its full duration, under the direction of the Regional Director [Asia-Pacific].

The Part-II of the training programme held in Japan at IDACA was conducted under the direction and guidance of Mr Shigeri Fukamachi, Managing Director of IDACA. Mr Y.Abe, Manager [Trg], was designated by the IDACA as the Programme Co-ordinator for this part.

07 Project Implementation Schedule

The following Implementation Plan consisting of three phases was prepared for the Project:

I. Planning Phase: July 01-November 25, 2002

- Developing curricula and syllabi including planning of technical session modules and field visits in consultation with the Institute of Rural Management, Anand; and ICA's member-organisations in India;
- Planning the comparative field study visits programme in India and Thailand in consultation with the ICA member-organisations;
- Sending invitation letters to ICA member-organisations to sponsor suitable candidates for the 17th Training Course;
- Selection of participants and finalising arrangements for their studies, travels and accommodation;
- Practical arrangements for organising the first part of the Course in India and Thailand including holding consultations with IDACA for conducting Part-II of the programme in Japan; and
- Financial arrangements for the Training Course.

II. Implementation Phase: November 26, 2002-January 14, 2003

- Home Country Assignments [HCAs] for actual preparation of project proposals by the selected participants in their own countries. November 26, 2002 - January 14, 2003;
- Part-I of the Course in India, including comparative field study visits, during the period January 15-March 3, 2003. Field Study Visits in Thailand, March 4-8, 2003;
- Part-II of the Training Course at IDACA, Tokyo. March 9-April 19, 2003;
- Final End-of-the-Course Evaluation and the Concluding Session in Tokyo. April 18, 2003; and
- Departure of participants from Japan to their respective countries, April 19, 2003.

III. Reporting Phase: April 20-June 30, 2003

- Preparation of narrative and financial reports of the 17th Training Course and their eventual submission to the MAFF-Government of Japan.

08 Design of Training Course Programme

The implementation of the Project Plan of Action [Implementation Schedule] as submitted by the ICA and approved by the MAFF remained steady. The objectives set for the Project were achieved. Course contents and implementation strategies were continuously improved based on the feedback and evaluation.

The day-to-day programme of the Training Course, as followed, is placed at **Annex-I**.

09 Reporting and Evaluation

The period from the end of the Training Course in Japan to the end of the Project period was utilised to prepare the work report and financial statements for submission through the ICA Secretariat in Geneva to the MAFF, Government of Japan.

10 Course Participants

- Selection Procedures & Participating Countries

Upon receipt of confirmation from the Government of Japan to implement the training project, the ICA invited nominations from its member-organisations in the Region. For this purpose a nomination form was used, and criteria for selection of participants established and explained. A period of two months was given to the member-organisations to sponsor candidates. Based on the nominations received from the ICA member-organisations, and in consultation with IDACA, selection of candidates was finalised. Fifteen [15] participants were consequently selected from 10 countries viz., Bangladesh-01, China-02, India-02, Indonesia-01, Malaysia-01, Nepal-01, Philippines-02, Sri Lanka-01, Thailand-02 and Vietnam-02. Out of them, six were women.

A list of Course participants is placed at **Annex-II**.

A list of all the former participants who had attended all the 17 Training Courses is placed at **Annex-III**.

11 Locations of Training Activities

A part of the sessions of the Part-I of the Course was held at IFFCO's Fertiliser Marketing Development Institute [FMDI] in Gurgaon, and at the campus of the Institute of Rural Management, Anand [IRMA].

The comparative field study visits in Thailand were arranged by the Cooperative League of Thailand to primary level cooperative organisations, agricultural cooperative and other cooperative institutions in and around Bangkok and Nakhonratchasima Province..

Part-II of the Training Course was held at the IDACA premises in Tokyo, Japan, under an agreement signed earlier between the ICA ROAP and the IDACA. Comparative field visits to agricultural cooperative organisations in and around Tokyo and in Gunma and Hyogo Prefectures were organised in Japan in collaboration with the IDACA and agricultural cooperative organisations in these two prefectures.

12 Pedagogy Followed

Except during the regional review period, the entire Course programme in India was based on modules prepared for each topic. Besides introducing the subjects, group discussions were held mainly to clarify issues. Computer inputs were made specifically for financial and project management modules and their applications;

During Part-II of the Training Course held at IDACA, the lecture method was combined with group discussion method. Some lectures were based on case studies prepared by the lecturers. Documentary and video films were used. Group discussions were arranged on the basis of questions posed to the participants.

As an integral component of the programme design, a number of comparative field study visits to agricultural cooperative institutions were made in India, Thailand and Japan. A list of the institutions visited by the participants during the period of the Training Course is given as follows:

INDIA

Study visits in and around Delhi and Haryana

- International Cooperative Alliance Regional Office for Asia & the Pacific [ICA ROAP], New Delhi
- National Cooperative Union of India [NCUI], New Delhi
- National Agricultural Cooperative Marketing Federation of India Ltd. [NAFED], New Delhi
- Fertiliser Marketing Development Institute [FMDI of IFFCO], Gurgaon, Haryana
- Field Day function in IFFCO adopted village – Babra Bakipur
- Uncha-Majra Cooperative Society
- IFFCO Service Centre, Rewari

Study visits in Gujarat State

- Institute of Rural Management [IRMA], Anand, Gujarat
- AMUL Dairy, [Anand Milk 'Cooperative' Union Limited], Anand, Gujarat
- Dairy Museum at AMUL, Anand, Gujarat
- Tribhuvandas Foundation for Rural Development, Anand, Gujarat
- Mother Dairy Plant at Gandhinagar, Gujarat
- IFFCO Production Unit at Kalol, Gujarat
- CORDET [Cooperative Rural Development Trust] at Kalol, Gujarat
- Krishak Bharati Cooperative Ltd., KRIBHCO Fertiliser Plant, Hajira, Surat. Gujarat
- Gujarat State Cooperative Marketing Federation, Anand
- National Dairy Development Board, Anand

Thailand

- Cooperative League of Thailand [CLT]
- Cooperative Auditing Department [CAD], Ministry of Agriculture & Cooperatives
- Federation of Savings and Credit Cooperatives of Thailand [FSCT]
- Sikhui Agricultural Cooperative Ltd., Nakornrachasima Province
- Women's Weavers Groups, Nakornrachasima Province
- Soong Noen Agricultural Cooperative Ltd., Nakornrachasima Province

Japan

- Institute for the Development of Agricultural Cooperation in Asia-IDACA, Tokyo
- JA Hadano
- JA Fruits Yamanashi
- JA Gunma Prefectural Union
- JA Zennoh Gunma
- JA Sawada
- JA Tone-Numata
- Agricultural Research & Development Centre of JA-ZenNoh
- Hyogo Prefecture Government
- JA Hyogo Prefectural Union
- JA Awaji
- Southern Awaji Agricultural Improvement and Extension Centre
- JA Hyogo Rokko
- Zen-Noh Silo Company Limited, Kobe Branch

Chronology of ICA-Japan International Training Courses on "Strengthening Management of Agricultural Cooperatives in Asia" held from 1986-87 to 2002-2003

Course/Dates	Countries Where Courses Held	Participating Countries
01 Nov 01 1986- May 03 1987	India, Thailand, Japan, and Republic of Korea	Bangladesh, China, India, Indonesia, Korea, Malaysia, Philippines, Sri Lanka, Thailand [09]
02 Oct 26 1987- May 10 1988	India, Thailand, Japan and Republic of Korea	Bangladesh, China, India, Indonesia, Korea, Malaysia, Philippines, Sri Lanka, Thailand [09]
03 Oct 24 1988- May 07 1989	India, Thailand, Japan and of China	Bangladesh, China, India, Korea, Malaysia, Pakistan, Philippines, Sri Lanka, Thailand [09]
04 Oct 23 1989- May 10 1990	India, Thailand, Japan, and Republic of Korea	Bangladesh, China, India, Korea, Malaysia, Pakistan, Philippines, Sri Lanka, Thailand [09]
05 Oct 22 1990- May 10 1991	India, Thailand, Japan and Republic of Korea	Bangladesh, China, India, Korea, Malaysia, Pakistan, Philippines, Sri Lanka, Thailand [09]
06 Oct 21 1991- May 10 1992	India, Thailand, Japan and China	Bangladesh, China, India, Indonesia, Iran, Korea, Malaysia, Pakistan, Philippines, Sri Lanka, Thailand and Vietnam [12]
07 Nov 09 1992- May 08 1993	India, Thailand, Japan and Republic of Korea	Bangladesh, India, Indonesia, Iran, Korea, Malaysia, Pakistan, Philippines, Sri Lanka, Thailand and Vietnam [11]
08 Oct 20 1993- Apr 21 1994	India, Sri Lanka, Thailand and Japan	Bangladesh, India, Indonesia, Iran, Korea, Malaysia, Myanmar, Pakistan, Sri Lanka, Thailand and Vietnam [11]
09 Oct 17 1994- Apr 22 1995	India, Indonesia, Japan	Bangladesh, India, Indonesia, Korea, Myanmar Philippines, Vietnam [07]
10 Oct 18 1995- Apr 20 1996	India, Malaysia, Japan	Bangladesh, China, India, Indonesia, Korea, Malaysia, Myanmar, Pakistan, Philippines, Sri Lanka, Thailand, and Vietnam [12]
11 Nov 03 1996- Apr 20 1997	India, Sri Lanka, Japan	Bangladesh, China, India, Indonesia, Malaysia, Myanmar, Pakistan, Philippines, Sri Lanka, Thailand, and Vietnam [11]
12 Oct 20 1997- Apr 23 1998	India, Philippines, Japan	Bangladesh, China, India, Indonesia, Malaysia, Myanmar, Pakistan, Philippines, Sri Lanka and Vietnam [10]
13 Nov 16 1998- Apr 24 1999	India, Nepal, Japan	Bangladesh, China, India, Malaysia, Myanmar, Nepal, Pakistan, Philippines, Sri Lanka, Thailand and Vietnam [11]
14 Nov 12 1999- Apr 22 2000	India, Thailand, Japan	China, India, Indonesia, Malaysia, Myanmar, Philippines, Sri Lanka, Thailand, Vietnam [09]
15 Nov 16 2000- Apr 28 2001	India, Malaysia, Japan	Bangladesh, China, India, Indonesia, Malaysia, Myanmar, Nepal, Pakistan, Philippines, Sri Lanka, Thailand and Vietnam [12]
16 Nov 14 2001- Apr 21 2002	India, Sri Lanka, Japan	Bangladesh, China, India, Indonesia, Myanmar, Nepal, Pakistan, Philippines, Sri Lanka, Thailand and Vietnam [11]
17 Nov 26 2002- April 19 2003	India, Thailand, Japan	Bangladesh, China, India, Indonesia, Malaysia, Nepal, Philippines, Sri Lanka, Thailand and Vietnam [10]
Total Number of Attending Participants	...	255
Total Number of Training Courses Held	...	017
Total Number of Countries covered under the Project	...	014
Total Number of Project Proposals Prepared by the Attending Participants	...	252

**Countrywise Participation in ICA-Japan International Training Courses on
"Strengthening Management of Agricultural Cooperatives in Asia"
held during the period from 1986-87 to 2002-2003**

Country/ Year	Course Number	1986-87 No. 01	1987-88 No. 02	1988-89 No. 03	1989-90 No. 04	1990-91 No. 05	1991-92 No. 06	1992-93 No. 07	1993-94 No. 08	1994-95 No. 09	1995-96 No. 10	1996-97 No. 11	1997-98 No. 12	1998-99 No. 13	1999-2000 No. 14	2000-2001 No. 15	2001-2002 No. 16	2002-2003 No. 17	TOTAL
01	Bangladesh	01	01	01	01	01	01	01	01	01	01	01	01	01	-	01	01	01	16
02	China	02	02	02	02	02	02	-	-	-	01	02	02	02	02	02	02	02	27
03	India	03	03	02	02	02	02	03	02	03	02	02	02	02	02	02	02	02	38
04	Indonesia	01	02	-	-	-	01	01	02	03	01	02	02	-	01	01	01	01	19
05	Iran	-	-	-	-	-	01	01	01	-	-	-	-	-	-	-	-	-	03
06	Korea	02	02	02	02	02	02	02	02	02	02	-	-	-	-	-	-	-	20
07	Malaysia	01	01	01	02	01	01	01	01	-	01	01	01	01	01	01	-	01	16
08	Myanmar	-	-	-	-	-	-	-	01	02	01	01	01	01	02	01	-01	-	11
09	Nepal	-	-	-	-	-	-	-	-	-	-	-	-	02	-	01	01	01	05
10	Pakistan	-	-	-	01	01	01	01	01	-	01	01	01	01	-	01	01	-	12
11	Philippines	02	01	02	02	02	01	01	-	02	01	01	02	01	02	01	02	02	25
12	Sri Lanka	01	01	02	01	02	01	02	02	-	02	02	01	01	01	01	02	01	23
13	Thailand	02	02	02	02	02	01	01	01	-	01	-	-	01	02	01	01	02	21
14	Vietnam	-	-	-	-	-	01	01	01	02	01	02	02	02	02	02	01	02	19
TOTAL [14]		15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	255

SECTION - III

Review of Management Practices In Agricultural Cooperatives In Asia And Comparative Field Study Visits In India And Thailand

PART - I OF THE TRAINING PROGRAMME HELD IN INDIA AND THAILAND

January 15-March 03, 2003

01 Introduction

Part-I of the Training Course consisted of the following segments:

India Segment covered:

- Home Country Assignments
- Review of Management of Agricultural Cooperatives in Asia & Field Study visits at FMDI/IFFCO
- Management Leadership Development Module at the IRMA
- Wrap-Up Session at New Delhi

Thailand Segment covered:

- Comparative Field Study Visits in Thailand

Part-II of the Training Course consisted of the following segments:

Japan Segment covered:

- Management Practices developed and adopted by the Japanese Agricultural Cooperatives
- Comparative Field Study Visits in Tokyo, Gunma and Hyogo Prefectures in Japan

After having completed their Home Country Assignments, all the participants got together in India on the 15th of January 2003. A formal inaugural session was held on Thursday, January 16, 2003 at FMDI, Gurgaon.

02 Inaugural Session of Part-I of the Programme

The 17th ICA-Japan Training Course on 'Strengthening Management of Agricultural Cooperatives in Asia' was formally inaugurated at the Fertiliser Marketing Development Institute (FMDI) of the Indian Farmers' Fertiliser Cooperative Limited [IFFCO] in Gurgaon (Haryana State) on Thursday, January 16, 2003. The inaugural session was attended by Mr. Mitsuaki Kinoshita, First Secretary in the Embassy of Japan, Mr B.D. Sharma, Senior Consultant, ICA Domus Trust, Mr. S.S. Anand, General Manager (Marketing), IFFCO, Dr. C.S. Rao, Joint General Manager (HRD), IFFCO, Dr. R.N. Kundu, Sr. Manager (Trg), IFFCO/FMDI, and Mr Prem Kumar, Programme Adviser from ICA ROAP.

Welcoming the participants and the distinguished guests on behalf of the International Cooperative Alliance Regional Office Office for Asia-Pacific, Mr. B.D. Sharma said that participants should not merely concentrate on the content part of this training programme, but they should try to analyse the agricultural cooperatives in their own countries in the context of the trends which are taking place in the sphere of agrarian economy. He hoped that the stay of the participants in India,

Thailand and Japan will be excellent and that they will enjoy their training programme as well as other social events, which come across during this period.

Mr. Mitsuaki Kionoshita, First Secretary, Embassy of Japan, expressed his happiness that the present series of ICA/Japan Training Course is proving to be an important tool in helping the cooperatives in the Asian-Pacific Region.

Mr. Prem Kumar, Programme Adviser, welcomed the guests and the participants to the inaugural session. He congratulated the participants on their selection for the training course and wished them a very successful training programme. He expressed his gratitude to the Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Government of Japan for their continued cooperation and support to the programme and to the JA-Zenchu and IDACA for their active collaboration in the successful implementation of the programme. He also expressed the gratitude of the ICA to IFFCO and its Fertiliser Marketing Development Institute for providing generous support to the programme.

Mr S.S. Anand, General Manager (Marketing), IFFCO, welcomed the participants and guests to the FMDI, which is our in-service training institute for members of our cooperatives. He said that many of the achievements of IFFCO are mainly due to high-level training of our field and operational staff, and therefore, the IFFCO supports any programme, which has a strong training component in it. This particular programme has attracted our attention. On behalf of the IFFCO he thanked the ICA for sponsoring this management-training project. He also thanked the Government of Japan through Mr. Matsuaki Kinoshita, who was present here, for providing funding to this programme. It is a very useful contribution.

Dr CS Rao, Joint General Manager (HRD), IFFCO, proposed the vote of thanks to all the guests and hoped that all the participants would make use of the learning opportunity given to them and that they would enjoy their stay in India and at the FMDI.

03 Characteristics and Management Practices in Agricultural Cooperatives in the Participating Countries.- A Brief Regional Overview

The first two days of the training programme were devoted to the review of agricultural cooperative situation based on the background papers prepared and presented by the participants from 10 countries.

[01] Bangladesh

Bangladesh is one of the developing countries in South-Asian region. The total area of the country is 1,47,570 sq. km with a population of 131.50 million. About 80-85% of the population directly or indirectly depends on agriculture. Agriculture is the main occupation of the people employing 63.2% of the labour force. This sector directly contributes around 32% of the gross domestic product [GDP]. The per capita income is US\$ 369. Rice, wheat, jute, sugarcane, tobacco, oilseeds, pulses and potatoes are the principal crops. Readymade garments dominate the industrial sector contributing around 19% of the targeted GDP, jute processing followed by cotton textile and cigarettes.

Agricultural cooperatives in Bangladesh stand divided into two parallel structures i.e. the traditional cooperatives [numbering 40,678] headed by the Bangladesh Jatiya Samabaya Union [BJSU] following a three-tier structure; and among farmers cooperatives [numbering 103,424] following two-tier co-operative pattern under the administrative control of Bangladesh Rural Development Board [BRDB]. Both the types of cooperatives serve the same target groups and have created the problem of overdue on the one hand and inadequacy of loans on the other. The apex organisation of the traditional cooperatives is the BJSU, which also serves as the umbrella organisation of the Movement.

The Bangladesh Samabaya Bank Ltd. was established in 1948 primarily to cater to the needs of agriculturists of moderate and small means, with an authorized capital of Tk. 10.00 million. Pres-

ently its authorised capital is Tk. 100 million. Dispensation of agricultural credit through the cooperative societies is the main business of the bank. The prime objective is to improve the socio-economic conditions of the peasants under the orbit of cooperatives. The membership of the bank is open to all classes of cooperative societies dealing with agricultural credit and various projects. At present, it's affiliated banks and societies are 536. A Managing Committee consisting of 12 members (Chairman, Vice Chairman and Members manages the Bank). The government is having share in the bank, nominates one-third of the members. Two-third of the members is elected, including Chairman and Vice-Chairman. The Chief Executive of the bank is the General Manager who is deputed by the Government from the officers of the rank and status of Deputy Secretary. There are four Deputy General Managers and five Assistant General Managers at present.

[02] China

Some of the basic indicators of China are as follows: Population-1.27627 billion; Land Area-9,326,410 sq. km; Cultivated land-130.04 million ha; Per capita income-US\$ 270. The main cereal crops cultivated in China include paddy/rice, wheat, maize, millet, and sorghum. The All-China Federation of Supply and Marketing Cooperatives [ACFSMC] is the national apex of the Movement.

Agriculture occupies a dominant place in the economy. The Co-operative Movement, first started in China in early 20th century, continues to progress under the All-China Federation of Supply and Marketing Cooperatives. The first cooperative was organised in 1918 followed by agricultural marketing cooperatives in cotton growing regions. Consumer cooperatives were formed in the 1920s and the first Cooperative Law was promulgated in 1935. In 1949, after the founding of the Peoples Republic of China, supply and marketing cooperatives were set up in early 1950s to assist the farmers with their input supply and output marketing and to meet their credit requirements.

The supply and marketing cooperatives of China follow a four-tier structure. 26,315 grass-root level supply and marketing cooperatives federate themselves into 2,702 county level cooperatives, which, in turn, are affiliated to the 31 SMCs at municipal and provincial levels. All the SMCs are federated into the All-China Federation of Supply and Marketing Cooperatives [ACFSMC]. The ACFSMC was formed in 1954 and became a member of the ICA in 1985. As the representative national apex of the Cooperative Movement, the ACFSMC is responsible for the cooperative reform programme, development strategy, policy coordination, management and protection of interests of SMCs. The ACFSMC coordinates and harmonises actively the relations between the SMCs and other government departments and helps the SMCs across the country to promote foreign trade and technical exchanges with foreign countries.

Chinese SMCs consist of ACFSMC, provincial (municipal, autonomous regional) federations, county federations and primary societies. The Chinese SMCs are cooperative economic organisations with farmers as the main body. Now the SMCs have a membership of about 8.58 million farm households and a members share capital of 2210 RMB Yuan. At present, there are 31 provincial and 2702 county SMC federations, 26315 primary SMC societies and more than 17000 specialised cooperatives,

Jinan Fruit Research Institute All China Federation of Supply and Marketing Cooperatives (JFRI-ACFSMC) was established in 1980. As the only professional research institute, it specialises in technological research of new engineering technology on post harvest fruits and vegetables, promoting the development of industrialisation in agriculture and making the international business in agriculture the entire world. The institute has developed the technology on the storage, processing and inspection of fruits and vegetables. The prime activities undertaken by JFRI-ACFSMC are in five streams. They are storage and keeping fresh of fruits and vegetables; processing and utilising of fruits and vegetables; international trade on agriculture; quality inspection for fruits and vegetables; training and information exchanging of fruits and vegetables.

[03] India

Some of the basic indicators are as follows: Population-1.027.05 million; Land area-328.73 million ha; Cultivated area-189.54 million ha; Share of agriculture in GDP-26%; Average land holding-1.5 to 2 ha; Total number of cooperatives of all type-528, 249; Membership-228.767 million; Per capita Income-US\$ 324.73 per annum. Major co-operative products include rice, wheat, sorghum, maize, coarse cereals, pulses, oilseeds, cotton, jute, sugarcane and horticultural crops.

The Cooperative Movement in India is one of the oldest in the Region and the largest in the world in terms of number of members and cooperative institutions. Starting as a credit cooperative movement in 1904, has now expanded into the various fields of cooperation such as marketing, agro-processing, fertiliser production and supply, production of heavy machinery, housing, consumer, fisheries etc. Agriculture is the strongest segment of the cooperative sector. At present there are 528,249 societies with a total membership of 228.767 with a working capital of Rs.2856.43 billion. Almost 100 percent villages are covered under the cooperative fold and about 67% of the rural household are the member of the cooperative institutions.

Most of the cooperatives are vertically integrated through their respective specialised federations or unions at the district, state and national levels. Primary cooperatives are affiliated to the district level unions/federations, which, in turn, are federated into 284 state level unions/federations. Twenty-one national level specialised federations are members of the National Cooperative Union of India (NCUI) which is the spokesman and umbrella organisation of the entire Cooperative Movement in the country. NCUI is also one of the members of the ICA.

Agro-processing activities are undertaken by 244 cooperative sugar factories covering 60.5% of sugar produced in the country, 70,188 dairy cooperatives federating themselves into unions, 138 oil seed cooperatives, rubber, horticultural cooperatives and others such as rice and other mills. By value-addition agro-processing units are providing more income to the farmers. The successful agro-processing cooperatives are sugar cooperatives, dairy cooperatives, rubber cooperatives, oil seeds cooperatives, horticultural cooperatives and fertiliser cooperatives.

The Indian Farmers' Fertiliser Cooperative Limited (IFFCO) is a cooperative organisation having a membership of about 36,000 cooperatives from village level to national level, spread over in 27 states and 5 Union Territories with a share capital of Rs.4, 190 million. It has emerged as world's largest fertiliser producing cooperative. It has established four modern plants located at Kandla and Kalol in Gujarat and at Phulpur and Aonla in Uttar Pradesh. During the year, it produced 55 million metric tons of fertiliser with a capacity utilisation of 100 per cent. During 2001-2002, IFFCO sold 56.5 million metric tons of fertiliser. IFFCO's extension programmes are very useful in the country to farmers for adoption of latest farm technologies to enrich them.

[04] Indonesia

Some of the basic indicators of Indonesia have been as follows: Population-228 million, Total Land Area-182, 644 ha, Total Cultivable land- approximately 43,834,600 ha; Per capita income-US\$ 750; Total number of co-operatives – 77,295; Total co-operative Membership- 26,772,504. Main crops of Indonesia are: paddy, palm oil, rubber, coconut, cocoa, coffee, tea, sugar cane, and tobacco.

Agricultural co-operatives in Indonesia are organised in a three-tier structure. The multipurpose cooperatives [KUDs] at the primary level, which are federated into the PUSKUD at the provincial level and these, are affiliated to INKUD at the national level. There are at present 9,767 Village Unit Coop [KUDs] and 89,998 Non Village Unit Coop. in Indonesia. The KUD is characterised by its multipurpose business with farmers, fishermen and handicraftsmen as its members. Most activities are anchored on agriculture. The main functions of KUDs are [a] distribution of farm production inputs and consumer goods; [b] provision of credit and collection, processing and marketing of produce of members. Though the KUDs function on a multipurpose basis, their organisational

strength is weak both in financial and business terms. Due to weak structural and financial link-up between the KUD, PUSKUD and INKUD, the cooperatives are not able to compete with private traders. Government training facilities are available for cooperative employees through its network of 30 provincial level cooperative training centres and one national level cooperative training centre.

The government as well as the Dewan Koperasi Indonesia [DEKOPIN] share member education and extension services. Private foundations and academies provide formal education in cooperatives. There is an Institute of Cooperative Management [IKOPIN] at the national level and eight cooperative academies in the country.

The Cooperative Education and Training Development Institution [LAPENKOP], which are owned by DEKOPIN [National Cooperative Council of Indonesia], establish the programme to strengthen member participation. It was established on 24th May 1995. The aim of LAPENKOP programme is to raise cooperatives members' income through more effective, democratically run and economically sustainable cooperative. LAPENKOP exist not only at national level but also at province and district level. The establishment of LAPENKOP at province and district levels is carried out gradually according to the needs, capacity, and demands from the province or district.

[05] Malaysia

Total national population: 24.66 million; total land area: 330,242 sq.km. Per capita income: US\$ 3,667; total number of cooperatives: 4,971, total cooperative membership: 5,234,996. Share of agriculture in GDP: 8.7%; Main crops of the country: oil palm, rubber and paddy.

The three main core agricultural activities in Malaysia are the estate sector, the small farm sector and the newly developed land sector. Plantation crops dominate agriculture. Oil palm cultivation has taken strides over rubber and other plantation crops due to its high returns and less labour demands. Livestock production is restricted to pigs and poultry. Local beef production is only 10% of total demand and the dairy industry is very small, but slowly expanding. Agricultural cooperatives are involved in various activities e.g. credit disbursement, marketing, rice milling and processing activities and cooperative education activities. Agricultural cooperatives and other cooperatives function under various government agencies.

Agricultural Cooperatives are under the registration and supervision of the Farmers' Organisation Authority (FOA). Under Farmers' Organisation Authority Act 1973, the Malaysian Government has established the FOA to enhance and develop the Farmers' Organisation and agro-based Cooperatives in Malaysia. According to the Act, the function of the FOA shall be: (i) to promote, stimulate, facilitate and undertake economic and social development of Farmers' Organisation; (ii) to register, control and supervise FOs and to provide for matters related thereto; (iii) to control and coordinate the performance of the foresaid activities. There are 268 Area Farmers' Organisation (AFOs), 13 State Farmers' Organisation (SFOs) and one NAFAS, which is Farmers Organisation Authority's (FOA's) direct supervision. The total membership of about 681,010 members had a total share capital amounting to about US\$ 19 Million under the AFOs in 2001. The average share per member was about US\$ 28.00. The total assets of the FOs amounted to US\$ 234 million and the total net worth was US\$ 81 million.

The ANGKASA (National Cooperative Organisation of Malaysia) is recognised by the government as the sole National Apex Cooperative Organisation of Malaysia. ANGKASA was formed with the following specific objectives: (i) to unite and represent the Malaysian Cooperative Movement at national and international levels; (ii) to disseminate and propagate the cooperative concept and principles through education and publicity; (iii) to assist cooperatives in the proper running and management of the organisations by providing advice, education and other necessary services. Membership of ANGKASA to date is 2,692 primary, secondary and tertiary cooperatives (including school cooperatives) with almost three million individuals have become ANGKASA members.

[06] Nepal

Total population of Nepal is: 23.21 million; Land Area 147181 sq .km; Per capita income US\$ 244; Rural Population-85%; 80% people involved in agriculture and contributes 40% to national GDP; Economic Growth Rate-6%; Main crops of the country: paddy, maize, wheat, barley; about 38% of the population live below the poverty line Ecologically, the country is divided into three regions- mountain, hill and terai. The mountain area covers 15% of the total area, hills covers 62% and the terai region covers 23%.

The National Cooperative Federation of Nepal Limited [NCF], an apex body of the cooperative movement of Nepal, registered on June 20, 1993 under the Cooperative Act, 1992, was voluntarily and jointly organised by cooperatives of different levels on the basis of universally accepted cooperative principles. At present NCF has a membership of 3 Central Co-operative Unions, 58 District Level Co-operative Unions and 10 Single Purpose Primary Co-operative Societies. It represents 6,484 primary cooperative societies operating throughout the Kingdom of Nepal with approximately 1.3 million members.

The NCF is also engaged in business activities. In order to meet the growing demand for farm inputs, especially fertiliser and seeds, the Federation has entered into agreement with the IFFCO in India for the supply of chemical fertilisers. The Federation has been trying to re-energise its constituents, the district level cooperative unions to undertake more and more of business activities rather than limiting themselves to member education programmes.

Besides the Ministry of Cooperatives and the Department of Cooperative Development, there is also a government institution, the National Cooperative Development Board, which is responsible for the development of cooperatives and facilitation of cooperative business. The Cooperative Training Centre meets cooperative training needs, a government owned institution. Others sectors which are of significance in Nepal are the dairy cooperatives, thrift and credit cooperatives and women's industrial cooperatives.

[07] The Philippines

Some of the basic indicators of the Philippines are as follows: Total population-76.5 million, Total land area-300, 000 sq.km; Total coast area-34, 600 kilometres; Total cultivable land-9.2 million hectares; Per capita income-US\$ 1,050. Share of agriculture in GDP-21%; Main crops include rice, corn, coconut, sugarcane, banana, pineapple, coffee, mango, tobacco, abaca, rubber, cacao fiber, root crops, spices, fruit bearing and vegetables.

The Philippines, comprising 7,100 islands and islets with three main islands of Luzon, Visayas and Mindanao, is principally an agricultural country. 47% of its 76 million population is highly dependent on agriculture. Agricultural production in the country suffers every year due to typhoons.

Cooperatives in the Philippines cater to diverse needs of its membership, i.e. credit, consumer, marketing, services etc. and mostly are multipurpose in character. The new Cooperative Societies Act, [RA 6938], enacted in 1990, has made the cooperatives free from government interference and paved the way for a smooth and proper democratic development of the movement. As of September 2001, the total number of 59,566 was registered co-operatives comprising of all types of co-operatives, of which 32,912 were registered as agricultural co-operatives and 26,654 for non-agri co-operatives.

The National Confederation of Cooperatives [NATCCO], which is a member of the International Cooperative Alliance [ICA], is the tertiary level organisation of 2697 cooperatives – primary coop federations – across the Philippines. NATCCO was organised in 1977 by coop leaders. NATCCO's registration as a cooperative federation was confirmed by the Cooperative Development Authority [CDA] in December 1990. NATCCO is committed to work towards alternative socio-economic political system guided by self-reliance, democracy, nationalism, solidarity, justice, and gender equality; and evolve a strong and viable cooperative sector and Movement.

Sts Peter and Paul Multipurpose Cooperative was registered on May 27, 1968 with 36 pioneer or founding members including the 15 incorporators with an initial capitalisation of Pesos 837.50 out from the proceeds of the contribution of coconuts processed into copra. Its mission is to be a progressive, strong and service-oriented cooperative owned and managed by dedicated, competent, honest committed members in order to uplift the socio-economic conditions of the people of the municipality. The cooperative is extending the services of a productive and providential loan to its members with a loan ceiling of Pesos 350,000 with an interest of 2% per month diminishing balance payable with maximum terms of 48 months. Aside from the savings deposits of the members, it is also accepting time deposits, 'kiddie', and special savings deposits from non-members. The cooperative is the only financial and lending institution in the locality and is operating a bank-like operation. The cooperative is also engaged in cheque encashment collection agent centre of the Southern Leyte Electric Cooperative, Fiesta Cable and Loyola Life Plans.

The Masisit Rural Improvement Club (RIC) eventually became the Masisit-Dacal RIC Credit Cooperative, Inc (MDRICCCI) in March 1986. It was then registered with the Bureau of Cooperative Development, Ministry of Agriculture in April 1986 and confirmed by the Cooperative Development Authority in May 1991. To meet the demands of time, the Articles of Cooperation and Bylaws of the MDRICCCI were amended in March 1994 so that the credit cooperative will become a multipurpose cooperative. A new name was also adopted, now the Masisit-Dacal Livelihood Cooperative, Inc (MDLCI). In 1998 it got affiliated with Cagayan Valley Confederation of Cooperatives and Development Centre (CAVALCO) and to the coop network National Confederation of Cooperatives (NATCCO).

MDLCI has different services to cater the needs of its members. It offers lending/relending such as agricultural loan and livelihood loan for farmers and fisher folks, salary loan for professionals/employees, and providential loan and home industry loan for backyard projects. In order to increase and improve the services that the cooperative offers to its members especially the farmers, a warehouse equipped with post harvest facilities was put up for storing agricultural products. The cooperative have also its consumer store to provide the basic needs of members as well as agricultural inputs for the farmers. Other services such as savings and time deposits, members' insurance (mutual aid benefit system), trading, and milling are also enjoyed by its members.

[08] Sri Lanka

Some of the basic indicators of Sri Lanka are as follows: Total population-193.4 million; Total land area-62337 sq.km; Average land holding is 1.35 ha; Contribution of agriculture to GDP 19.7% in 2000; Total number of cooperatives 11,849; Total co-operative membership 5.65 million; Per capita income- US\$856. Main crops: tea, coconut and rubber.

Agriculture is the most important sector of Sri Lanka's economy. It gives employment to at least 50% of the economical active population with high degree of subsistence farming, provide about 20% of GDP and account for roughly 40% of countries exports. Paddy, coconut, tea, rubber, spices, roots, maize, fruits and vegetables are the principal agricultural products. Tea, rubber and coconuts are large-scale plantations and are export crops.

Since the beginning of the Movement in 1906, agricultural cooperatives have played a major role. The first credit cooperative society was established in 1911. In 1972, existing 955 multipurpose cooperatives were amalgamated into 372 stronger and more viable multipurpose societies and today 311 multipurpose co-operatives are functioning. These societies provide production credit through their rural banks, and supply inputs such as fertilisers and in some cases loans for land preparation etc. Majority of these societies is incurring losses in their business operations. Coconut and rubber producer's cooperative societies are mainly involved in processing and marketing their products and have formed their own apex organisations for exporting their products. These societies also provide credit facilities, fertilisers, management advisory services etc.

The National Cooperative Council of Sri Lanka [NCC/SL] is the apex cooperative organisation and is an umbrella organisation of the entire Movement. As a member of the ICA, the NCC/SL acts as the spokesman of the Movement both within and outside the country. The NCC carries out education and training activities through its district councils, education centres and regional training centres. The National Institute of Cooperative Development, Polgolla, a government institution, has been incorporated with International Co-operative Training Institute and Centre for Human Resources Development as an institute for education and training. The NCC offers mainly two training programmes – Co-operative General Certificate Course and Co-operative National Higher Course. The Sri Lanka Institute of Co-operative Management is an independent institution, which conducts short-term and long-term certificate/diploma courses with the intention of developing the talents of officers in co-operative sector.

The Matara District Cooperative Rural Banks Union Ltd. was established on 31st March 1994 as secondary level cooperative financial institution. This institution makes up of multipurpose cooperative societies and district level cooperative societies. Their Board of Directors consists of 7 members, the member societies and the Commissioner of Cooperative elect five Department nominates two. The Chairman is elected through the consent and concurrence of all Directors. Besides overall transactions that spread among 14 member societies, accepting non member deposits from other cooperatives, providing representative services are the other means of interacting with other societies.

[09] Thailand

Some of the basic indicators of Thailand are as follows: Population: 61.9 million; Land Area: 513,115 sq. kms; Share of agriculture in GDP-11%; First Cooperative Act 1928; Total number of Cooperatives: 10,332; Total number of members: 6.6 million households; Newly revised Cooperative Societies Act in 1999.

The Cooperative League of Thailand [CLT] was established under the present Cooperative Society Act of Thailand, which was enacted on 7 June 1968, The Act proclaimed that there should be an institution called the "Cooperative League of Thailand" consisting of members, which are cooperative societies throughout the Kingdom without sharing profit of income. The League has affiliates of 5,610 primary co-operatives with its membership of 8,086,263 households. The total population of Thailand is 61 million. The CLT represents as a national apex of the Cooperative Movement. It is only organisation dedicated entirely and exclusively to the promotion of Cooperative Movement activities in the country.

The CLT is governed by the general meeting, which is composed of representatives from all types of cooperatives in the country. The number of Board of Directors is 17 persons of which 15 persons are elected and Minister appoints two persons for Agriculture and Cooperatives. The term of office is 2 years. The Board appoints a person whom it deems fit as its Executive Director. The Executive Director is an ex-official and the term of office is four years. The organisational structure is comprised of Administrative Division, Finance Division, Planning Division, Cooperative Training Institute and Cooperative Training Centre. At present, there is 74 staff including the Executive Director.

The National Co-operative Development Board (NCDB) has been recently set up to advise the government concerning policies and guidelines for promotion and development of co-operatives. NCDB has assigned steering committee mainly from CPD, CAD, and CLT to design framework and policy for development of co-operatives.

The Co-operatives Promotion Department in the Ministry of Agriculture is responsible for the promotion of cooperatives and their business development. The Cooperative Federation of Thailand is the marketing and supply organisation, which promotes the business of agricultural cooperatives in the country.

The San Sai Land Settlement Cooperatives Ltd. is one of the primary cooperative in the type land

settlement cooperative. Amalgamating 21 Land Settlement Cooperatives in San Sal District area established it on 25 January 1974. The main aims of establishing the San Sai Land Settlement Cooperative Ltd. is to solve the problems of farmers with insufficient land holdings, problem of tenancy in public land or forest reserved by allocation of land from which they can earn their living through cooperative system.

Meung Loei Mushroom Farming Cooperative (MLMFC) Ltd. was established in 1998. The MLMFC was then organised to cater or help farmers in marketing their products. Mushroom farming is very famous in the Loei Province of Thailand. At present, there are only thirty (30) members and having total assets of USD 13,658. The cooperative has nine members on the Board of Directors.

Since mushroom production is higher than the demand, the Coop decided to put up an agro-processing project, which is Mushroom Wine Production in order not to waste excess mushroom. This project helps the farmers through product value addition.

[10] Vietnam

Some of the basic indicators of Vietnam are as follows: Total population-79.93 million; Total land area-329, 560 sq. km; Share of agriculture in GDP-21.10%; Total cooperatives-14, 841; Total membership-8.2 million; Per capita income-US\$ 397. Main agricultural products include, rice, soya, peanut, sugar, mung pulses, silk, jute, fresh tea, rubber, tobacco and cotton.

The agricultural sector plays an important role in contributing to economic growth in Vietnam. Total irrigated land is 18,600 square km. 80% of population is living and working in rural areas. Paddy is the main commodity and the country has been able to achieve an export surplus of 2 million tons yearly. Other main crops include maize, sweet potatoes, cassava, potatoes, soybean, peanuts, rubber and fruits and vegetables.

The Vietnam Cooperative Alliance (VCA) is a non-governmental social, economic organisation and an apex organisation of Vietnam Cooperative Movement. It is organised at the central and provincial levels. The co-operative enterprises at the primary level are affiliated to the district unions, which, in turn, federate into provincial unions. The cooperative alliance has been established in all 61 provinces and cities through Vietnam.

The National Representative Congress, the highest decision-making body of the VCA, meets every five years. The Congress elects the Central Executive Committee, responsible for managing the VCA, meets twice every year. The Central Executive Committee of the second congress currently has 99 members, including representatives from ministries, agencies, social-economic organisations, department directors, organisations, affiliates of VCA and representatives from cooperatives of all sectors.

Training of co-operative office-bearers and staff is partly carried out through training centres or programmes of provincial co-operative alliances and partly through the Institute for Cooperative and Small Enterprise Management and the Technical and Economic College of the VCA. The Non-State Economic Development Centre (NEDCEN) belongs to VCA, is an organisation developing activities, programmes and development support project, which benefits cooperatives, small and medium-sized enterprises and household business in the fields of enterprises establishment, environment, energy efficiency, science and technology, information, agriculture and forestry, gender, trade etc.

03 Comparative Field Study Visits in India

One of the core elements of the training programme 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. A series of study visits to cooperative institutions in different parts of the country and at different levels of the Movement was arranged for this purpose. These visits enabled the participants to observe for themselves the activities of

the cooperative organisations at primary, secondary and national levels. The participants were received and briefed about the activities of the cooperatives by the top leaders, board members and senior level managers. The participants also had an opportunity of meeting Dr.V. Kurien, Chairman of the Institute of Rural Management [IRMA] at Anand and exchanging views with him.

Study visits to cooperative institutions in India were organised in and around Delhi, Haryana and Gujarat States. The participants visited the following institutions:

Study Visits in and around Delhi and in the State of Haryana

- International Cooperative Alliance Regional Office for Asia and the Pacific [ICA ROAP], New Delhi
- National Cooperative Union of India-NCUI, New Delhi
- National Agricultural Cooperative Marketing Federation of India Ltd. [NAFED-India], New Delhi
- Fertiliser Marketing Development Institute [FMDI of IFFCO], Gurgaon, Haryana
- Field Day Function in IFFCO Babra Bakipur village
- Uncha-Majra Cooperative Society
- IFFCO's Service Centre, Rewari

Study visits in Gujarat State

- Institute of Rural Management [IRMA], Anand, Gujarat
- AMUL Dairy [Anand Milk 'Cooperative' Union Limited], Anand, Gujarat
- Dairy Museum at AMUL, Anand, Gujarat
- Tribhuvandas Foundation for Rural Development, Anand, Gujarat
- A primary dairy cooperative society near Anand
- Gujarat State Cooperative Milk Marketing Federation (GCMMF)
- National Dairy Development Board (NDDB)
- Mother Dairy Plant at Gandhinagar, Gujarat
- IFFCO Production Unit at Kalol, Gujarat
- CORDET [Cooperative Rural Development Trust] at Kalol, Gujarat
- Krishak Bharati Cooperative Ltd., KRIBHCO Fertiliser Plant at Hajira, Surat. Gujarat

Detailed write-ups on the main features of the cooperatives to be visited were prepared and distributed among the participants in advance. During actual visits, their leaders and officials briefed the participants about the functions of the cooperatives. The participants had detailed discussions with chairmen, board members and chief executives and members of these cooperatives.

04 Comparative Field Study Visits in Thailand

The comparative field study visits in Thailand were arranged to primary level cooperative organisations, agricultural cooperative and other cooperative institutions in and around Bangkok and Nakornrachasima Province. The Cooperative League of Thailand arranged the field visit. The participants visited the following institutions in Thailand during the period March 4-8, 2003:

- Cooperative League of Thailand
- Cooperative Auditing Department, Ministry of Agriculture & Cooperatives
- Federation of Savings and Credit Cooperatives of Thailand Ltd. (FSCT)
- Sikhui Agricultural Cooperative Ltd., Nakornrachasima Province
- Women's Weavers Groups
- Soong Noen Agricultural Cooperative Ltd.

During their field visits in Thailand the participants were able to interact with the senior level cooperative officials, leaders, managers and members of multipurpose and other cooperative institutions.

Thailand at a glance

Area: 517,000 sq.km; Population: 62 million; People: 75% Thai; 11% Chinese; 3.5% Malay, also Mon, Khmer, Phuan and Karen minorities; Religion: 95% Buddhism, 4% Muslim; GDP: US\$ 166 billion; major products: computers, garments, integrated circuits, gems, jewellery.

Historical Background of Cooperative Movement in Thailand

The cooperatives have been introduced in Thailand in 1915 with the aim to improve the livelihood of small farmers. This was due to the increasing indebtedness problem resulting from farmers who were suffering from the shifting of self-sufficient economy to trade economy. The first cooperative was created on 26 February 1916 followed the Raiffeisen credit cooperative type with a single purpose of providing farm credit and being organised as a small village credit cooperative to help the severely indebted farmers. The increasing cooperative number also led to an establishment of the "cooperative bank" in 1947 with government capitalization. Village credit cooperatives were urged to increasingly hold share capital in the bank. The provincial cooperative banks were established by the affiliation of village credit cooperatives in the provinces. Unfortunately, with the enactment of a new "Commercial Bank Law" in 1962 lay down that acceptance of deposits on "current accounts" could be operated only by commercial banks, which must be organised in the form of "limited company". The existing cooperative banks had to be reorganised as credit cooperative federations.

In 1966, the government-cum-credit cooperative-owned Bank for Cooperatives was reorganised into "Bank for Agriculture and Agricultural Cooperatives", a state enterprise, functioning as a financial centre of agricultural cooperatives including lending directly to individual farmers.

In 1968 with the objective to strengthen the cooperative movement, the government enacted the Cooperative Act, which allowed the establishment of the Cooperative League of Thailand [CLT], functioning as the apex organisation of the cooperative movement. The Cooperative Act also allowed for the amalgamation programme, which combined the neighbouring small village credit cooperatives, paddy and marketing cooperatives, and land improvement and land settlement cooperatives into a large scale cooperative at district level performing multipurpose functions, and was officially categorized as agricultural cooperatives. According to the Act, all types of cooperatives at all levels have to be the affiliates of the CLT. The CLT is functioning as an apex body of the whole cooperative movement. At present, the cooperatives in Thailand are officially categorised into six types:

1. Agricultural Cooperative
2. Land Settlement Cooperative
3. Fisheries Cooperative
4. Consumer Cooperative
5. Thrift and Credit Cooperative, and
6. Service Cooperative

At national level, there is the Agricultural Cooperative Federation of Thailand of which all 76 provincial agricultural cooperative federations are affiliates. There are also Sugarcane Growers Cooperative Federation of Thailand, Swine Raisers Cooperative Federation of Thailand, Dairy Cooperative Federation of Thailand and Onion Growers Cooperative Federation of Thailand. Land settlement cooperatives, however, has only a regional federation in the central region whereas thrift and credit cooperatives and consumer cooperatives are affiliated in a national federation of their own.

No. of Cooperatives and Membership

The total number of registered cooperatives as of August 2002 could be classified by the Agricultural and Non-Agricultural sectors as follows:

No.	Type of Cooperatives	No. of Cooperatives (Households)	Membership
	Whole Kingdom	5,610	8,086,263
	Agricultural Cooperative Type	3,546	4,950,734
1.	Agricultural Cooperative	3,370	4,789,493
2.	Fisheries Cooperative	76	13,859
3.	Land Settlement Cooperative	100	147,382
	Non-Agricultural Cooperative Types	2,064	3,135,529
4.	Thrift and Credit Cooperative	1,296	2,169,819
5.	Consumer Cooperative	369	819,021
6.	Service Cooperative	400	146,689

Source: Technical and Planning Division, CPD

The Cooperative League of Thailand [CLT]:

According to the Cooperative Act, the CLT was established in 1968. All types of cooperatives at all levels are affiliated. The CLT is functioning as an apex body of the whole cooperative movement as educational institution for promotion of all cooperatives without sharing any profit or income.

The functions of the CLT are:

- promoting and propagating the cooperative affairs as well as conducting research and compiling statistics concerning the cooperative affairs;
- providing technical assistance to cooperative and facilitating communication and coordination among them and concerned government agencies;
- providing education and training on technical matters concerning cooperative affairs;
- promoting relationship among cooperatives both internal and international having similar objects;
- promoting commercial business, trade, industry and service of cooperatives;
- supporting and assisting cooperatives in solving obstacles and constraints relating to cooperative affairs which are of common benefit;
- acting as an agent of cooperatives in protecting and maintaining rightful interests deservedly derived from the state or international organisations or other private sector institutions;
- cooperatives with the government in the promotion of cooperatives for genuine and real benefits to them in general;
- carrying on the acts in compliance with its objects or as entrusted by the National Cooperative Development Board (NCDB), which has been established to advise the government on policies and guidelines for promotion and development of cooperatives.

The organisation structure of CLT comprises of General Meeting (400 representatives from cooperatives of all types), Board of Directors (15), Executive Director, Deputy Directors and five Divisions; the office of Director, Cooperative Training Institute, Planning and Technical Division, Cooperative and Public Relation Division and Finance Division.

The CLT derives its revenue from annual subscription, government subsidies, interest arising from the central fund, proceeds from the sale of books, documents etc.

By the cooperative act, all registered cooperatives in the Kingdom shall pay subscription to the CLT at 5% of its net profit and not more than 10,000 Baht. This is one of the main sources of income of the CLT.

Sikhiu Agricultural Cooperative Ltd. (SAC)

Sikhiu is one of the Districts in Nakornrachasima Province situated about 210 kms to the northeast from Bangkok with the total area of 1,225 km², with population of about 120,000.

The Sikhiu Agricultural Cooperative was established on 16th October 1974. It undertakes the following business and activities: Credit business, purchasing business, marketing business, savings business, dairy farms business, petroleum business, farm guidance activities, welfare and better living activities. The government has approved a loan to the SAC for the construction of the pasteurise milk plant.

SECTION - IV

Management Leadership Development Module

The IRMA Segment: January 30-February 28, 2003

The Management Module of the Seventeenth Training Course was conducted at the Institute of Rural Management, IRMA, at Anand, Gujarat State. The ICA chose IRMA for conducting the management module for this year's course again, an institute of higher learning and of national importance. The IRMA, established in 1979, with the support of the Government of India, the State Government of Gujarat, the National Dairy Development Board (NDDB) and the erstwhile Indian Dairy Corporation. IRMA was set up to initially provide management training and research support to dairy cooperatives. Over the years, IRMA has brought within its ambit several non-government development organisations, government development programmes, international development organisations, and funding agencies which address the issues of rural development.

The IRMA was selected by the ICA to conduct the Management Leadership Development Module because of its focus on rural and cooperative development programmes and its willingness to house the participants at its campus which consists of class-rooms, high class residential and boarding facilities, well-stocked library and documentation centre, and a large computer lab. The chronology of the nine [09] ICA Management Courses held at IRMA is as follows:

01	Course No. 09	Oct 17 1994-Apr 22 1995	India-Indonesia-Japan
02	Course No. 10	Oct 18 1995-Apr 20 1996	India-Malaysia-Japan
03	Course No. 11	Nov 03 1996-Apr 20 1997	India-Sri Lanka-Japan
04	Course No. 12	Oct 20 1997-Apr 23 1998	India-Philippines-Japan
05	Course No. 13	Nov 16 1998-Apr 24 1999	India-Nepal-Japan
06	Course No. 14	Nov 12 1999-Apr 22 2000	India-Thailand-Japan
07	Course No. 15	Nov 16 2000-Apr 28 2001	India-Malaysia-Japan
08	Course No. 16	Nov 14 2001-Apr 21, 2002	India-Sri Lanka-Japan
09	Course No. 17	Nov 26 2002-Apr 19, 2003	India-Thailand-Japan

01 Inaugural Session

The ICA-IRMA module was conducted at the Institute of Rural Management, Anand, from January 30-February 28, 2003. Prof. K. Prathap Reddy, Director of IRMA, formally inaugurated the Management Module on 31 January 2003. He welcomed the participants and Mr. Prem Kumar and thanked the ICA for assigning IRMA the responsibility for conducting the management modules. He mentioned that the IRMA had already conducted eight programmes of this type and his faculty members and the Institute by itself had gained a lot of experience by interacting with international participants. He was happy that the ICA has been providing training opportunities to the managers of agricultural co-operatives in the Region and at the same time making use of the IRMA and its experiences. He assured the ICA of IRMA's full cooperation in completing the assignment successfully. He wished the participants a fruitful and useful study period during their stay in IRMA. Prof. Reddy mentioned that a team of experienced faculty members has been constituted after consultation with Mr Prem Kumar and a well-thought out programme has been designed for the participants which also included a significant component of comparative field study visits to some of the renowned cooperative institutions in the country.

Mr. Prem Kumar, Programme Adviser, ICA ROAP, conveyed the greetings of the ICA and thanked the IRMA Director and the faculty members for their continued support to the ICA in the implementation of previous programmes.

02 Teaching Modules/Faculty

The programme was segmented into teaching modules, which were handled by designated faculty members under the leadership of Prof. Haribandhu Panda. Prof. G. Krishnamurthi, Prof. K.V. Raju, Prof. Shailesh Gandhi, Prof. Shiladitya Roy, Prof. S.N. Biswas, Prof. Sukhpal Singh, Prof. LK Vaswani, Prof. K.P. Reddy, Prof. Hitesh Bhatt, and Prof. Madhavi Mehta consisted of the faculty team.

03 Detailed Module Designs

The module at IRMA consisted of segments, which aim at improving the capabilities of managers of agricultural co-operatives and help develop their skills in improving the management of their co-operatives using a project approach. The main topics taught at the Institute were: [01] Preparation of Agricultural and Agro-Industrial Project Proposals; [02] Financial Accounting, Costing and Budgeting; [03] Financial Management; [04] Marketing Management; [05] Integrated Cooperative Systems; [06] Individual and Group Behaviour; [7] Human Resource Development; [8] Quality Management; [09] Commodity Marketing [10] Organisational Behaviour issues in Cooperatives; [11] Strategic Management issues in Cooperatives; and [12] Comparative field study visits to primary, secondary and national level cooperative institutions.

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

Topic-01

Preparation of Agricultural and Agro-industrial Project Proposals

[Prof. G. Krishnamurthi]

The concept of the project life cycle and diverse components of an agribusiness project form the core of this module. More specifically, the module deals in detail the birth of a project, management of projects, differences between programmes and projects, types of projects, characteristics of projects, issues of project identification, project feasibility report, steps in project preparation, data requirement for project preparation, project implementation planning, and various tools and techniques of project management.

Topic-02

Financial Accounting, Costing and Budgeting

[Prof. Shailesh Gandhi]

The broad objective of this module is to provide a comprehensive understanding of the concept of financial accounting, costing and budgeting. Some of the important topics in the module include definition, types and advantages of accounting, break-even analysis, budgeting, financial statements, balance sheet, profit and loss statement, books of accounts and depreciation.

Topic-03

Financial Management

[Prof. Shiladitya Roy]

Financial management module includes topics on working capital management and project evaluation methods. While discussing working capital, special emphasis is laid on conceptual issues, characteristics of current assets, factors affecting working capital needs of a firm and optimal level of investment in current assets. Important financial methods of evaluating project covered are Pay back; Accounting Rate of Return (ARR); Net Present Value (NPV); Internal Rate of Return (IRR).

Topic-04

Marketing Management

[Prof. Sukhpal Singh]

The marketing management module includes basic concept of marketing, marketing functions, buyers behaviour, and the emergence of global market under WTO. Basic concepts cover ap-

proaches to marketing management, production concept, product concept, selling concept, marketing concept and social marketing concepts; levels of marketing management; corporate level (value system mission, market analysis), business unit level (segmentation, target and positioning), and operations level (product, price, promotion, place and building relationships).

Marketing functions cover Exchange Functions (buying, selling); Physical Functions (storage, transportation, processing); and Facilitating Functions (standardization, financing, risk bearing and marketing intelligence).

Buyer Behaviour covers a set of exogenous and endogenous social and psychological influences.

The impact of globalisation on agricultural cooperatives and the role of WTO on setting multi-lateral, rule-based and transparency market system are discussed. The changing forces of competition are addressed.

Topic-05

Integrated Cooperative Systems

[Prof. KV Raju]

This module covers two key themes: Production and Marketing Technology, and Characteristics of an Agri-business Organisation. Key themes covered under production and marketing technology are: Primitive technology, Production for immediate and local consumption, Decentralized subsistence economy, Functional specialization, More or less simple and egalitarian distribution of value generated, Independence highly valued, Modern technology, Production for distant markets, Monetisation of economy, Centralised production, Task, activity specialisation and automation, Risk and uncertainty, Problems in distribution of value, Role of intermediation and – Importance of coordination.

Key themes of an agribusiness organization covered are: Agri-business organization, Production orientation, Market orientation, Impact of modern storage, processing technologies towards centralization, Problems and prospects on the way, Technology suggests capital intensive, centralised agricultural production, Integration with processing and marketing, Choice before farmers: Organise or be organized, Need for coordinated production integrated with processing and marketing, Question of independence and autonomous functioning.

The 'Anand Cooperative Pattern', Farmers' Organisations and Design Principles for Federal Cooperative Systems and performance appraisal of cooperative system are discussed.

Topic-06

Individual and Group Behaviour

[Prof. SN Biswas]

Key themes discussed in the module include perceptual process, principle of perceptual organization, attitudes, motivation, effective communication, executive effectiveness, art of active listening, art of giving and receiving feedback, team working quality of effective team leader

Topic-07

Human Resource Development

[Prof. Madhavi Mehta]

In this module participants are exposed to the process by which the employees of an organisation are helped, in a continuous, planned way to: (i) acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles; (ii) develop their general capabilities as individuals and discover and exploit their own inner potentials for their own and/or organisational development purposes; and (iii) develop an organisation culture in which superior-subordinate relationships, team work, and collaboration among sub-units are strong and contribute to the professional well-being, motivation and pride of employees.

The module discussed in details the role efficacy scale, performance appraisal and performance analysis.

Topic-8

Quality Management

[Prof. Hitesh Bhatt]

In providing services or delivering any product, there will be a variation and the process of minimization of such variations can be termed as "Quality Management Process". The participants were given a chance to appreciate the scope of such processes and their application in their respective organisations. The sessions provided the basic framework from where detailed knowledge may be acquired. The sessions essentially covered issues related to variation and means by which such variations can be minimized.

Topic-9

Commodity Marketing

[Prof. L.K. Vaswani]

Key themes covered in this module include commodity companies, branding commodities, proactive marketing effort to differentiate commodities; value addition to brand commodities; additional benefits for the commodity itself or through add-ons; commodity bundling; value addition to the consumer (these values additions are not available with the unbranded commodities); important benefits to a large group of consumers.

Special Topics

[Prof K.P. Reddy and Prof. H. Panda]

Under special topics, organizational behaviour issues and strategic issues in agribusiness cooperative were discussed.

04 Development Project Proposals.

Prepared by 17th Training Course Participants

The selected participants were placed under the charge of the chief executive officers of their own organisations to undertake their Home Country Assignments [HCAs] for a period November 26, 2002-January 14, 2003. The participants were expected to select the topics for their project proposals in accordance with the priorities of their own respective organisations and in consultation with their chief executive officers. These assignments were to be completed by the selected participants while still working with their respective organisations in their respective countries and before joining the Part-I of the Training Course in India on January 15, 2003.

The ICA ROAP provided the selected participants with a detailed guideline on project preparation. The material provided included a manual on project formulation prepared by the IRMA. The draft proposals were first presented to all the participants and IRMA faculty members with a view to take note of the objectives and main functions of the draft project proposals. This initial presentation also helped the faculty members to take note of the areas on which emphasis need to be placed to enable the participants to improve the quality of their proposals. Each participant was attached to a faculty advisor during the period of training at IRMA for upgrading the project reports. The faculty members sought clarifications, raised questions, made observations as well as suggestions in their feedback to each of them. On the basis of the feedback thus received, the participants revised their projects by incorporating additional information and analytical tables.

The faculty members helped the participants to finalise, revise and review their original project proposals into more bankable and acceptable formats. It was expected that the participants, upon return to their respective organisations, would debrief their sponsors about the work done by them

during the Training Course and recommend their project proposals for consideration and implementation..

All the participants prepared the following 15 development project proposals:

1. Tangail Cooperative Foods Limited, Mr. Ibrahim Hossain, Bangladesh
2. Investment and Development of Concentrated Feed Processing Factory, MS Ni Jing, China
3. Investment and Development of Haw Flakes Processing Factory, Ms. Guo Jing, China
4. Production and Supply of Quality Seed through Cooperatives, Mr. Yogendra Kumar, India
5. An analysis about processing of oilseeds by NAFED, Mr. P. Sampath, India
6. Pellet Concentrate for Dairy Cows, Ms. Foura Deviyanti Trisnasih, Indonesia
7. The Marine Fish Cage Culture, Mr. Mohamad Azizi bin Mohd Atar, Malaysia
8. Sugarcane Farming, Mr. Harendra Singh Bhumihar, Nepal
9. Animal Feed Supplement Production and Utilisation, Ms. Epifania M Edictor, Philippines
10. Chicken Egg Production, Mr. Rene-C. Pancho, Philippines
11. Tea Nurseries, Mr. ARR Palihakkara, Sri Lanka
12. Modification and Development of Potato Chips Unit, Mr. Asawin Srithep, Thailand
13. Gauoderma Lucidium Wine Project, Ms. Tanapat Kaewnontoon, Thailand
14. Sustainable Cooperative Development through Effective Business Promotion in the current market-oriented economy in Vietnam, Mr. Hoang Van Long, Vietnam
15. Development of Big Longon Production and Processing, Ms. Nguyen Thi Minh Tam, Vietnam

Before the end of IRMA module, the participants made final presentation of their projects with the help of power point in the computer. The participants were given 30 minutes each, 20 minutes for presentation and 10 minutes for question-answers.

[A consolidated list of Development Project Proposals produced by the participants during their training under the ICA/Japan Training Course [Course 1-17] is given at **Annex-IV**].

SECTION - V

Inauguration of Part-II of the Training Programme in Japan

Inaugural Session

The Second Part of the 17th ICA/Japan Training Course was formally inaugurated on 10th of March 2003 by Mr Kazunari Iwafuchi, Deputy Director, Technical Cooperation Division, International Affairs Department, General Food Policy Bureau of the Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan at IDACA in Tokyo. Mr Shigeri Fukamachi, Managing Director of IDACA, Mr. Prem Kumar, Adviser-ICA/Japan AMT Program also addressed the inaugural session.

Welcoming Mr. Iwafuchi and Mr. Fukamachi, Mr. Prem Kumar congratulated the participants for successfully completing the first part of the training programme held in India and also the comparative field study visits programme in Thailand for a week. He said that the participants had taken a keen interest in the programme held so far.

Delivering his brief speech on behalf of the Ministry of Agriculture, Forestry and Fisheries (MAFF), Government of Japan, Mr Iwafuchi, welcomed the participants of the training course to Japan. He also appreciated the efforts made by Mr. Prem Kumar of ICA ROAP, Mr. Shigeri Fukamachi, MD, IDACA, Mr. Y Abe, Programme Coordinator, IDACA, and all other people who have devoted themselves to the preparation and implementation of this Training Course successfully in Japan.

He said: "As you know, this course is mostly funded by the contribution from the Government of Japan through the ICA. We understand that the co-operatives are playing very important role for the development of the primary industries. Therefore, we have started to contribute for the implementation of ICA Agricultural Cooperative Training Course since 1986, and ICA Training Course for Women Leaders of Agricultural Co-operatives since 1991... I expect that you will exchange views and knowledge among yourselves and with Japanese Cooperative Movement. You can compare the Japanese Agricultural Co-operative system with your own country and India and Thailand. I sincerely hope that after return to your home countries you will make best effort in applying the knowledge and ideas you have gained from this training course. Please enjoy the nature of Japan and the Japanese culture. I wish you to take care of your health and complete this course with fruitful achievement".

Mr Shigeri Fukamachi, Managing Director, of IDACA, welcomed the participants to Japan and IDACA. He made a mention of the Resolution on IDACA which was adopted at the ICA Regional Assembly in Cebu, Philippines, on 21st February, 2003 on the occasion of the completion of 40th Anniversary of its dedicated services to agricultural cooperatives, as follows:

"Recognising the significant role of IDACA in the field of human resource development for agricultural cooperatives by training 4,500 managerial personnel and cooperative leaders for the last 4 decades with the substantial financial support of Japanese Government and JA-ZENCHU (Central Union of Agricultural Cooperatives) of Japan;

Appreciating a very long collaboration between ICA ROAP and IDACA to catalyse the process of human resource development in agricultural cooperatives of Asia-Pacific Region;

Further appreciating the large financial support of Japanese Government to enable IDACA and ICA ROAP to undertake the management training for agricultural cooperatives and rural women leaders training course to strengthen agricultural cooperatives to enhance farmers income, women empowerment, standard of living of people and poverty alleviation in the spirit of self-help and mutual help;

The Regional Assembly earnestly calls upon the Japanese Government to continue its support to

IDACA and ICA ROAP to enable them jointly moving forward effectively to build up strong agricultural cooperatives of Asia-Pacific Region”.

He then made a brief reference to his recent visit to Sri Lanka to hold the IDACA Follow-up Reunion meeting there. Most of the former participants highly appreciated the Japan Training Course and said that many of the project proposals prepared by them during this training course have been successfully implemented.

He said "you have already completed two months in India and also one week study visits in Thailand and from now onwards you are going to study here in Japan. I sincerely hope that all the participants would be able to make fruitful results in this training. He announced that on 3rd April 2003, the meeting of the Board of Directors of JA-Zenchu would take place here at IDACA for the first time. It has never happened in the past. The Japanese Agricultural Cooperatives are attaching much importance to the IDACA activities which is trying to strengthen and bring up cooperative organisations of the world.

He further said that Japan is in the middle of cold season. In the next two weeks, we are going to have the best of season of Cherry blossom. He hoped that the participants will enjoy the life and living at IDACA comfortably”.

Mr. Kazuo Tsukada, Managing Director of JA Zenchu, who could not attend the opening ceremony of the 17th ICA/Japan Training Course due to his busy schedule, said: "I should like to express a hearty welcome to all the participants to Japan. You are going to learn the workings of Japan's agricultural cooperatives known as JAs by making visits to them over the months and also enjoy your stay here in Japan.

The agricultural cooperative movement of Japan has over 100 years history and has evolved various activities over the years such as credit, mutual insurance, purchasing and marketing business and so on in a bid to respond to the members' needs in the local community as the multi-purpose cooperative unique to Asian countries. In recent years, we have been trying to diversify our business activities into welfare areas such as running day-care centre for the aged, undertaking funeral services and travel services to respond to the rapid progress of ageing society in order to perform the expected functions as the local key centre.

Moreover, we have also been promoting amalgamation of JAs to consolidate their bases. As a result, the number of JAs, which stood more than 10,000 in 40 years ago, has now decreased to less than 1000. On a parallel to this trend, the conventional three tier-system based on administrative divisions, namely, national, prefecture, and municipality has also been shifted to two-tier system in the field of mutual insurance business and economic business. As such, JAs have strived to manage, develop and survive. However the environment around us is creating problems due to the factors such as stagnant trends in business income, advance of ageing of farm population, the depopulation trends and liberalisation of major local farm products under WTO system and its resultant tariff reduction etc.

We appreciate if you could study Japan's agricultural cooperative movement history and its present situation and try to understand them for replication to the development of your cooperatives.

Last but not the least, March is still cold in Japan with varied temperatures and so please try to spend your time during your stay, taking care of your health”.

Part-II of the programme in Japan exclusively dealt with the management of agricultural co-operatives of Japan, extensive class room work and study visits to agricultural co-operatives in and around Tokyo, Gunma and Hyogo Prefectures, and interaction with the management, leaders and member-farmers for about one and half months (See course programme at **Annexe-I**).

SECTION - VI

Comparative Field Study Visits in Japan [In Tokyo, Gunma and Hyogo Prefectures]

01 Field Study Visits in Japan

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

- Institute for the Development of Agricultural Cooperation in Asia-IDACA, Tokyo
- JA Hadano
- JA Fruits Yamanashi
- JA Gunma Prefectural Union
- JA Zen-Noh Gunma Branch
- JA Sawada
- JA Tone-Numata
- Agricultural Research & Development Centre of JA-Zennoh, Hiratsuka
- Hyogo Prefecture Government
- Southern Awaji Agricultural Improvement and Extension Centre
- JA Awaji
- JA Hyogo Rokko
- Hyogo Prefecture Technology Centre for Agriculture, Forestry and Fisheries
- JA Hyogo Prefectural Union
- Zen-Noh Silo Company Limited, Kobe Branch

JA Hadano

The population of Hadano City is 168,000 and the land area is 103 ha. A wide variety of products such as vegetables and flowers by greenhouse cultivation, fruits production and dairy farming have been promoted in this city.

JA Hadano-shi Agricultural Cooperative was established by amalgamating five primary cooperatives in Hadano City on August 1, 1963. The second amalgamation took place in 1965. At present, the total number of members are 6,635 (regular members 2,584 and associate members 4,101). There are 43 members on the Board of Directors and Board of Auditors. Out of 36 Directors, 3 directors are full-time (President, Chief Executive Director, Managing Director). Total number of employees is 229 plus part-timer 50.

As of 31st March 2001, the marketing turnover was 1.9 billion-yen and the saving was 127.9 billion-yen. The society has earned a net profit/surplus of 492 million yen. Activities undertaken by the society are marketing, purchasing, savings, long-term mutual insurance, tourism, funeral service and day care centre for the aged. Besides this, they keenly conduct education of employees, education of members, farm management and better living services.

JA Fruits Yamanashi

The JA Fruits Yamanashi is located in Yamanashi City, comprising 7 municipalities having 24 branch offices. The farm area under this JA is more than 3,500 hectares. The total membership of JA Fruits Yamanashi is 10,648, out of this 8,500 are fruit growers. As of 31st March 2002, the number

of regular member was 8,423 and associate member was 1,717. The total amount of share capital at the end of this term was 3.6 billion yen, the amount of one share being 3,000 yen, and the average share capital per regular member being 384,000 yen. The JA has 6 full-time Directors (President, Executive Director and four Managing Directors) and 1 full-time Auditor, 22 part-time Directors and 7 part-time auditors.

The JA has a savings of 70 billion yen and loan disbursement 28 billion yen. Their marketing turnover is 21 billion yen. They market their produce through 136 wholesalers and local markets. The JA provides group-wise farm guidance through 35 farm guidance advisers and marketing activities to the individual farmers with cooperation of commodity-wise group.

Main Facilities of the JA are 35 Joint Grading Centres, 3 Collection & Shipment Centres, 1 Fertiliser Centre, 1 Purchasing Centre, 13 Gas Stations, 2 Direct Sales Shop, 10 Automated Teller Machines and 6 Cash Dispensers. The member organisations of JA are 198 members of Youth Associations, 72 commodity-wise groups, 3,010 members of Women's Associations and 34 members of Mutual Help Volunteer Groups.

There are two cooperative companies affiliated to the JA, namely, Nokyo Chokuhan Co., Ltd., and Fruits Yamanashi Co., Ltd.

02 Study Visits in Gunma Prefecture

The total population of Gunma Prefecture is 2,024,852 persons and the total area is 6,363-sq. km. Agriculture in Gunma Prefecture is characterised by such rich natural conditions like rich water resources from the Tone River, mild climate, a wide range of cultivated land stemming from different altitudes from 10m to 1,400m.

The Gunma Prefecture is famous as one of the "Agricultural Prefecture" in Japan. The agriculture of Gunma Prefecture would best be represented by sericulture and "konnyaku" (devil's tongue root) farming, with the annual production volume ranking No. 1 in Japan. This product is a basic crop, which grows quite well in the highlands and mountainous area. Recently, due to the prefecture's advantageous location near the major Japanese consumers' region, the production of livestock, vegetables, fruit and flowers has become quite thriving, with the prefecture gaining a favourable reputation as a supplier of fresh foods. Also, through the employment of biotechnological methods and materials, the prefecture has enjoyed an elevation in the quality of its produce as well as major progress in lowering costs. Gunma ranks 18th in overall cultivated land area, 24th in the number of farm households, 21st in farming population and 17th in agricultural gross product. There were 64,650 farm households recognised in the prefecture as on 2001. Among these, 10,790 (16.7%) were recognised as full-time farming households, 7,710 (11.9%) were recognised as Class 1 (farming as the primary source of income), households 28,500 (44.1%) were recognised as Class 2 (farming as the secondary source of income) households and 17,650 (27.3%) were recognised as Non-commercial farming households. The farming population was 86,350. Those farmers between the ages of 15 to 29 were 3,620 (4.2%), between 30 to 59 were 23,610 (27.3%), between 60 to 64 were 8,950 (10.4%), and over 65 were 50,160 (58.1%). Those farmers over the age of 60 account for over 68% of the farming population. The ageing of prefecture farmers continues to progress. The area of land devoted solely to agricultural activities was 82,900 ha, out of which 31,300 ha (37.8%) paddy fields, 44,600 ha (53.8%) ordinary upland fields, 4,990 ha (6.0%) orchards and the remaining 2,010 ha (2.4%) were used as grazing land. The average land per farm was 1.28 ha. The agricultural gross product in 2000 was 228.9 billion yen (livestock being 86.0 billion yen (37.6%) and vegetables 84.5 billion yen (36.9%). The percentage of sericulture, rice, livestock, etc., is decreasing, while that of gardening including vegetables is increasing. Fruits and nuts cultivated in the prefecture would include the 11 major categories of apples, grapes, pears, peaches, persimmons, chestnuts, Japanese apricots, plums, Chinese gooseberries, cherries and blueberries. The volume of Japanese apricot ranks second in the nation (2000). The flowers in Gunma Prefecture are centred on the cultivation of chrysanthemum, roses, orchids, cyclamen and

bedding plants, etc. Many young farmers have taken up flower cultivation and the annual production volume is experiencing a steady growth and expansion every year.

Plan for Promotion of Agriculture and Farming Village in Gunma Prefecture: The Prefectural Union of Agricultural Cooperatives has an important role in the prefecture. The role of the Prefectural Union includes: to lead cooperatives in the prefecture; to guide cooperatives; to audit the 24 JAs; to provide training and education to cooperative leaders and employees through its training centre; to help assist the JAs to draft the Agriculture and Agricultural Cooperative Promotion Plan and Regional Plan (community development). In the amalgamation of cooperatives, the Prefectural Union is involved by way of providing relevant guidance and also by despatching its employees on a secondment in an effort to guide them on ways to formulate amalgamation plan. The Prefectural Union works on the following principal activities:

(01) "GRAPE" Plan: In a bid to open up future vistas of agriculture and farming villages in Gunma Prefecture five-year plan has been implemented since 1996 until 2000 with the prefecture, municipalities and agricultural cooperatives as the main axis. GRAPE Plan was named after the capital letter of Gunma, Rural District, Agriculture and People. The Plan intends also to grow (01) a high quality grapes through systematically linkages between administration/JA (as a stem of grape) and agricultural products (as a fruit); (02) Fostering of farm management; and (03) Promotion of production/distribution of value-added unique agricultural products.

In the 32nd Prefectural Congress held in November, priority was given to economic business reform, safety and security of food and sound management.

During the study visits, two primary level cooperatives were studied i.e. JA-Sawada and JA-Tone Numata with special focus on promotion of crop diversification, high quality production and agro-processing activities.

JA Zen-Noh Gunma Branch

The Gunma-Branch of JA Zen-Noh was established on April 1, 2002 with 30 JAs (agricultural cooperatives) as its members. Total number of staff is 821 and the turnover in 2001 was 216.4 billion-yen.

The businesses undertaken are marketing and processing business: to collect agricultural products from the member farmers and to conduct advantageous marketing through grading and processing; purchasing business: to supply high quality agricultural production materials and daily necessities to member farm households through JA. The previous JA Gunma Prefectural Economic Federation (which had been established in 1950 as the secondary level organisation by amalgamation of Marketing, Purchasing, Livestock and Horticulture Federations) was integrated into JA Zen-Noh in 2002. The basic idea of the management is to contribute to improving the economic status of members and also the development of the regional community through "supplying foods".

JA-SAWADA: The operational area of JA-Sawada is located at northwest of Nakanojo-machi in the mountainous land. The Northern part of the area is the mountain area with the elevation of 1,000 meters or more and hamlets are developed in the basin. JA-Sawada's head office is located in the centre of the area. In the area, the farming of product mix composed of paddy, vegetables, livestock, sericulture and mushrooms is actively carried on. There are two hot spring resorts in the operation area, namely, the JA-Shima Spa and Sawatari Spa. The major local industries are agriculture, forestry and tourism.

Total land area-16, 602 ha; Arable land area-512 ha (3.1%); Average land holding per household 0.75ha. Total members-884 persons (845 households); Regular members-504 persons (499 households); Associate members-380 persons (346 households) and organisations. Officials and employees: Directors-11 (full-time 1); Auditors-3; Employees-42 (male 32, female 10), of which there are 2 farm advisors, 2 better living advisors and 1 internal auditing staff appointed by JA to help assist elected auditors, 60 part-time workers were employed throughout the year.

Outline of Agricultural Processing Business of JA-Sawada: In a bid to maintain the market price of local products of mushroom and vegetables through shipping control as well as to secure advantageous prices by giving additional values to the products, agricultural processing business of the JA was launched in fiscal 1976. The construction of processing facilities was preceded in 1975, implemented by adoption of the 2nd Agricultural Structure Improvement Project.

Various facilities were additionally established along by adopting the New Agricultural Structure Improvement Projects. When it was started, a lot of trials and errors were made due to lack of experience in commodity development and marketing. It took a much time to develop the unique home-made products by adopting our manual technology. At present, the cooperative is selling the products with the brand name of SAWADA which are highly appreciated by customers and are popular in the markets.

In the procurement of the raw material, the JA has adopted three channels namely: contract farming by members of JA; shipping control to the market; buying products, which are collected by members in the mountain area. As means of marketing the processed products, JA adopts two channels namely, sales at direct sale outlets and mail order system and; wholesale to retail shops. About 50% of the products are distributed at direct sale outlets; thus the cost of distribution was rationalised.

Present situation of Sawada District and its problems: The JA has formulated a five-year plan for development of agriculture in the area on the basis of an extensive field survey. Looking at the results of the questionnaires used the JA found that the number of all types of farm households has decreased in the area. Moreover, the part-time-II farm households are not engaged in marketing of commodities. They produce agricultural products for their own consumption. Their number is on increase. Looking at the age of core farmers, over 65 years accounts for 43% of them and it is prospected that it will be 60% after 5 years. The JA has also conducted questionnaire to young farm successors. As a result, 84% of them either have no intention to succeed farm management of parents nor they want to maintain farming for their own consumption. The potential agricultural production power has dropped in the area. The future of agriculture in the area appears to be uncertain.

JA Sawada has a plan to make a comprehensive development of local industries which includes: development of local industries, development of commodities, agricultural development, agricultural processing business, strengthening herb business, promotion of green tourism, development of high land fresh park, holding seasonal events and attracting visitors to the area.

JA-TONE NUMATA: The operation area of JA-Tone Numata is located in the northern part of Gunma Prefecture. Total land area is 1,374 sq. km. The elevation from the sea level is from 300 m to 2400 m. The climatic conditions are diversified reflecting various topographical conditions. Located 150 km away from Tokyo, access to Numata becomes easy with the construction of the Kanetsu Highway and Joetsu Shinkansen. It is classified as semi-cool highland area located at 300 m to 800 m from the sea level. Major products are: vegetables produced in summer and winter season and production of konjaku is popular as a special local product. The area is supplying vegetables to consumers in the prefecture as well as in Tokyo and Yokohama area.

The JA Tone-Numata was established on 1st March 1993. It has 12,672 members (regular members 8,341 and associate members 4,331) with a total strength of 376 employees. It has 14 branches. The JA-Numata is the result of amalgamation of 14 multipurpose agricultural cooperatives and one single-purpose agricultural cooperative (dairy). The distinctive feature of JA-Tone Numata is creation of establishment of three farm management centres e.g., Central Farm Management Centre, Western Farm Management Centre, Southern Farm Management Centre. Farm management centre is positioned as key station for business operation while the branch office is positioned as key station for management of organisations. Farm management centres are supposed to perform four major functions: guidance, marketing, purchasing of inputs, and management of facilities.

To develop JA-Tone Numata, it has conducted a comprehensive survey of the area. On the basis of the survey, it decided to implement a plan. The plan contains 4 sub-plans such as Regional Agriculture Promotion Plan, Basic Plan for Better Living Activities of JA, Basic Plan for Regional Development of JA, and, Basic Plan for Management Administration of JA.

The Basic Plan for Regional Agricultural Promotion of JA-Tone Numata places emphasis on: establishment of the brand name products for Konjaku, sericulture and dairy. For this purpose, a number of committees have been established e.g., horticulture committee, and fruits committee, flowers and ornament plant committee etc. The three pillars of the Basic Plan for Management of JA-Tone Numata are i) Development of the advanced production area in the 21st century; ii) Creation of JA to be reliable and in harmony with local community; and iii) Creation of unique JA.

Agricultural Research & Development Centre of Zen-Noh, Hiratsuka

The Zen-Noh Agricultural R & D Centre was established in 1962. The Zen-Noh Agricultural R & D Centre serves as the central technical support of the JA Group economic operations. The Centre, which acquired ISO 14001 certification in 2000, performs the main activities outlined following activities, based on its mandate "to establish an agricultural industry that is in harmony with the environment": (1) Testing and research for the development of new technologies; (2) Training and development of JA Group technical staff; (3) Stringent inspection for efficient production and consumption; (4) Sending and receiving agricultural technical data; and (5) Study Tours.

Training courses aimed mainly at JA Group employees are held for the training of relief staff for all departments, including rice and wheat, fertiliser, pesticides, materials and agricultural equipment. Since it was founded, the Centre has trained more than 100,000 people.

03 Study Visits in Hyogo Prefecture

Hyogo Prefecture extends from the Japan Sea in the north to the Seto Inland Sea in the South. The Chugoku mountain ranges lie in the central part of the prefecture with a rich topographical condition and a variety of natural conditions. Because of these conditions, farming in the north is characterised by a single crop with a severe weather condition during the winter and in the south agriculture is carried out by taking advantage of mild climate. Agricultural and livestock products such as rice, vegetables, fruits, flower and livestock are being produced in the Prefecture. Production of lettuce, onions and carnation is ranked at the top in the country.

Total land area of the Prefecture is 840,000 ha, of which forest area is 563,000 ha (67%) and cultivated area 82,000 ha (9.5%). About 91% of agricultural land are paddy field. A farm land area per farmhouse is about 0.75 ha.

Agricultural production outputs stood at 163.6 billion yen in fiscal year 2001, occupying around 33% of the six Prefectures in the Kinki region. Looking at the composition of agricultural production outputs, their ratios are 35% in rice, 31% in livestock and 22% in vegetables.

The number of farm households is relatively large with 115,000, full-time farm households is 12.8%, part-time I farm households is 7.1%, part-time II farm households is 80.1%. Thus, percentage of part-time farming is high. With the cultivated area per farm households being 0.7 ha which is 60% of the national average (1.2 ha), the management scale of farm households is quite small on the whole. Those farm households holding over 2 ha are merely 1.8% to the total farm households. Due to this reason, the production cost of rice is higher by 22% compared to the national average. Above all, labour and farm machinery costs occupies highest.

Agriculture cultivates land, nurtures forests, and shares the wealth of the seas by preserving nature. In this sense, agriculture functions not only to produce the food we eat, but also to sooth our souls and give us life rich in humanity.

The 20th century saw huge advances in industry. People's lives became much more convenient,

but at the same time the industrial model of mass production, mass distribution, and mass consumption brought about uniform life style and also caused environmental problems.

Moreover, the change to a manufacturing-oriented industrial structure caused a massive flow of the population from farming, mountain and fishing villages to cities. The national land has been polarized into two contrasting phenomena, namely, depopulated farming, mountain and fishing communities, and overcrowded urban areas. People are starting to value spiritual wealth over material wealth.

Hyogo Prefecture Government

The goals of the Prefecture Government are to recognise that agriculture is a culture that supports the fountainhead of human life and life style, rediscover and restore a culture based on agriculture, and cultivate sustainable, closed-loop agriculture, forestry, and marine industries, as well as farming, mountain and fishing communities, making the 21st century the Age of Agriculture.

The role of the Prefecture Government in Agriculture, Forestry and Marine Industries and Communities are: (1) Supply the food that supports the lives and lifestyles of Prefecture residents, and contribute to local economies and communities; (2) Help to vitalize local communities, by providing opportunities for diverse interaction and permanent residence; (3) provide a comfortable environment to enjoy a lifestyle of food and agriculture; and (4) harness the multifaceted functioning of agricultural, forestry and marine industries and communities.

Southern Awaji Agricultural Improvement and Extension Centre

Extension Services in Hyogo Prefecture : There are 22 extension centres in Hyogo Prefecture to ensure close linkages with agricultural site. In order for the 13 key extension centres to help support in solving village problems suiting the regional conditions, the regional section is established, while the management section is also established to help back up farmers in upliftment of their techniques and management. In this way, detailed extension activities, which meet the needs of local community and farmers, are being conducted.

This is a vegetable production region known nation-wide for growing multiple crops in rice, paddies. Currently, onions are combined with such crops as lettuce and cabbage in three-crop rotations, and rice paddy utilisation is at 240%. Onion production ranks 2nd nation wide.

The bulk of flower production is in the form of illumination-cultivated chrysanthemums in the Nada district of Nandan town, as well as winter green house cultivation of flowers like carnations and stock in the Yasuhira district of Sumoto City, taking advantage of the region's mild winter. Orchards are planted in hilly regions, mainly loquats and citrus. Loquats are cultivated on the steep slopes around the Nada district of Nandan town, where the main variety, the Tanaka loquat, is quite delicious, with large, round fruits.

Dairy farming has mainly been a supplement to vegetable growing on Awaji. In recent years, however, a rapidly growing number of farmers have switched to dairy farming alone, and farms are growing in scale. Most beef cattle production is breeding; Awaji Island breeds about 60% of all beef calves in Hyogo Prefecture. Hyogo is a major supplier of feeder cattle to high-grade beef producers throughout Japan. The Prefecture is also moving towards integrated production from breeding to fattening, and is working to give the Awaji brand the image of high-grade beef.

The Centre conducts workshops; book-keeping classes using PCs, management analysis, and more for certified farmers and women's groups, in order to train the next generation of farm owners. It also encourages families to create *family management agreements* in order to promote stable management. There are two farmers' group in the area of its responsibility and the activities include regular meetings, workshops and agricultural product exhibits. The Centre is also committed to producing special locally made products using specially selected Awaji agricultural and marine products including nationally famed onions and milk. It aims to interact with city dwellers

through open-air markets, contacts made through direct sales of agricultural products.

The total cultivated land of the area is 4,819 ha.

JA Awaji

Awaji Island is famous as one of the legendary birthplaces of the Japanese nation. Surrounded by Harimanada in the Set Inland Sea, Osaka Bay and the Kii Channel, Awaji is called "The Island of flowers and green and oranges". Awaji is known nation-wide as a food supply base to Kyoto, Osaka and Kobe.

The total number officials of JA Awaji are 30 (Directors 25, Auditors 5). The total number of employees is 336 (Male 236, Female 100). There are 5,862 regular members and 2,432 associate members. The balance of share capital is 3.33 billion yen (515,054 yen per member), purchasing business turnover is 6.2 billion yen and marketing business turnover is 11.3 billion yen. There are a variety of agricultural and livestock products being produced in the JA Awaji operational area, namely, onion, lettuce, cabbage, Chinese cabbage, and green ball, sunny lettuce, rice, tomato, fruits, flower, and Japanese calf and beef cattle.

The management policy of JA Awaji is: to promote reform of production and distribution system and thereby strive to ensure stable farm management for members; to launch a campaign for promotion of "JA Awaji Safety & Reassuring Vegetable" and strive to advertise and expand consumption of safety vegetable; and to strive to enhance members' utilisation by taking advantage of merits of the multipurpose agricultural cooperatives.

The business plan of the JA are: (1) promotion of agriculture in Mihara area for ensuring stable and improved farm economy, (2) development of business activities deeply rooted to the local community and professionalisation and highly developed function of business, (3) realisation of better and pleasant living environment, and (4) safe, assured and stable farm management.

JA Hyogo Rokko

The JA was established on 1st April 2000 as a super large-sized JA, by merging 9 JAs: JA Sanda, JA Inagawa, JA Kawanishi, JA Amagasaki, JA Takarazuka, JA Nishinomiya, JA Kobe-shi and JA Kobe-shi Nishi.

There were 47 Directors (of which full-time 9) and 5 Auditors (of which full-time 1). The total number of regular members as of April 1, 2002 was 40,395 (regular members 22,891 associate members 17,504). Total number of employees as on March 31, 2002 was 1,235.

As on April 1, 2003 the share capital of the JA was 5.1 billion yen, savings 839.5 billion yen, purchasing business supply turnover 6.3 billion yen and marketing business turnover was 8.7 billion yen.

The Main Office consists of the following Centres/Corporation: Farm Guidance Support Centre 9, Asset Management Centre 8, Travel Centre 7, Dinner Service Centre 1, Accident Consultation Centre 2 and Corporation (JA Act) 6.

The ICA participants visited the farm guidance centre to make observation of its direct sale activities.

Hyogo Prefecture Technology Centre for Agriculture, Forestry and Fisheries

It is a local government-run research experiment Centre for supporting agriculture, forestry and fisheries. In recent years, the requirements of food product-producers and consumers have diversified. The Technology Centre ascertains these requirements in order to develop and diffuse technologies that precisely address current needs, thereby helping to provide safer food products and contributing to increased productivity in agriculture, forestry and fisheries. Flexibility and effectiveness is displayed at each of its individual institutions through comprehensive testing and research.



Ms. Minh Tam, participant from Vietnam, presenting a bouquet to Mr. Isami Miyata, President, JA-Zenchu/IDACA at the JA-Zenchu Board Meeting at IDACA



Mr S Fukamachi, Managing Director, IDACA, Mr K. Masukawa, Deputy Director MAFF, Mr Shil Kwan Lee, Regional Director, and Mr Prem Kumar, Programme Advisor, ICA-ROAP at the closing function at IDACA



Mr Shil Kwan Lee, Regional Director, ICA-ROAP in conversation with Mr Abe of IDACA at the closing lunch, 18th April 2003



Mr Fukamuchi, MD, IDACA, Mr Iwafuchi of MAFF and Mr Prem Kumar, Programme advisor ICA ROAP at the inauguration of Part II of the course at IDACA



Chinese participants in conversation with Mr Fukamachi, Managing Director, IDACA, Mr. Iwafuchi of MAFF and Mr Prem Kumar, Program Advisor, ICA-ROAP



Course participants with Mr. Seki, President of JA-SAWADA in Gunma Prefecture



Participants on a visit to a farmer's house (seen in green jacket) in Gunma Prefecture



Participants visiting JA-Hadano



Participants visiting a green house in Gunma Prefecture



Participants on a visit to JA-Zenoh Research & Development Centre at Hiratsuka



Participants on a visit to JA Fruits Yamanashi



Participants at a sight-seeing tour at Hyogo Prefecture



Alongside comprehensively developing technology for the agriculture and livestock industries, the Centre forms the core of a network of institutes and is involved in planning and regulating technology in agriculture, forestry and fisheries in Hyogo Prefecture.

JA Hyogo Prefectural Union

The cultivated area in the Prefecture stood at 75,228 ha with 127,560 farm households in financial year 2001. There were 280,174 members, out of which 176,100 were regular members. There were 385 Directors and 90 Auditors. The total number of employees at present was 8,869. The purchasing supply turnover of the Union was 75 billion yen, marketing business turnover 67 million yen.

Formulation of Regional Farm Management Promotion Plan and Implementation and goals of AGRIPLAN'90 for presentation of Hyogo Agriculture in 1990s: The Union formulates the Regional Farm Management Promotion Plan for its member JAs. For drafting the concrete plan, it examines the results of the previous plans, viewpoint of examination of results and takes into account qualitative improvement of the plan. For implementation of the plan and follow-up, it works out the measures on how the regional agriculture should be, establishes collective farming system based on hamlet-based farm management, let agricultural cooperative play an important role in coordination and utilisation of farm land, promotes "Fresh Agri. Products" to be supported by local residents, and promotes more profitable agriculture by developing specialty products.

Zen-Noh Silo Company Limited, Kobe Branch

The Zen-Noh Silo Company Limited was founded in June 1968 and later three companies Kobe Silo, Tokai Silo and Kashima Silo were amalgamated in November 1975. The share capital of the company was 1.3 billion yen, 90% of the stockholders was Zen-Noh and 10% other companies. There were 17 officials (4 executive full-time directors including President, 10 part-time directors and three auditor (of which one full-time). Total number of employees was 201.

The scope of business activities are: warehousing business, warfbusiness, harbour transport business, land transportation business, cargo transportation, customs agent, manufacturing of raw materials for feed, sales business, non-life insurance agent and etc.

SECTION - VII

End-of-the-course Evaluation, Suggestions and Recommendations

- A Summary

Introduction

An End-of-the-Course Evaluation covering the entire duration of the Training Course was conducted at IDACA in the last week of the 17th Training Course by using a specially designed evaluation form.

Evaluation Objectives

The main objectives of this 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 programme itself; and
- iii. Enable the ICA to further improve the quality of future training programmes.

Summary of the Evaluation

All the 15 participants attending the Course had participated in the Evaluation exercise, and returned their duly filled in Evaluation Forms. Two participants of the Training Course, namely, Mr. P. Sampath of India and Ms. Foura Deviyanti Trasnasih of Indonesia in consultation with the Programme Adviser compiled the results of the End-of-the-Course Evaluation. Given below is a **brief summary** of the evaluation:

Achievement of Course Objectives: 100% have stated that the objectives of the Training Course have been achieved. It had covered all the segments, which were listed in the Course Information given earlier by the ICA.

Achievement of Own Objectives: 10 participants said to have achieved 85% own objectives and 5 participants achieved 75%. These objectives, which were different from the Course objectives and which were established by the participants themselves, were stated to be as follows:

- To develop skills as a leader and learn management experiences of agricultural co-operatives.
- To learn methods and be able to formulate project proposals.
- To exchange experiences of the Asian Cooperative Movement.
- To enhance knowledge on cooperative management and practices.
- To compare and find out the reason of the success of the agricultural cooperatives in India, Thailand and Japan.

From which part of the Training Course you have benefited the most: The replies were: Comparative Field Study visits in India, Thailand and Japan. The various multipurpose activities of JAs in Japan, such as farm guidance activities, idea of amalgamation, commodity-wise groups, active member participation, and dedicated leadership etc. Preparation of project proposals in IRMA.

Home Country Assignments [HCAs]: Majority of the participants have expressed their opinion that they were fully satisfied with the HCAs.

IRMA and IFFCO/FMDI Training Components in India: Most of the participants said that the IRMA and IFFCO/FMDI training components are highly relevant.

IDACA part of the Training Course in Japan: Majority of the participants said that IDACA part of the training is highly relevant.

Comparative Field visits in India, Thailand and Japan: These were well organised. All the institutions selected and visited were highly relevant. The comparative field study visits to the Dairy Co-operatives, Fertiliser Co-operatives in India; Sikhiu Agricultural Cooperative Ltd., Federation of Savings and Credit Cooperatives of Thailand (FSCT), Women's Group in Thailand; JA Sawada, JA Hyogo Rokko, JA Hadano, Tone-Numata, Zen-Noh Agricultural Research and Development Centre and Hyogo Prefecture Government Agriculture Office in Japan, were of great significance.

Relevance of the programme to your own work: Extremely relevant. Better understanding of formulation of projects, farm guidance activities, amalgamation of agricultural cooperatives, commodity-wise groups, women's associations, active leadership, multipurpose activities of JAs and generous support extended by the government to the agricultural cooperatives in Japan.

Do you think this training programme is useful and relevant: Highly relevant and equally important for middle level managers. Should be continued as it fulfils the needs of managers of agricultural co-operatives; Helps improve skills in producing project proposals.

The participants also mentioned that the information given by the ICA at the time of recruitment was comprehensive and informative. The material provided by the ICA on preparation of projects was useful.

All participants expressed their total satisfaction with the leadership of the ICA ROAP. & IDACA.

Logistics and Practical Arrangements: Most of the participants have expressed that logistics and practical arrangements made for the training course were excellent.

General Comments, Suggestions and Recommendations

- This is an important training course for the managers of agricultural cooperatives of Asia Region. It is giving best feedback to the participants about the cooperative movement of Asian countries.
- The conduct of the course is excellent and involves highly professional and knowledgeable lecturers.
- The course should be continued in the future
- Study visits material and notes should be more comprehensive.
- Visits to agro-processing cooperatives should be added in the programme.
- IRMA part of the training is important and very useful.
- The training programme is well arranged and very much useful for the participants
- The pocket allowance in India may be increased.
- Despatch of participants' course material from Japan be increased from 10 kg to 15 kg.

SECTION - VIII

Course Concluding Session and Award of Certificates of Participation

The concluding session of the Seventeenth Training Course was held at IDACA on April 18, 2003. The session was attended by Mr. Shil Kwan Lee, ICA Regional Director for Asia-Pacific, Mr. Katsuyoshi Masukawa, Deputy Director, Technical Cooperation Division, International Affairs Department of the MAFF, Mr Shigeri Fukamachi, Managing Director of the IDACA, including all his senior staff, and Mr. Prem Kumar, Programme Adviser of the ICA ROAP.

Mr. Shil Kwan Lee, the ICA Regional Director for Asia-Pacific, said that this was his second meeting with all participants at the time of closing ceremony. He congratulated the participants on successful completion of the training course. He was thankful to all the institutions, which were involved in this training course. He expressed his special thanks to the Government of Japan, Ministry of Agriculture, Forestry and Fisheries (MAFF) for continuously funding this training programme.

He briefly described about the forthcoming activities of the ICA Regional Office for Asia and the Pacific as well as about the successful cooperatives of India, Japan, South Korea, Singapore, and Kuwait in the various sectors of cooperatives.

He made a special mention of the resolution passed at the Cebu Regional Assembly meeting of the ICA ROAP. The resolution appreciated the large financial support of the Japanese Government [MAFF] for continuously funding this programme. This has enabled the young managers of the primary agricultural cooperatives of the Asia-Pacific countries to promote the cooperative movement in their respective countries.

He thanked Mr. Fukamachi, Managing Director, IDACA, and his staff for cooperation and conducting this programme successfully at IDACA for the last 17 years.

Addressing the session, Mr Matsukawa expressed hearty congratulations to the participants on successful completion of the training course. He was happy that the participants were in safe and good health in spite of the different climate and customs of Japan. He said that Japan agriculture and agricultural communities are facing several problems such as reduction of food self-sufficiency ratio, decline of farming population, decrease of cultivable lands in mountainous districts, ageing population and particularly the cheap import of agricultural commodities in Japan under WTO regime.

He was happy that the participants have learnt a great deal from their participation in the training programme and hoped that they will contribute effectively to the development of their own organisations. He was satisfied that the ICA has been able to implement the training programme efficiently.

He expressed his thanks to Mr. Shil Kwan Lee, Regional Director and Mr. Prem Kumar, Programme Adviser, Mr. Fukamachi, the Managing Director of IDACA, Mr. Abe, the course coordinator, and other IDACA staff for successfully implementing the training course.

Mr. Shigeri Fukamachi, Managing Director of the IDACA, extended congratulations to the participants on successful completion of the training course. He emphasised that without collaboration and support of participants, this training course would not have been successful. The various comments and suggestions made by the participants in the evaluation report will be studied much more in detail by IDACA in the near future and he assured the participants that some of their suggestions would be introduced in the future.

He said that Mr. Shil Kwan Lee, the Regional Director of ICA ROAP, could not join us at the inaugural session. However, he is present today at the closing ceremony. He was sure that the ICA would continue to support this training programme.

Mr Prem Kumar, Programme Adviser, ICA ROAP, presented a summary of the End-of-the-Course Evaluation. He expressed his satisfaction on the successful completion of the programme. He congratulated the participants on their completing the training programme successfully. He conveyed his highest appreciation to the participants for co-operating with him in the day-to-day conduct of the training programme. He said that the success of the training programme was due to the understanding of the participants, collaborating agencies, ICA and IDACA. If there has been any shortcoming anywhere, it was due to him, he said. He thanked the MAFF, JA-Zenchu, IDACA, ICA member-organisations, and institutions, which provided support to the successful implementation of the training programme. He said that it was a matter of great pleasure that Mr. Shil Kwan Lee, ICA Regional Director [Asia-Pacific], was present at the closing session of Part-II of the training course at IDACA.

He extended special thanks to Mr. Abe, the course coordinator for Part-I of the course, for extending his full cooperation to him. He thanked the staff of IDACA for all their help and assistance.

Mr Hoang Van Long, a participant from Vietnam, spoke on behalf of the male participants. He recounted the experiences and feelings of the participants right from the time of their admission to the Training Course until the time of their departure from Japan upon the completion of the Training Course. He expressed that all the participants felt that the programme was highly relevant for the present-day managers of agricultural co-operatives in Asia and hence should be continued. The training in Japan made us all recognise afresh the vital tasks of food security and enhancement of self-sufficiency as well as the importance of establishing solid agricultural cooperatives. During the training in Japan, we have been able to better appreciate through visit to several JAs that Japan's agriculture is family-based farming centring on rice cultivation and thus came to know that we have the common tasks that need to be addressed. He expressed a sense of satisfaction with the overall conduct of the training programme and the knowledge they all had gained from this new experience of visits to India, Thailand and Japan. He made a special mention of the help, assistance and guidance extended by the Programme Adviser, Mr. Prem Kumar, to the participants throughout the duration of the training course.

Ms. Ni Jing, a participant from China, spoke on behalf of the female participants. She said that the participants had the opportunity of sharing experiences of agricultural cooperative movement from ten different countries. For the first time, we were lucky to have in our group six women participants that helped us to maintain harmonious relationship. She appreciated the Programme Adviser, Mr. Prem Kumar, for excellently handling the training course. The participants treated him as a kind, patient and tolerant guardian. She felt that this training course has contributed immensely to the promotion and development of agricultural cooperative movement of Asia. Last but not the least; she thanked the ICA Regional Director for Asia-Pacific, Mr. Shil-Kwan Lee, for selecting them and giving them an opportunity of participating in a training course like this.

The **Certificates of Participation** from the ICA as well as from the IDACA were awarded to the participants at the end of the concluding session. Mr Shil-Kwan Lee, the Regional Director, signed the ICA Certificate of Participation and Mr S. Fukamachi, Managing Director of the IDACA, signed the IDACA Certificate.

ANNEX - I

COURSE PROGRAMME

PART - I OF THE PROGRAMME

[A] Home Country Assignments: Nov 26, 2002-January 14, 2003

Home Country Assignments-HCAs to be accomplished by the participants in their home countries under the guidance of their sponsoring organisations as per guidelines provided by the ICA

[B] IFFCO-FMDI SEGMENT: January 15-29, 2003

ICA-IFFCO Training and Development Module on Review of Management of Agricultural Cooperatives in Asia – FMDI, Gurgaon

- Jan 15 Wed** - Arrival in New Delhi/Gurgaon
- Transfers to FMDI at Gurgaon
- Stay at FMDI Hostel
- Jan-16 Thu**
0830 - 0900 - Registration at FMDI
0900 - 1100 Inaugural Session at FMDI
1130 - 1300 **Recent Developments in the Management of Cooperatives in Asia-Pacific,**
Mr. B.D. Sharma, Sr. Consultant, ICA Domus Trust
1400 - 1530 General Orientation and Information on Practical Matters
By Mr. Prem Kumar, Programme Adviser, ICA ROAP
1600 - 1730 Introduction to India, by Dr. G.C. Shrotriya
1830 ICA Welcome Dinner
- Jan 17 Fri**
0930 - 1100 Regional Review Session-I [Mr. Prem Kumar]
1130 - 1300 Regional Review Session-II [Mr. Prem Kumar]
1400 - 1530 Regional Review Session-III [Dr.G.C. Shrotriya]
1600 - 1730 Regional Review Session-IV [Dr. G.C.Shrotriya]
- Jan 18 Sat** **Visit Taj Mahal at Agra**
- Jan 19 Sun**
0900 - 1100 Sahaj Yoga [Ms. S. Venkatesan]
- Jan 20 Mon**
0930 - 1100 Regional Review Session-V [Dr. R.N.Kundu, Sr Manager [Trg], FMDI
1130 - 1300 Regional Review Session-VI [Dr.R.N. Kundu]
1400 - 1530 Regional Review Session-VII [Dr.G.C. Shrotriya]
1600 - 1730 Regional Review Session-VIII [Dr. G.C. Shrotriya]
- Jan 21 Tue**
0930 - 1100 Technical Session-01
An Overview of activities of IFFCO
-Indian Farmers Fertiliser Cooperative Limited,
by Mr. B.D. Singh, General Manager (Mktg), IFFCO

- 1130 - 1300 Technical Session-02
Cooperative Principles and Philosophy
by Dr. Daman Prakash
- 1400 - 1530 Technical Session-03
Governance in Agricultural Cooperatives in Asia
By Dr Gopal N. Saxena, General Manager (Coop Services), IFFCO
- 1600 - 1730 Technical Session-04
Cooperative Legislation – A Regional Review
By Ms. Anita Manchanda, Director, NCUI
- Jan 22 Wed**
- 0930 - 1100 Technical Session-05
Management Information System in Cooperatives
by Mr. K.L. Nalwaya, Executive Director, NCUI
- 1130 – 1300 Technical Session-06
Cooperative Data Base – An application in dealing the primary agricultural cooperative society in India,
by Mr. K.L. Nalwaya, Executive Director, NCUI
- 1400 - 1530 Technical Session-07
Development and Management of Farm Forestry Cooperatives
By Dr. Virendra Kumar, Chairman of IFFDC
- 1600 – 1730 Technical Session-08
Natural Resource Management and Role of Cooperatives,
by Dr. G.C. Shrotriya
- Jan 23 Thu**
- 0930 - 1100 Technical Session-09
Management of Agro Input Distribution in Cooperatives,
Mr. R.C. Gupta, Dy. Director General, Fertiliser Association of India [FAI]
- 1130 – 1300 Technical Session-10
Human Resource Management in Agricultural Cooperatives
By Dr. C.S. Rao, Joint General Manager (HRD), IFFCO
- 1400 - 1530 Technical Sessions- 11 & 12
Business Development Plan for a Primary Agricultural Cooperative
By Mr. R.K. Anand, Principal, Delhi State Cooperative Training Centre
- 1600 - 1730 **Business Development Plan for a Primary Agricultural Cooperative**
by Mr. R.K. Anand (contd)
- Jan 24 Fri**
- 0930 - 1100 Technical Session-13
Management of Food Security and Contribution of Agricultural Cooperatives, By Dr. Daman Prakash
- 1130 - 1300 Technical Session-14
Agricultural Services provided by IFFCO and Practices in the Region,
By Dr. G.C. Shrotriya

1400 - 1530	Technical Session-15 Quality Management and ISO By Dr Ajit Singh, Director, Total Quality Associates
1600 - 1730	Technical Session-16 Agri-Produce Marketing through Cooperatives in India By Dr. P.K. Pandey, General Manager(Trg), NAFED
Jan 25 Sat	Field Study Visits of IFFCO Village (full day)
Jan 26 Sun	Holiday - Republic Day [Flag hoisting ceremony, IFFCO Colony, Gurgaon/ Cultural programme
Jan 27 Mon	Study Visits Programme in New Delhi - ICA Regional Office for Asia and the Pacific - National Cooperative Union of India - National Agricultural Cooperative Marketing Federation of India-NAFED
Jan 28 Tue	
0930 - 1100	Technical Session-17 Communication for Managerial Excellence By Dr.C.S.Rao, Jt General Manager (HRD), IFFCO
1130 - 1300	Technical Session-18 Women Empowerment through Cooperatives, By Ms Savitri Singh, Gender Programme Adviser, ICA ROAP
1400 - 1530	Technical Session-19 Total Quality Management Practices in Agricultural Cooperatives in Asia - An Overview By Dr. G.C. Shrotriya
1600 - 1730	Technical Session-20 Nominal Group Techniques and its application Dr. Daman Prakash
Jan 29 Wed	
0930 - 1100	Technical Session-21 Evaluation Session of the FMDI-IFFCO Segment Distribution of Certificates
1400 - 1730	FMDI-ICA ROAP for stacking luggage of participants-FMDI
Jan 30 Thu	
0400	Departure for Baroda on way to IRMA from the IGI-Delhi [Palam] Domestic Airport [IC-817 0609/0835]

Seventeenth ICA/Japan Training Programme (Revised 03/02/03)
STRENGTHENING MANAGEMENT OF AGRICULTURAL COOPERATIVES IN ASIA
[C] Module at IRMA: 30 January 2003 – 28 February 2003

Date	9.00 – 10.30	11.00 – 12.30	14.00 – 15.30	16.00 – 17.30
Jan 30 2003 Thurs.	Arrival from New Delhi via Baroda (IC 817), settling down, orientation to IRMA module and Film Show			
Jan 31 2002 Fri.	Inauguration and Introduction	PM-1 Computers Lab	FAC-1	CM-1
Feb 1 2003 Sat.	PM-2	ICS-1	ICS-2	CM-2
Feb 2 2003 Sun.	Rest	FAC-2	ICS-1	
Feb 3 2002 Mon.	Project Presentations			
Feb 4 2002 Tue.	PM-3	FAC-2	IGB-1	IGB-2
Feb 5 2002 Wed.	PM-4	FAC-3	ICS-3	ICS-4
Feb 6 2002 Thurs.	PM-5	FAC-4	FM-1	ICS-5
Feb 7 2002 Fri.	PM-6	FAC-5	FM-2	
Feb 8 2002 Sat.	Visit to AMUL and TF		Visit to Boroda	
Feb 9 2002 Sun.	Rest			
Feb 10 2002 Mon.	PM-7	FAC-6	FM-3	IGB-4
Feb 11 2002 Tue.	FAC-7	IGB-5	IGB-6	PM-8
Feb 12 2002 Wed.	PM-9	FAC-8	IGB-7	Strategic Management issues in Co-operatives
Feb 13 2002 Thurs.	PM-10	FM-5		
Feb 14 2002 Fri.	PM-11	FM-6	Field Visit: Mother Dairy	
Feb 15 2002 Sat.	Field Visit: IFFCO, Kalol			
Feb 16 2002 Sun.	Rest			
Feb 17 2002 Mon.	PM-12	FM-7	FAC-9	HRD-1
Feb 18 2002 Tue.	PM-13	FM-8	FAC-10	HRD-2
Feb 19 2002 Wed.	PM-14	FM-9	HRD-3	Visit to NDDDB and DCS
Feb 20 2002 Thurs.	PM-15	Appraisal of Projects and Revision		
Feb 21 2002 Fri.	Appraisal of Projects and Revision		Field Visit: KRIBHCO, Surat	
Feb 22 2002 Sat.	Field Visit : KRIBHCO, Surat			
Feb 23 2002 Sun.	Rest			
Feb 24 2002 Mon.	MM-1	HRD-4	IGB-9	IGB-10
Feb 25 2002 Tue.	MM-2	QM-1	Field visit : GCMMF	
Feb 26 2002 Wed.	MM-3	QM-2	OB issues in Cooperatives	Chairman's Address
Feb 27 2002 Thurs.	MM-4	MM-5	Feedback & Valedictory	
Feb 28 2002 Fri.	Departure for New Delhi via Baroda (IC-817)			

Note: Examples and illustrations are to be closely related to agricultural cooperatives in Asia.

Course/Topic		Resource Person
1. Project Management (PM)	15 Sessions	Prof. G. Krishnamurthi
Focus: Project Management in agricultural cooperatives is the central theme of this module of training at IRMA. Participants are expected to work on a Project already identified by them. Project presentation and appraisal are now part of the module at IRMA itself, and occupy a significant chunk.		
2. Financial Accounting and Costing (FAC)	10 Sessions	Prof Shailesh Gandhi
Focus: Introduction to Financial Accounting, Profit & loss accounting; Balance sheet; Ratio analysis, Costing and pricing of products and services in agricultural cooperatives; Break-even analysis; Cost-Volume and Profit relations		
3. Financial Management (FM)	10 Sessions	Prof. Shiladitya Roy
Focus: Working capital management; Time value of money; Estimating relevant cash flows; Financial criteria for investment decisions in agricultural cooperatives		
4. Marketing Management (MM)	5 Sessions	Prof. Sukhpal Singh
Focus: Marketing concepts, marketing mix, consumer behaviour, segmentation, marketing strategy, supply chain management, impact of WTO policies on agricultural cooperatives		
5. Integrated Cooperative Systems (ICS)	5 Sessions	Prof. K.V. Raju
Focus: Integrated services; Vertical and horizontal integration; Federal cooperatives		
6. Individual and Group Behaviour (IGB)	10 Sessions	Prof. S.N. Biswas
Focus: Understanding individual; inter-personal communication, working in groups		
7. Human Resource Development (HRD)	4 Sessions	Prof. Madhavi Mehta
Focus: Appraisal System, Training Need Identification and Building Development oriented culture		
8. Quality Management (QM)	2 Sessions	Prof. Hitesh Bhatt
Focus: The focus will be on appreciating presence of 'variation' in all that we do and find ways and means to minimize this variation by continually improving the process. The stress will be as process control over product control.		
9. Commodity Marketing (CM)	2 Sessions	Prof. L. K. Vaswani
10. Organisational behaviour issues in cooperatives	1 Session	Prof. K. P. Reddy
11. Strategic management issues in cooperatives	1 Session	Prof. H. Panda
12. Field visits		Shri Janak Patel

**ICA ROAP, NEW DELHI, AND
THAILAND STUDY VISITS SEGMENT**

- Feb 28 Fri** - Return to New Delhi from Vadodra. [IC-817 0910/1035]
 - Stay at Hotel Vikram, New Delhi
 - Collect baggage from ROAP
- Mar 1 Sat** 6.30 ICA Farewell Dinner – Vikram Hotel
- Mar 2 Sun** Sight-seeing in Delhi
- Mar 3 Mon** Free [Preparation for departure to Bangkok]
 - Leave Delhi for Bangkok [TG-316 0005/0535*]

**[D] ICA/CLT COMPARATIVE FIELD STUDY VISITS TO AGRICULTURAL
COOPERATIVES IN THAILAND – MARCH 4-8, 2003**

- Mar 4 Tue** Arrival of participants in Bangkok at 05.40 a.m. by flight TG-316
 Reception at airport and transfer to Viengtai Hotel by bus
- 11.30 Group lunch at DaiDoMon Restaurant
- 13.00 Leave Viengtai Hotel for CLT office by coaster
- 13.30-15.00 Inaugural Session
 Briefing on the programme
 Introduction to CLT activities by Mr. Wit Pratuckchai,
 Executive Director, CLT
- 18.00 Welcome Dinner by CLT
- Mar 5, Wed**
- 09.00 Leave Hotel
- 09.30 Briefing at the Cooperative Auditing Department (CAD), Ministry of Agriculture
 and Cooperatives
- 12.00 Group Lunch at Trang Hotel and Restaurant
- 14.00-16.30 Briefing at Federation of Savings and Credit Cooperatives
 of Thailand Ltd (FSCT), Bangkok
- 18.00 Dinner
- Mar 6 Thur**
- 08.00 Check out Hotel Viengtai
 Leave for Nakornrachasima Province by bus
- 12.00 Group lunch at Mountain View Restaurant, Sikiu District
- 13.30-15.00 Visit Sikiu Agricultural Cooperative Ltd.
- 15.30 Observe Women's Weavers Group
- 18.30 Check-in Royal Princess Hotel Korat (Nakornrachasima Province)
- 18.31 Dinner arranged by Sikiu Agricultural Cooperative Ltd.

Mar 7 Fri

- 08.30 Check-out Hotel
- 10.00-12.00 Briefing at Soong Noen Agricultural Cooperative Ltd.
- 12.00 Lunch at Soong Noen Agricultural Cooperative Ltd.
- 14.00 Sightseeing and return back to Bangkok
- 16.30 Return to Bangkok
- 19.00 Check-in Viengtai Hotel, Bangkok

Mar 8 Sat

- 09.00 Bangkok Sightseeing/shopping
- 12.00 Group Lunch at S.D. Avenue Hotel, Bangkok
- 14.00-16.00 Shopping at Pratunam Shopping, Tesco Lotus Hypermarket
- 17.00 Return to hotel and prepare for proceeding to Japan

Mar 9 Sun

- 06.00 Leave Viengtai Hotel for Bangkok Int'l Airport
- 08.20 Leave Bangkok TG-772
- 16.00 Arrive Tokyo

PART-II OF THE PROGRAMME**[E] IDACA SEGMENT: March 9-April 19, 2003**

Management Practices adopted by the Agricultural Cooperatives in Japan with special reference to "*Value-Addition through Agro-Processing*" and Comparative Field Study Visits to Agricultural Cooperatives in Japan

- Mar 9 Sun** - Arrival of Participants from Bangkok [by TG-772 at 1600 hrs]
- Move to IDACA. Stay at IDACA Hostel
- Mar 10 Mon** Orientation/Inauguration Ceremony
Lecture : **Japan's Agriculture and Economy (Mr. Y. Abe, IDACA)**
- Mar 11 Tue** Lecture: **History of Japan's Agriculture and Present Situation, (Mr. Y. Abe, IDACA)**
- Mar 12 Wed** Lecture: **Organisation and Management of Agricultural Cooperatives In Japan (Mr. Y. Abe, IDACA)**
- Mar 13 Thu** Lecture **Credit Business of Agricultural Cooperatives (Coop bank Research Institute)**
- Mar 14 Fri** Visit to JA Hadano
- Mar 15 Sat** Tokyo City Tour (places of interests by bus)
- Mar 16 Sun** Free
- Mar 17 Mon** Lecture : **Marketing of Agricultural Products & Marketing Business of Agricultural Cooperatives (Mr. K. Harada)**

Mar 18	Tue	Lecture : Management and Audit of Agricultural Cooperatives (Mr. Shigeri Fukamachi, MD, IDACA)
Mar 19	Wed	Visit to JA Fruits Yamanashi
Mar 20	Thu	Lecture: Farm Guidance & Commodity-wise Group (Mr. T. Nakashima, IDACA)
Mar 21	Fri	National Holiday (spring exinox day)
Mar 22	Sat	Free
Mar 23	Sun	Free
Mar 24	Mon	Leave for Gunma Prefecture for study visit
Mar 25	Tue	Visit to JA Gunma Prefectural Union Observation of facilities of JA Zennoh Gunma
Mar 26	Wed	Visit to JA Sawada Observation of facilities
Mar 27	Thu	Visit to JA Tone-Numata Observation of facilities and visit to a farmer's house
Mar 28	Fri	Sight-seeing of the Prefecture to enjoy the snow mountain Back to Tokyo
Mar 29	Sat	Free
Mar 30	Sun	Free
Mar 31	Mon	Lecture: Organisation and Activities of Women's Association of Agricultural Cooperatives – Role and Functions of JA Zenchu (JA Zenchu/IDACA)
Apr 1	Tue	Lecture: Women Entrepreneurs Development Activities (Ms Kazuko Kano, JBIC)
Apr 2	Wed	Lecture: History of Rural Community and Society in Japan (Mr. T. Takagi, IDACA)
Apr 3	Thu	Self-study – Evaluation Form
Apr 4	Fri	Visit to Zen-Noh Technical Centre by bus Sightseeing of Yokohama and Kamakura
Apr 5	Sat	Free
Apr 6	Sun	Free
Apr 7	Mon	Leave for Hyogo Prefecture for study visit Sightseeing in Kobe City
Apr 8	Tue	Visit to Hyogo Prefectural Government Visit Minami (south) Awaji Agricultural Extension Centre
Apr 9	Wed	Visit to JA Hyogo-Rokko Visit to the Agriculture, Forestry and Fisheries Technology Centre and Agricultural Technology
Apr 10	Thu	Visit to JA Hyogo Prefectural Union Visit to Zen-Noh Pearl Rice Manufacturing Plant and Zen-Noh Silo Co., Ltd. Kobe Branch

- Apr 11 Fri** Observation of the Hanshin Great Earthquake Memorial Centre
Sightseeing of the famous Osaka Castle
- Apr 12 Sat** Sightseeing of Kyoto
Back to Tokyo
- Apr 13 Sun** Free
- Apr 14 Mon** Lecture : **Participation type Development Method (Global Link Co.Ltd.)**
- Apr 15 Tue** Lecture : **Potential Impact of the WTO Agricultural Negotiations on Small Farmers in Asia (Mr. Hirofumi Kobayashi, JA-Zenchu)**
- Apr 16 Wed** Group Discussion & drafting of final report
- Apr 17 Thu** Summary of Training (IDACA – Mr. Shigeri Fukamachi)
- Apr 18 Fri** Evaluation and Closing Ceremony
Move to Narita – Departure from IDACA 3 p.m.
- Apr 19 Sat** Departure of participants from Japan for Home Countries
-

Annex - II

COURSE PARTICIPANTS

01 Bangladesh	01	Md. Ibrahim Hossain Assistant General Manager (Banking & Accounts) Bangladesh Samabaya Bank Ltd. 9/D Motijheel Commercial Area Dhaka 1000, Bangladesh
02 China	02	Ms. Ni Jing Section Chief Assistant Cooperative Guidance Department All-China Federation of Supply & Marketing Cooperatives 45, Fu Xing Men Nei Street Beijing 100 801, China
	03	Ms. Guo Jing , Division Manager, Jinan Fruit Research Institute All-China Federation of Supply & Marketing Cooperatives No. 24 East Road, Yanzishan Xiaoqu, Jinan 250014, China
03 India	04	Mr. Yogendra Kumar Deputy Area Manager Indian Farmers Fertiliser Cooperative Limited [IFFCO] 8 Gokhle Marg Lucknow, U.P. India
	05	Mr. P. Sampath Deputy Director Ministry of Agriculture [Department of Agriculture & Cooperation] Krishi Bhavan, New Delhi 110001, India
04 Indonesia	06	Ms. Foura Deviyanti Trisnasih Production and Marketing Manager LAPENKOP-DEKOPIN Kuningan Raya 35 Bandung 40291, West Java, Indonesia
05 Malaysia	07	Mr. Mohamad Azizi bin Mohd Atar General Manager Farmers' Organization Authority [FOA] Pertubuhan Peladang Kawasan Merbok Jalan Batu Hampar 08400 Merbok, Kedah, Malaysia

- | | | |
|-----------------------|-----|---|
| 06 Nepal | 08 | Mr. Harendra Singh Bhumihar
Member-Accounts Committee
National Cooperative Federation of Nepal Ltd.,
Bijuli Bazar, GPO Box No. 11859
Kathmandu 10, Nepal |
| 07 Philippines | 09 | Ms. Epifania M. Edicto
General Manager
Sts. Peter & Paul Multipurpose Cooperative
Poblacion, Hinunangan, Southern Leyte
Philippines |
| | 10 | Mr. Rene C. Pancho
Accountant
Masisit-Dacal Livelihood Cooperative, Inc.
Masisit, Sanchez Mira,
3518 Cagayan, Philippines |
| 08 Sri Lanka | 11 | Mr. A.R.R. Palihakkara
Manager
Matara District Cooperative Rural Banks Union Ltd.,
38/1A, Esplanade Road, Uyanwatta
Matara, Sri Lanka |
| 09 Thailand | 12 | Mr. Asawin Srithep
Manager – Potato Processing Unit
Sansai Land Settlement Cooperative Ltd.,
140/1 Moo 11, Chiang Mai-Prao Road
Tambo Nonghaan, Amphur Sansai,
Chiang Mai Province 50290, Thailand |
| | 13 | Ms. Tanapat Kaewnontoon
Secretary to Board of Directors
Muang Loei Mushroom Farming Cooperative Ltd.,
123 Moo 2, Tan Srisongrak
Amphur Muang,
Loei Province 42100, Thailand |
| 10 Vietnam | 14 | Mr Hoang Van Long
Specialist of Administrative Department
Vietnam Cooperative Alliance [VCA]
77 Nguyen Thai Hoc Street
Ba Dinh District
Hanoi, Vietnam |
| | 15. | Ms. Nguyen Thi Minh Tam
Specialist of Administrative Dept
Non State Economic Development Centre (NEDCEN)
Vietnam Cooperative Alliance [VCA]
77 Nguyen Thai Hoc Street
Ba Dinh District
Hanoi, Vietnam |

ICA ROAP

Mr Prem Kumar,
Advisor, ICA/Japan AMT Programme
International Cooperative Alliance
Regional Office for Asia and the Pacific
9 Aradhana Enclave, R.K.Puram, Sector 13, Ring Road,
New Delhi 110 066, India

ANNEX - III

ICA-Japan Training Course on STRENGTHENING MANAGEMENT OF AGRICULTURAL COOPERATIVES IN ASIA

CONSOLIDATED LIST OF PARTICIPANTS

[1986-87, 1987-88, 1988-89, 1989-90, 1990-91, 1991-92, 1992-93, 1993-94, 1994-95,
1995-96, 1996-97, 1997-98, 1998-99, 1999-2000, 2000-2001, 2001-2002 & 2002-2003]

Sr. No.	Course Year	Names of Participants and their Organisations
01 BANGLADESH		
001	1986-87	Mr Md Abdus Samee, Bangladesh Samabaya Marketing Society Ltd.
002	1987-88	Mr Abdul Mannaf Mir, Bangladesh Samabaya Bank Ltd.
003	1988-89	Mr Fakir Mohd. Anwarul Quadir, Bangladesh Samabaya Marketing Society.
004	1989-90	Mr Mohd. Nuruzzaman Bhuiyan, Bangladesh Samabaya Bank Ltd.
005	1990-91	Mr Mohd. Nurul Hoque, Manager, Bangladesh Samabaya Bank Ltd.
006	1991-92	Mr Sudhir Chandra Das, Bangladesh Milk Producers' Cooperative Union Ltd.
007	1992-93	Mr Mohd Habibullah, Bangladesh Samabaya Bank Ltd.
008	1993-94	Mr Md Anwaruzzaman, Bangladesh Samabaya Bank Ltd.
009	1994-95	Mr Siddiqur Rahman, Bangladesh Milk Producers' Coop Union, [MILKVITA]
010	1995-96	Mr Md Zillur Rahman, Bangladesh Samabaya Bank Ltd.
011	1996-97	Mr Nur Mohammad Molla, Bangladesh Samabaya Bank Limited
012	1997-98	Mr Kazi Zahirul Hoque, Bangladesh Samabaya Bank Limited
013	1998-99	Mr Mosharraf Hossain, Bangladesh Milk Producers' Cooperative Union Ltd
014	2000-2001	Mr Babul Kanti Patwari, Bangladesh Samabaya Bank Limited
015	2001-2002	Mr. Bidyut Kumar Mondal, Bangladesh Milk Producers Coop Union Ltd.
016	2002-2003	Mr Ibrahim Hossain, Bangladesh Samabaya Bank Limited
02 CHINA		
017	1986-87	Mr Aiguo Guan, All-China Federation of Supply & Marketing Cooperatives
018		Ms Xinzheng Liu, All-China Fedn of Supply & Marketing Cooperatives
019	1987-88	Ms He Lanchai, All-China Federation of Supply & Marketing Cooperatives
020		Shi Yue Jin, Zhejiang Supply and Marketing Cooperatives
021	1988-89	Mr Bi Meijia, All-China Federation of Supply & Marketing Cooperatives
022		Mr Gao Jihai, Shandong Federation of Supply & Marketing Cooperatives
023	1989-90	Mr Jia Min Sheng, All-China Federation of Supply & Marketing Cooperatives
024		Mr Yang Bao Guo, Shanghai Federation of Supply & Marketing Coops Ltd.
025	1990-91	Mr Rong Jun, All-China Federation of Supply & Marketing Cooperatives
026		Mr Huang Yadong, Hubei Provincial Fedn of Supply-Marketing Cooperatives
027	1991-92	Mr Zhang Guang Lun, Shaanxi Provincial Supply & Marketing Coop Union
028		Ms Liu Quan, Shanghai Federation of Supply and Marketing Cooperatives
029	1995-96	Mr Liu Hui, All-China Federation of Supply & Marketing Cooperatives
030	1996-97	Mr Wang Songjun, All-China Fedn of Supply & Marketing Cooperatives

031		Mr Feilong Liu, Ningbo Supply and Marketing Cooperatives
032	1997-98	Mr Gao Mao Lin, All-China Fedn of Supply and Marketing Cooperatives
033		Mr Bai Tao, Shanxi Provincial Fedn of Supply and Marketing Cooperatives
034	1998-99	Mr Xu Guoliang, Qingdao Dongfang Group Company Limited
035		Mr Huang Xiao, Shandong Supply and Marketing Coop [Group]
036	1999-2000	Mr Wen Gao Lian, All-China Fedn of Supply and Marketing Cooperatives
037		Mr Cheng Qingxin, All-China Fedn of Supply and Marketing Cooperatives
038	2000-2001	Mr Zhang Chen Guang, All-China Fedn of Supply & Marketing Cooperatives
039		Mr Li Xuan, All-China Federation of Supply & Marketing Cooperatives
040	2001-2002	Mr. Li Wenlong, All-China Federation of Supply & Marketing Cooperatives
041	2002-2003	Ms Ni Jing, All-China Federation of Supply & Marketing Cooperatives
042		Ms. Guo Jing, All-China Federation of Supply & Marketing Cooperatives

03 INDIA

043	1986-87	Mr N.N. Joshi, Rajasthan State Cooperative Bank Ltd.
044		Dr N.P.Sharma, National Cooperative Union of India
045		Mr C.D. Singal, Haryana State Cooperative Bank Ltd.
046	1987-88	Mr Thondup Pintso Bhutia, Joint Registrar of Cooperative Societies, Sikkim
047		Mr Rajiv I.D. Mehta, ICA Regional Office for Asia and the Pacific
048		Mr Ganesh Prasad Nema, M.P. State Cooperative Land Development Bank
049	1988-89	Mr G. Ganga Rao, Krishna District Central Cooperative Bank Ltd.
050		Mr Promod Kumar Pandey, National Agri Cooperative Marketing Federation
051	1989-90	Mr D.T. Rangaswamy, Karnataka State Cooperative Bank Ltd.
052		Mr Lokendra Singh Rawal, Krishak Bharti Cooperative Ltd., KRIBHCO
053	1990-91	Mr Ziley Singh, Department of Civil Supplies, Government of India
054		Mr Raj Pal Gaba, National Agricultural Coop Marketing Fedn of India
055	1991-92	Mr Ram Niwas Kundu, Indian Farmers Fertilizer Cooperative Ltd. (IFFCO)
056		Mr Virinder Singh Sidhu, Integrated Cooperative Development Project
057	1992-93	Mr I.K.Kadu, Padamshri Dr Vithalrao Vikhe Patil Cooperative Sugar Factory
058		Mr Subhash Singh, National Agricultural Cooperative Federation-NAFED
059		Mr Ram Swaroop Jakhar, Rajasthan Agr Dev Bank Ltd.
060	1993-94	Dr K.G.Wankhade, IFFDC Project, IFFCO
061		Mr Deepak Kumar Saxena, Rajasthan State Cooperative Bank Ltd.
062	1994-95	Dr Durga Pada Patra, Indian Farmers Fertilizer Cooperative Ltd.-IFFCO
063		Mr K.L.Nalwaya, National Cooperative Union of India
064		Mr C. Sehar, Tamil Nadu Cooperative Marketing Federation Ltd.
065	1995-96	Mr George Kuriakose, Kerala State Coop Agri & Rural Development Bank
066		Mr S. Gopal Parashar, National Cooperative Union of India
067	1996-97	Mr M. Rama Gopal, Andhra Pradesh Dairy Cooperative Federation Ltd
068		Ms Urmil Aneja, National Agri Coop Marketing Fedn of India Ltd - NAFED
069	1997-98	Dr R.R. Randad, Indian Farmers' Fertiliser Cooperative Ltd-IFFCO
070		Dr V.N. Ramakrishna, Bijapur Distt Coop Milk Producers' Union Ltd
071	1998-99	Mr Deshpal Singh Tomar, Indian Farmers' Fertiliser Cooperative Limited
072		Mr Amar Pal Singh Bhullar, Punjab State Cooperative Bank Limited
073	1999-2000	Mr CS Ambekar, Indian Farmers' Fertiliser Cooperative Limited

074		Mr Surendra Sehgal, National Cooperative Development Corporation-NCDC
075	2000-2001	Mr Arun Kumar Dabral, National Agr Coop Marketing Federation Ltd-NAFED
076		Mr Vinit Kumar Verma, Ministry of Agriculture, Government of India
077	2001-2002	Mr. Jangamappa, Karnataka State Cooperative Apex Bank Ltd.
078		Mr. A.K. Rath, NAFED
079	2002-2003	Mr. Yogendra Kumar, Indian Farmers' Fertiliser Cooperative Limited-IFFCO
080		Mr P. Sampath, Ministry of Agriculture, Government of India

04 INDONESIA

081	1986-87	Mr Samsul Arief, Dewan Koperasi Indonesia (DEKOPIN)
082	1987-88	Mr Yoyok Sunaryo Soekarno, Union of Dairy Coops of Indonesia, GKSI
083		Mr Maharsi Adi Sucipto, Union of Dairy Cooperatives of Indonesia
084	1991-92	Mr Johny Priyana, Union of Dairy Cooperatives of Indonesia-GKSI
085	1992-93	Mr Achmad Kosasih, Union of Dairy Coops of Indonesia GKSI
086	1993-94	Mr Tanoyo Adi, Union of Dairy Cooperatives of Indonesia-GKSI
087		Mr Iskandar Muchlas, Union of Dairy Cooperatives of Indonesia-GKSI
088	1994-95	Mr Ayi Suhendi, KPSBU Lembang, Bandung, West Jawa. GKSI
089		Ms Marleen Erna Dien, Rural Unit Coop Federation, North Sulawesi.GKSI
090		Ms Rias Dyah Tri Silvana, KUD SUKA MAKMUR, Malang
091	1995-96	Mr Andy Satyana, Manager, KUD Setia Kawan. GKSI
092	1996-97	Ms Carolina H.K., DVM, KUD Suka Mulya, Wates Kediri. East Java.GKSI
093		Mr Hermaniadi, KUD Dah, DAU, Malang. East Java. GKSI
094	1997-98	Mr Abdurahman Sopa, KUD Bayongbong. Garut. West Java. GKSI
095		Mr Taryat Ali Nursidik, North Bandung Dairy Cooperatives/KPSBU
096	1999-2000	Ms Indrawati Sinaga, INKUD
097	2000-2001	Mr Irwin Novianto, Lapenkop-Dekopin
098	2001-2002	Mr. Apsoro Soewarno, Lapenkop-Dekopin
099	2002-2003	Ms Foura Deviyanti Trisnasih, Lapenkop-Dekopin

05 IRAN

100	1991-92	Mr Mohammed Reza Gramipour, Central Organisation for Rural Coop of Iran
101	1992-93	Mr Morteza Hafezi, Central Organisation for Rural Coops of Iran
102	1993-94	Mr Ali Arbabi, Central Organisation for Rural Coops of Iran 6

06 KOREA, REPUBLIC OF KOREA

103	1986-87	Mr Chong Hyun Baik, National Agricultural Cooperative Federation-NACF
104		Mr Jin Woo Kim, National Agricultural Cooperative Federation-NACF
105	1987-88	Mr Yun Hee Lee, National Agricultural Cooperative Federation-NACF
106		Mr Chung Shik Shim, National Agricultural Cooperative Federation-NACF
107	1988-89	Mr Hyang Kyu Lee, National Agricultural Cooperatives Federation-NACF
108		Mr Byung Ho Jeong, National Livestock Cooperatives Federation-NLCF
109	1989-90	Mr Sang Derk Lee, Anseong Agri Coop Leaders' Training Institute, NACF
110		Mr Byung O Kang, National Livestock Cooperatives Federation-NLCF
111	1990-91	Mr Shie Kie Yup, National Agricultural Cooperatives Federation-NACF
112		Mr Kyu Hyun Lee, National Livestock Cooperatives Federation-NLCF
113	1991-92	Mr Hyun Keun Myung, National Agricultural Cooperatives Federation-NACF
114		Mr Won Tae Kim, National Livestock Cooperatives Federation-NLCF
115	1992-93	Mr Han Ju Lee, National Agricultural Cooperatives Federation-NACF
116		Mr Byeong Hak Lee, Seoul Dairy Cooperative
117	1993-94	Mr Do Hwan Woo, National Agricultural Cooperatives Federation-NACF

118		Mr Kwang Seog Song, National Livestock Cooperatives Federation-NLCF
119	1994-95	Mr Jong Soo Lee, National Agricultural Cooperatives Federation-NACF
120		Mr Pyeong Woo Min, National Livestock Cooperatives Federation-NLCF
121	1995-96	Mr Dong Young Kim, National Agricultural Cooperatives Federation-NACF
122		Mr Sun Hak Kim, National Livestock Cooperatives Federation-NLCF

07 MALAYSIA

123	1986-87	Mr Mohd Redza Haji Baba, Kementerian Pertanian Tingkat 7
124	1987-88	Mr Wan Abdul Rahman bin Wan Mohd. Zain, (FOA)
125	1988-89	Mr Ghani Fikri, Machang Rubber Smallholders' Cooperative-RISDA
126	1989-90	Mr Abdul Razak Jamin, Federal Land Development Authority-FELDA
127		Mr Abu Bakar Ujang, Asrama FELDA Semai Bakti Kelana Jaya
128	1990-91	Mr Ku Mohd Rodzi, Pejabat Pengarah FELCRA Negari Pulau Pinang
129	1991-92	Mr Rofien Sapiin, KESEDOR HQs
130	1992-93	Mr Salleh bin Rehduan, Department of Cooperative Development
131	1993-94	Mr Anthony Samuel, Department of Cooperative Development
132	1995-96	Mr Nik Mohd Nabil bin Nik Mansur-RISDA/NARSCO
133	1996-97	Mr Arikrishnan, FELDA Cawangan Kuantan
134	1997-98	Mr Zahari Mat Amin, NARSCO Cooperative Federation
135	1998-99	Mr Azhar b. Yunus, Farmers' Organisation Authority-FOA
136	1999-2000	Mr Wan Zin B. Wan Ahmad, NARSCO
137	2000-2001	Mr Jagathesa Rao, Kuala Perak Estate, Perak
138	2002-2003	Mohamad Azizi bin Mohd Atar, Farmers' Organisation Authority [FOA]

08 MYANMAR

139	1993-94	Ms Sein Sein Htay, Mon state Cooperative Syndicate
140	1994-95	Mr Aung Maung, Sagaing Division Cooperative Syndicate
141		Ms Htay Htay, Township Cooperative Society
142	1995-96	Ms Khin Khin Nyunt, Hinthada Township Coop Society
143	1996-97	Mr Htin Kyaw Linn, Union of Agrl Producers Coop Syndicate Ltd.
144	1997-98	Mr. Sein Win, Union of Agricultural Cooperatives
145	1998-99	U Zaw Myint, Ministry of Cooperatives-Myanmar
146	1999-2000	U Ne Linn, Htet Arkar Kyaw Agricultural Coop Syndicate
147		U Aung Zaw Myint, Swe Marn Aung Agril Producers Coop Ltd..
148	2000-2001	Ms Yi Yi Win, Degree College, Central Cooperative Society
149	2001-2002	U Kyaw Tint, Mya-Thitsa Agricultural Cooperative Ltd.

09 NEPAL

150	1998-99	Mr Ram Bhajan Shah, National Cooperative Federation of Nepal
151		Mr Umesh Mahaseth, District Cooperative Union Ltd-Nepalganj
152	2000-2001	Mr Ganesh Prasad Koirala, National Coop Federation of Nepal Ltd
153	2001-2002	Mr. Dilli Ram Tiwari, District Coop Union Ltd., Kaski, Pokhara
154	2002-2003	Mr. Harendra Singh Bhuijhar, National Cooperative Federation of Nepal Ltd.

10 PAKISTAN

155	1988-89	Mr Agha Zaid Hussain, Provincial Cooperative Bank, HO,
156	1989-90	Mr Tariq Hussain Nadeem, Mercantile Finance Corporation
157	1990-91	Mr Islam Madni, National Cooperative Supply Corporation Ltd
158	1991-92	Mr Gul Muhammad, Federal Bank for Cooperatives
159	1992-93	Mr Syed Maqbool Hussain Shah, Circle Registrar, Forest Coop Societies
160	1993-94	Mr Tasadduq Hussain, Punjab Provincial Cooperative Bank Ltd.

161	1995-96	Mr Riaz Akhtar, Federal Bank for Cooperatives
162	1996-97	Mr Muhammad Nasir, Federal Bank for Cooperatives
163	1997-98	Mr Muhammad Ashraf, Panjab Provincial Cooperative Bank Limited
164	1998-99	Mr Tahir Iqbal Butt, Punjab Provincial Cooperative Bank Limited
165	2000-2001	Mr Zill-E-Hasnain, Federal Bank for Cooperatives
166	2001-2002	Dr. Suhail Saleem, Idara-e-Kissan, Lahore Milk Plant

11 PHILIPPINES

167	1986-87	Mr Cesar Alcantara, Department of Agriculture-Tarlac. Tarlac. Philippines
168		Mrs Jean N Abdurasad, Agricultural Cooperative Marketing Federation
169	1987-88	Ms Bernardia L Barranco, Federation of Area Marketing Cooperatives Inc.
170	1988-89	Mr S.E. Coliyat, Soro-Soro Ibaba Development Cooperative
171		Mr Jose C. Palmares, Talongonan Agtabo, Ilawad Multipurpose Coop.
172	1989-90	Mr Adolfo Dele Pena, Department of Agrarian Reforms
173		Mr Abundio V Felin, San Isidro Development Cooperative
174	1990-91	Miss Amelita Provido, CDA Iloilo Extension Office
175		Ms Edith Susan Valdez, Cooperative Rural Bank, San Pablo
176	1991-92	Ms Belma H Sales, Cooperative Rural Bank
177	1992-93	Mr Philmore C Quilat, Cooperative Management Consultants
178	1994-95	Mr Edilberto B Lantaca Jr., Perpetual Help Credit Cooperative
179	1994-95	Mr Rony L Farquerabao, EARN Romblon Federation of Cooperatives
180	1995-96	Mr Claudio A. Ofrancia, West Pangasinan Fedn. of Multipurpose Coops
181	1996-97	Mr Teofilo R. Quintal, Provincial Agricultural Office, Vigan. Ilocos Sur.
182	1997-98	Ms Ma Jocelyn P. Espia, Badiang Multipurpose Cooperative Society
183		Ms Estrella R. Hernandez, Bureau of Fisheries and Aquatic Resources
184	1998-99	Ms Rufina S. Salas, Cooperative Union of the Philippines Inc
185	1999-2000	Ms Nanette Dumangeng, Lamut Grassroots Cooperative-NATCCO
186		Ms Jeanelyn Apolinar, Palornpon Community MP Coop-NATCCO
187	2000-2001	Ms Maria Fe Alombro Pineda, Sta Catalina Multipurpose Cooperative
188	2001-2002	Mr. Ernesto Aliling, Bontoc Multipurpose Cooperativ
189		Ms. Verlyn G. Pascua, Nueva Vizcaya Alay-Kapwa Multipurpose Coopera- tive
190	2002-2003	Ms. Epifania M Edicto, Sts Peter & Paul Multipurpose Cooperative
191		Mr Rene C. Pancho, Masisit-Dacal Livelihood Cooperative Inc.

12 SRI LANKA

192	1986-87	Mr P.L.Gunasekara, Ruwanwella Multipurpose Cooperative Society Ltd.
193	1987-88	Mr U.G.Dayananda, Sri Lanka Cooperative Marketing Federation Ltd.
194	1988-89	Mr J.K. Thungasena, Madampe Multipurpose Cooperative Society Ltd.
195		Mr E.M.E.G. Muthubanda, Naula Multipurpose Cooperative Society Ltd.
196	1989-90	Mr Sam Deerasinghe, National Cooperative Training Institute-NCC/SL
197	1990-91	Mr M.B.R. Perera, Dunagaha Coconut Producers' Cooperative Society
198		Mr C.A.C. Fernando, Kammalpattua Coconut Producers' Coop Society Ltd.
199	1991-92	Mr Ananda Walisinghe, Cooperative Marketing Federation of Sri Lanka
200	1992-93	Mr A.F.A. Perera, Bandarawela Multipurpose Cooperative Society Ltd.
201		Mr A.G.S.M. Navaratne Banda, Aranjyake Multipurpose Coop Society Ltd.
202	1993-94	Mr H.A. Siripala, Hungoma Multipurpose Cooperative Society Ltd.
203		Mr K.L. Bandula, Nattandiya Multipurpose Cooperative Society Ltd.
204	1995-96	Mr R.B. Gamini Bandara, National Cooperative Council of Sri Lanka
205		Ms Chandrika Samantha Ramanayaka, National Coop Council of Sri Lanka
206	1996-97	Mr WMK Samarasekera, Mahaweli Cooperative Society Ltd
207		Mr RKA Sunil Jayasinghe, Kundasale Multipurpose Coop. Society Ltd
208	1997-98	Ms Padmini Alahakoon, NCC Kahagolla Coop. Development Centre
209	1998-99	Ms Karuna de Silva, National Cooperative Council of Sri Lanka

210	1999-2000	Mr Premadasa Liyanage, Galle MPCs-NCC/SL
211	2000-2001	Ms BA Manoja Priyadarshini, Ratnapura District Coop Rural Bank Limited
212	2001-2002	Mr L.P. Amarakoon, Wayamba Cooperative Rural Bank Union Ltd.
213		Mr DD Kumara Ileperuma Arachchi, Coconut Triangle Milk Producers Coop Union
214	2002-2003	Mr. ARR Palihakkara, Matara District Cooperative Rural Banks Union Ltd.

13 THAILAND

215	1986-87	Mr Sirihatakit Kreingsak, Nongvai Agricultural Cooperative Society
216		Mr Apichat Treejaturon, Cooperative Promotion Department-CPD
217	1987-88	Mr Taworn Supanawan, Cooperative Promotion Department-CPD
218		Mr Panuwat Nanakornpanom, Cooperative Promotion Department-CPD
219	1988-89	Mr Thawee Thimasaya, Agricultural Cooperative Federation of Thailand
220		Miss Wasna Junthieng, Mae Chaem Agricultural Cooperative Ltd.
221	1989-90	Mrs Jansuda Watcharayon, Cooperative League of Thailand-CLT
222		Ms Pornrut Saitongsuk, Cooperative League of Thailand-CLT
223	1990-91	Ms Maroum Sutanant, Rongkwang Agricultural Cooperative Ltd
224		Mr Suriya Thummavaro, Mueang Pijit Agricultural Coop Ltd, Mueang Pijit.
225	1991-92	Mr Pronchadin Potiya, Maetaeng Agricultural Cooperative
226	1992-93	Mrs Amporn Vongsopa, Sanpathong Agricultural Cooperative
227	1993-94	Mr Pratin Boontoy, Cooperative League of Thailand-CLT
228	1995-96	Ms Sunee Karndee, Cooperative Promotion Department-CPD
229	1998-99	Mr Phanuwat Wanraway, Cooperative League of Thailand-CLT
230	1999-2000	Mr Wattana Wattanapanee, Sikhui Agricultural Cooperative Limited
231		Ms Wasana Boonprasit, Tak Agricultural Cooperative Society Limited
232	2000-2001	Ms Chenchira Wongwaranon, Cooperative League of Thailand
233	2001-2002	Ms Natcha Klanniem, Cooperative League of Thailand
234	2002-2003	Mr. Asawin Srithep, Sansai Land Settlement Cooperative Ltd.
235		Ms. Tanapat Kaewnontoon, Muang Loei Mushroom Farming Coop Ltd.

14 VIETNAM

236	1991-92	Mr Nguyen Quoc Tuy, Central Council of Coop Unions (VICOOPSME)
237	1992-93	Mr Le Van Nhu, Central Council of Cooperative Unions (VICOOPSME)
238	1993-94	Mrs Phung Thi Ngan Ha, Central Council of Coop Unions (VICOOPSME)
239	1994-95	Ms Tran Kim Linh, Central Council of Cooperative Unions (VICOOPSME)
240		Ms Truong Ngoc Oanh, Saigon Cooperative
241	1995-96	Mr Pham Minh Duc, Central Council of Cooperative Unions (VICOOPSME)
242	1996-97	Mr Do Tien Vinh, Vietnam Coops Company for General Trading
243		Ms Hoang Thi Vinh, Victoria Investment Trade & Services Cooperative
244	1997-98	Ms Pham Thi Thanh Hang, Vietnam Cooperative Union
245		Ms Hoang Que Lan, Vietnam Cooperative Union
246	1998-1999	Mr Hoang Chuyen Can, Vietnam Cooperative Alliance-VCA
247		Mr Pham Khuong, Saigon Union of Trading Cooperatives-SAIGONCO
248	1999-2000	Mr Nguyen Anh Dung, Vietnam Cooperative Alliance-VC
249		Ms Nguyen Que Anh, Vietnam Cooperative Alliance-VCA
250	2000-2001	Ms Doan Thi Van Anh, Vietnam Cooperative Alliance-VCA
251		Mr Nguyen Hung Son, Vietnam Cooperative Alliance-VCA
252	2001-2002	Mr Phung Khanh Toan, Vietnam Cooperative Alliance-VCA
253		Ms. Lai Ngoc Hoa, Vietnam Cooperative Alliance-VCA
254	2002-2003	Mr. Hoang Van Long, Vietnam Cooperative Alliance-VCA
255		Ms. Nguyen Thi Minh Tam, Vietnam Cooperative Alliance-VCA

ANNEX - IV

List of Development Project Proposals Produced by the Participants during their Training under the ICA-Japan Training Programme [Course 1-17]

COURSE-01: PROJECT PROPOSALS PRODUCED DURING COURSE-01 [1986-87]

November 01 1986-May 03 1987. India-Thailand-Japan-Korea

- | | | |
|-----|----|---|
| 001 | 01 | MANIKGONJ INTEGRATED RURAL DEVELOPMENT PROJECT
Mr Mohammed Abdus Samee. Bangladesh |
| 002 | 02 | FRUIT PROCESSING FACTORY IN GUAN COUNTY.
Mr Liu Xinghong. China |
| 003 | 03 | DUCK RAISING PROJECT IN ANXIN COUNTY.
Mr Guan Ai Guo. China |
| 004 | 04 | ORANGE DEVELOPMENT PROJECT IN JHALAWAR DIST.
Mr N.N. Joshi. India |
| 005 | 05 | INTEGRATED PADDY COOPERATIVE PROJECT.
Mr C.S. Singhal. India |
| 006 | 06 | POTATO MARKETING BY JAHANGANJ COOP SOCIETY.
Dr N.P. Sharma. India |
| 007 | 07 | INTEGRATED PADDY PROCESSING & MARKETING.
Mr Samsul Arief. Indonesia |
| 008 | 08 | CHINESE CABBAGE MARKETING PROJECT.
Mr C.H. Baik. Republic of Korea |
| 009 | 09 | INTEGRATED AREA DEVELOPMENT PROJECT, CHOWOL.
Mr J.W. Kim, Korea |
| 010 | 10 | MINI OIL PALM MILL IN KUALA LANGAT.
Mr Mohd Reza. Malaysia. |
| 011 | 11 | PROJECT STUDY OF MARKETING OF PALAY FOR BARAS BARAS ON TARLAC.
Mr Cesar Alcantara. Philippines |
| 012 | 12 | FISHERMEN'S COOPERATIVE SIGANGGANG, SIASI. SULU
Mrs Jean N. Abdurassad. Philippines |

- 013 13 RUBBER PLANTATION PROJECT IN SELECTED AREAS OF RUWANWELLA AGA DIVISION WITH SPECIAL EMPHASIS ON PRODUCTION OF QUALITY SMOKED RUBBER SHEETS IN SRI LANKA.
Mr P.G. Gunasekera. Sri Lanka
- 014 14 ESTABLISHMENT OF A FEED-MILL IN TACHANG AGRICULTURAL COOPERATIVE SOCIETY. TACHANG DIST. SINGBURI.
Mr Apichat Treejaturan. Thailand
- 015 15 NONG WAI AGRICULTURAL COOP PROJECT.
Mr Kriengsak Sirihatakit. Thailand

COURSE-02: PROJECT PROPOSALS PRODUCED DURING COURSE-02 [1987-88]

October 26 1987-May 10 1988. India-Thailand-Japan-Korea

- 016 01 GHAZIPUR UPAZILLA COOPERATIVE RICE MILL PROJECT
Mr Abdul Mannaf Mir. Bangladesh
- 017 02 INTEGRATED CHICKEN BREEDING FARM PROJECT.
Mrs He Lanchai. China
- 018 03 XIANGGU DEVELOPMENT PROJECT.
Mr Shi Yue-Jin. China
- 019 04 PRODUCTION AND MARKETING OF FRESH ORANGES IN SIKKIM THROUGH COOPERATIVES.
Mr T.P. Bhutia. India
- 020 05 SHEEP AND WOOL MARKETING PROJECT IN DUNGARPUR
Mr Rajiv Mehta. India
- 021 06 POTATO MARKETING AND PROCESSING PROJECT.
Mr G.P. Nema. India
- 022 07 FEEDLOT FATTENING OF CH CALF IN KUD CAPOGO
Mr Yoyok Sunaryo Soekarno. Indonesia
- 023 08 UNIT OF FEED-MILL PLANT PROJECT.
Mr Maharsi Adi Sucipto. Indonesia
- 024 09 FEED-MILL PROJECT IN JEONLA PROVINCE.
Mr Yun Hee Lee. Republic of Korea
- 025 10 COLD STORAGE PROJECT IN CHUNCHONG HORTICULTURAL COOP
Mr Shim Chung Shik. Republic of Korea
- 026 11 COCOA PROCESSING AND MARKETING PROJECT
Mr Wan Abdul Rahman Zain. Malaysia
- 027 12 INTEGRATED PADDY PROCESSING & MARKETING PROJECT
Mrs Bernardita L. Barranco. Philippines

- 028 13 INITIATION OF A MODERN RICE MILL.
Mr U.G. Dayananda. Sri Lanka
- 029 14 PROMOTION OF COOPERATIVE MEMBERS IN SERICULTURE AND RAW SILK
PRODUCTION PROJECT.
Mr Taworn Supanawan. Thailand
- 030 15 VERMICELLI PROCESSING PROJECT. Mr Panuwat Nanakornpanom. Thailand

COURSE-03: PROJECT PROPOSALS PRODUCED DURING COURSE-03 [1988-89]

October 24 1988-May 07 1989. India-Thailand-Japan-China

- 031 01 STRAWBERRY PROCESSING PROJECT IN MANCHENG COUNTY
Mr Bi Meijia. China
- 032 02 COLD STORAGE FOR FARM PRODUCE PROJECT.
Mr Gao Jihai. China
- 033 03 ONION MARKETING OF LASALGAON PROJECT.
Mr Promod K Pandey. India
- 034 04 MANGO FRUIT PROCESSING & MARKETING PROJECT.
Mr Ganga Rao. India
- 035 05 KIMCHI PROCESSING MILL IN CHEONG SAN PAC.
Mr Hyang Kyu Lee. Rep of Korea
- 036 06 DAIRY PLANT IN JEONBUK PROVINCE.
Mr Byung Ho Jeong. Republic of Korea
- 037 07 PRODUCTION OF QUALITY RUBBER THROUGH CENTRAL
PROCESSING CENTRE.
Mr Fikri Ghani. Malaysia
- 038 08 POTATO GRADING PLANT AT OKARA.
Mr Agha Zaid Hussain. Pakistan
- 039 09 CORN PRODUCTION PROJECT.
Mr S.E. Coliyat. Philippines
- 040 10 AN INTEGRATED EXPANSION PROGRAMME OF NISPROCUM;
FERTILIZER SUPPLY AND HAULING SERVICES.
Mr Jose E. Palmares. Philippines
- 041 11 INITIATION OF A COCONUT OIL MILL.
Mr J.K. Thungasena. Sri Lanka
- 042 12 INITIATION OF A RICE MILL.
Mr E.M.E.G. Muthubanda. Sri Lanka
- 043 13 EXPANSION OF RICE MILL PROJECT BY AGRICULTURAL COOP
Mr Thawee Thimmasaya. Thailand

- 044 14 PRODUCTION AND MARKETING OF MANGOES PROJECT OF AGRICULTURAL COOPERATIVE LIMITED.
Ms Wasna Junthieng. Thailand

(One project could not be finalised during this training programme.)

COURSE-04: PROJECT PROPOSALS PRODUCED DURING COURSE-04 [1989-90]

October 23 1989-May 10 1990. India-Thailand-Japan-Korea

- 045 01 RANGPUR COOPERATIVE TOBACCO PROJECT
Mr Mohammed Nuruzzaman Bhuiyan. Bangladesh
- 046 02 BEIJING-ENGLISH DUCK FEEDING, PROCESSING AND MARKETING PROJECT.
Mr Jia Min Sheng. China
- 047 03 DEVELOPMENT OF RUSH MAT PRODUCTION PROJECT.
Mr Yang Bao Guo. China
- 048 04 POTATO DEVELOPMENT THROUGH INTEGRATED COOPERATIVES IN HASSAN TALUKA.
Mr D.T. Rangaswamy. India
- 049 05 MARKETING OF POTATOES IN MEERUT.
Mr Lokendra Singh Rawal. India
- 050 06 FRUIT PROCESSING MILL PROJECT.
Mr Sang Derk Lee. Republic of Korea
- 051 07 FEED-MILL PROJECT IN JEONNAM PROVINCE.
Mr Byung O Kang. Republic of Korea
- 052 08 DAIRY DEVELOPMENT PROJECT.
Mr Abdul Razak Jamin. Malaysia
- 053 09 PEPPER PROCESSING AND MARKETING PROJECT.
Mr Abu Bakar bin Ujang. Malaysia
- 054 10 ORANGE FRUIT PROCESSING AND MARKETING PROJECT
Mr Tariq Hussain Nadeem. Pakistan
- 055 11 INTEGRATED PADDY PROCESSING AND MKTG PROJECT
Mr Adolfo M. Dela Pena. Philippines
- 056 12 BICOL INTEGRATED COOP FARMING SYSTEM.
Mr Abundio V. Felin. Philippines
- 057 13 DAIRY PROJECT IN BANDARAWELA.
Mr Sam Deerasinghe. Sri Lanka
- 058 14 SERICULTURE PROMOTION AND RAW SILK PRODUCTION PROJECT
Mrs Jansuda Watcharayong. Thailand
- 059 15 SOYABEAN PROJECT.
Mr Pornrat Saitongsuk. Thailand

COURSE-05: PROJECT PROPOSALS PRODUCED DURING COURSE-05 [1990-91]

October 22 1990-May 10 1991. India-Thailand-Japan-Korea

- | | | |
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| 060 | 01 | RAJFULBARIA COOP POULTRY PROJECT.
Mr Mohd Nurul Hoque. Bangladesh |
| 061 | 02 | SANHE COOPERATIVE CHICKEN FEED PLANT.
Mr Rong Jun. China |
| 062 | 03 | INTEGRATED CHINESE ONION PROJECT.
Mr Huang Yadong. China |
| 063 | 04 | FRUIT PROCESSING UNIT AT NARKHED.
Mr Ziley Singh. India |
| 064 | 05 | COTTON PROCESSING AND MARKETING PROJECT.
Mr Raj Pal Gaba. India |
| 065 | 06 | RED PEPPER POWDER PLANT PROJECT.
Mr Shin Kie Yup. Republic of Korea |
| 066 | 07 | MEAT PROCESSING MILL.
Mr Kyu Hyun Lee. Republic of Korea |
| 067 | 08 | INTEGRATED SHEEP REARING AND MARKETING PROJECT
Mr Ku Mohammed Rodzi. Malaysia |
| 068 | 09 | COTTON GINNING PRESSING AND OIL EXTRACTION PROJECT
Mr Islam Madni. Pakistan |
| 069 | 10 | SMALL FARMERS INTEGRATED MARKETING COOPERATIVE PROJECT
Ms Amelita Provideo. Philippines |
| 070 | 11 | INTEGRATED PADDY PROCESSING AND MARKETING PROJECT
Ms Edith Susan Valdez. Philippines |
| 071 | 12 | MODERNIZATION OF DESICCATED COCONUT FACTORY PROJECT
Mr M.B.R. Perera. Sri Lanka |
| 072 | 13 | DESICCATED COCONUT PROCESSING FACTORY: MODERNIZATION
PROGRAMME.
Mr C.A.C. Fernando. Sri Lanka |
| 073 | 14 | PROCESSING PLANT FOR FEED MIX MILL PROJECT
Ms Maroum Sutanun. Thailand |
| 074 | 15 | INTEGRATED FARMING PROJECT. Mr Surya Thummavaro. Thailand |

COURSE-06: PROJECT PROPOSALS PRODUCED DURING COURSE-06 [1991-92]

October 21 1991-May 10 1992. India-Thailand-Japan-China

- | | | |
|-----|----|---|
| 075 | 01 | CATTLE-FEED PLANT.
Mr Sudhir Chandra Das. Bangladesh |
|-----|----|---|

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- 076 02 SHANGZHEN CHILI PROCESSING PLANT.
Mr Zhang Guang Lun. China
- 077 03 HUNSHA COOP CLEAN VEGETABLE PROJECT.
Ms Liu Quan. China
- 078 04 SUNFLOWER SEED OIL COOPERATIVE MILL.
Dr Ram Niwas Kundu. India
- 079 05 APPLE CIDER WINE PROCESSING UNIT.
Mr Virinder Singh Sidhu. India
- 080 06 ESTABLISHING A UNIT OF FEED-MILL.
Mr Johny Prilyana. Indonesia
- 081 07 COLD STORAGE PLANT.
Mr Mohd Reza Gramipour. Iran
- 082 08 APPLE JUICE PLANT PROJECT.
Mr Hyun Keun Myung. Republic of Korea
- 083 09 CHOONGNA DAIRY PLANT.
Mr Won Tae Kim. Republic of Korea
- 084 10 PRODUCTION OF BLOCK RUBBER PROJECT.
Mr Rofien Sapiin. Malaysia
- 085 11 DAIRY DEVELOPMENT PROJECT.
Mr Gul Mohammed. Pakistan
- 086 12 VEGETABLE & FRUIT COLLECTION & MARKETING PROJECT
Mr Ananda D. Walisinghe. Sri Lanka
- 087 13 PILOT PROJECT FOR RAISING CATTLE FOR MEAT AND FOR BREEDING
Mr Pronchadin Potiya. Thailand
- 088 14 CAGE FISH RAISING COOPERATIVE PROJECT.
Mr Nguyen Quoc Tuy. Vietnam
- (One project could not be finalised during this training course.)

COURSE-07: PROJECT PROPOSALS PRODUCED DURING COURSE-07 [1992-93]
November 09 1992-May 08 1993. India-Thailand-Japan-Korea

- 089 01 COOPERATIVE FISH CULTURE PROJECT.
Mr Mohd Habibullah. Bangladesh
- 090 02 METHENE GAS GENERATION FROM DISTILLERY AND PAPER MILL EFFLUENT.
Mr I.K. Kadu. India
- 091 03 JAISAF FOOD PRODUCTS PLANT : REVIVAL AND MODERNIZATION PROJECT.
Mr Subhash Singh. India
- 092 04 JAIPUR FRUIT & VEGETABLE COOP RETAIL MARKETING PROJECT
Mr R.S.Jakhar. India

- | | | |
|-----|----|--|
| 093 | 05 | FEED-MILL IN CIWEDEY DISTRICT.
Mr Achmad Kosasih. Indonesia |
| 094 | 06 | ORANGE FRUIT PROCESSING PROJECT.
Mr Morteza Hafezi. Iran |
| 095 | 07 | RICE PROCESSING COMPLEX.
Mr Han Ju Lee. Republic of Korea |
| 096 | 08 | ICE-CREAM SUBSIDIARY COMPANY OF SEOUL DAIRY COOP
Mr Byeong Hak Lee. Republic of Korea |
| 097 | 09 | ESTABLISHING A RIBBED SMOKE SHEET RUBBER FACTORY
Mr Salleh Hj Rehduan. Malaysia |
| 098 | 10 | FRUIT & VEGETABLE PRESERVATION PLANT. MANSEHRA
Mr Syed Maqbool Hussain Shah. Pakistan |
| 099 | 11 | STRAWBOARD PROJECT.
Mr Philmore C. Quilat. Philippines |
| 100 | 12 | DAIRY PLANT IN BADULLA DISTRICT.
Mr A.F.A. Perera. Sri Lanka |
| 101 | 13 | ESTABLISHING A RICE PROCESSING MILL.
Mr A.G.S.M. Banda. Sri Lanka |
| 102 | 14 | RICE MILL PROJECT.
Mrs Amporn Vongsopa. Thailand |
| 103 | 15 | DEVELOPING TRADITIONAL PRODUCTION AS INCOME-GENERATION
Mr Le Van Nuh. Vietnam |

COURSE-08: PROJECT PROPOSALS PRODUCED DURING COURSE-08 [1993-94]

October 20 1993-April 21 1994. India-Sri Lanka-Thailand-Japan

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| 104 | 01 | NARSINGDI COOPERATIVE RICE MILL PROJECT.
Mr Anwaruzzaman. Bangladesh |
| 105 | 02 | SEED PRODUCTION PROGRAMME OF IFFCO.
Dr K.G.Wankhade. India |
| 106 | 03 | PROCESSING OF GRAM (PULSES) AT CHAMPAPUR VILLAGE
Mr Deepak Kumar Saxena. India |
| 107 | 04 | RAISING CATTLE BREEDING BUSINESS SCALE PROJECT
Mr Tanayo Adi. Indonesia |
| 108 | 05 | INTEGRATED DAIRY FARMING BUSINESS PROJECT. Mr Iskandar Mukhlas. Indonesia |
| 109 | 06 | RICE PROCESSING COMPLEX.
Mr Ali Arbabi. Iran |

- 110 07 BUCKWHEAT PROCESSING PROJECT IN PYONGCHANG COUNTY
Mr Do Hwan Woo. Republic of Korea
- 111 08 KWANGJEON DAIRY PLANT PROJECT.
Mr Kwang Seog Song. Republic of Korea
- 112 09 DANAU LUBOK ANTU COOPERATIVE AGRICULTURAL PROJECT
Mr Anthony Samuel. Malaysia
- 113 10 PRODUCTION OF RUBBER PRODUCTS AND RUBBER WOOD
Ms Sein Sein Htay. Myanmar
- 114 11 CATTLE FEED MILL PROJECT.
Mr Tasadduq Hussain. Pakistan
- 115 12 SOUTHERN PIONEER COOP PADDY PROJECT.
Mr H.A. Siripala. Sri Lanka
- 116 13 PINEAPPLE FRUIT PROCESSING & MARKETING PROJECT
Mr K.L. Bandula. Sri Lanka
- 117 14 TAMRIND PRESERVATION PROJECT.
Mr Pratin Boontui. Thailand
- 118 15 MARKETING OF MILK PROJECT.
Ms Phung Thi Ngan Ha. Vietnam

COURSE-09: PROJECT PROPOSALS PRODUCED DURING COURSE-09 [1994-95]
October 17 1994-April 22 1995. India-Indonesia-Japan

- 119 01 MILK CHILLING PLANT.
Mr Md Siddiqur Rahman. Bangladesh
- 120 02 STRENGTHENING AGRICULTURAL COOPS THROUGH DIRECT SUPPLY
OF FERTILIZERS.
Dr D.P. Patra. India
- 121 03 REVAMPING AND MONITORING AND EVALUATION SYSTEM FOR
THE DEVELOPMENT OF PRIMARY AGRICULTURAL COOPERATIVES
Mr K.L. Nalwaya. India
- 122 04 COLD STORAGE PROJECT.
Mr C. Sehar. India
- 123 05 RAISING CATTLE BREEDING BUSINESS SCALE PROJECT
Mr Ayi Suhendi. Indonesia
- 124 06 SIDAT FISH DEVELOPMENT PROJECT IN KLATEN, CENTRAL JAVA
Ms Marleen Erna Dien. Indonesia
- 125 07 INCREASING SCALE OF BUSINESS OF DAIRY COWS PROJECT
Ms Rias Dyahtri Silvana. Indonesia

- 126 08 FLOWER WHOLESALE MARKET PROJECT.
Mr Jong Soo Lee. Republic of Korea
- 127 09 KIMJE MEAT PROCESSING PLANT PROJECT.
Mr Pyeong Woo Min. Rep of Korea
- 128 10 FARM MECHANIZATION PROJECT FOR HIGH YIELD.
Mr Aung Maung. Myanmar
- 129 11 DEVELOPMENT OF SUGARCANE PROJECT. Ms Htay Htay. Myanmar
- 130 12 COCONUT COIR [HUSK] PROCESSING PROJECT.
Mr Rony Farquerabao. Philippines
- 131 13 FARMERS INTEGRATED CONSUMERS MARKETING COOPERATIVE
FOR AGRO-FORESTRY PROJECT.
Mr Eddie B. Lantaca Jr. Philippines
- 132 14 CASSAVA STARCH PROCESSING PROJECT.
Ms Tran Kim Linh. Vietnam
- 133 15 SOYA MILK PROCESSING PROJECT.
Ms Truong Ngoc Oanh. Vietnam

COURSE-10: PROJECT PROPOSALS PRODUCED DURING COURSE-10 [1995-96]
October 18 1995-April 20 1996. India-Malaysia-Japan

- 134 01 GARPARA COOP FISH CULTURE PROJECT.
Mr Md Zillur Rahman, Bangladesh
- 135 02 CATTLE-BREEDING, FATTENING-SLAUGHTERING PROJECT.
Mr Liu Hui, China
- 136 03 DESSICATED COCONUT PROJECT.
Mr George Kuriakose, India
- 137 04 FARM FORESTRY DEVELOPMENT PROJECT.
Mr S.G. Parashar, India
- 138 05 RAISING DAIRY COWS FOR SMALL-HOLDERS.
Mr Andy Satyana, Indonesia
- 139 06 WHOLESALE DISTRIBUTION CENTRE PROJECT.
Mr Dong Young Kim, Korea
- 140 07 CHUNGYANG MILK PROCESSING PROJECT.
Mr Sun Hak Kim, Republic of Korea
- 141 08 RUBBER SEEDLING PROJECT.
Mr Nik Mohd Nabil Mansor, Malaysia
- 142 09 RICE MILL & PROCESSING PROJECT.
Ms Khin Khin Nyunt, Myanmar

- 143 10 POULTRY PROJECT.
Mr Riaz Akhtar, Pakistan
- 144 11 ORGANIC FERTILISER PRODUCTION PROJECT.
Mr Claudio Ofrancia, Philippines
- 145 12 WASTELAND DEVELOPMENT PROJECT.
Mr R.B. Gamini Bandara, Sri Lanka
- 146 13 MARKETING OF ORGANIC FARM PRODUCTS.
Ms Samanthi Ramanayaka, Sri Lanka
- 147 14 HIGH YIELD SEEDS FOR PADDY PROJECT.
Ms Sunee Karndee, Thailand
- 148 15 JUTE PRODUCTION PROJECT.
Mr Pham Minh Duc, Vietnam

COURSE-11: PROJECT PROPOSALS PRODUCED DURING COURSE-11 [1996-97]
November 03 1996-April 20 1997. India-Sri Lanka-Japan

- 149 01 KHAILKUR COOP POULTRY PROJECT.
Mr Nur Mohammad Molla of Bangladesh
- 150 02 PROCESSING OF WILD VEGETABLES IN HALLIN COOPERATIVE
Mr Wang Song Jun of China
- 151 03 NINGBO MEILEMEN SHOPPING CENTRE.
Mr Liu Fei Long of China
- 152 04 SPICE PROCESSING-CUM-PACKAGING UNIT/NAFED-INDIA
Ms Urmil Aneja of India
- 153 05 DAIRY DEVELOPMENT PROJECT IN SRIKAKULAM DISTRICT
Mr M. Rama Gopal of India
- 154 06 ESTABLISHMENT OF VIRGIN CALF SERVICE.
Ms Carolina HK of Indonesia
- 155 07 SENTANG PROJECT IN FELDA-SCHEME VILLAGE AREA
Mr S. Arikrishnan of Malaysia
- 156 08 BRICK-MAKING PLANT PROJECT.
Mr Htin Kyaw Linn of Myanmar
- 157 09 FISH FARMING.
Mr Muhammad Nasir of Pakistan
- 158 10 FORTIFIED NPK ORGANIC FERTILISER MANUFACTURING
Mr Teofilo R. Quintal of the Philippines
- 159 11 LIQUID MILK PASTEURISING AND MARKETING
Mr WMK Samarasinghe of Sri Lanka

- 160 12 MODIFICATION/DEVELOPMENT OF RICE PROCESSING MILL
Mr RKA Sunil Jayasinghe of Sri Lanka
- 161 13 VALIDAMYCIN SOLUTION 3% INSECTICIDES PRODUCTION PROJ
Mr Do Tien Vinh of Vietnam
- 162 14 PROCESSING OF TOMATO.
Ms Hoang Thi Vinh of Vietnam
[Mr Hermaniadi of Indonesia did not produce any project]

COURSE-12: PROJECT PROPOSALS PRODUCED DURING COURSE-12 [1997-98]

October 20 1997-April 23 1998. India-Philippines-Japan

- 163 01 CHANDONA COOPERATIVE FISH CULTURE PROJECT
Kazi Zaihurul Hoque of Bangladesh
- 164 02 HONEY PROCESSING PROJECT IN SANMENXIA CHINA
Mr Gao Mao Lin of China
- 165 03 ALCOHOL PRODUCTION THROUGH PROCESSING OF MAIZE PROJECT
Mr Bai Tao of China
- 166 04 MODERNISATION OF GINNING UNIT PROJECT.
Dr RR Randad of India
- 167 05 CONSTRUCTION OF MINI-DAIRY AT BAGALKOT IN KARNATAKA STATE OF INDIA.
Dr VN Ramakrishna of India
- 168 06 DAIRY-CATTLE FEED MILL IN CENTRAL DAIRY FARMING KPSBU, LEMBANG,
WEST JAVA.
Mr Taryat Ali Nursidik of Indonesia
- 169 07 DEVELOPMENT OF DAIRY BUSINESS FOR FARMER-MEMBERS IN KUD
BAYONGBONG IN WEST JAVA.
Mr Abdurahaman sopa of Indonesia
- 170 08 RUBBERWOOD SAWMILL.
Mr Zahari Mat Amin of Malaysia
- 171 09 NATURAL ORGANIC FERTILISER PRODUCTION PROJECT.
Mr Sein Win of Myanmar
- 172 10 RAWALPINDI/ISLAMABAD COOPERATIVE DAIRY UNION LIMITED PROJECT.
Mr Muhammad Ashraf of Pakistan
- 173 11 COOPERATIVE AGRICULTURAL TRADING PROJECT OF BMPC
Ms Ma Jocelyn P. Espia of the Philippines
- 174 12 ESTABLISHING A MODEL FISHERY COOPERATIVE FEDERATION IN THE BICOL
REGION.
Ms Estrella R. Hernandez of the Philippines

- 175 13 SMALL FARMERS' DEVELOPMENT PROJECT IN BADULLA DISTRICT
Ms Padmini Alahakoon. Sri Lanka
- 176 14 PRODUCTION AND IMPORT-EXPORT OF HANDICRAFTS.
Ms Hoang Que Lan of Vietnam
- 177 15 ESTABLISHING AN EXPORT PROMOTION HOUSE
Ms Pham Thi Thanh Hang of Vietnam

COURSE-13: PROJECT PROPOSALS PRODUCED DURING COURSE-13 [1998-99]
November 16 1998-April 24 1999. India-Nepal-Japan

- 178 01 MILK VITA - POVERTY ALLEVIATION THROUGH DAIRYING
IN RANGPUR AREA.
Mr Mosharraf Hossain, Bangladesh
- 179 02 COTTON SEED PROCESSING MILL.
Mr Huang Xiao, China
- 180 03 RAISING OSTRICH IN QINGDAO AREA.
Mr Xu Guoliang, China
- 181 04 PADDY PROCESSING THROUGH VILLAGE LEVEL COOPERATIVE
INFRASTRUCTURE.
Mr Amar Pal Singh Bhullar, India
- 182 05 PRODUCTION AND MARKETING OF QUALITY SEED THROUGH COOPERATIVES.
Mr Despal Singh Tomar, India
- 183 06 POULTRY BREEDING.
Mr Azhar B. Yunus, Malaysia
- 184 07 SUGAR MILL PROJECT [GEC] MANDALAY.
U Zaw Myint, Myanmar
- 185 08 STRENGTHENING AGRICULTURAL COOPERATIVES THROUGH PROCESSING
AND MARKETING OF AGRICULTURAL PRODUCE.
Mr Ram Bhajan Shah, Nepal
- 186 09 PULSE PROCESSING PLANT.
Mr Umesh Mahaseth, Nepal
- 187 10 POULTRY BREEDING FARM.
Mr Tahir Iqbal Butt, Pakistan
- 188 11 AMALGAMATION OF FEEDMILLING COOPERATIVES IN THE PROVINCE OF
BATANGAS OF THE PHILIPPINES.
Mrs Rufina Salas. Philippines
- 189 12 ENVIRONMENTAL NURSERIES AND MARKETING
Ms Karuna de Silva, Sri Lanka

- 190 13 MARKETING AND PROMOTION OF PASSION FRUIT POWDER
Mr Phanuwat Wanraway, Thailand
- 191 14 PRESERVATION AND DEVELOPMENT OF LACQUER HANDICRAFT
Mr Hoang Chuyen Can, Vietnam
- 192 15 MINI COOP MART DEVELOPMENT PLAN.
Mr Pham Khuong, Vietnam

COURSE-14: PROJECT PROPOSALS PRODUCED DURING COURSE-14 [1999-2000]
November 12 1999-April 22 2000. India-Thailand-Japan

- 193 01 VEGETABLES AND FRUITS PROCESSING FACTORY IN QI DONG COUNTY
Mr Wen Gao Lian of China
- 194 02 THE SILVER BAMBOOSHOOT PROCESSING PROJECT
Mr Cheng Qingxin of China
- 195 03 POST-HARVEST MANAGEMENT & VALUE-ADDITION THROUGH COOPERATIVE
MARKETING AND PROCESSING OF BANANA FOR SUSTAINABLE AND ECO-
NOMIC RURAL DEVELOPMENT.
Mr C.S. Ambekar of India
- 196 04 INTEGRATED INLANDFISHERIES DEVELOPMENT PROJECT IN KERALA
STATE OF INDIA.
Mr Surendra Sehgal of India
- 197 05 SMALL-SCALE TAPIOCA STARCH INDUSTRY PROGRAMME
Ms Indrawati Sinaga of Indonesia
- 198 06 REORGANISATION OF THE MANAGEMENT OF RUBBER SMALLHOLDERS
PLANTATIONS INTO COMMERCIAL ESTATE MANAGEMENT
Mr Wan Zin b Wan Ahmad of Malaysia
- 199 07 EFFECTIVE MICRO-ORGANISM FERMENTED COMPOST PRODUCTION
Mr Ne Linn of Myanmar
- 200 08 AGRICULTURAL AND RURAL DEVELOPMENT PROJECT BY ZWE MARN
AUNG AGRICULTURAL PRODUCERS' COOPERATIVE SOCIETY LIMITED
Mr Aung Zaw Myint of Myanmar
- 201 09 CONVERSION OF RICE-HULL INTO ORGANIC FERTILISER
Ms. Nanette Dumangeng of Philippines
- 202 10 FISH DRYING PROCESSING PLANT.
Ms Jeanelyn B Apolinar of Philippines
- 203 11 TEA NURSERIES AND PLANTATION PROJECT.
Mr P.D. Liyanage of Sri Lanka
- 204 12 MOUNTING PROCESSING BUSINESS.
Mr Wattana Wattanapanee of Thailand

-
- 205 13 MIXED FARMING THROUGH COOP ACTION.
Ms Wasana Boonprasit of Thailand
- 206 14 FRESH WATER ACQUACULTURE PROJECT.
Mr Nguyen Anh Dung of Vietnam
- 207 15 DEVELOPMENT OF LITCHI PRODUCTION AND PROCESSING
Ms. Nguyen Que Anh of Vietnam

COURSE-15: PROJECT PROPOSALS PRODUCED DURING COURSE-15 [2000-2001]

November 16 2000-April 28 2001. India-Malaysia-Japan

- 208 01 BOWAL COOPERATIVE POULTRY AND FISHERY INTEGRATED PROJECT
Mr Babul Kanti Patwari, Bangladesh
- 209 02 COTTON DRIP IRRIGATION STATION DEVELOPMENT PROJECT
Mr Zang Chen Guang, China
- 210 03 GREEN FOODSTUFF TEA MANUFACTURING BASE CONSTRUCTION PROJECT
Mr Li Xuan, China
- 211 04 IRRADIATION PROJECT TO MINIMISE THE POST-HARVEST LOSSES IN
AGRICULTURAL PRODUCE
Mr Arun Kumar Dabral, India
- 212 05 FRUITS AND VEGETABLE PROCESSING PROJECT.
by Mr Vinit K.Verma, India
- 213 06 GROUND DRY CHILLI PROJECT.
Mr Erwin Novianto, Indonesia
- 214 07 MECHANISATION IN OIL PALM – TOWARDS IMPROVING PRODUCTIVITY
Mr Jagathesa Rao, Malaysia
- 215 08 POULTRY FARMING DEVELOPMENT PROJECT.
Ms Yi Yi Win, Myanmar
- 216 09 ONION MARKETING DEVELOPMENT PROJECT.
Mr Ganesh Prasad Koirala, Nepal
- 217 10 POULTRY FEED MILL PROJECT.
Mr Zill-e-Hasnain, Pakistan
- 218 11 FINANCING HOG-RAISING/PRODUCTION PROJECT.
Ms Maria Pineda, Philippines
- 219 12 PANNILPATTU COOPERATIVE TEA FACTORY PROJECT
Ms BA Manoja Priyadarshini, Sri Lanka
- 220 13 DRY LONGAN PROJECT.
Ms Chenchira Wongwaranon, Thailand

- 221 14 DEVELOPMENT OF FARMING IN RURAL MOUNTAINOUS AREAS-COFFEE
Ms Doan Thi Van Anh, Vietnam
- 222 15 ESTABLISHMENT AND DEVELOPMENT OF THE AGRICULTURAL MATERIAL
BUSINESS FOR COOPERATIVES
Mr Nguyen Hung Son, Vietnam

COURSE-16: PROJECT PROPOSALS PRODUCED DURING COURSE-16 [2001-2002]
November 14 2001-April 21 2002. India-Sri Lanka-Japan

- 223 1 Milk Vita Market Expansion through Establishment of UHT Milk Plant,
Mr. Bidyut Kumar Mondal, Bangladesh
- 224 2 KIWI FRUIT JUICE PROCESSING PROJECT
Mr. Li Wenlong, China
- 225 3 THE FARMESR COOP OIL MILL LTD.,PRAVAGADA, TIMKUR DISTRICT, KARNATAKA
Mr Jangamappa, India
- 226 4 INTEGRATED COCONUT PROCESSING.
Mr. A.K Rath, India
- 227 5 PROCESSING DRIED PINEAPPLE SWEETS.
Mr. Apsoro Soewarno, Indonesia
- 228 6 VALUE ADDITION TO AGRICULTURAL PRODUCE THROUGH AGRO PROCESS-
ING IN MYA-THITSA AGRICULTURAL COOPERATIVE LTD.
Mr. Kyaw Tint, Myanmar
- 229 7 COOP MILK PROCESSING PLANT, KASKI, POKHARA, NEPAL.
Mr. Dilli Ram Tiwari, Nepal
- 230 8 MECHANISATION OF HYBRID CORN PRODUCTION OF BONTOC, SOUTHERN
LEYTE.
Mr. Ernesto Aliling, Philippines
- 231 9 NVAKMPCO LIVELIHOOD PROGRAMME TILAPIA PRODUCTION.
Ms. Verlyn G Pascua, Philippines
- 232 10 ESTABLISHING A COOP RICE PROCESSING CENTER IN NORTH
WESTERN PROVINCE
Mr. L.P. Amarakoon, Sri Lanka
- 233 11 MANUFACTURING OF ICE CREAM
Mr. D.D.K.I Arachchi, Sri Lanka
- 234 12 STRENGTHENING MARKETING OF ORGANIC PRODUCT PESTICIDE FREE HOME
THONG BANANAS
Ms. Natcha Klanniem, Thailand
- 235 13 PIG RAISING FOR MEAT
Mr. Phung Khanh Toan, Vietnam

-
- 236 14 TRAINING ON SOLUTION REDUCTION AND AUDITING OF POLLUTION FOR SUSTAINABLE PROMOTION OF TRADITIONAL HANDICRAFT IN VILLAGES OF VIETNAM.
Ms. Lai Ngoc Hoa, Vietnam
- 237 15 VEGETABLE GROWING & MARKETING AT KOT SULTANPUR AREA
Dr. Suhail Saleem, Pakistan

COURSE-17: PROJECT PROPOSALS PRODUCED DURING COURSE-17 [2002-2003]

November 26, 2002-April 19, 2003. India-Thailand-Japan

- 238 1 TANGAIL COOP FOODS LIMITED
Mr. Ibrahim Hossain, Bangladesh
- 239 2 INVESTMENT AND DEVELOPMENT OF CONCENTRATED FEED PROCESSING FACTORY
Ms. Ni Jing, China
- 240 3 INVESTMENT AND DEVELOPMENT OF HAW FLAKES PROCESSING FACTORY
Ms Guo Jing, China
- 241 4 PRODUCTION AND SUPPLY OF QUALITY SEED THROUGH COOPERATIVES
Mr. Yogendra Kumar, India
- 242 5 AN ANALYSIS ABOUT PROCESSING OF OILSEEDS BY NAFED
Mr. P. Sampath, India
- 243 6 PELLET CONCENTRATE FOR DAIRY COWS
Ms. Foura Deviyanti Trisnasih, Indonesia
- 244 7 THE MARINE FISH CAGE CULTURE
Mr Mohamad Azizi b Mohamad Atar, Malaysia
- 245 8 SUGARCANE FARMING
Mr. Harendra Singh Bhumihaar, Nepal
- 246 9 ANIMAL FEED SUPPLEMENT PRODUCTION AND UTILISATION
Ms. Epifania M. Edicto, Philippines
- 247 10 CHICKEN EGG PRODUCTION
Mr. Rene C. Pancho, Philippines
- 248 11 TEA NURSERIES
Mr. ARR Palhiakkara, Sri Lanka
- 249 12 MODIFICATION AND DEVELOPMENT OF POTATO CHIPS UNIT
Mr. Asawin Srithep, Thailand
- 250 13 GAUODERMA LUCIDIUM WINE PROJECT
Ms. Tanapat Kaewnontoon, Thailand

- 251 14 SUSTAINABLE COOPERATIVE DEVELOPMENT THROUGH EFFECTIVE BUSINESS PROMOTION IN THE CURRENT MARKET-ORIENTED ECONOMY IN VIETNAM
Mr. Hoang Van Long, Vietnam
- 252 15 DEVELOPMENT OF BIG LONGAN PRODUCTION AND PROCESSING
Ms. Nguyen Thi Minh Tam, Vietnam
-



PARTICIPANTS

17th ICA-Japan Training Course on
"Strengthening Management of Agricultural Cooperatives in Asia"
India - Thailand - Japan. November 26, 2002 - April 19, 2003



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PREM KUMAR
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The **INTERNATIONAL COOPERATIVE ALLIANCE [ICA]** is an independent non-governmental association that unites, represents and serves the cooperatives worldwide. Founded in London on 18th August 1895, ICA, the largest non-governmental organisation, is headquartered in Geneva. ICA is a member-based organisation with national and international cooperative organisations in over 94 countries. ICA's five Regional Offices in Africa (2), the Americas, Asia/Pacific and Europe, together, serve more than 236 member organisations, including five international organisations, representing well over 760 million individual members around the world.

The ICA Regional Office for Asia and the Pacific [ICA ROAP], one of the five Regional Offices serves 51 national level organisations from 21 countries, and one international organisation [ACCU]. Main activities include: Coordination of cooperative development efforts within the Region and promotion of exchange and experiences; Project identification, formulation and evaluation; Promotion of establishment and development of national cooperative apex organisations; and Organisation of seminars, conferences and technical meetings on specific subjects including support for programmes aimed at the involvement of women and youth in cooperative activities.

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

IDACA The **INSTITUTE FOR THE DEVELOPMENT OF AGRICULTURAL COOPERATION IN ASIA [IDACA]** was established on July 8 1963 by the Central Union of Agricultural Cooperatives of Japan [JA Zenchu], with funds raised from among agricultural cooperatives in Japan and 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 as a part of its international cooperative projects and has assumed the role of a survey and research organisation.

During the last 39 years, the IDACA has trained more than 4000 participants drawn from Agricultural Cooperative Movements and Governments from different countries of Asia, Latin America and Africa. It has active collaboration on technical assistance programmes with the ICA and its Regional Office for Asia and the Pacific.



The **INDIAN FARMERS' FERTILISER COOPERATIVE LIMITED [IFFCO]**, a member-organisation of the International Cooperative Alliance, was registered on November 3, 1967, under the Multi-State Cooperative Societies Act. The IFFCO is owned by 34,420 cooperatives with a paid-up share capital of Indian Rs. 3,739 million.

It operates its Fertiliser Marketing development Institute [FMDI] besides several farmers' training centres and has established specialised professional Chairs in a number of universities and institutions of higher learning and research. It has been responsible for the creation of other organisations e.g., Krishak Bharati Cooperative Limited [KRIBHCO], Cooperative Rural Development Trust [CORDET], Indian Farm Forestry Development Cooperative Limited [IFFDC] etc.



The **INSTITUTE OF RURAL MANAGEMENT, ANAND [IRMA]** was established in 1979 at Anand, Gujarat State, India. Beginning with providing management training and research support to the cooperatives in the dairy sector, its mission engages in teaching, training, research and consultancy. It conducts several well-structured, residential programmes – a two-year post-graduate programme in Rural Management [PRM], Certificate in Rural Management [CRM], and Fellow Programme in Rural Management [FPRM] – for training of young fresh graduates/post graduates as well as in-service

officers and managers of rural organisations, who are looking for a management career with a social purpose.

The IRMA has been able to develop a good working relationship with the ICA Regional Office on cooperative management leadership training and development activities.



The **COOPERATIVE LEAGUE OF THAILAND [CLT]** was established under the Cooperative Society Act of Thailand which was enacted on 7 June 1968. The Act proclaimed that there shall be an institution called the "Cooperative League of Thailand" consisting of members which are cooperative societies, throughout the Kingdom without sharing profit of income. The League has affiliates of 5,610 primary cooperatives with its membership of 8,086,263 household. The CLT represents as a national apex of the Cooperative Movement. It is only organisation dedicated entirely and exclusively to the promotion of Cooperative Movement activities

in the country. The CLT is a member of the ICA.