

2nd ICA-MAFF (Japan) Online Training Course on  
**EMPOWERMENT OF RURAL WOMEN  
FOR IMPROVEMENT OF THEIR  
LEADERSHIP AND BUSINESS  
MANAGEMENT IN ASIA & AFRICA-2021**

*Part-I: 09 – 18 August 2021*

*Part-II: 20 August – 13 September 2021*



## **COURSE REPORT**



International  
Cooperative  
Alliance  
Asia and Pacific

ICA 02659

2nd ICA-MAFF (Japan) Online Training Course on

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Asia and Pacific

9 Aradhana Enclave, R.K. Puram, Sector-13,  
New Delhi-110066, India.

**Report of the 2nd ICA-MAFF (Japan) Online Training Course on  
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LEADERSHIP AND BUSINESS MANAGEMENT IN ASIA & AFRICA-2021**

***Part-I: 09-18 August 2021***  
***Part-II: 20 August-13 September 2021***

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## ***Acronyms***

ASEAN	Association of Southeast Asian Nations
CLMV	Cambodia, Lao PDR, Myanmar, Vietnam
DAMC	Department of Agricultural Marketing and Cooperatives
GAP	Good Agricultural Practices
GDP	Gross Domestic Product
HCA	Home Country Assignment
ICA	International Cooperative Alliance
ICA-AP	International Cooperative Alliance – Asia and Pacific
IDACA	Institute for the Development of Agricultural Cooperatives in Asia
IFFCO	Indian Farmers Fertilizer Cooperative Ltd.
IFFDC	Indian Farm Forestry Development Cooperative
NCUI	National Cooperative Union of India
JA	Japan Agricultural Cooperative
JA-Zenchu	Central Union of Agricultural Cooperatives
JCA	Japan Cooperative Alliance
MAFF	Ministry of Agriculture, Forestry and Fisheries
MOU	Memorandum of Understanding
ODA	Official Development Assistance
R&D	Research and Development
SME	Small and Medium Enterprises
VCD	Value Chain Development
PAC	Primary Agricultural Cooperative
NABARD	National Bank of Agriculture and Rural Development
SF	Small Farmers
KFL	Kribhco Fertilizers Ltd.
MSCS	Multi-State Cooperative Society
FPO	Farmers Producer Organizations
SHGs	Self Help Groups
WCM	World Cooperative Monitor
VLM	Video Learning Material
SEWA	Self Employed Women Association
SE	Social Enterprise
SEP	Sufficiency Economy Philosophy
SDGs	Sustainable Development Goals
BE	Buddhist Era
JMB	Joint Marketing Business
TAC	Team for Agricultural Coordination
AC	Agricultural Cooperative
JICA	Japan International Cooperation Agency
J.A.W.A.	JA Women's Associations
FVC	Food Value Chain
VAMNICOM	Vaikuntha Mehta National Institute of Cooperative Management
WFO	World Farmers Organization
COC	Community Owned Company

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## **COURSE REPORT**

### **SECTION-I**

#### **Executive Summary**

##### **Background**

The ILO in 2019 estimated that rural women comprise one-quarter of the world's population. Rural women also make up 41 per cent of the world's agricultural labour force, a ratio that rises to 49 per cent for low-income countries. They contribute significantly to rural economies as farmers, wage earners, and entrepreneurs. Additionally, they are accountable for the well-being of their family members, which includes food preparation and care for children and the elderly. Rural women's unpaid job, particularly in impoverished households, sometimes includes wood and water collection. Women from indigenous and grassroots groups are frequently also caretakers of traditional knowledge, which is critical for the livelihood, resilience, and culture of their communities. Despite their crucial roles in the rural economy, women face inequalities and challenges that hinder their access to decent work opportunities and improvements to their productivity. Other challenges that women face in the rural economy include lack of information on job availability, as well as opportunities for training and education, limited access to the property, land and financial and non-financial services. In pursuing business activities, the unavailability of mentorship, the lack of awareness about the opportunities, the difficulty in accessing formal financing and poor customer management skills, all because of their structural exclusion leading to lesser experience.

Women's economic empowerment is the capacity of women and men to participate in, contribute to and benefit from growth processes in ways that recognize the value of their contributions, respect their dignity and make it possible to negotiate a fairer distribution of the benefits of growth. Women's economic empowerment increases women's access to economic resources and opportunities including jobs, financial services, property and other productive assets, skills development and market information.

Women collectives are promoting leadership in rural women, which can be considered as social innovation, they are representing an opportunity to create social value, as well as being economic support for their families, generating the development of local economies. In this sense, rural women are motivated to be leaders, agents of change and entrepreneurs in their communities. Promoting and ensuring gender equality, as well as empowering rural women through decent work and productive employment, not only contributes to inclusive and sustainable economic growth but also improves the effectiveness of poverty reduction and food security initiatives.

Establishing long-standing relationships through financial and technical support of women's empowerment and leadership positively affects the quality of life of women and their families. Women's financial independence translates to decision-making power that leads to educational opportunities for their children, as well as better health care and nutrition for the entire family.

Gender equality is a fundamental factor for the socio-economic well-being of all. It has importance in terms of global economic recovery and global development. Yet, despite the gains made so far and the efforts and political commitment of the international community, visible and invisible obstacles

continue to persist that prevent rural women from fully exploiting their capabilities. These barriers equally deny them their right to be recognized as the driver and the main actor in rural development.

Rural women face several constraints. Rural women have limited or no access to natural, infrastructural, technical and financial resources due to both cultural and legal constraints; rural women are not heard since they have no voice, and rural women mainly work in the informal sector and in subsistence agriculture. Consequently, their access to education and basic social services is compromised.

The role of rural women is vital. Rural women not only contribute to feeding the world safely and sustainably but also promote true development and contribute to building peaceful and socially cohesive communities.

## **Introduction**

The International Cooperative Alliance (Alliance) is an independent, non-governmental organisation established in 1895 to unite, represent and serve cooperatives worldwide. The ICA provides a global voice and forum for knowledge, expertise and coordinated action for and about cooperatives. The members of the ICA are international and national cooperative organisations from all sectors of the economy. The ICA has 323 members from over 112 countries, representing close to one billion individuals worldwide. According to the World Coop Monitor 2020 (<http://www.monitor.coop>), the world's top 300 cooperatives generate 2.1 trillion USD in turnover. Cooperatives generate partial or full-time employment for at least 280 million individuals worldwide, either in or within the scope of cooperatives, making up almost 10% of the entire employed population of the G20 countries.

Operating from a global office in Brussels (Belgium), the ICA is organized with four Regional Offices - Europe, Africa, the Americas and Asia-Pacific. The ICA-AP which was inaugurated in India in 1960 takes care of 113 members from 31 countries in the Asia-Pacific region.

## **Training Course**

The Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Government of Japan has chosen the International Cooperative Alliance (ICA) to implement an umbrella Project on “**Capacity Building Project for Farmer’s Organizations to support the development of Food Value Chain in Asia and Africa (CB Project in AA) – in Fiscal Year (FY) 2020 of Japan**” for three years starting from 2020.

Under this Project, the 2nd Training Course on “**Empowerment of Rural Women for Improvement of their Leadership and Business Management in Asia and Africa-2021**” was held “**online**”. Part-I of the Training Course was conducted in collaboration with the Vaikunth Mehta National Institute of Cooperative Management (VAMNICOM), Pune, India, from 09<sup>th</sup> to 18th August 2021 and Part-II in collaboration with the Institute for the Development of Agricultural Cooperation in Asia (IDACA) from August 20 to September 13, 2021. **Due to COVID-19 induced restriction on travel, the course was held online.** The Training Course was funded by the Ministry of Agriculture, Forestry and Fisheries (MAFF), Government of Japan, and implemented by ICA.

## **Objective**

The objective of the training course was to assist the capacity building of leaders of rural women and enhance their business management abilities for more organized activities and participation in agri-business in Asia and Africa.

## **Course Participants**

Fifteen (15) women participants were selected by ICA-AP for the Training Course from the following eleven countries – India, Indonesia, Lao PDR, Nepal, Philippines, Vietnam from Asia and Ghana, Nigeria, Tanzania, Rwanda and Zimbabwe from Africa. A list of participants is placed at Section-X.

## **Home Country Assignments (HCA)**

The selected participants undertook their Home Country Assignments (HCA) for one week (02-08 August) before the actual commencement of the Training Course. They prepared a Job Report in the

format supplied by us. They also prepared a draft Action Plan after discussion with their seniors in the organization on the format supplied by us. The purpose was to write down the ideas for the finalization of the action plan during Part-II of the program based on the experience and knowledge gained during the training course in Part-I and Part-II. This helped them to explain and implement the action plan prepared after the training course for the development of their organizations including social and economic activities to meet the objective of the Training Course.

*The Training Course was divided into two parts, as has been explained below:*

### **Part-I: Conducted by ICA/VAMNICOM, India (online)**

The ten (10) days program, from August 09 to 18, focused on observation of the activities of cooperatives and social institutions in India in collaboration with VAMNICOM, Pune, India.

### **Part-II: Conducted by IDACA, Japan (online)**

Part-II of the Training Course for 25 days (August 20 to September 13, 2021) was conducted online by IDACA. Some of the key subjects covered by IDACA are:

- *Development of Agricultural Cooperatives in Japan;*
- *Women's Associations of Japanese Agricultural Cooperatives;*
- *Rural Women's Entrepreneurship (marketing and local agro-processing);*
- *Women's Participation in Rural Development;*
- *Finalization and Presentation of Action Plans; and*
- *Reporting and Evaluation.*

The draft Action Plan prepared by the participants in their home countries was finalized based on the experience and knowledge gained during the two-part online Training Course and the inputs provided by IDACA officers.

### **Financial Support**

The Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan contributed funds to the 2nd Training Course on "EMPOWERMENT OF RURAL WOMEN FOR IMPROVEMENT OF THEIR LEADERSHIP AND BUSINESS MANAGEMENT IN ASIA & AFRICA-2021", which was followed by a grant for its implementation. The ICA is highly appreciative of the contribution made and grateful to the Government of Japan for this gesture.

### **Acknowledgements**

In the implementation of the 2nd Training Course, the ICA has received full support and cooperation from the Central Union of Agricultural Cooperatives (JA-ZENCHU); Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan; Institute for the Development of Agricultural Cooperation in Asia [IDACA] in Japan; Vaikunth Mehta National Institute of Cooperative Management (VAMNICOM); and other ICA member-organisations in Asia and Africa Regions. The ICA is grateful to its member organisations for their support.

### **Administrative Arrangements**

Mr. Ashok Kumar Taneja, Advisor, ICA-AP, was responsible for the conduct of the 2nd Training Course. The entire Training Course was coordinated and implemented by him for its full duration, under the direction of the ICA Regional Director for Asia and Pacific, Mr. Balasubramanian G. Iyer.

Part-II of the training program was conducted by IDACA under the direction and guidance of Mr. Hirofumi Kobayashi, Executive Director of IDACA. Ms. Eiko Oshita of the Training and Development Group was designated by the IDACA as the Course Coordinator for this part.



## Summary of the Time Table

The following was the summary of the timetable:

<i>Home Country Assignments (HCAs)</i>	:	<i>2nd to 8th August 2021</i>
<i>Part-I: Training Course by VAMNICOM</i>	:	<i>9th to 18th August (online)</i>
<i>Part-II: Training Course by IDACA, Japan</i>	:	<i>20th August to 13th September 2021 (online)</i>



## SECTION-II

### Inauguration of Part-I of the Training Course

Part-I of the Training course on "**Empowerment of Rural Women for improvement of their leadership and Business Management in Asia and Africa-2021**" was organized online by ICA-AP, in collaboration with Vaikunth Mehta National Institute of Cooperative Management (VAMNICOM), Pune, India, between **August 09 & 18, 2021**. 13 participants from Asia & Africa attended the program. The objective of the training course was to build the capacity of women leaders and enhance their business management abilities.

The training program was implemented by the ICA-AP with the collaboration of the Vaikunth Mehta National Institute of Cooperative Management (VAMNICOM). The Training Course was funded by the Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Government of Japan.

The Opening Ceremony of Part-I of the Training course was attended online by Mr. Hirofumi Kobayashi, Executive Director, IDACA, Mr. Balu Iyer, Regional Director, ICA-AP, Dr. Hema Yadav, Director, VAMNICOM, representatives of nominating organizations and Resource Persons, in addition to all the participants. Mr. A.K. Taneja of ICA-AP was the coordinator of this program.

The program started with the welcome speech **Dr. Manisha Paliwal, Professor, VAMNICOM**, wherein she welcomed all the participants, key speakers and chairpersons to the training program.

Dr. Paliwal highlighted that ICA has collaborated with VAMNICOM for conducting Part-1 of the training programme which will conclude on 18th August 2021 with the key objective to build the capacity of rural women for a leadership role in agri-business and entrepreneurship and to enhance their business management abilities for more organized activities and participation in agribusiness in Asia and African countries. She also informed that Part-1 of the training programme is designed and conceptualized under the guidance of Dr. Hema Yadav, Director, VAMNICOM and Mr. Balu Iyer, Regional Director, ICA-AP. The program of Part-I consists of 14 sessions wherein prominent Women Collectives, Self-help groups, banking, artisans, handicrafts and FPO's in India are invited to present their journey and share their best practices and challenges.

**Mr. Ashok Kumar Taneja, Advisor, ICA-AP**, welcomed all the participants. He highlighted that the programme is offered by ICA to its member organisations in Asia and African countries and is financially supported by the Ministry of Agriculture, Forestry and Fisheries, Government of Japan. Further, he focussed on the constraints that rural women face with regards to lack of infrastructure, technical and financial resources.

Mr. Taneja requested the participants to introduce themselves and share a few words about their work.

In her address, **Dr. Hema Yadav, Director, VAMNICOM**, shared her experience with curating the online course and briefly introduced the participants to the program topics and the resource persons. She encouraged the participants to interact with the resources person and use this platform as a source of cross-culture sharing and learning. Dr. Yadav also thanked ICA and MAFF (Japan) for bestowing VAMNICOM with this opportunity.

In his opening remarks, **Mr Hirofumi Kobayashi, Executive Director, IDACA** welcomed the participants and appreciated having an exchange of words before they organise the latter part of the training course. He expressed that they were obliged to organise an online program due to the Covid 19 restrictions. He further mentioned that they have developed many video articles to share with the participants the best practices of the cooperative movement in Japan. He hopes that by the end of the training course, all will have something important that they might have learnt to share with their community. This will be a clue to survive in such a critical situation of the Covid-19.

**Mr. Balu Iyer, Regional Director, ICA-AP**, in his inaugural speech spoke about the need to uplift rural women and the role cooperatives play in improving the leadership and management skills amongst the rural women. He mentioned that the covid 19 pandemic affected rural women the most. However, he

hopes that moving forward from this phase, the cooperatives can transform them. He mentioned to the participants that the training course is a tremendous platform for multi-cultural sharing, and experience sharing. Mr. Iyer welcomed the participants to the program and thanked VAMNICOM for its efforts in hosting the training program.

The inauguration ceremony ended with a vote of thanks by Dr. Manisha Paliwal.

Followed by the inaugural ceremony, a 15 minutes ice-breaking session was conducted with the participants, wherein the participants were asked to share their expectations from the course.

After the ice-breaking session, presentations on the Field Study Visits were taken up by the Resource Persons, as follows. The presentations included video/documentary on the subject, lecture and question & answer session.



## SECTION-III

### Online Presentations on Field Study Visits in India

#### 1. **Livelihood Creation and Micro-enterprise Management: Learning of Project Sakhi by Manjari Foundation** – by Mr. Sanjay Sharma, Executive Director, Manjari Foundation

Mr. Sanjay Sharma started the session by introducing the Manjari Foundation. The foundation is based in Rajasthan and Uttarakhand with outreach to 64,750 rural families through promoting 5,910 Self-help groups and 22 Federations in 715 villages in 8 districts. Their vision is to empower women from marginalized communities, both socially and economically, so that they become the catalysts of change, not only in their own lives but also for their families and the entire community. The organisation's goal is the promotion of livelihoods around the local resource base, and the promotion of women institutions for development initiatives. The foundation is also committed to empowering women from marginalized communities, so they live their life with dignity and respect. Their initiatives focus on improving the knowledge, skills, self-esteem and leadership of women from marginalized communities, for their social, communal and economic empowerment. They envision collectives and groups as the driver of change can address the issues of injustice and inequalities widespread in society. They believe that when women from marginalized communities are organized into collectives, these could bring changes in shared values, beliefs, norms and behaviour. Therefore, the organisation wants to equip resource-poor women with knowledge and skills to form collectives, which would help them occupy their position as equals in society and enable them to enjoy full citizenship.

Mr. Sharma further spoke in detail about their Micro-enterprise development project. The project is promoting micro-enterprises in the rural vicinity for providing markets access to rural products. The foundation is developing a value chain of Honey, Dairy, Spices, Pulses, Oils and textile products. All the products are being processed, packaged and developed by the rural SHG women in the local areas. They have also developed e-Commerce platforms for sales as [www.katori.co.in](http://www.katori.co.in) and [www.upaya.co.in](http://www.upaya.co.in) and also developing B2B, B2C & HoReCa channels through teams of marketing and sales professionals. They have promoted 4 FPOs & AoPs by engaging 5000 SHG women in the production, processing and packaging and enhanced their capacities. Rural SHGs women are getting sustainable livelihood from our promoted Micro Enterprises and living their lives with dignity and confidence.

Throughout his session, he stressed the idea of creating programs for long term engagement in the community. Empowering women by providing them with the opportunities they need, by supporting them and by facilitating an ecosystem centred around their needs. This, in turn, boosts their confidence in the women involved.

The session ended with a question and answer round, wherein the participants asked questions regarding the issues and challenges they face with the implementation of women-owned micro-enterprises. The author suggested that it is important to understand the needs of women, identifying their needs and issue is the first step towards the inclusivity of women. The solutions to their problem are always in the community, it is the lack of resources that is the major challenge. He further mentioned that SHGs are a great tool for combating financial constraints faced by marginal women. Providing an improved package of practices are a cost-effective way for agricultural cooperatives to develop, relying on indigenous activities can help overcome the financial constraints faced by women and farmers. He ended the session by talking about the Manajari Foundations Covid Relief Work, the foundation used its resources to provide medical facilities and ration kits to the community members. The Manjari women also actively involved themselves in mask making, which provided income for several women up to Rs. 29-30k.

The session ended with a vote of thanks by the participants.

#### 2. **The Story of Jaipur Rugs Foundation: Rural Women Entrepreneurs. (Bunkar Sakhi and Katwari Sakhi Training Programs, Grassroots Leadership Development for Rural Women)** by Jaipur Rugs Foundation – by Ms. Parul Kavia, Asst. Manager, Jaipur Rugs Foundation

Ms Parul Kavia started the session by introducing the organisation to the participants. She briefly spoke about the history of Jaipur Rugs. The Jaipur Rugs Foundation began as a simple dream, to make the lives behind hand-crafted rugs have the opportunity to live and work as dignified individuals, and to

revive the 2500-year-old craft of rug weaving. In 2004, Jaipur Rugs Foundation was established to work with artisans to enhance their artisanal skills and design sense, as well as to inculcate the spirit of entrepreneurship. She spoke about the challenges weavers and artisans face due to the lack of understanding of quality, design, processes of technology. Some of the challenges include weavers belonging to "untouchable caste", lack of access to upskilling and relevant growth opportunities for women etc. The foundation strives to tackle these challenges by providing women with Doorstep Entrepreneurship Programs.

She further spoke about the two major entrepreneurship programs, the Grassroots Leadership Development and the Bunkar Sakhi and Katwari Sakhi Training Programs. Both of these programs derive self-sustenance and improved standard of living through carpet weaving.

The grassroots leadership development program identifies individuals with an ability to find creative solutions and nurture others, while also promoting all the necessary skills for all to become independent in their own way. Going beyond wages, artisans are educated on the entire carpet supply chain, customers, waste reduction and company description, alongside skill mastery of their art, people skills, promoting the values that help their communities grow and learning how to take greater responsibility changing their future. Confidence is the key here. Most rural women have spent most of their time doing chores, so building confidence is the primary challenge. Once confidence is instilled, the artisans take new challenges readily and spark change to the gender imbalances in their society.

In the Bunkar Sakhi and Katwari Sakhi Training Program, artisans who are the best craftswomen in their communities and can guide, leaders within their community and also have the desire to reach new heights, hone their skills in this training program. They become community mobilisers, check, maintain and improve the quality of work being done in the areas they supervise, but most importantly, go beyond the call of work responsibility in helping others nurture their potential, balance their work and homes and even look after their overall well-being and families.

Ms Parul then shared stories of artisans of JRF, one of which is Prem Devi, who is a Bhunkar Sakhi (weaver's companion). Her work was represented in the New York Fashion Week. The next artisan she spoke about was Bimla Devi, who was awarded the biggest design award there is, the German Design Award. She competed with over 5,000 applicants from 56 countries and 40+ award categories.

The session ended with a vote of thanks by the participants.

### **3. Work done by SEWA for Women Empowerment – by Ms Veena Sharma, Capacity Building Coordinator, SEWA Cooperative Federation, Ahmedabad, India**

Ms Veena Sharma spoke about the agenda of the session, wherein she shared the outline of her presentation. Her session focused on understanding cooperatives and women empowerment through cooperatives. She began by sharing SEWA's work. SEWA is a membership-based organisation, founded in 1972 by Ela Bhatt. SEWA is a national union of 1.8 million informal women workers in 18 states of India. Their goal is Self-Reliance and Full Employment. To achieve its goals of Full-Employment and Self-Reliance for its members and to facilitate representation, economic empowerment, collective strength and the increased bargaining power of its members, SEWA follows an integrated approach of Organizing for collective strength, capacity building to stand firm in a competitive market, capital formation for risk mitigation and fight poverty and social security to enhance well-being and productivity. This is done through the strategy of struggle and development. The struggle is against the many constraints and limitations imposed on them by society and the economy, while development activities strengthen women's bargaining power and offer them new alternatives. Practically, the strategy is carried out through the joint action of unions and cooperatives.

The organisation supports its women by building their capacities – technical, entrepreneurial, managerial and soft skills and in developing their own economic organisations – where members themselves are owners and managers of their own enterprises. Their approach is that the foundation for the development of women is stronger if it is built on four core pillars of Organizing, capacity building, capital formation and building women's own enterprises. On these lines, SEWA has facilitated organizing its members into their own 4813 SHGs, 160 cooperatives, 15 economic federations and 3 producer companies. They also believe women need to have equal access to the '3 Es' that unlock economic opportunity – Education, Employment and Entrepreneurship.

The replication and the upscaling are done by SEWA in affiliation with various stakeholders such as Governments – State, National and International, SAARC, National and International Trade Unions, Multi-Lateral Organizations etc. On these lines, SEWA has worked towards strengthening the livelihoods of poor self-employed women workers in 7 South-Asian countries viz Afghanistan, Pakistan, Sri Lanka, Nepal, Myanmar, Bhutan and Bangladesh.

Ms. Veena Sharma concluded the session by sharing a case study of Megha Mandali and its success story. The session ended with a vote of thanks by the participants.

#### **4. Market Linkage for Women Artisans & Producers – by Smita Mankad, Director, Women on Wings Foundation**

The main objective of the session was to discuss challenges and opportunities in connecting women artists and artisans to mainstreams models and organisation structure. The speaker brought in her vast experience from Artisans Micro Finance and Creative Dignity and discussed various marketing and organisational models for connecting women artisans to the market.

Ms Smita Mankad started off by speaking about various models and forms of organisations in which she majorly discussed the process of Community Owned Company, Social Enterprise and Voluntary Organisations.

The Fabindia Model - a community-owned company, Links traditional, craft-based rural producers to modern urban markets, and India's largest private retail platform for such products. It is a profitable retail platform for products created using hand-based processes. It has over 18 Community Owned Companies, 1000 vendors & suppliers across India, working with 80,000+ artisans across the country, 23,000+ artisan shareholders across the COCs. Artisans are equity shareholders in the COCs, thereby going beyond the buyer-seller relationship and sharing profits through Dividends, Capital Appreciation and Asset Liquidity. She further explained their supply chain structure and their shareholding patterns.

They provide support to artisans by giving them training on quality control and logistics etc.

She further discussed the women on wings value chain model, wherein the organisation identifies market needs and trends, Procurement enterprise resource planning, and further looks into production, sales and distribution. The organisation also provides, a platform to connect, create a network and community forum where knowledge and best practices can be shared.

The speaker shared a video on the Women on Wings Foundation explaining its work and approach. While answering the questions asked by the participants, she stressed the importance of networking, individually and with various organisations. In order to encourage women to participate, it is important to identify their needs and understand what one has to offer. There is no one size fits all, organisations must align their goals with the need of the community and create a working model which works for them. The session closed with a vote of thanks by Dr Hema Yadav and the participants.

#### **5. A first of its kind, women-centred network of Barefoot College and the success of Tilonia's women artisans, Hatheli Bazar and Solar Engineers – by Mr. Ramnivas, Head of Communication Team, Barefoot College Tilonia**

The speaker, Mr. Ramnivas delivered his session on the success of Barefoot College and women artisans associated with the organisation. He started by sharing a video on the college, its inception and its approach. Barefoot College follows the Gandhian approach, since its inception, it has aimed to work with marginalized, exploited, and impoverished rural poor, living less than the minimum wage and lift them over the poverty line with dignity and self-respect. The College has adopted the Gandhian ideas into its lifestyle and work ethics, holding it true and relevant universally even in the 21st Century. The College has applied rural traditional knowledge and skills to build homes for the homeless, collect rainwater in rural schools and communities where potable water sources are scarce, as well as to spread socio-economic messages at the grassroots level through puppetry. Only technologies that can be understood and controlled by rural communities have been introduced to improve the quality of life of the poor.

Questions around the challenges faced by the organisation, encouragement and involvement of women artisans and collaborative opportunities with the organisation were raised. In answering these questions, the session created a space for discussion. The women in rural India have very little freedom. The



community is very rigid in its outlook is especially so towards its women and girls. The Barefoot College began the women's development program to facilitate collective and direct action for change. Women's issues included organizing for better wages, legal rights, as well as family planning and other health concerns were the focus of initial efforts. It has contributed largely to women's development in Rajasthan. The organisation has conducted various skill development activities and courses with marginalised women and encouraged them to become doctors, teachers artists etc. Mr. Ramnivas explained some of the challenges they faced while involving women in their programs were related to social stigma around women and the traditional patriarchal power structure.

Further to this, the speaker explained that the word "Barefoot" is symbolic of the recognition, respect, and importance the College gives to the collective knowledge and skill that the poor have; By calling it 'barefoot' they want to give its application a unique category of its own that is superior, sophisticated, and enduring. Far more valuable than any other paper qualification.

Since the speaker delivered his session in Hindi, the session was translated to the participants by Dr Manisha Paliwal and a fellow Indian participant. However, it did help make the session more interactive. Participants were very keen and intrigued by the work of Barefoot College. The session ended with a vote of thanks to the speaker by Dr. Paliwal and the participants.

**6. Kasturi Digital Learning: A Foundation of Feminine Leadership by Kasturi Foundation – by Dr Manjushaa Kadam , National Head, Kasturi Foundation**

Dr Manjushaa Kadam started the session by introducing herself and the Foundation. Kasturi is born out of the need to enhance the connection between producers and consumers of the food business. Kasturi is an initiative of Tata Chemicals Society for Rural Development launched in 2017. Kasturi is a feminine network of producers for consumers by service providers. It facilitates women enterprises across the value chain of the food sector. This includes collectives of farmers (FPOs, NGOs & SHGs), service providers (educators, suppliers, channel partners, food processors, funders, technology providers and volunteers) and consumers. Kasturi process (S.E.L.F.) starts with helping women see their unique strengths, followed by providing them opportunities to express their unique offerings and finally, coaching them to Lead their unique opportunities to Fulfil the common vision of Healthy Food for All. This process is facilitated by Kasturi directly and also indirectly in partnership with its institutional partners. The Foundation has a 3-step process of serving women agri-entrepreneurs. Firstly, they focus is on facilitating Women Agri-entrepreneurs Kasturi Flagship Training for women agri-entrepreneurs in 3 modules, like Discovery of Self Leadership, Optimising Family Partnerships and Exploring Stakeholder Collaborations including customers. Secondly, developing women facilitators in the community-Training Trainers from chosen participants of Kasturi Flagship training. The final step focuses on providing Women-Led Networks - Providing learning and development networks and Networking opportunities to the trainers for need-based support to women agri-entrepreneurs.

The Foundation also provides soft skills programs impacting business development. The foundation has 15 value chain segments for strategic partnerships, starting from farmers to FPOs, SHGs, Agri logistics, consumer organisation, capitalist, venture and representatives from state government and NGOs etc.

She then spoke about Kasturi's Digital journey, which due to the covid 19 pandemic has been moved completely to online platforms. The digital learning content provided at Kasturi is based on the foundation of Feminine Leadership – a powerful, emergent body of work that is gaining ground around the world. The content seeks to turn the learner, the Kalyani, within herself to access the best of her potential. Towards this end, proven processes and tools drawn from a treasure of sources including conscious leadership, emotional competence, neuro-linguistic programming, appreciative inquiry, non-violent communication, etc. have been brought together. These are woven into short micro-learning modules followed by reflective exercises for the learner to deepen her learning and application, particularly in the context of agri-enterprise. The outreach of this journey has expanded to 10,000 direct and indirect beneficiaries.

The session concluded with a few questions from the participants regarding the challenges faced during the introduction of digital platforms and how women are able to process and adapt to new technologies, the internet and smartphone. The speaker responded by mentioning that the foundation conducted several webinars and demonstrated field trips to various states to share success stories and motivate women. With the help of Tata Samarpan, they taught technical courses and soft skills to women to

increase entrepreneurship skills and productivity. The session ended with a vote of thanks by the participant.

#### **7. Experience in Women Leadership in Business – by Ms Priya Mehta, Haveli - The Art Store**

The session started with a brief about speaker Priya Mehta and her organisation, Haveli. The organisation supports local artisans and women artists from marginalised communities. The art store purchases handmade artefacts and designs artisans and showcases them at exhibitions. The business started in 1998, wherein the speaker mentions not having enough training or expertise in management and operations. Her motivation behind this was to showcase the art of Rajasthan and support local artists. She further added that being a woman in a leadership role brought its own challenges, however, the business has grown immensely since then.

Ms Priya then discussed certain elements, from experience that played an important role. She stressed the importance of staff excellence. One of the main reasons for the growth of Haveli stores is the involvement of staff in the activities. The ownership and responsibility of work must be instilled in the staff, and they should share the same vision. She further spoke about the importance of customer relations, honest practices, open pricing and customer confidence. Product Flexibility is very crucial, even though the purpose was to promote the art in Rajasthan and source the art locally, she realised it was important to change as per customer demand. However, she stayed true to her roots and avoided mass production of handicrafts and aligned her vision to support the local artisans.

One of the reasons for the growth of Haveli was Profit, it is supposed to be the reason for the existence of the business. However, that can't be the only reason, sharing a common goal, ethics and responsibility towards one's customers and employees are equally viable. Lastly, she spoke about, sourcing art by visiting workshops, factories and home-based artisan, she reaches out to various artists from different states and tribal cooperatives. She ended the session by sharing that, taking risks, sourcing and stocking as per the trend and market demand has helped her grow her business. She shared more of her experience, challenges growing up, she shared that her mother was her motivation to start her business.

In the next part of the session, participants were open to share their thoughts and ask questions. Some of the questions asked by the participants include the challenge of being a women business owner, the future plans of the Haveli store, some challenges around having a women-centric team. She ended the session by sharing that, never start a business on impulse, before starting the business it is important to plan for everything, strategy, investment, establishment, plans and risks. Planning for 1000 days, so one knows they are really invested in their business.

The session concluded with some insights, from Dr Hema Yadav, briefly about women empowerment and struggles, the need for women to believe in themselves. The session ended with a vote of thanks from the participants.

#### **8. Mann Deshi Mahiia Sahakari Bank: A Bank for the Women and by the Women – by Ms. Rekha Kulkarni, CEO, Mann Deshi Bank and Devika Mahadevan**

The session started with an introductory video, followed by which the speakers Rekha Kulkarni and Devika Mahadevan introduced themselves. The speakers spoke mostly about the Mann Deshi Bank's Banking Technology and their role in equipping women to use the technology. The bank's mission is to provide women in the drought-prone area of western Maharashtra with the tools necessary for achieving financial independence and self-sufficiency. They believe that the financial empowerment of women will hasten the growth and development of rural India, thereby creating a better life for future generations. Their experience has shown that when women control the household finances, more money is spent on children, education, healthcare, and other important domestic items. Mann Deshi's highest priority is the clients. They aim to improve the lives of women holistically, by providing a unique and innovative combination of financial and non-financial services. Currently, the bank has 30,896 members and 8 branches across Maharashtra.

Their entrepreneurship development model work in collaboration with their sister organisation, Mann Deshi Foundation. Wherein the Foundation focuses on providing skill development and mentorship programs and on the other hand the banks provide financial support services like business loans etc. The speaker further added that the bank provides facilities like Rupay Debit Cards and Mobile banking app for regular transactions and also a mobile collection app for the members to use. They also have 7

ATM machines, and provide all advanced features to their members like E-statement on email, transaction facilities etc.

Following this the speaker focus on their Covid relief work, During the Covid-19 pandemic, Mann Deshi Foundation provided a flood relief package for 15,000 vulnerable families. Each kit included Rs. 500 worth of essential food items such as rice, pulse, tea, spices as well as safety and hygiene essentials. During Covid-19 first wave a good number of women's businesses were affected badly particularly those who run their business in on-street and weekly markets. After waning of covid-19 1st wave we developed a dedicated loan product for these women up to Rs.10k to help them realign their business. They have been conducting a vaccination drive reaching about 10,000 people.

The session was then opened for questions from participants. The questions asked were related to the budget for running the bank's activities and loans, the support from government funds, payment schedule options for women to rebuild the loan, collateral accepted and mostly the support provided to receive a loan during the pandemic situation.

The session ended with a vote of thanks by the participants.

#### **9. Linking Women's Cooperatives to Community Exchange – by Ms Namita Pandey, Program Leader, SRIJAN**

The session began with an introduction of the speaker, Ms Namita Pandey. She started by speaking about her journey to SRIJAN. It is a grassroots implementation and support agency committed to promoting Sustainable and Self-Reliant Models of Rural Development. SRIJAN was founded in 1997 by Ved Arya to make a difference in the lives of the rural poor through direct action. An opportunity to meet and observe the Gandhian way of life of Baba Amte and his wife Sadhna Amte. The organisation works on the ground starts with building community institutions like Self-help Groups, Women Producer Groups or Village Level Collection Centres. These institutions constitute large platforms like Women Federations or Farmer Producer Organizations. The core strategy to work with these institutions is to build leadership in them and provide capacity building support for managing the institutions. There are structured training programs for the community leaders at various intervals and phases of the institutions - forming, norming and storming. These training programs are customised for the need and nature of the institution - fair-pricing mechanisms.

The organisation also demonstrates the most farmer-friendly technology in the villages and then trains farmers to use that. Dairy technology was one of the first when milk testing, chilling, packaging was done in Rajasthan. Fruit processing and aseptic processing of custard apple pulp is a flagship technology SRIJAN promotes in tribal pockets of Rajasthan, Chhattisgarh, Madhya Pradesh, and Telangana. They have promoted 7 farmer producer companies (FPCs). FPCs collect aggregate, process and sell the produce in bulk, which enables a small farmer to realise fair prices through fair market practices. FPCs add value to the local produce and make it a marketable product such as fruit pulp to be used in the ice-cream industry or millets for retail sales. SRIJAN's efforts towards access to market has benefitted more than 45,000 small marginal farmers through aggregation and processing of various commodities like Soybean, Milk, Pomegranate, Organic Fruits, non-timber forest produce (NTFP)- custard apple, Indian blackberries, Chironji, and the forest grown Mango. In order for making things less difficult for the farmers, the organisation uses two main approaches- a) add value to the produce by minimal processing or primary level processing, b) create infrastructure to support marketing initiatives by promoting aggregation centres in the villages. Further, they provide end-to-end support to the farmers to engage in the marketing works- starting from primary aggregation centres to processing centres and promotion of cooperatives, farmer groups and farmer producer organizations. SRIJAN builds a cadre of community professionals around market expertise. These workers engage with the community and promote collective marketing, grading, sorting and processing methods to ensure marketable quality and quantity.

The session concluded with a question-and-answer round. Questions related to the appropriate implementation of programs and challenges faced by the organisation were asked. The speaker kindly responded to them mentioning that, conducting exposure visits and field demonstrations always help gain the trust of women and farmers. The designing of the program around the women and their challenges helps with better implementation of the program; it is crucial to share a common goal to encourage economic empowerment of women at the grass-root level.

The session ended with a vote of thanks by the participants.

**10. Empowering SHGS And Collectives – Learnings From Health & Nutrition, Livelihoods, Social Entitlements & Financial Inclusion Interventions – by Mr. Alkesh Wadhvani, Director, Poverty Alleviation, Bill and Melinda Gates Foundation, India**

The speaker started the session by introducing the organisation and explaining its core work. The Foundation, with the goal of improving the lives of millions of Indian people, work in collaboration with the Indian government and other partners on various issues, from health care and sanitation to gender equality, agricultural development, and financial empowerment of the most vulnerable populations. They align all of their efforts with the objectives of the Indian government, including the country's ambitious targets under the United Nations Sustainable Development Goals (SDGs). In addition to working with the central and state governments, they partner with community groups, non-profit organizations, academic institutions, the private sector, and development organizations. Their areas of focus in health care include maternal and newborn health, nutrition, family planning, and the control of infectious diseases such as tuberculosis, lymphatic filariasis, and visceral leishmaniasis. The Foundation believes that spurring innovation is key to solving these and other persistent health challenges. They work with partners to help develop innovative solutions that improve the quality and coverage of services in priority states, particularly Bihar and Uttar Pradesh. They also work in Tamil Nadu, Andhra Pradesh, Odisha, and Maharashtra, where the Foundation supports programs in sanitation, agricultural development, gender equality, and digital financial inclusion.

They also support programs aimed at increasing women's earning power and ability to control their own income. Women farmers comprise about half of the agricultural labour force in low-income countries, but they struggle to earn a fair income. Their partner organisations help them connect with markets, increase their earnings, and make financial decisions. We also test and evaluate the most effective ways to expand women's financial inclusion so they have access to the tools and services they need to manage their money. In partnership with governments in eight countries, they seek to ensure that more women receive digitized social payments deposited directly into their own bank accounts.

The session was closed with a question-and-answer round, questions related to organisations work structure, market ecosystems and challenges during the covid pandemic were raised. The session ended with a vote of thanks by the participants.

**11. Women Empowerment and Innovation by World Resources Institute, India – by Ms. Kavita Sharma, Manager, Sustainable Landscapes and Restoration**

The session started with the introduction of the speaker, Ms Kavita Sharma. Ms Kavita started her session by explaining her session plan. The objective of the session was to highlight the work of entrepreneurs across the globe working on land restoration projects, and the role of WRI to support women entrepreneurs and encourage them for scaling up their ideas and ventures. Throughout her session, the speaker used several videos and testimonials by women entrepreneurs and their work supported by WRI.

In 2019, World Resources Institute India (WRI India) and Sangam Ventures launched the Land Accelerator, the world's first accelerator program targeted specifically toward South Asian businesses that restore degraded forests and farmland. The program provides South Asian entrepreneurs with mentorship and networking opportunities, technical training and workshops to build their storytelling and pitching skills. Participants leave the program more empowered to connect with potential investors so they can take their business to the next stage of growth. The businesses that graduated from the program have created 360 jobs, restored 54,800 hectares of land, engaged 66,900 small and marginal farmers and planted nearly 500,000 trees.

The Land Accelerator project, through its online and in-person boot camps and personalized mentorship, empowers entrepreneurs to pitch impact investors and sell their products more effectively. By fostering entrepreneurship, this first-of-its-kind program provides a cost-effective approach to restore — and develop — rural areas around the world. This valuable network of business and investment opportunities can also help accelerate restoration across its target regions of Africa, Latin America and South Asia. And the network is growing: More than 1,600 inspiring entrepreneurs have already applied to the Land Accelerator. Further to this, the speaker shared examples and success stories of women in the organisation. These women had developed a successful value chain from bioproducts and bamboo products.

The session closed an interactive conversation, the speaker thanked ICA and VAMNICOM for the opportunity and also thanked Dr Hema Yadav. The session ended with a vote of thanks from the participants.

**12. Connecting FPO to Superfoods - by Ms Deepa Prakash, Food Technician Chiya Seeds-Bangalore**

Ms Deepa Prakash started the session by introducing herself and her work. This was an experience sharing session. She mainly spoke about soil advancement technology, green nanotechnology, and community farming. The journey of the organisation began as a service facilitator for the needy downtrodden people, particularly for the farmers and the rural entrepreneurs. Further, the organisation branched into various business verticals such as research and product development, banking business, trading, consultancy services and much more. Furthermore, the organisation has been associated with farmers since its inception. However, the major concern is to provide proper marketing support for their produces. Therefore, the organisation took initiatives for building up the rural marketing network and expanded its marketing network. Now, gradually the organisation has expanded its marketing network among the rural primary cooperative societies for purchasing agricultural produces from the farmers directly, such as Cocoa beans, Coconut, Palmarosa, Teff, Agarwood, Gumlac, Dragon Fruit, Premium Spices and more.

The speaker then spoke about hybrid fertilizer technology. The integration of a set of microbes that can provide all essential services blended with commonly used organic/chemical fertilizers –optimizing agricultural conditions. The session was closed with a couple of questions from participants and a vote of thanks.

**13. Kudumbashree: The livelihood development model of the Government of Kerala – by Ms. Arya Raj, Thematic Anchor, Enterprises, Kudumbashree National Resource Organisation**

The speaker started the session by introducing the organization, the meaning behind the name Kudumbashree, which means Prosperity of family. Kudumbashree is the poverty eradication and women empowerment program implemented by the State Poverty Eradication Mission (SPEM) of the Government of Kerala. Kudumbashree was set up in 1997 following the recommendations of a three-member Task Force appointed by the State government. Its formation was in the context of the devolution of powers to the Panchayat Raj Institutions (PRIs) in Kerala, and the Peoples' Plan Campaign, which attempted to draw up the Ninth Plan of the local governments from below through the PRIs.

Kudumbashree has a three-tier structure for its women community network, with Neighbourhood Groups (NHGs) at the lowest level, Area Development Societies (ADS) at the middle level, and Community Development Societies (CDS) at the local government level. The community structure that Kudumbashree accepted is the one that evolved from the experiments in Alappuzha Municipality and Malappuram in the early 1990s. Kudumbashree community network was extended to cover the entire State in three phases during 2000-2002. The Kudumbashree network by 31st March 2021 had 2,90,723 NHGs affiliated to 19,489 ADSs and 1064 CDSs with a total membership of 45,44,834 women. Kudumbashree membership is open to all adult women, limited to one membership per family.

Around 45 Lakh families are supported with an amount of 21000 Crore under thrift and credit and 20,000 Crore amount under Bank Linkage Program. Micro Enterprise promotion and development is one of the significant strategies of Kudumbashree Mission to facilitate economic empowerment of the poor. The Mission developed specific strategies analyzing the requirements of enterprises. This constitutes pieces of training, partial financial support marketing support and handholding support to the enterprises. These kinds of supports are applicable for both existing micro- enterprises and new ones.

The role of micro-enterprises in rural development and women empowerment has widely been recognized the world over, Kudumbashree views ME as an opportunity for providing gainful employment to the people and thereby improving their income and living standards. As per the data more than 15,000 non-farm based micro-enterprises are spread across the state. In this context, it is important to Geo-tag and Maps these micro-enterprises help people get a lot of specific information. The mission is planned to develop mobile application software and website within a few months. And now 15 variety enterprises have been identified, listed and mapped with Google map. Apart from that effective cash flow management (Income, Expenditure and Profit) is critical when calculating the growth of each

Microenterprise. For that purpose, a monthly turnover page had been created and the district mission can update monthly financial details every month. The speaker shared some videos and photos of the activities performed by the women group and shared their achievements.

The session was closed with a couple of questions from participants and a vote of thanks.

#### **14. Back to Village – by Ms. Puja Bharati, Co-Founder, Back to Village Organisation**

The speaker briefly introduced herself and the organisation's work. Back to Village (B2V) is an Organisation working for rural development and integrated ways of Farming. Their journey started with a common goal of improving the lives of small farmers, tribal and other deprived communities in rural India, better resource utilisation and integrated organic farming. B2V provides end-to-end services (crop planning, seeds & organic manure, training, pest & disease management, post-harvest management and market linkage) to farmers through its extension centres, Unnat Krushi Kendras (UKK). Run by local young & progressive farmers, each UKK reaches out to more than 500 farmers.

At present, the organisation has, 10 Unnat Krushi Kendra (UKK) in Odisha (Mayurbhanj, Balasore & Puri), Started pilots in Bihar (Vaishali) & Jharkhand (Ranchi), More than 5000 farmers associated, Training Centre for Micro-Agripreneurs started in Kanas (Puri), Consultancy services to more than 20 Social Organisations of Odisha, Jharkhand & Bihar on Organic Farming, Climate Change Adaptation, Agro-forestry etc. Organic Farm-cum-Training Centre under development in Angul (Odisha), Development of Medicinal herbs cluster at Athmallik, Angul (Odisha). Under the UKK program, the organisation conducts exposure visits with farmers to IIT Kharagpur and also conduct capacity building of agripreneurs.

The organisation also has a livelihood program. Youth is migrating to urban areas from rural India in search of employment. Unemployment is disturbing the harmony of rural ecosystems in India. Understanding this, we have started giving special attention to the creation of livelihood opportunities in the village to make them self-sufficient so that the youth doesn't leave their homeland in search of work. They promote home/cottage/micro-enterprises in the villages to create employment. Based on their knowledge, interest and socio-economic condition different candidates are selected for different skill development programs. Most of these training programs are in agriculture and allied sectors.

B2V also provides consultancy services in various Agri and allied sectors. All the services are rendered on set procedures designed by professionals for proper execution, for which B2V has collaborated with Technical Experts/Specialists in Agri and allied sectors from premiere Agriculture Universities, Technical and Research Institutions.

The session was closed with a couple of questions from participants and a vote of thanks.

#### **15. Panel Discussion on Digital Inclusion of Women - Dr Hema Yadav and Dr Manisha Paliwal, VAMNICOM**

The participants were asked to prepare on the topic, "Digital Entrepreneurship" they were given a series of questions to look into and share their experiences from the perspective of their country and organisation.

The digital transformation offers immense opportunities for economies and societies. The pandemic has accelerated the process of digital transformation across almost all sectors. Women are largely excluded from the digital transformation, as they are still struggling to learn basic digital tools. Enabling women digital entrepreneurs in developing countries is especially important as this allows for the creation of new markets, the exploitation of existing markets and integration into global value chains. Infrastructure, skills, financial inclusion and market access appear to be the enabling factors policymakers in these countries should focus on. The questions suggested to the participants were as follows:

- What are the challenges faced by your organisation for digitalisation?
- Are the women in your country, inclusive in digital activities?
- Do you think women in your country have the digital skills to be digital entrepreneurs?
- What are the training programs provided for digital education?



- What according to you, could be some challenges for digital women entrepreneurs?
- What are the reasons in your country/organisation for the digital exclusion?
- What are some social attitudes that lead to exclusion of women from digital platforms?
- Do you believe, digital entrepreneurship can boost productivity?
- What are some barriers to digital scaling and growth?
- What are some digital tools used by you?

Furthermore, participants shared their responses to these questions from the perspective of their country and organisation. It was to be noted that even though participants hail from diverse backgrounds their responses mentioning the challenges and barriers to the digital inclusion of women were similar. The responses included defying social expectations, accessing funding, lack of resources like computers, mobile phones, broadband services etc, and digital education, societal norms. However, when questioned about their process of digitalization, gender-based digital exclusion is less pronounced as connectivity and literacy rates are relatively higher and social norms are less rigid. New opportunities are being created on the back of the boom in the IT sector and the expansion of the digital economy.

Moreover, policy narratives tend to amplify the impact technology can have on women's labour market and financial inclusion. While the focus on bridging the gender gap in digital access and skills is crucial for this to happen, it cannot make an effective dent in women's inclusion prospects without the removal of implicit and explicit discriminatory barriers. Further, the conversation reinforced the inadequacy of a digital skilling approach alone. Numerous government and private sector-led initiatives are underway to train women in various countries as per the participants. This training has yielded short-term benefits by allowing women to access information and have greater control over their finances even when they are unable to, or are not allowed to venture out. However, this internet and communication technology-specific training can be problematic as a long-term strategy. While the digital economy allows opportunities for 'Flexi-work' and diminishes the reliance on physical workspaces, digital literacy must not aid in reinforcing the traditionally gendered segregation of private and public. Unless accompanied by broader shifts in social and cultural belief systems, it can lead to further restrictions on the mobility and autonomy of women. Therefore, unless these digital skilling programs are grounded within a broader education curriculum, they will create a generation of young people that are essentially only application operators, capable of specific tasks; not informed or empowered individuals capable of navigating and challenging deeply entrenched social customs and norms.

The session concluded with insights from all women on digital inclusion of women, rural and urban both. It also highlighted some policy norms however, it could be concluded that the barriers and opportunities for women entrepreneurs on digital platforms are pretty much the same in all developing countries across Asia and Africa.

### **Valedictory Session of Part-I:**

The Valedictory session of the training program witnessed participants share their experiences about the training course.

All 13 participants received an online certificate on behalf of ICA and VAMNICOM for successfully completing Part-I of the Training Course.

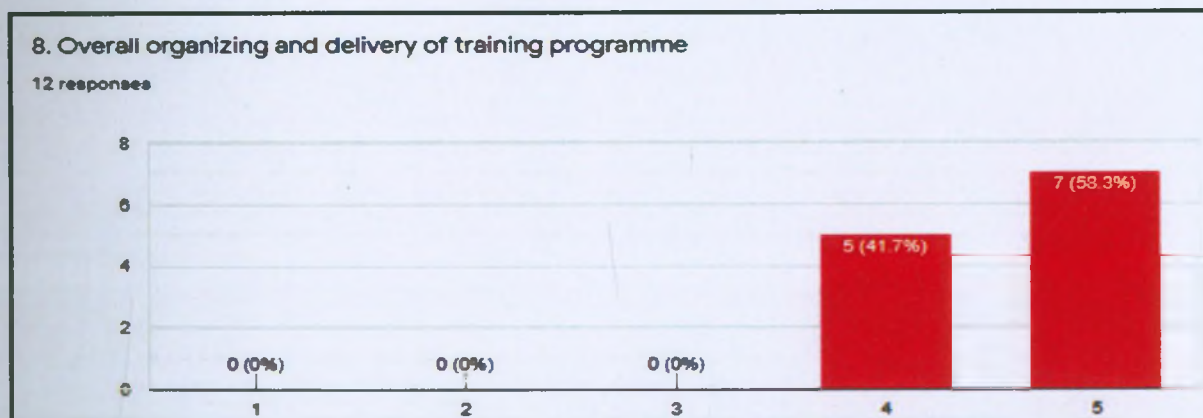
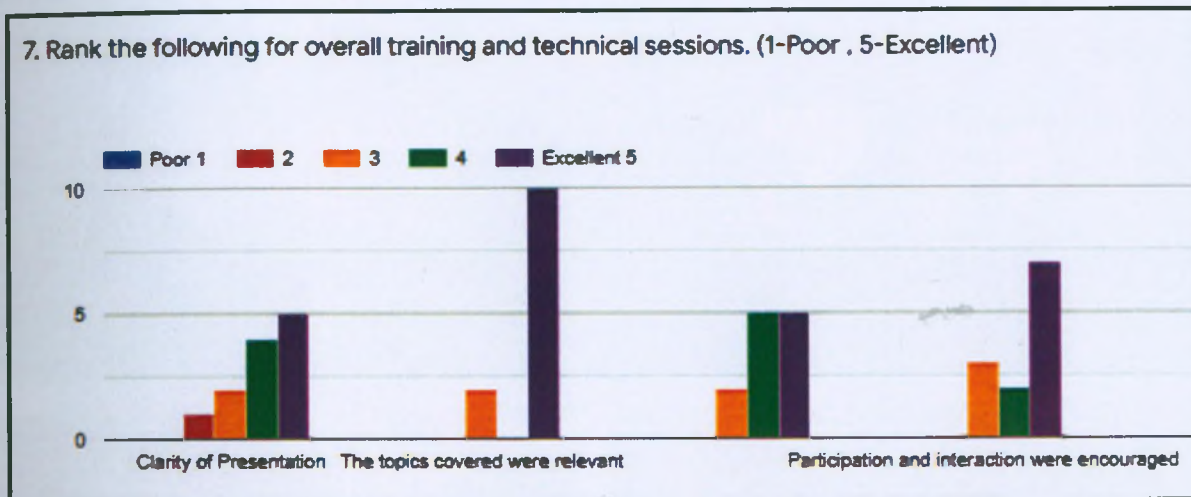
The session concluded with the closing remarks of **Ashok Taneja, Advisor, ICA-AP**. In his address, he congratulated the participants and thanked VAMNICOM for hosting the training program. He was grateful to the resource persons and organisation that participated in the sessions and IDACA, Hirofumi Kobayashi and Balu Iyer for their guidance and support from time to time. He further expressed his happiness towards the participants and appreciated the session and the training contents. In his closing remarks, he thanked Dr Hema Yadav, Director, VAMNICOM, and Dr Manisha Paliwal, Program Director for their efforts.

**Dr Hema Yadav, Director, VAMNICOM**, in her closing speech shared that, she feels very delighted to conduct such a huge training programme. She expressed to the participants that the resources persons were very pleased with the participants and their interactive responses during the session. She thanked ICA, Mr Balu Iyer, Mr. Ashok Taneja for choosing VAMNICOM to host the training program. She thanked Dr Manisha Paliwal and her team for her efforts.

Dr Manisha Paliwal concluded the training program with a vote of thanks. She expressed her gratitude to the participants, Mr. Ashok Taneja, Mr. Balu Iyer from ICA and Dr Hema Yadav, Director VAMNICOM, for overlooking the training program and personally curating the session of the program. Dr Manisha further thanked her team and supporting staff at VAMNICOM for their efforts in making the program successful.

### Participants' Feedback

Feedback was taken from the participants on the concluding day. The responses by the participants are as follows:



### 9. Any suggestions /Remarks

All training discussions are great.

I am very honoured to be part of this training because I have learned many things and above all I will utilize what I have learned. Thank you to everyone who made this training possible.

Keep it up!!! The training was so interesting and really help the other coop grow and improved.

While appreciating the organizers, it will be appreciated if the participants can meet physically to encourage more interaction, bonding and networking. Also, a content can be developed in an internationally accepted format for business plan

The overall sessions were very effective giving us deep insight into women empowerment.

It is our pleasure to us getting a chance in this session. I would like to express heartily gratitude to the organizer team. Thank you very much.

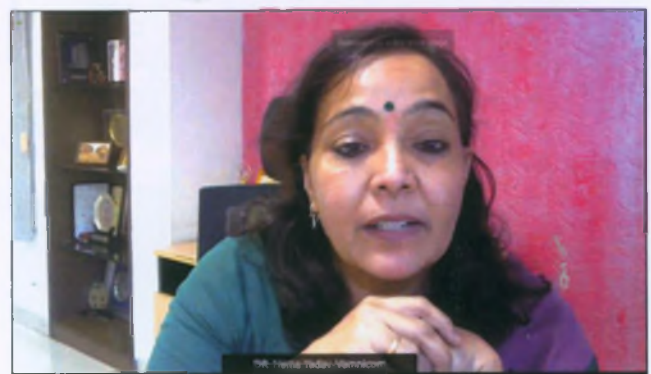
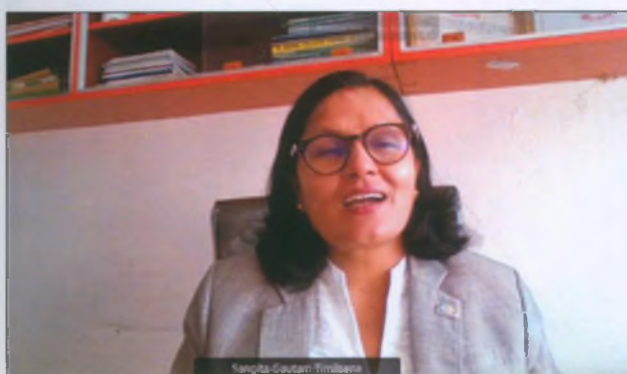
The training sessions were well-organized, informative.

All presentations are excellent

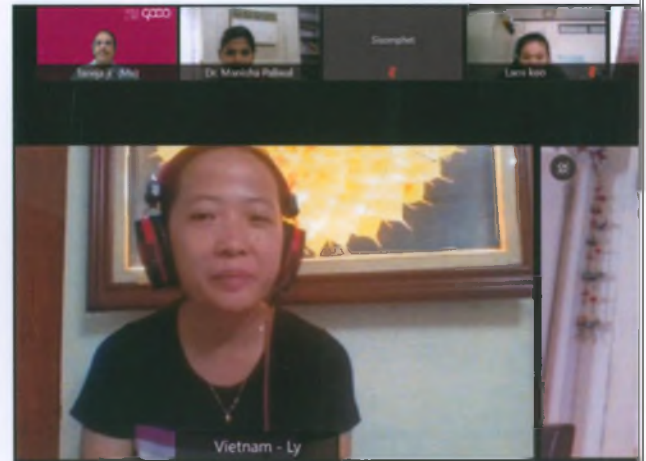
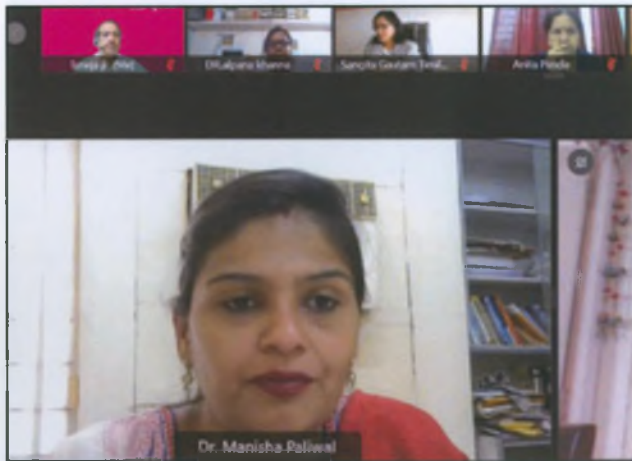
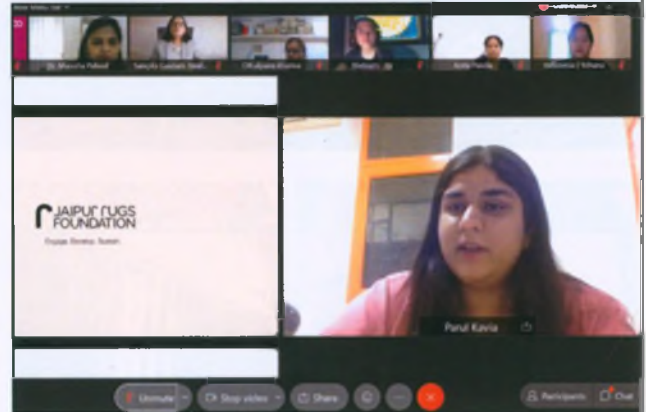
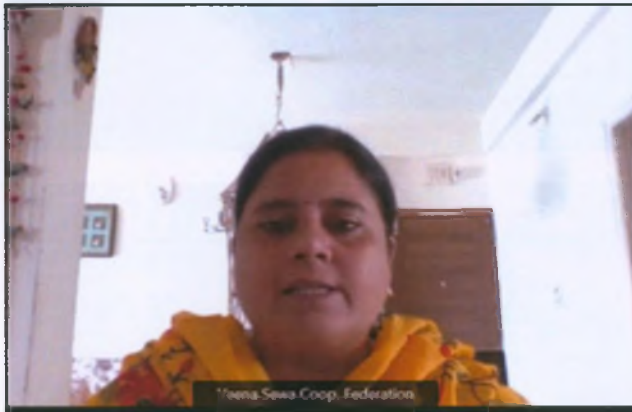
Should continue to organize as well upgrade our leader



Glimpses of Part-I of the Training Course, conducted by ICA-AP in collaboration with the Vaikunth Mehta National Institute of Cooperative Management (VANNICON), Pune, India









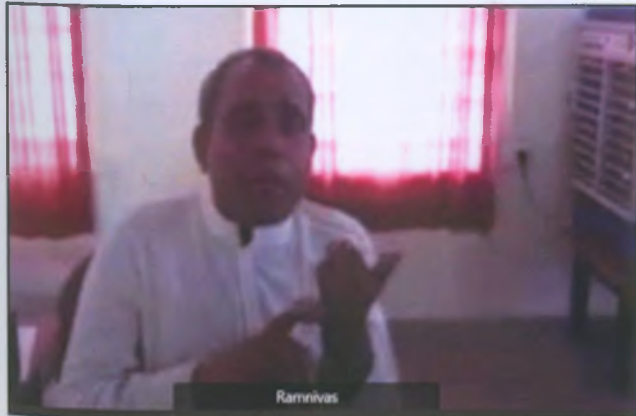
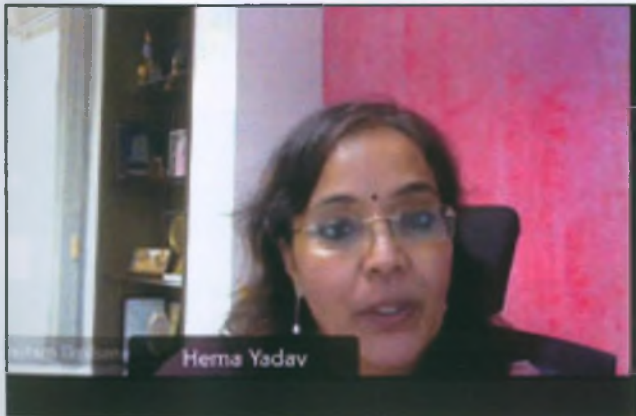
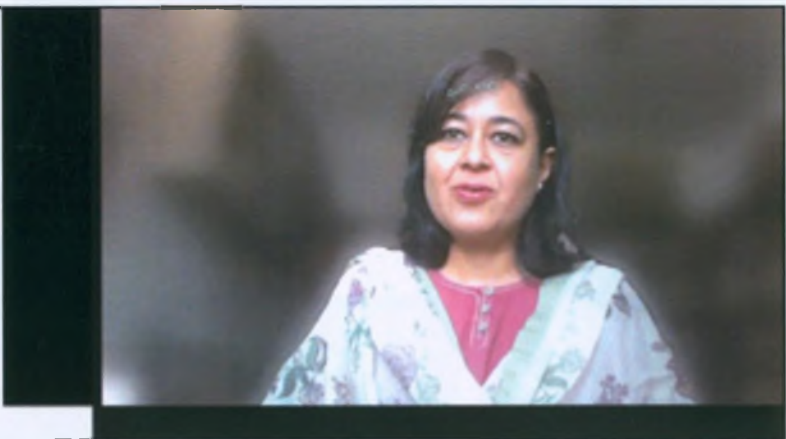
Speaking: Smita Mankad

Taneja ji (Me) | Smita Mankad | Dr. Manisha Paliwal | Laos keo | Sangita Gautam Ti... | Hema Yadav | Anita Panda | DR.alpana Ikhanna | ebunakin2004@yahoo... | Ernestina Mart... | Indonesia [Yohana... | JAHIDA | MAUREEN O. CUB | Muna K.C | Philippines/ Stepha | Vietnam - Ly | Nishita Shastri | Sisomphet | VAMNICOM (Host)

## Market Linkage for Women Artisans & Producers

Smita Mankad | August 11, 2021

Vaikunth Mehta National Institute of Cooperative Management, Pune  
2nd ICA-MAFF (Japan) Online Training Course on "Empowerment of Rural Women for Improvement of their Leadership and Business Management in Asia and Africa-2021."  
(9th August - 18th August, 2021)





Viewing REVENUE KICKOFF ...

Anita Panda

Dr. Manisha Paliwal

Dr. Manisha Paliwal-VAMNICOM

Dr. Manjusha Kadam

Hema Yadav

**Purpose**

- A desire to showcase my land's art and craft.
- To help the struggling artisans.
- Give meaning to my own existence.

Priya Mehra

Dr. Manisha Paliwal-VAMNICOM

Ashok Taneja, ICA... (Me)

Dr. Manjusha Kadam

Sangita Gautam, Timils

Muna K.C.

Anita Panda

Dr. Manisha Paliwal-VAMNICOM...

DR.alpana khanna

eburnakin2004@ya...

Ernestina Mart...

JAHIDA

Laos keo

MAUREEN O. CUB...

Philippines/ Stepha...

Vietnam - Ly

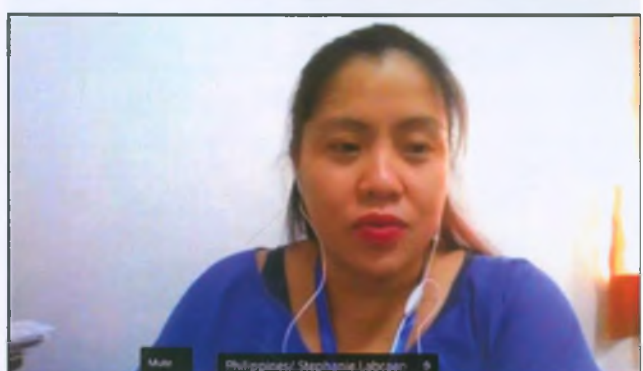
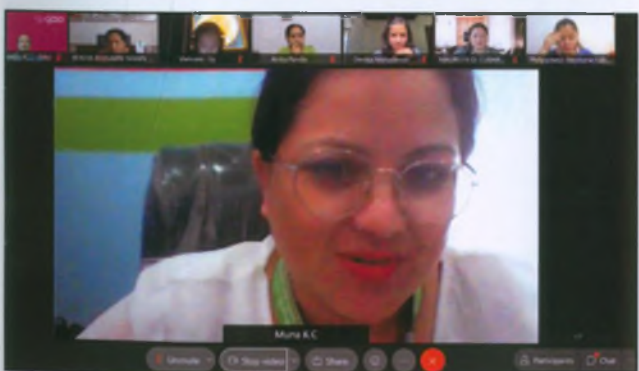
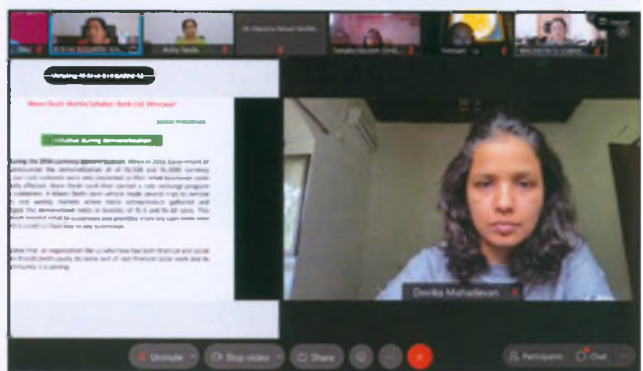
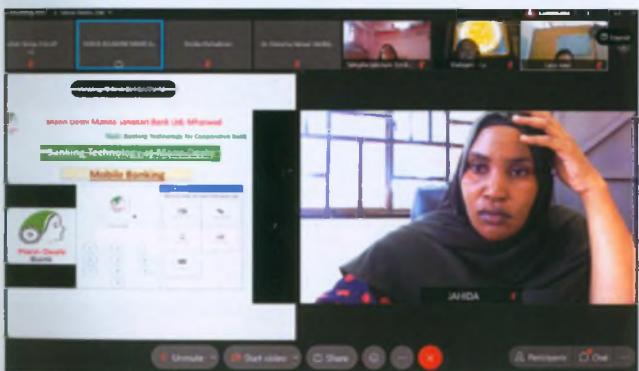
Yohana Tamara

Nishita Shastri

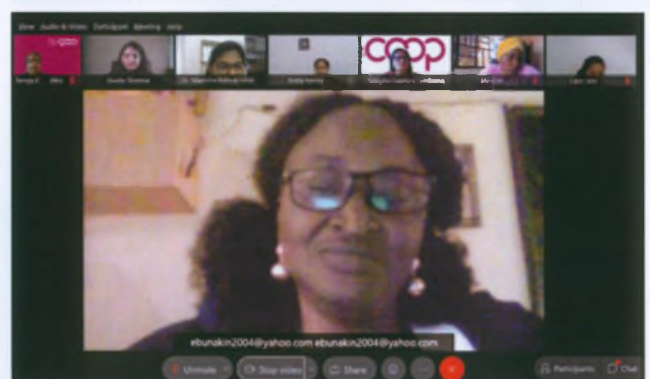
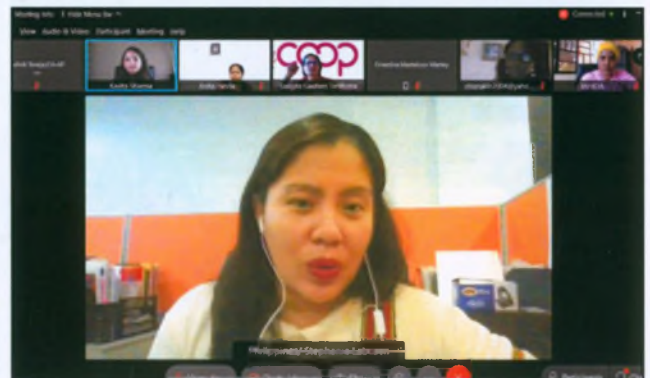
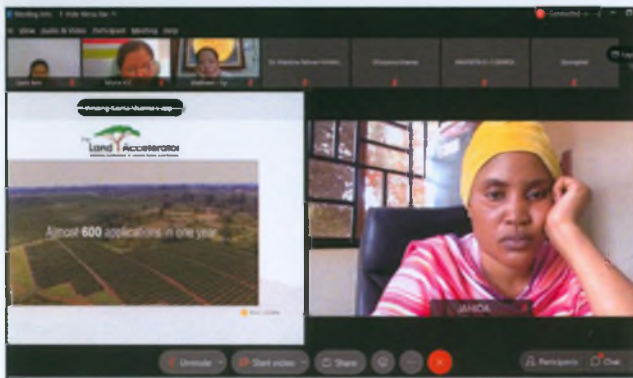
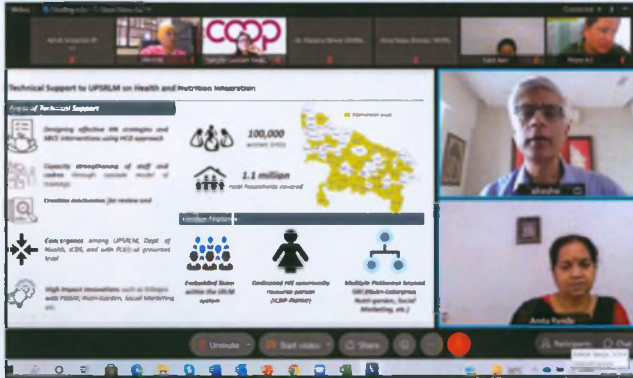
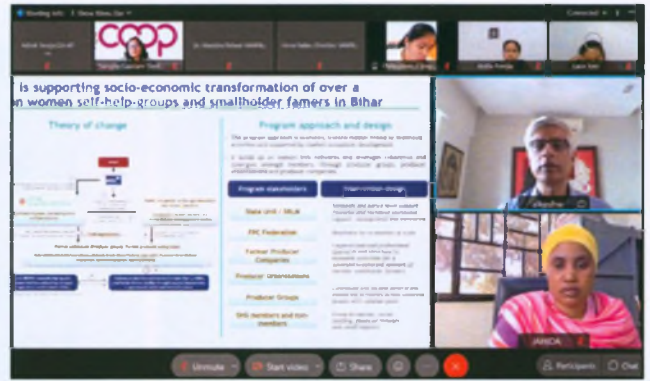
Sisomphet

VAMNICOM (Host)

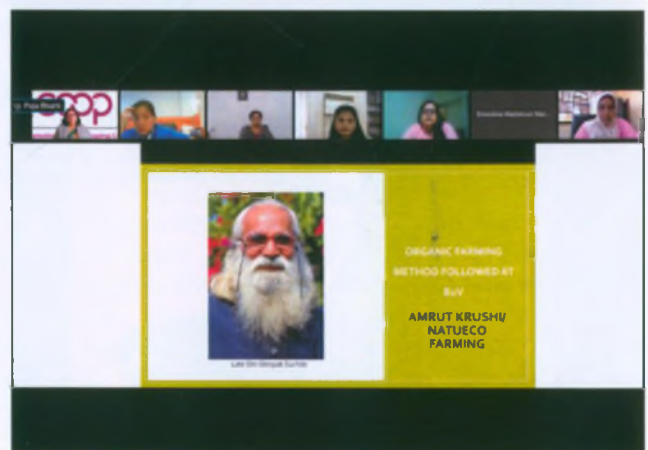
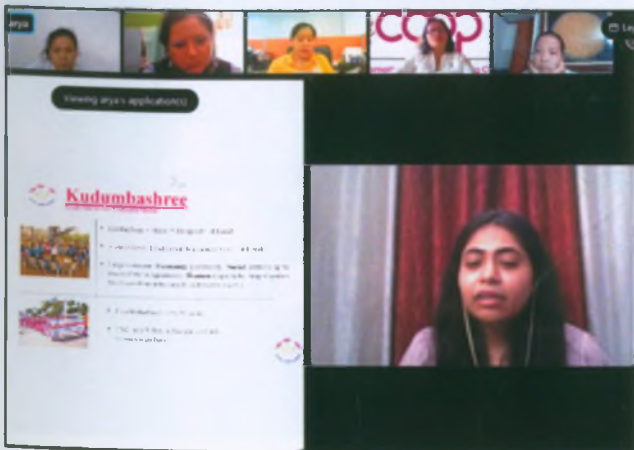
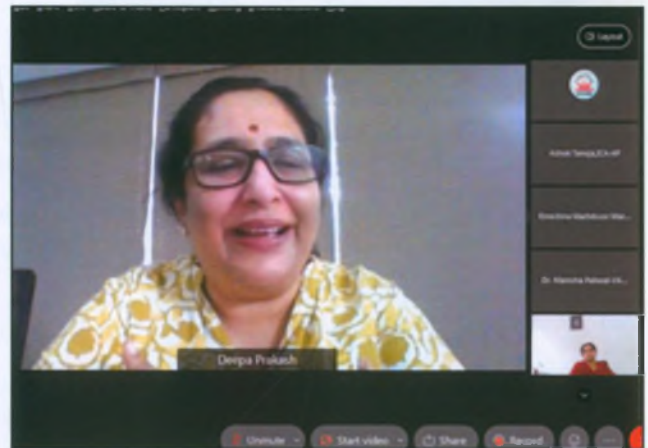




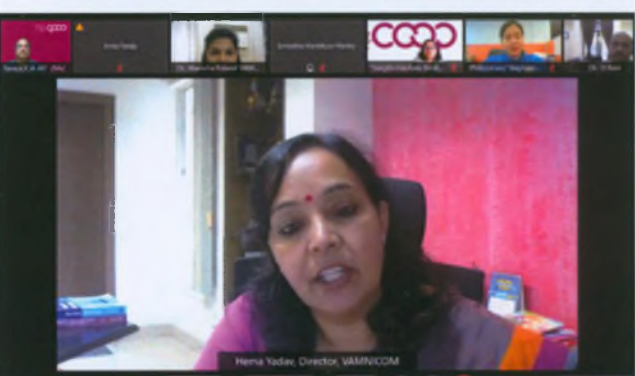
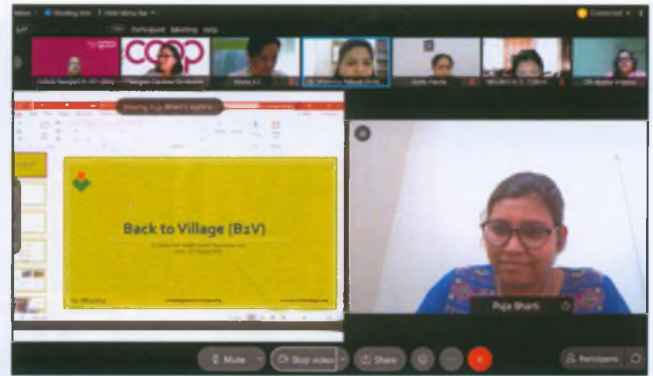












## SECTION-IV

### Inauguration of Part-II of the Training Course

The inaugural session of Part-II of the Training Course was held online on the 20<sup>th</sup> of August 2021. Mr. Miyazako Masahiro, Director and Senior Negotiator, Bilateral Affairs Division, International Affairs Department, Ministry of Agriculture, Forestry and Fisheries (MAFF); Mr. Hirofumi Kobayashi, Executive Director of the Institute for Development of Agricultural Cooperation in Asia (IDACA); Dr. Sifa Chiyoge, Regional Director, ICA-Africa; and Mr. A.K. Taneja, Advisor, ICA-Asia and Pacific, addressed the inaugural session. Ms. Eiko Oshita, Coordinator of this part of the training course from IDACA and other officers of IDACA were also present.

Welcoming the dignitaries, **Mr. Ashok Kumar Taneja** congratulated the participants for completing the Part-I of the training course and for attending the Part-II of the training course. He conveyed the sincere gratitude of the ICA to the Ministry of Agriculture, Forestry and Fisheries (MAFF), Government of Japan, for their valuable financial support for the development of women's activities in Asia and Africa. He mentioned the longstanding collaboration between ICA and IDACA and thanked IDACA for shouldering the responsibility of conducting Part-II of the program online by offering its facilities and resources.

First of all, **Dr. Sifa Chiyoge** thanked the organizers for inviting her to the Opening Ceremony of Part-II of the training course. In her Opening Remarks, she said, "when I look back at the visits I have made to Japan, amongst the things that struck me are the development of agriculture by rural farmers, producing enough to feed the Japanese people. Although there is a growth in the urbanization of Africa, a larger amount of the African population remains rural and involved in Agriculture which we know is considered to be the backbone of the African economy.

My pride would therefore be to see the African participants not just participate in the program, not just acquire knowledge but over and above that practice the acquired knowledge for the betterment of their communities and Africa at large.

Allow me, ladies and gentlemen, to end by saying that this program is very important to us and we are grateful to IDACA, MAFF and ICA-Asia Pacific for the spared slots enabling African cooperators to be part of this transformative program."

In his brief inaugural speech, **Mr. Miyazako** welcomed the fifteen participants of the training course from six Asian countries (India, Indonesia, Lao PDR, Nepal, Philippines and Vietnam) and five African countries (Ghana, Nigeria, Rwanda, Tanzania and Zimbabwe) and extended a warm welcome on behalf of MAFF. Excerpts of his speech are re-produced below:

"First of all, I think your countries are still having a difficult time due to COVID 19. Because of this, I would like to greatly welcome all of you to this course and sincerely appreciate the efforts of IDACA and ICA in preparing this course.

This training course is the first of the ICA-Japan Capacity Building Project in the fiscal year 2021.

Its objective is to build the capacity of leaders of rural women in Asia and Africa and to enhance their business management abilities and entrepreneurship.

As you know, the empowerment of women is one of the fundamental factors for any development and it is one of the United Nation's sustainable development goals (SDGs). Everyone agrees that women's roles are vital in the agriculture sector, in particular. Under the current pandemic situation, their roles are especially important for the recovery of the rural economy.

That is the case in Japan, too. Our ministry has been supporting female farmers to promote women's participation in agriculture and agribusiness, and to advance their activities.

Since 2013, our ministry has been implementing a program specifically supporting women who engage in agriculture. This program is aimed at increasing the number of young female farmers and the presence of female farmers in the agriculture sector. It assists in, for example: developing new services and new products in collaboration with private companies and educational institutions; creating a network among female farmers and sharing information among members of the network. You will see more detailed information later in this training course.

During this online training course, you will have opportunities to learn various aspects of rural women's activities in Japan and other countries, through lectures, discussions and virtual field visits. Although unfortunately, you cannot see lecturers and visit sites directly, we believe that you will still be able to obtain lots of valuable information and knowledge.

Finally, I wish this online training course is successful and fruitful for all of you."

**Mr. Kobayashi** extended a warm welcome to all the participants on behalf of Mr. Toru Nakaya, President of IDACA and JA-ZENCHU (Central Union of Agricultural Cooperatives in Japan). The women's training course was started in 1991 and going on for the last 30 years with the financial support of MAFF and expressed his gratitude to the MAFF's support for many years. From 2017 onwards a newly developed training course started with an emphasis on "Empowering Women in Business and Management of Agricultural Cooperatives".

He further said, "As you know, the latter half of this course is based in Japan and hopefully you will learn a lot about the activities of rural women in Japan, which is not limited to farming activities, but also include entrepreneurship, community activities, etc. In this regard, I thank JA Joseikyo or the National Council of Agricultural Cooperatives' Women's Association in Japan for their cooperation in programming this course. At this National Council, Mrs. Hiromi Horaguchi is currently the president. She is one of the persons based in Miyagi Prefecture, where the Great Earthquake in 2011 had taken place and she will speak about her experience of that catastrophe and what she learned from it.

This is an online course, and I'm afraid that you will have technical difficulties communicating with lecturers and among participants yourselves. However, online communication has its own uniqueness, and we can reach anybody, anywhere. Taking this advantage, we are pleased to invite Mrs. Arianna Giuliodori, Secretary-General, World Farmers' Organisation (WFO), based in Rome. She is strongly committed to the empowerment of women, especially those in rural areas. I hope you will learn something from them.

When this training course commenced in India, earlier this month, many representatives, who gave you remarks, stressed that implementation of the action plan you will write until the end of the course is especially important.

I do share with them that figuring out a well-targeted, effective and realistic action plan will be a key element of your success to conclude this training course in September 2021. In this context, I would reiterate the following three points;

First, the action plan should be regarded as an innovation plan of the organization to which you belong, for the purpose to empower women in your organization or your sphere of influence.

Second, your action plan should be SMART. It doesn't mean that your action plan should be simply smart, but should be specific, measurable, achievable, relevant, and time-oriented so that you will identify barriers to implementing your innovation plan and find out strategies to overcome them.

Thirdly, do not forget to include finance options in your action plan to implement it steadily.

Those are what I wanted to address you all who are already leaders within your organizations or your community, and that is why you are chosen by your top leaders to participate in this training course. I do hope that this training course will help to serve you as a catalyzer for positive change in your community.

Thank you very much for your attention, and congratulations, Mr. Taneja from ICA, Ms. Eiko Oshita and Ms. Miho Togaki from IDACA on the successful organization of the opening ceremony."

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After the Opening Ceremony, Ms. Oshita gave an orientation of the program. Later she invited the participants to present their Job Reports.



## **Presentation of Job Report**

### **ASIA**

#### **INDIA**

1. **Ms. Anita Panda**, Project Officer, Women Cooperative Development Project, National Cooperative Union of India, presented her Job Report. The salient features of her Report are as follows:

The National Cooperative Union of India (NCUI) is an apex organization representing the entire cooperative movement in the country. It was established in 1929 as All India Cooperative Institutes Association and was re-organised as Indian Cooperative Union through the merger of Indian Provincial Cooperative Banks' Association with All India Cooperative Institutes Association and later in 1961 as National Cooperative Union of India. Ever since then NCUI has been acting as the torchbearer of the cooperative movement in the country. Of late, it has diversified its activities and programmes to address the emerging issues affecting the cooperative movement.

#### *My Role in the Organization:*

I am the Project officer, and I am the team leader of the project team. So, I plan and monitor all the socio-economic development activities for the overall development of rural women.

My role is to procure and produce course materials, educational reference materials.

I assess the local situation and needs of rural women and socio-economic development and plan activities accordingly.

I take necessary follow-ups on the progress of the socio-economic status of rural women by attracting them towards the corporative fold.

In addition, the project officer is responsible for furnishing the periodical statements of expenses, progress reports, documentation of project activities, success stories/ case studies etc. required by the National Cooperative Union of India, New Delhi.

#### *Challenges and Issues my Organization is facing:*

<b>Challenges</b>	<b>Background and reasons</b>
1. The inability of Rural Women to cope up with changing scenarios.	Lack of education and low literacy rate.
2. Absence of freedom among rural women.	Society is male-dominated and gender-biased.
3. Problems of mobility for rural women folk.	Highly dependent on male members.
4. Lack of exposure to the market economy.	Less idea about the market economy and related benefits.
5. The slow progress of the women cooperatives.	Less exposure to the cooperative movement, low literacy rate, the conservative and restrictive attitude of male members of the family, less access to micro-finance.
6. Less prevalence of high skill or semi-skill-based income-generating activities.	Absence of technical/ skill knowledge. Absence of organizational training, more devotion to traditional activities and less exposure to entrepreneurship.

2. **Dr. Alpna Khanna**, Jr. Field Officer, Indian Farm Forestry Development Cooperative Ltd. (IFFDC) presented her Job Report. The salient features of her Report are as follows: `

IFFCO promoted a multi-state Cooperative Society named 'Indian Farm Forestry Development Cooperative Limited' (IFFDC) in 1993. The prime objective of IFFDC is to conserve the environment and mitigate climate changes through sustainable natural resource management for enhancing the socio-economic status of rural poor, tribal communities and women in particular. As of March 31, 2021, IFFDC has 172 Cooperative Societies as its member.

*My Role in the Organization:*

My role in the organisation (In Odisha State only) is to enhance livelihood opportunities in the rural areas particularly for the rural poor, tribal and downtrodden segments of the communities through the implementation of different projects. For sustainable rural livelihood development, I am responsible to mobilize the rural community particularly the women segment and organising them into Community Based Organisations i.e. Self Help Groups. To generate skill-based livelihoods for the women members, I facilitate the need-based skill development training and on completion of the skill training, the interested members are supported by the project for undertaking Income Generation Activities (IGAs). Also provides the initial management support and ongoing handhold support in market development, market-oriented design development, development of linkages of the SHGs with the related organisations/ Institutions for sustainability.

*Challenges & Issues my Organization is facing:*

<b>Challenges</b>	<b>Background and reasons</b>
Mobilization of Women	Due to male dominant society, face difficulties in bringing out the women from houses and formation of Self-Help Groups.
Lack of knowledge and education in the rural area particularly in women.	In rural areas, the literacy rate in women is very low in comparison to men, therefore, they are not having excess information and knowledge.
Lack of effective participation	In rural areas, the role of women in decision making in their family issues is very less which also reflects in decision making on SHGs issues.
Gender Unequal Society	Various social customs are prevailing in the rural communities which are deep-rooted and are a hurdle for bringing gender equality.
Women drudgery	Most of the household chores are the responsibility of women only, therefore, most of their time is consumed and they hardly have spare time to think for their own development.
Lack of economic control	Men are the head of the family, most of the assets and properties are in the name of male members and the family earnings are in the control of men only. Women cannot incur expenditure without permission of their head of the family

**INDONESIA**

3. **Ms Yohana Tamara Yunisa**, Internal Consultant, Keling Kumang Credit Union, presented her Job Report. Important features of her Job Report are as follows:

Credit Union Keling Kumang (CUKK) was established in 1993 that is located in West Kalimantan, Indonesia. It was started by members of the indigenous Dayak community and has now grown to the second-largest Credit Union in Indonesia. There are more than 185,000 members and 70% of the members are smallholder farmers.

*My Role in the Organization:*

I analyze the financial report and monitor the daily operational activities of the organization; Identify plans and resources required to meet project goals and objectives.

*Challenges & Issues my Organization is facing:*

<b>Challenges</b>	<b>Background and reasons</b>
Competition between the credit union and other financial institutions.	Each organization wants to scale up the business itself by competing with one another.

Attract young people (millennial) to become the member.	The young people are not interested yet to become a member since there are so many options in the financial institution sectors. In addition, they have more interest in any financial institution that is offering outstanding service with digitalization.
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## LAO PDR

4. **Ms. Phonekeo**, Marketing Consultant, Lao Farmers' Network (LFN), presented her Job Report. The salient features of her report are as follows:

Lao Farmers' Network (LFN) was established in 2014. It has 5 Board Members and 7 staff members. LFN has 5,684 members (3,229 male and 2,455 female). The mission of LFN is to create solidarity among Lao farmers and provide services to members that enable them to manage natural resources in an environmentally friendly manner; produce quality products that meet market demands; achieve fair and sustainable returns for their work and improve the well being of all members of farming families.

### *My Role in the Organization:*

I am responsible for:

- Support to farmers to set up a business plan
- Support to farmers to access market
- Training and Information for marketing.

### *Challenges and Issues my Organization is facing:*

Challenges	Background and reasons
Cannot supply for market demand: vegetables	Training for cultivation plan, support more members to produce more vegetables.
Farmer has a lot of work to do, they don't focus and don't take care much for their cultivation	We show them that the crop we recommend to grow they can sell and market need. We did P/L for each crop, how much income, profit and production cost.
No budget, no labour and some technic,	Support some budget and technic that they need, farmer to farmer for exchange from the coop who are successful.
Transportation for a group far away far from the market.	We did contract framing, encourage farmers to go more a large area and more quantity to reduce the transport cost.

5. **Ms Sisomphet Souvanthisith**, Head of Division for Advancement of Women, Mother and Children, Ministry of Agriculture and Forestry, presented her Job Report. The salient features of her report are as follows:

The Division for the Advancement of Women, mother and Children (DAW) under Permanent Secretary Office, Ministry of Agriculture and Forestry, supervisor by the vice minister. DAW acts as the secretariat for the leaders of the ministry in developing and promoting laws, legislation, and regulations on women. DAW translates the Women's Advancement Development Strategy into the development plans and activities through encouraging and coordinating with offices under MAF from central to local levels. However, the role of offices in the line departments and provincial and district to implement gender equality and equity in Agriculture, Forestry and Rural Development to achieve the target strategy, the Commission to promote the advancement of women, mother and children's the Ministry of Agriculture, Forestry and rural development, create a program and Projects to support the achievement operating the program which includes 8 projects that are part of the overall Master Plan programs are also my responsibility.

Gender strategy is practically gender-equality and equity to eliminate all forms of discrimination against women and children, protection of child labour in hazardous areas development of agriculture, forestry and rural development support and create conditions favourable to workers and farmers, women in decision-makers each levels, and contribute to the implementation of the development of agriculture, forestry and rural development and monitoring and evaluation system for the continuous system according to good agriculture product (develop green), modern sustainable environment friendly. Facilitate female farmers to support safe nutrition related to processing to increase their income each year based value chains at eradicating poverty by 2025. In addition, storing the product when there are emergency impacts from climate change.

*My Role in the Organization:*

- a. Conduct gender equality strategy of MAF for the year 2016-2025 vision to 2030 and gender action plan of MAF.
- b. Create awareness and disseminate knowledge to project staff, PAFOs, DAFOs and farmers groups gender budget at each level specifically to establish implementation strategies to promote the gender equality strategy, to monitor and evaluate the work of systems integration gender issues in the project of agriculture forestry and rural development sector;
- c. Facilitate and collaborate the implementation of equal opportunities to both men and women participation in the enhancement of qualifications both short and long term training, capacity building, develop skills and enhance the leading management and professional and TOT and other more;
- d. Gender mainstreaming in annual work plan departments, institutions, using gender analysis for planning, monitoring and evaluation system of the Ministry;
- e. Acceptance of gender in their respective organizations and the partners;
- f. Underscored by the willingness of decision-makers to provide opportunities for them as a 'support team' within the organization and partners.
- g. Integrated gender to research institute and apply to the curriculum including agriculture product, gender value change on rice, organic vegetable, life stock and apply into practice.
- h. Increase promotion women's full effective participation equal and equity opportunities

*Challenges & Issues my Organization is facing:*

<b>Challenges</b>	<b>Background and reasons</b>
Raise gender awareness among the wider public on gender issues and legal rights especially with ethnic people.	Knowledge of community leaders and villagers on the risk of the customary laws and their relationship with gender issues.
Lack of study and research gender and agriculture.	Lack of in-depth knowledge on gender issues to analyze their experiences and gaps also identified as a detriment to ensuring the more effective promotion of gender equality in the workplace.
Weakness of information exchange from one to others who are responsible for the gender work within the organization and self-motivation leading on the gender-related to the activities within the organization.	Knowledge of community leaders and villagers on the risk of the customary laws and their relationship with gender issues.
Increase more studies on legal access to land resources and impact on women and men in agricultural areas.	Cultural beliefs and myths about gender issues still have deep roots in Lao PDR

**NEPAL**

**6. Ms. Sangita**, Vice President, Karmashil Saving and Credit Co-operative Ltd., presented her Job Report. The salient features of her report are as follows:

The Karmashil Saving and Credit Cooperative Ltd. (SACCOS) was established in 2069 BS with 28 persons and Nepalese Rupees 58 thousand seed money. Now, it has about one thousand six hundred members and Nepalese Rupees 3 hundred million 72 hundred thousand 800 as share capital. It received self-employment funds from the government. It has 1,636 members - 846 males and 740 females.

The SACCOS mainly focus on the empowerment of women and improving the economic status of the members and letting them engage in agriculture entrepreneurship. It has invested some amount to the farmer- members to improve their livelihood and economic status. Presently, they are involved in livestock rearing and vegetable farming.

*My Role in the Organization:*

My role in our cooperative as Vice President is to Chair the Ad hoc Committee Meetings. When the President is unavailable, I assume his duties. Sometimes the Vice President is understood to be the next in line for the presidency.

*Challenges and Issues my Organization is facing:*

Challenges	Background and reasons
<ol style="list-style-type: none"> <li>1) Lack of knowledge and capacity of management committees and poor members' participation,</li> <li>2) Lack of transparency and accountability,</li> <li>3) Lack of appropriate support ...</li> <li>4) Despite some challenges facing SACCOS, such as delay in payment of the loan.</li> <li>5) Poor management of database system.</li> <li>6) Lack of enough capital, insufficient debt and equity funds to pass to the poor,</li> <li>7) Poor computerized system and</li> <li>8) Delaying of presentation of financial reports to clients/members, still yet SMEs operate their ...</li> </ol>	<p>Due to Covid-19, not only cooperative institutions, the entire world has been affected by the Covid. People couldn't do their daily work and business properly. Economic growth is decreasing and GDP also.</p>

**7. Ms. Muna K.C.**, Branch Manager, National Cooperative Bank Ltd., Nepal, presented her Job Report. The salient features of her report are as follows:

The National Cooperative Bank Ltd (NCBL), where I have been working for 8 years; is the only cooperative bank in Nepal. It was established in the year 2003 and has been providing financial along with other services to its member cooperatives throughout the country. It has a vision of "Sustainable Cooperatives" and a mission to "Provide quality financial services enabling cooperatives to build capacity". currently, it has extended its services from 68 branches and has a network all over the country

*My Role in the Organization:*

- To deal with different nature of cooperatives for marketing of membership, deposit, loan, training and other services provided by the bank.
- Managing and supervising all the daily tasks of the branch office along with staff mobilization.
- working to achieve the set target given by management.
- undertaking all the tasks assigned by the management.

*Challenges & Issues my Organization is facing:*

<b>Challenges</b>	<b>Background and reasons</b>
Lack of soft loans or subsidy loans from government and other bodies.	Due to this, we are not able to grant loans to cooperatives at a much lower interest rate as possible.
Unable to get the approval of cheque clearing.	As the Central bank hasn't given authority for cheque clearing but lobbying is going on and hopefully will be able to get it soon.
To reach the grassroots level of all individuals associated with cooperatives.	Due to unhealthy competition between financial institutions and due to some exceptional cooperatives where the board has self-interest rather than concern about members' life improvement.
Wider coverage of all cooperatives in Nepal.	Due to physical barrier, law constraints and unhealthy competition by other financial institutions like different federations of saving and credit, agriculture, multipurpose and other.

**PHILIPPINES**

8. **Ms. Maureen O. Cubarol**, Micoop Office Manager, Alipao Multipurpose Cooperative, presented her Job Report. The salient features of her report are as follows:

Alipao Multipurpose Cooperative (ALMUCO) is operating in an agricultural area in the Province of Surigao del Norte, Mindanao, Philippines. The cooperative was organized initially to serve agrarian reform beneficiaries. But currently, the coop serves 3,713 members of which 2,408 or 65% are women. Aside from savings and credit operations, the coop has post and pre-harvest facilities used by the member farmers.

*My Role in the Cooperative:*

As a Micoop Office Manager, I'm responsible for developing and carrying out this management process. Planning for the benefit of our members, organizing them for having the best result income and at the same time, controlling members for their finances for not having a huge debt.

I will be having my best way to educate/train the members in a better way of living, having not in huge debt.

*Challenges and Issues my Organization is facing:*

<b>Challenges</b>	<b>Background and reasons</b>
Limited access to credit and agricultural insurance	As we experience here, our farmers have only a limited area to insure their crops. Then the farmers also get limited grants and loans because farmers here are taking the very high risk. They even harvest a little or maybe nothing.
Low farm mechanization and inadequate post-harvest facilities	We also lack agriculture facilities here. We are having a slow mechanization place. Some of our facilities are at far places.
Low price of palay, lack of capital, labour problem	Because our country did not support our local product. They just depend on export.
Pest and diseases and irrigation system	The problem of small farmer livelihood is aggravated due to the fact that small farmers suffer from many production risks like drought, flood, lack of adequate use of inputs, poor extension leading to large yield gaps, lack of assured and adequate irrigation, crop failure and so on

9. **Ms. Stephanie Parungao**, Labcaen Business Development Center Head, Sacred Heart Savings Cooperative, Philippines, presented her Job Report. The salient features of her report are as follows:

Sacred Heart Savings Cooperative (SHSC) duly organized and registered multi-purpose cooperative with principal office address at Poblacion, Galimuyod, Ilocos Sur. The cooperative aims to provide a complete package of integrated services in building its members' lives. Primarily, the cooperative offers Credit and Savings to its members. Its members have privileges to enjoy loans with low interest rates for their agricultural production, business activities and other needs for the improvement of their lives. They are also encouraged to save from their incomes for their future and emergency uses and also as investment. Moreover, the cooperative is also engaged in different enterprise activities such as printing shop (Cooprints), coffee shop (Koopi Station), hog farm (SHSC Hog Breeding Farm), grocery (CoopBazaar), agricultural supply (SHSC Agritrading), feed mill (SHSC Feedmill), distribution (Coca-cola), and clinic (SHSC Diagnostic, Laboratory and Medical Clinic). The members can avail the coop products at lower cost and have patronage refund at the end of the year. Likewise, the cooperative has its Business Development Center that offers training, consultancy, marketing and research for its members' business ventures. The department helps member's to improve their production, links their production to the market, finds possible solutions for their enterprises and conducts research to continually improve the productivity level of their existing and future business enterprise activities.

*My Role in the Organization:*

As a member of the Management Committee and being the Business Development Center Head, I have to ensure the implementation of the Business Development Support Programs and Services of the cooperative to its members and provide a wide range of activities and services to help the women and men members of the cooperatives improve the productivity level of their existing and future business enterprise activities.

*Challenges & Issues my Organization is facing:*

<b>Challenges</b>	<b>Background and reasons</b>
Human Resources Management	Managing a big human resource is a very big challenge for the cooperative. Additional manpower means additional expenditure and burden, and more career development is needed.
Low Liquidity and financing	The low collection rate due to the current pandemic has adversely affected the coop's liquidity. This issue challenges the co-op on how to cope up with the expenditures and make the co-op financially stable during these challenges.
Increasing trend of delinquency (Credit and Savings)	Loan's released to members have become delinquent. Many of the members did not pay or updated their loans due to unemployment.
Low income	Due to low releases and collection, the tourism sector being affected, other enterprises being closed and huge unemployment that should be dealt which are brought by the Pandemic, the cooperative experienced net loss for the year 2020.
Abuse of power and authority	The officer gives their trust to the management. The management gives their trust to the direct supervisors. These resulted in abuse of power and authority and formed gaps in the officers and management.
Lack of market for our farmers' production	This started when Covid19 troubled the whole world. Almost all the sectors are affected. Lockdown, travel restriction and movement restriction were observed especially in the Philippines. Thus, many markets closed. The local commerce has slowed down.



## VIETNAM

10. **Ms Trinh Thi Ly**, Vice Director, Sinh Duoc Cooperative, presented her Job Report. The salient features of her report are as follows:

Sinh Duoc Cooperative – Health from Herbs – the slogan is also what we do every day in Sinh Duoc Cooperative – produce safe, environmental friendly herbal products for health care.

Born in the land of herbs and a variety of valuable remedies, we were cared for and treated by herbal plants around us from our mother's hands. The experience and knowledge of using herbs have been transferred from generation to generation. Our local – Gia Vien district also has many advantages of developing handicraft and small industry for green consumption and tourism thanks to well-known tourist areas such as Trang An eco-tourism, Bai Dinh pagoda, Van Long Wetland nature reserve.

*My Role in the Organization:*

- Propose, manage, supervise activities of tourism and service sector of Sinh Duoc Cooperative; supervise some production activities.
- Take part in human resources.
- Be speaker of the cooperative in the interview, reports of local, national television station
- Be representative of the cooperative to take part in a national, international workshop, conference, fairs.

*Challenges & Issues my Organization is facing:*

Challenges	Background and reasons
Counterfeit goods, competition in the market	We are one of the first producers in Vietnam which produces health-care products from Vietnam native herbs. After some years of gaining a strong brand mark in the market, some counterfeit goods appear. More producers in the same field appear with a variety of price, models.
Unfinished investigation procedures	80% of work are done by hand and investigation is by human, that causes some error, mistakes of products;
Unstable order, sales	The number of orders is not stable among months of the year. We haven't had a professional team of marketing, market research.
Difference status and income between women and men	A number of women account for >50% but only 1 senior leader (Vice-Director) (4 men). Most of the women in the cooperative are farmers with less qualification than men. The average salary of male workers is higher than female ones do, it's due to the fact that present work, products of the cooperative often require strength rather than skillfulness, and that fits men than women.

## AFRICA

### GHANA

11. **Ms. Ernestina Martekour Martey**, Program Manager, Ghana Co-operative Agricultural Producers and Marketing Association, presented her Job Report. The salient features of her report are as follows:

The Ghana Co-operative Agricultural Producers and Marketing Association started in Ghana in 1972 and was officially incorporated by the Department of Co-operative in 1974 as a legal entity. The Association members are drawn from various sub-sectors of the agriculture sector in Ghana such as food crops, livestock and fisheries with women domination in value chain sector which comprises of processing and marketing. As part of my duties and as a woman, gender issues are of great concern to and as part of my responsibilities, I help in the mobilization and development of policies and programs

that addresses gender and developmental issues affecting the lives of women in the various co-operative societies.

*My Role in the Organization:*

- Assisting in the designing and developing of programs for the co-operatives;
- Financial management and arranging for loans for primary co-operative societies;
- Project management and reporting.

*Challenges & Issues my Organization is facing:*

Challenges	Background and reasons
Language/ Communication Barriers	Ghana is made up of different ethnic groups with diverse languages which makes it very difficult to communicate or get the message directly to the grassroots level.
Lack/Inadequate access to financial assistance from banks	This is as a result of inadequate financial management training due to inadequate financial and logistical support from Government and affiliate members

**NIGERIA**

**12. Ms. Akin-Falaye Egun Christiana**, Executive Secretary, Lagos State Cooperative Federation Ltd. (LASCOFED) presented her Job Report. The salient features of her report are as follows:

Lagos State Cooperative Federation Ltd. (LASCOFED) is an independent Non-Governmental Organisation (NGO) established in line with international and national best practices as the umbrella body to unite, represent and serve the interest of cooperative societies in Lagos State. LASCOFED is registered under the Lagos State Cooperative Societies' Laws.

All cooperative societies registered in the state are statutory member affiliates of LASCOFED. Members of LASCOFED are found in all sectors of the economy including agriculture, banking, health, transport, the informal sector, corporate organisations and industries as well as Federal and State Ministries, Departments and Agencies including Houses of Assembly.

*My Role in the Organization:*

- General administration of cooperatives;
- Secretary to the Board and committees of the Board;
- Organising and facilitating training programs e.g seminars, empowerment workshops, summit & conferences for cooperators including women.
- Liaising with the government on policies & grants for farmers.
- Organising women to access credit facilities from the Bank of Agriculture and Bank of Industry.
- Linkage of cooperators to fabricators of processing machines and Federal government training institutions like FIRRO.
- Linkage of cooperative farmers to regulatory bodies for certification of products i.e NAFDAC, SON etc.

*Challenges & Issues my Organization is facing:*

Challenges	Background and reasons
Funding	Farmers believe that all financial assistance given to them should not be repaid. Hence, loan repayment is low. LASCOFED is funded by the subscription of members in various sectors and to whom she is expected to assist. This limits assistance to agricultural cooperatives.

Limited Land Mass	Lagos has a low landmass and it is thickly populated. All land formerly used as farmlands have been converted to housing estates. However, the riverine areas are involved in the fishing and processing of fish (smoked fish). We also have coconut farms in the riverine areas.
Government Interference	There is interference in the internal democracy of my organisation and member affiliates from the regulatory authorities.
Data	Data collection and collation is a major challenge. Lack of cooperation from the primary source of data collection for the fear that the government will use the information gathered to tax them.

## TANZANIA

**13. Ms. Jahida Hassan Said**, General Manager, Runali Cooperative Union Ltd. Presented her Job Report. The salient features of her report are as follows:

RUNALI Cooperative Union was established in 2013 and obtained its temporary registration in 2018. RUNALI operates in three districts of Ruangwa, Nachingwea and Liwale all from Lindi region in Southern Tanzania. RUNALI obtained its permanent registration from the Registrar of Cooperative societies of Tanzania on 19th February 2018 with registration no 5597 and is currently serving farmers from 105 Primary Cooperative Societies, main crops produced being Cashews and Sesame. RUNALI mainly engages in the marketing of agricultural cash crops (raw cashews, sesame and pigeon peas). It collects the crops from its members (primary cooperative societies whose members are individual farmers) and markets them. A high percentage of the crops is exported and the remaining few are used for domestic processing activities.

### *My Role in the Organization:*

1. Planning, organizing, directing, coordinating, conducting, and controlling the cooperative's administrative and financial operations with the sole aim of maximizing shareholders/AMCOS (agricultural marketing cooperative societies) wealth.
2. Supervising the detailed operations of the cooperative union according to the bylaws, policies and regulations agreed upon by the general meeting.
3. Supervising the maintenance of an adequate accounting system; provide for its regular examination by competent external auditors.
4. Secretary in the board meetings and making available a business report and financial statements or any other appropriate required report to the board members quarterly, semi-annually, and annually.
5. Devoting full time to the affairs of the cooperative while supervising on a wide scale all cash crops sales operations including supervision of crops' auctions, providing invoices to the buyers who won the auction and authorizing all release orders to the buyers confirmed to settle fully all their invoices.
6. Verifying, amending, and authorizing annual budgets of anticipated income and expected costs and present such budgets to the board and general meetings as bylaw require.
7. Bringing to the board's attention all matters requiring board consideration and action.
8. Conferring with the board members on the development of new policies and appraise the effectiveness of policies already adopted.
9. Main custodian of the union fund.
10. Presenting the union in external meetings whenever the board decides.
11. Standing as a link between management and the board while presenting to the board all job affairs about the employees.

## *Challenges & Issues Organization is facing:*

### **1. Internal Challenges**

#### **(a) Governance of the cooperatives especially AMCOS**

There is poor governance in most primary cooperative's societies (members of the coop union) due to the lack of competent personnel to administer and manage the cooperatives leading to various negative outcomes including wastage of resources.

#### **(b) Financial skills**

There is a lack of financial competent employees who can supervise properly all financial affairs of the primary cooperatives in most cooperative societies which leads to the financial loss and minimization or fall of AMCOS shareholders/members wealth.

#### **(c) Gender economic imbalance/bias**

Women are the key victims of gender stereotypes in most cooperative societies in Tanzania. Low trust is given to women in doing important works in most cooperatives. The few who are entrusted with high responsibilities to run the matters of the cooperative organizations still face open sarcasm and demoralization from men that they don't fit enough in their positions. Albeit women play a significant role in the management of cooperatives in Tanzania and in our cooperative organizations with equal and even more efforts in various cooperative economic activities but unfortunately once the crops are harvested or income is obtained, women are furnished with lower share compared to the efforts they devoted to the cooperative or farming.

#### **(d) Conflict of interest**

A conflict of interest between management and board members in the cooperative union and among the primary cooperative societies (our members) is commonly prevalent. Board members aim at maximizing their wealth by reducing costs and increasing profit hence getting enough after profit fund to expand union investment to fortify their political exposure, in the meantime employees work hard enough to gain salary increase and expand their work incentives, an act which increases costs and reduce profit difference from the board members profit increase target, hence conflict of interests between board members and employees.

#### **(e) Low financial capital**

Our cooperative organization faces the challenge of ample capital to run its various affairs smoothly. The union is constructing the warehouse and intends to construct sesame and cashews processing factories, but we face financial hindrance and securities to pledge for the mortgage.

Efforts are underway to find investors who could invest in such factories but still the financial catastrophe pushes us back.

#### **(f) Enough and appropriate agricultural education and inputs**

Agriculture is the backbone of our coop and the nation as well, but we still face huge challenges of lacking enough inputs especially pesticides, insecticides and ample education for good farming practices, the said challenges lead to the downfall of agricultural produce especially cashews and sesame.

### **2. External challenges**

#### **(a) Political interference**

External challenge is intervention by outsiders especially politicians which conflict with the smooth running of the cooperative and violation of general cooperative principles and values.

#### **(b) Climatic Change and Weather conditions**

A real example is demonstrated this year when sesame production dropped due to lack of enough rainfall which led to the drought, hence downfall in sesame production.

#### **(c) Direct access to market**

Intermediaries and brokers block direct access to markets of agricultural produce in the cooperatives in our organization especially cashews and sesame. The brokers add their margin

which is offset in the prices of the crops hence the low price. The value chain becomes long causing unnecessary additional costs.

## RWANDA

14. **Ms. Josiane Irakarama**, Communication Consultant, Ingabo Syndicate (Rwandan farmers' Union) presented her Job Report. The salient features of her Report are as follows;

INGABO SYNDICATE is a Rwandan farmers' Union with an aspiration of lobbying, advocating, capacity building for farmers towards Agri-business and sustainable food security.

For more than two decades, the INGABO SYNDICATE, an organization of Rwandan agricultural cooperatives, has been helping Rwandan small-scale farmers overcome these and other challenges.

The syndicate supports its 15,000 farmer-members at all steps of the value chain, helping them strengthen their technical and economic capacities and become strong market actors. Most members are also organized into cooperatives, making it easier for the syndicate to deliver support at the group level.

Since over half of the INGABO SYNDICATE's farmers are involved in cassava production, many of its services are focused on helping members navigate the cassava value chain. One of its most important tools in this regard is the promotion of partnerships between cooperatives and downstream businesses. Formalizing these relationships in agreements such as purchase contracts has proven highly effective for helping its members gain long-lasting, equitable inclusion within value chains.

### *My Role in the Organization:*

- I am a Member of the General Congress; and Communication Consultant. Preparing internal and external media releases for the organization.
- Consulting on marketing strategies, communication protocols, and other aspects of the organization's public image.
- Provide advice and recommendations for the organization's Public Relations Department.
- Develop and formalize internal communications strategies and train employees on best practices.

### *Challenges & Issues faced by my Organization:*

***Challenges Background and reasons: Although we have the biggest turnover of women farmers, there is still a big gap in women's active participation***

- This is due to; (i) Self-doubt (ii) Overloaded schedule because of non-paid household work (iii) Gender issues; lack of support from the spouses.

***In our organization, we have integrated women into leadership positions, however, women leaders are burdened with the pressure to work twice as hard as their fellow men leaders.***

- This is due to; (i) Gender biased society; (ii) Cultural attributions (iii) Extreme patriarchy in the society which has always made it hard for women to express their views.

***Integration of young farmers into agriculture is also a big challenge***

- Because; (i) Young people think farming is a not only a rural but also very traditional field and that's not cool these days of booming technology; (ii) They also lack capital to invest in farming because the agricultural inputs such as land are quite expensive for them; (iii) It takes a lot of time and patience yet the output is not so high compared to other fields and sources of income.

## ZIMBABWE

15. **Mr. Chrispen Mununga**, Economist, Commercial Farmers' Union (CFU), presented his Job Report. The salient features of his report are as follows:

CFU core belief is that only through an optimal agricultural business operating environment can our desire for maximum economic growth, farmer empowerment and sustainable poverty alleviation be achieved.

The CFU members are structured in a democratic hierarchical system with district-level farmers' associations feeding into provincial structures. Alongside the provincial structures are the affiliated commodity associations which can be broadly categorised as crops (consisting of producers of oilseeds, grains and cereals), livestock (comprising Cattle Producers and Dairy Farmers), Coffee and Cotton. The primary decision-making body of the Union is the National Council made up of a representative from each province and representatives from the commodity associations. The Council elects the Union's President and the Vice President(s).

*My Role in the Organization:*

As an economist, I am responsible for broad project management experience acquired through working on various Donor (Hivos, EU) funded projects that were targeted at Rural and Urban Development. These projects have been in areas including Institutional & Organizational Development; Trade, Agricultural Production, Agribusiness, Capacity Building and Livelihoods and Poverty Alleviation. Chrispen has implemented projects in the agricultural policy and implementation, Trade, Economic Empowerment, Negotiation, Women empowerment, Good Agricultural Practice and Food Security Sectors. Most of these projects were successfully implemented and completed. Educate on skills in systems development, project and programme management, strategic planning, team building, conflict resolution & management, resource planning, resource management, accounting, etc.

*Challenges & Issues my Organization is facing:*

<b>Challenges</b>	<b>Background and reasons</b>
Bad image and perception	The author found it difficult to access information from government agencies during his first days, as he adapted to the different dynamics in the industry he established relations with the organizations from which he intended to secure information from.
Does not have a clear, cohesive and widely owned identity that is reflective of its vision, values and culture anymore	Urgently needs intervention in the area of strategy formulation and business planning to give them a roadmap
Viability challenges	Farm invasions destroying sustainable revenue-generating streams;
Obsolete IT equipment, Archiving and storage equipment and old fleet need replenishing	No revenue/Fund

## SECTION-V

### Online Lectures at IDACA

The following lectures were delivered by the resource persons Online during Part-II of the training course.

#### **1. Outline of Agricultural Cooperatives (JA) and Business Activities - by Mr. Hiroshi Terunuma, Cooperative Development Consultant, IDACA**

*The pre-recorded video lecture and a PPT was sent in advance to all the participants with the request to go through the lecture and ask questions, if any, in the live session. A Review Sheet was given to the participants to fill in the following information – the information and knowledge gained from the Lecture; any question related to the Lecture; Useful findings or ideas relevant to your Action Plan. The participants asked many questions through the Review Sheet and got a reply from the author in the Live Session. A summary of the contents of the above lecture is given below:*

Under this topic, the resource person explained the different stages of development of agricultural cooperatives in Japan. He covered the following subjects – implementation of land reform after the World War-II; history of cooperatives in Japan (origin of cooperatives: establishment and development of industrial cooperatives in Meiji era, and establishment of agricultural cooperatives); hardships in the life of farmer until 1960s; scenes of poverty stricken rural Japan in 1950s and 1960s; development of agricultural mechanisation due to lack of man power caused by aging of farmers; hi-tech is a key for the future survival of Japan's agriculture; overall agricultural production outputs in Japan (8 trillion yen); cooperating agencies (such as R & D center, extension centre, crop insurance office, farmers' academy, agriculture committee, etc.); extension worker's appropriate attitude; farm guidance by JA farm advisor; differences between agricultural extension worker and JA farm advisor; better living activities; two types of agricultural cooperatives in Japan, such as multipurpose and single purpose; outline and activities of JA group (611 JAs in 2019); organizational structure of JA group (national-1, prefecture-47 and primary-611); JA is adopting multipurpose agricultural cooperative system; lobbying activity in Japan and abroad; salient features of JA; members supporting groups for JA; farmers centering on regular members constitute the backbone of JA; roles of farm guidance in introducing new commodities and exploiting market channels; flow of distribution of vegetables and fruits through JA group; JA's marketing is closely linked with farm guidance, credit service, purchase of production inputs, joint use of facilities and processing facilities; diversified new marketing outlets; supply business (production inputs and consumer goods); mutual insurance business; members and users feedbacks; and what makes Japan's agricultural cooperatives tick.

Mr. Terunuma also highlighted the impacts due to COVID-19 to Agriculture in Japan and support by JA Group: - Impact: (i) Decrease of foreign visitors to Japan; (ii) Decrease of sales at restaurants; (iii) Converting imported products to local products; (iv) Decrease in demand of flowers; (v) Decrease in price of beef (local cattle); (vi) Decrease in demand of milk due to schools closure; (vii) Decrease in agricultural labour-power from abroad; (viii) Decrease in Farm Stay by foreigners and Japanese.

Support by JA: For Stable supply of Foods – (i) continued shipping of products through grading centres; (ii) Used mobile van shops to provide food to people staying at home; (iii) Donated rice and food to students and their family members during school closure.

Support to Producers – (i) Matching to receive employees from other industries; (ii) supporting farm management of farm households; (iii) Activities to increase consumption of agricultural products by JA and JA Group (National Level).

Contribution to the local community – (i) Provided a working place for local companies which decreased business; (ii) Support for stay home.

Measures to prevent the effect of disease, and others.



**2. Introduction of best practices of the action plan by former participants – by Ms. Naomi Wanjiku Ngobe, Operations and Customer Excellence Manager, Kenya Cooperative Coffee Exporters; and Ms. Alaine Chalipo Banggad, Trainer, Abra Diocesan Teachers and Employees Multi-Purpose Cooperative (Philippines) – participants of Women Training Course - 2020.**

Ms. Naomi & Ms. Alaine presented their respective Action Plans, prepared by them during the training course last year. They also explained and updated the participants about the progress in the implementation of their Action Plans. A summary of their Action Plans is given below:

Name of Country	:	<b>Kenya</b>
Name of the Participant	:	<b>Ms. Naomi Wanjiku Ngobe</b>
Position	:	Operations and Customer Excellence Manager
Name of Organization	:	Kenya Cooperative Coffee Exporters (KCCE), Nairobi.
Title of the Proposal	:	Coffee Sustainability – Women and Youth Inclusion and Entrepreneurship in Baringo and Kericho Counties.
Target Group	:	Farmers Co-operatives – Target to onboard to cooperatives 500 – 1000 by June 2023.
Target Area	:	Baringo & Kericho Counties (Rift Valley, Kenya).
Implementing Agency	:	Kenya Co-operative Coffee Exporter & Financing Partners.
Duration of the Plan	:	0-12 months – Training on GAP, Quality, Enrol Women and youth; 12- 24 months; Receive the first harvest, review and compare results if they reflect training, review parameters; 24-36 Months – Record and celebrate achievements anticipated, i.e. increased.

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Name of Country	:	<b>Philippines</b>
Name of the Participant	:	<b>Ms. Alaine Chalipo Banggad</b>
Position	:	Competency Trainer
Name of Organization	:	Abra Diocesan Teachers and Employees Multi-Purpose Cooperative.
Title of the Proposal	:	Stable Marketing of Farmer Members' Agricultural Products in Abra, Philippines.
Target Group	:	45 Farmer Members under Integrated Farming System Program of ADTEMPCO.
Target Area	:	Abra, Philippines
Implementing Agency	:	Abra Diocesan Teachers and Employees Multi-Purpose Cooperative - Marketing Department
Duration of the Plan	:	From June 3, 2021, up to June 3, 2023.

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On completion of their presentation, questions/clarification were sought by the participants. After the presentations, Mr. Terunuma Hiroshi, Cooperative Development Consultant, IDACA, guided the participants as to how to prepare their Action Plans during the Training with examples.

### **3. The role of rural women to play for the distribution of agricultural products and food value chain - by Ms. Fumie Takanashi, Associate Professor, Tokyo University of Agriculture**

*The pre-recorded video lecture and a PPT was sent in advance to all the participants with the request to go through the lecture and ask questions, if any, in the live session. A Review Sheet was given to the participants to fill in the following information – the information and knowledge gained from the Lecture; any question related to the Lecture; Useful findings or ideas relevant to your Action Plan. Before taking up the questions of the participants, Ms. Fumie Takanashi wanted feedback on her video lecture from the participants. After that, the participants asked many questions through the Review Sheet and got a reply from the author in the Live Session. A summary of the contents of the above lecture is given below:*

Under this topic, the resource person, Ms. Fumie Takanashi, explained the following contents – what is a value chain? How they are involved in the value chain? Japanese female farmers in rural society.

Food Value Chain – Input materials; producing Agri. Products (ingredients); wholesaling, manufacturing; retailing and consuming.

How Japanese female farmers are involved in the value chain? – Production; Production Development; Processing; Value-Added Processing; Retailing – sales promotion, collaborate with the foodservice industry, restaurants, organize farmers market, etc.;

Others – Consumer Education (hold a seminar); Agri Tourism; Rural Tourism; Special Training Course for young farm women - *Farm women's group leader who realize the difficulty of young women in agriculture, ask JA to organize training course.*

*They already have plenty of farm training courses, but it was mainly for the head of household, wives of them, or young male farmers. Recently, young female farmers are grown up in a non-farmer household, and thereafter engaged in farming because of marriage. Most of them have very poor knowledge, also they have difficulty getting information about farming because no classes are available for them.*

Pest Management; Weeding; Machinery; Soil Analysis; Processing (Training); Accounting.

Japanese Female Farmers in Rural Society – Marginalized in Household & Rural Society; Value added activities; Involved in participatory decision making; the Main stockholder that can change the rural-urban relationship.

Relational changes led by rural women – Gender gap in the rural area; Empowerment of rural youth; Farming and non-Farming;

### **4. Case Study of Farm Management of a Fruits Production Farmer – Mrs. & Mr. Saito's Orchard in Minami-Alps City, Yamanashi Prefecture:**

*The pre-recorded video lecture and a PPT was sent in advance to all the participants with the request to go through the lecture and ask questions, if any, in the live session. A Review Sheet was given to the participants to fill in the following information – the information and knowledge gained from the Lecture; any question related to the Lecture; Useful findings or ideas relevant to your Action Plan. The participants asked many questions through the Review Sheet and got a reply from the author – Mrs. & Mr. Saito, in the Live Session. A summary of the contents of the above lecture is given below:*

The soil in this area contains many rocks, which is not suitable for wet paddy fields. Hence, fruit production (peaches, grapes, Japanese plums, cherries, Persimmons, etc.) is popular in this area. Blessed with an advantageous location nearby Tokyo, there are many tourist farms in the area. Because the farmland gets dried very easily, many farmers introduced an irrigation system using sprinklers 50 years ago.

Mr. Yukihiro SAITO is a regular member of JA Minami-Alps. He and his wife briefed the participants about their activities. They are engaged in cultivating products, such as Peaches, Grapes, Cherries; Japanese Plums; Persimmons, etc. in their fruit orchards and farmland.

Besides, they also cultivate vegetables for their home consumption and sale. Packing for Japanese plums and cherries are done at Mr. Salto's house and they bring them by themselves to the JA's Grading Centre. The main functions of the Grading Centre are (1) Sorting and inspection of products (size, sugar content, colour, etc.); (2) Packing, packaging, loading into trucks and shipping of products; (3) Settlement of Accounts.

Cherries – To prevent rains from making cracks on the skin of cherries, tents are required for cherry production; The Cherry trees are covered with protection nets because there are risks of fruits being eaten by birds; There is also a possibility of cherry trees to get weary and become withered due to too many fruits on their branches.

#### **Farm Guidance System of JA Minami-Alps:**

Among 362 employees of the JA, there are 16 farm advisors stationed for this system; Pest control guidance starts in February every year; Every year commodity-wise farming skill guidance on pruning and quality improvement are provided; Guidance to check quality and standards of each variety are conducted during their shipping season; Whenever fertilizers or agro-chemicals are used in fields, JA will give announcements and send e-mails to arouse attention; Consultation and guidance service on telephone called "Farm Management Dial 110 Service", which is a Japanese emergency telephone number to call the police.

Mrs. & Mr. Salto also explained the Annual Schedule of Farm Work and the process of growing fruits; Harvest and Shipping; and Fruit Distribution System.

#### **5. Human Resource Development and Leadership Management in the Organization – by Literary Analyst, Mr. Yoshiaki Ogane, Former Editor in chief of Ie-No-Hikari Publishing Association and Writer.**

*The pre-recorded video lecture and a PPT was sent in advance to all the participants with the request to go through the lecture and ask questions, if any, in the live session. A Review Sheet was given to the participants to fill in the following information – the information and knowledge gained from the Lecture; any question related to the Lecture; Useful findings or ideas relevant to your Action Plan. The participants asked many questions through the Review Sheet and got a reply from the author in the Live Session. A summary of the contents of the above lecture is given below:*

The Paper of Mr. Ogane explains the importance of "Selection and Concentration". PLAN – What is the purpose? Is your goal concrete? What are the problems (challenges) you are facing to achieve (realize) your goal? Do you identify the "strengths" and "weaknesses" of your organization and the surrounding environment (pinch and opportunity)? Is there enough communication among the members? Were you able to share the purpose, goal and problems (challenges)?

DO – What kind of action is required to solve the problems? Did you make an Action Plan? Who will do and what do they do? Is role sharing clear? What procedure do you take? Have you set a deadline? Does everyone carry out the plan and do leaders show leadership?

CHECK - Are you following the process properly? Is there enough reporting / contact / consultation? Are backups and follow-ups appropriate? How much have you achieved? What are the remaining problems (challenges)?

Conditions for a good leader (3 elements) - Show your vision; Motivate members; Take the initiative:

- Focus on "Strengths" rather than "weaknesses"
- Focus on "what is right" instead of "who is right"
- Focus on "seriousness and honesty" rather than "smartness"
- Pay respect to the members

- Set a high hurdle for yourself
- Be a practitioner, not a critic

Discover Potential Abilities – “New Action” learned from “Tip of the Iceberg”; “Vitality” “Courage” and “seriousness” are contagious.

The organization won't be developed more than the capacity of the leader – You cannot select your parents, but personality can be selected. Failure is the source of success.

The Power of Words – the wisdom of predecessors encourages us.

He urged upon the participants to learn from Japanese fairy tale – Momotaro (peach boy) (needs of delegating works to others); story of the iceberg (use of one's own innate ability); learn from migratory birds flying in a formation (roles of leadership); and characteristic features of good cooperatives and unsuccessful cooperatives.

## **6. Organization and Activities of JA Women's Association, and how to manage the organization as a Leader – by Ms. Hiromi Horaguchi, President of National Council of JA Women's Associations.**

*The pre-recorded video lecture and a PPT was sent in advance to all the participants with the request to go through the lecture and ask questions, if any, in the live session. A Review Sheet was given to the participants to fill in the following information – the information and knowledge gained from the Lecture; any question related to the Lecture; Useful findings or ideas relevant to your Action Plan. The participants asked many questions through the Review Sheet and got a reply from the author in the Live Session. A summary of the contents of the above lecture is given below:*

The Paper explained the contents of the Lecture - Japanese Agriculture is mainly based on Family Farming; What is JA Women's Association? Activities of JA Women's Association? Challenges and Visions of JA Women's Association.

### **Japanese Agriculture is mainly based on Family Farming**

- ❖ The total number of agricultural management entities in Japan is 1,370,000 (2015), of which 1,340,000 are family management entities, accounting for about 97.6%. The number of agricultural management entities 50 years ago was 3,000,000, but it dropped to less than half now.
- ❖ While farm households have been decreasing, cultivated land area per one management entity has been increasing (Expanded from 0.98 ha 50 years ago to 2.41 ha in 2015). In terms of the farming population, Japanese agriculture is promoted mainly by family farming.

**What is JA Women's Association?** This is an organization of rural women. JA W.A. consists of women who mainly engage in farming.

- ✓ We cooperate with each other to protect women's rights and improve the social and economical status of rural women.
- ✓ We promote the participation of women in JA's activities in order to reflect the voices of women in the cooperative movement and take action related to the movement.
- ✓ We strive to create comfortable local communities with affluence, close contact with each other and mutual help through cooperative activities involving women

What is the National Council of JA Women's Association?

- A base of JA Women's Association is JA at the primary level.
- Not only women farmers but also non-farmers can become a member.
- Total No. of Associations: 607; Total No. of members : 491,330

*Main activities:* Promotion of “local production for local consumption” movement (direct sales shop, food processing); Educational programs on food and agriculture; Mutual aid activity; Activities for protecting the environment; Cultural activities, etc.



## **Challenges and Visions of JA Women's Association:**

### *Challenge-1: Decrease in the number of members*

Vision: Development of attractive activities that meet the members' needs – Traditional food inheritance activities, handicraft classes, friends-making trips, etc.

### *Challenge-2: Aging of members*

Vision: Fixing a mandatory retirement age for officials - Avoiding the mannerism of the activities by the management of fixed members, revitalizing the organization by recruiting new members; Establishment of young wives' organization - Implementing activities that we cannot usually experience, such as rice planting, etc., and rejuvenating members by encouraging women in the child-rearing generation to join the organization.

### *Challenge-3: Measures for Covid-19*

Vision: Enhancement of web activities - Though members of JA Women's Associations are not good at using IT equipment, we try to encourage their active utilization and establish a system that we can be active without gathering directly.

JA Women's Associations throughout Japan have decided to implement activities which is closely related to the SDGs, based on the policy decision of the National Council of JA Women's Associations.

## **7. Outline of Nogyo Joshi (Female Farmer) Project and Case Study of Nogyo Joshi (Woman Dairy Farmer) – by Mr. Masaki Mizuno, Women's Empowerment Office, Young Farmers and Women Division, Management Improvement Bureau, Ministry of Agriculture, Forestry and Fisheries, Govt. of Japan.**

*The pre-recorded video lecture and a PPT was sent in advance to all the participants with the request to go through the lecture and ask questions, if any, by e-mail. A Review Sheet was given to the participants to fill in the following information – the information and knowledge gained from the Lecture; any question related to the Lecture; Useful findings or ideas relevant to your Action Plan. The participants asked many questions through the Review Sheet and got a reply from the author by e-mail. A summary of the contents of the above lecture is given below:*

The author covered the following topics in his presentation –

- Government schemes for supporting female farmers
- Current situation of women engaged in farming
- Government support for female farmers
- What the Nogyo Joshi Project is about
- Voices of members of the Nogyo Joshi (Agricultural women) Project

*Current Situation of Women engaged in agriculture:* There were 560,000 female persons and 840,000 male persons engaged in farming as of 2019, compared to 13,000 female persons and 42,000 male persons as of 2018.

Profits increase as females involve in Farm Management; Women's Involvement in Decision Making on Farm Management; Support to women engaged in farming; Promotion of Family Management Agreement;

*"Nogyo Joshi" (women farmers) Project:* "Nogyo Joshi" project launched in 2013 has aimed to create new products and services by linking women farmers' wisdom to technologies and ideas of various companies and educational institutions and to widely disseminate information on them in the society so that the project can enhance women farmers' presence, change women's awareness, improve management and to increase young women selecting agriculture as their career. It also has contributed to the building of a network among Nogyo Joshi. There are 831 members of Nogyo Joshi, 37 participating companies and 7 schools throughout the country.

Objectives of the Project are - To enhance the presence of women farmers in the society and the agriculture sector; To change awareness of women farmers and improve management capacity; To add "agriculture" to what young women want to choose as an occupation.

Activities of Nogyo Joshi - Collaboration of companies and the members of "Nogyo Joshi" to develop new products and services so that PR on the activities of women farmers and their attractiveness can be made (as part of the business of companies); Collaboration of educational institutions such as high schools and universities and the members of "Nogyo Joshi" to discover students having willed to engage in agriculture and inspire them to increase awareness on agriculture.

Nogyo Joshi Project Expands and develops –

- Members of Nogyo Joshi organized region-based groups to promote their activities.
- Members of Nogyo Joshi held a fair in Hong Kong and it had active participation in the international convention.
- PR activities in collaboration with participating companies were also conducted.
- Voluntary proposals on what they want to do were much encouraged.  
(Nogyo Josho Labo)

Region-based group of Nogyo Joshi - The groups as spin-out from Nogyo Joshi Project were formed throughout the country (7 groups). They have promoted collaboration activities with the companies understanding the ideas and the challenges the groups faced.

Day of Rural Women –

- What is "Day of Rural Women"?  
Ministry of Agriculture, Forestry and Fisheries designated March 10 as Day of Rural Women for the women to demonstrate their capacity as important leaders in agriculture, forestry and fisheries sectors for the development of farming and fishing villages;
- Thoughts and expectations implied in the day "March 10"
  - Improved conditions and environment enable women to participate in learning and meeting in the society with reduced burden of labour in villages.
  - Expectations from women to demonstrate their wisdom, skill and experience as three capabilities fully and at the maximum
- Awarding ceremony for active rural women for FY2020 is planned. This will be a good opportunity to think about various rural women's activities.

**Case Study of Nogyo Joshi (Woman Dairy Farmer or Isonuma Milk Farm:** *Introduction of a Member of Nogyo Joshi Project:* After graduating from university, Ms. Anzu Isonuma decided not to work for a company and began helping her father's dairy farm. At first, she was confused by the unfamiliar work, but she gradually awakened to the joy of dairy farming. By participating in the MAFF's Nogyo Joshi Project, she was able to make many friends, expand her network, and obtain a lot of information. She is now in charge of the management of Isonuma direct sale shop that sells fresh milk, yoghurt and ice cream. She is struggling to expand sales channels. She wants to increase the number of young women farmers.

Isonuma Milk Farm was established by Masanori Isonuma in Hachioji City, Tokyo, aiming to create a cattle farm where city dwellers can gather freely and develop a harmonious relationship between humans and cattle. He has been striving for more than 20 years to create dairy products by making the best use of fresh and delicious milk produced on his farm.

Using pure flesh milk of Jersey cattle which is raised on the farm with good care and fermenting it gently without homogenization, yoghurt (and other dairy products) is produced and sold under the brand name; "Gift from Mother Cattle".

*Characteristics of Isonuma Milk Farm*

- 1) "World's smallest" yoghurt factory is located on the cattle farm. Best quality milk is processed into yoghurt by the owner himself.

- 2) Other than those Jersey cattle famous for their thick and creamy milk, Brown Swiss cattle, Holstein cattle, sheep, and chicken are bred on the farm.
- 3) To pursue the "Animal Welfare" concept and practice recycle farming method, shells of coffee and cacao are used for cattle beddings, hence the farm is filled with the aroma of coffee. Used cattle beddings will be fermented and sold as manure fertilizer; "Gyu-no-suke".
- 4) To create an opportunity for local residents to get together and have fun, "Jersey Club" is held at the farm. Also, "Cowboy & Cowgirl School" is opened once a month for children and youth who want to learn about cattle breeding or dairy farming.
- 5) Premium milk; "The Golden Rule of Milk" and other yoghurt products have been added to their product line-up and Isonuma Milk Farm has stepped forward to its idealistic form.

#### 8. Green Tourism and Revitalization of Rural Area – by Mr. Mamoru Kawashima, JA Tourism and Communication Association

*The pre-recorded video lecture and a PPT was sent in advance to all the participants with the request to go through the lecture and ask questions, if any, in the live session. A Review Sheet was given to the participants to fill in the following information – the information and knowledge gained from the Lecture; any question related to the Lecture; Useful findings or ideas relevant to your Action Plan. The participants asked many questions through the Review Sheet and got a reply from the author in the Live Session. A summary of the contents of the above lecture is given below:*

Mr. Mamoru Kawashima, in his lecture, emphasised the following : 1) What is JA's green tourism?  
2) Examples of green tourism.

"As a member of the JA Group, we are promoting business for presenting values of joy, satisfaction and emotion through "exchange" of people over all generations who are living in urban, rural, mountain areas and fishing villages.

We are working on the following activities – **(1) Public Relations and Research** (*The Association for Folk Performing Arts and Rural Life Publicity through magazines and websites*); **(2) Experience Exchange** – Planning and Implementation of urban-rural exchange tours (*Agriculture and rural life experience. Life experience in farming villages, projects for agricultural volunteers, etc.*); **(3) Education and Training** (*Training of travel attendants, training of travel business managers, Japan Agricultural Certification*); **(4) Community Support** (*For the purpose of contributing to the promotion of tourism in the region. Comprehensive support for the creation of places for urban-rural exchange*).

Mr. Mamoru touched upon the following contents in his paper – Overview and Transition of Green Tourism; Overview of host area and benefits of host farmers; Introduction of the video of the Green Tourism; Introduction of case studies of Green Tourism initiatives; Process of developing a system for the host area.

First, he played a video on "Image of Green Tourism". He also played videos on "Farm Stay Experience"; "Experiencing a Cycling Guide"; "the Experience of the Tea Room Terrace";

Mr. Mamoru also introduced the case studies of Green Tourism initiatives and the steps for the development process of the farm stay area –

- Step 1: Building consensus and cooperation among stakeholders.
- Step 2: Identifying local resources and creating experience programs.
- Step 3: Planning and recruiting for monitoring tours.
- Step 4: Implementation and review of the monitoring tour.
- Step 5: Formalization of acceptance procedures.
- Step 6: Sales tool creation and promotion activities.
- Step 7: Completion of system development and sustainable management.

**9. Introduction of best practices of the action plan by former participants – by Ms. Evi Nurifah Julitasari, Women Coop. Development Consultant, DEKOPIN – a participant of Women Training Course-2017 and Ms. Annielen Legacion Panerio, General Manager, Camsur Multi-Purpose Cooperative, Naga City, Philippines.– a participant of Food Value Chain (FVC) Training Course-2018.**

Ms. Evi and Ms. Annielen presented their respective Action Plans, prepared by them during the training course they attended in 2017 and 2018 respectively. They also explained and updated the participants about the progress in the implementation of their Action Plans. A summary of their Action Plans is given below:

Name of Country	:	<b>Indonesia</b>
Name of the Participant	:	Dr. Evi Nurifah Julitasari, SP, MP.
Position	:	Research Consultant Development,
Name of Organization	:	DEKOPIN – The Indonesian Cooperative Council.
Title of the Proposal	:	To Improve the Capacity Building of Women in Rural Areas, who participate in the Agricultural Cooperatives, to be more Independent.
Target Group	:	Women involved in activities in agricultural sector (cultivation/producer, processing, and marketing)
Target Area	:	Malang, East Java, Indonesia.
Implementing Agency	:	DEKOPIN; KOPINDO
Duration of the Plan	:	One Year – December 2020 to November 2021.

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Name of Country	:	<b>Philippines</b>
Name of the Participant	:	<b>Ms. Annielen L. Panerio, CPA</b>
Position	:	General Manager
Name of Organization	:	Camsur Multi-purpose Cooperative, Naga City, Philippines.
Title of the Proposal	:	Development of Marketing Channels in the Camarines Sur by Camsur Multi-purpose Cooperative.
Target Group	:	CMPC Farmers and Sales Outlets/Market Centres.
Target Area	:	Camarines Sur.
Implementing Agency	:	Camsur Multi-purpose Cooperative.
Duration of the Plan	:	One Year – November 2018 to October 2019.

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**10. Message from a Woman Leader in the World – Empowering Women in Agriculture - The Role of a Global Farmers’ Organization – by Ms. Arianna Giuliadori, Secretary-General, World Farmers Organization (WFO).**

*The pre-recorded video Message and a PPT were sent in advance to all the participants with the request to go through the Message and ask questions/explanations, if any, to the author, in a live session. Many questions were asked in the live session. A summary of the contents of the above Message is given below:*



The World Farmers' Organization (WFO) is an organization established by the farmers for the farmers. WFO is the reference organization representing the farmers' community in all the relevant international processes. It has six constituencies - Europe, Asia, Oceania, Africa, Latin America and North America. Over 74 farmers' organizations from more than 63 countries are its members, representing more than 1.5 billion farmers.

WFO brings the farmers' voice in the international fora through a BOTTOM-UP APPROACH, making sure their authentic, independent voice is heard.

**WFO Women Committee** - "we will promote the status of women farmers all over the world, creating awareness about their working and living conditions especially at the national and international level in relevant dialogue and policy-making forums, and in relevant international organizations".

- WFO was Created in 2013 as per the decision of the WFO General Assembly.
- The Committee gathers two representatives from each of the WFO constituencies and ensures the bottom-up approach is applied.
- As of today, the following countries are represented in the Committee: Finland (Facilitator), Italy, Jamaica, Jordan, Mozambique, New Zealand, Paraguay, South Africa.

#### **UN Commission on the Status of Women**

- WFO participates in the work of the CSW since 2015 when it was granted consultative status with ECOSOC.
- For the past five years, WFO facilitated the participation of Women Committee representatives who have been travelling to New York to attend the CSW sessions and intervening on behalf of the farmers' constituency, as well as sending written statements and participating in events to promote gender equality and women empowerment

#### *UN Decade of Family Farming (2019-2028) :*

WFO is a member of the International Steering Committee of the UN Decade on Family Farming 2019-2028.

- Women empowerment is one of the pillars of the UNDFG Global Action Plan and WFO members are in constant contact with its Women committee together inputs from different regions of the world, as well as to collect best practices on the contributions that women farmers give at the local level for improving the livelihoods of their communities.
- WFO has already joined and organised many activities in this respect and is committed to continuing to do so.

#### *Women Leaders in Agriculture :*

*"Imagine equality in political leadership, classrooms, corporate boardrooms, and factory floors. Women and girls have equal say in decisions that affect their lives, their bodies, their policies, and their environment, from villages to cities. Let's make this a reality."*

#### **11. USEFUL FINDINGS THAT ARE RELEVANT TO THE ACTION PLAN FROM KEY LEARNINGS OF LECTURES - Report of Group Discussions:**

The participants were divided into three groups to find out useful findings that are relevant to the Action Plan from Key Learning of Lectures of Part-I and II. The result of **Asian Group 'A'** is reproduced below:

#### **INDIAN MODULE**

1. *Livelihood creation and micro-enterprise management – Learning of project Sakhi – Manjari Foundation*
  - i) Promotes Women's institutions to bring in social justice and equality, thus leading to rural transformation;

- ii) Its main aim is to empower women from Marginalized Communities, so they live their life with dignity and respect;
- iii) Its self-help-group model is comprising of a three-tier Institutional structure i.e SHGs, Village organization and Federations:

These institutions are the building blocks to empower rural women with respect to their financial literacy, financial inclusion, livelihoods, education, nutrition, health, governance etc.

2. *The story of Jaipur Rugs Foundation - Rural Women Entrepreneurs* : This topic will be helpful in encouraging rural women to adopt the micro-entrepreneurship business module. Instead of sticking to age-old traditional activities, women can stand up on their own without depending on male members of the family. Economic independence will lead to the upliftment of socio-political status.
3. *Work done by SEWA for women empowerment* : Women empowerment promotes women's sense of self. Worth, their ability to determine their own choice and also influence social changes for themselves and others. Empowering women is the key to economic growth and social transformation. The story of SEWA as discussed can influence the rural women of other parts of India who can resort to similar activities for a better livelihood.
4. *Linking Women groups to FAB INDIA* : 'FAB INDIA' is an Indian chain of stores retailing ethnic and handmade products collected by craftspeople across rural India. By linking women groups to FAB INDIA, the products produced by women groups can be sourced from villages helping to provide and sustain rural employment.
5. *A first of its kind, women-centred network of Barefoot college and the success of Tilonia's Women artisans, hatheli bazaar and solar engineers.*

It is very innovative and unique and will be an example for others.

6. *Kasturi Digital learning : A Foundation of Feminine Leadership* : The lesson is very much helpful to provide basic knowledge on Feminine Leadership – a powerful emergent body of work that is of utmost importance to the present day's world. The contents of the course material help the learner to access the best of her potential.
7. *Experience of Women Leadership in Business* : The lesson will help the women entrepreneurs to acquire the skills to start their leadership position with a new business set-up. Further, it provides opportunities to value their own strength and to stand on their own in a masculine dominated society.
8. *Mann Deshi Mahila Sahakari Bank - A Bank for the women and by the women* : This lesson is an example for women as a whole. In the present day, women do not lag behind their male counterparts. Women can manage a Cooperative Bank as their own and this bank plays a great role in the economic upliftment of Rural Women.
9. *Linking Women's Cooperatives to community exchange* : This lesson provides insights into the role played by women cooperatives in promoting gender equity and the various ways women can make use of the cooperative advantage to access opportunities that are otherwise denied to them.
10. *Health and wellness* : Women's greater degree of autonomy and gender equity are playing an important role in shaping their ability to manage fertility as well as the health and development of children. This topic is useful in creating a sense i.e. "Health is Wealth" among the rural mass.
11. *Women entrepreneurship and innovations* : Women entrepreneurs are those women who think of a business enterprise, initiate it, organize and combine factors of production, operate the enterprise and undertake risks and handle economic uncertainty involved in running it. So this topic gives a broad idea about enhancing entrepreneurship qualities among rural women.
12. *Connecting FPO to superfoods*: This lesson will encourage women farmers, farmers of the area, to start production of superfoods items and their marketing on a small/ medium scale in joint ventures through their organizations.

13. *B2V – Back to Village*: This is an organization working for rural development and integrated ways of farming. With a common goal of improving the lives of small farmers, tribal and other deprived communities in rural India.

Its Vision is –

To reinstate the lost glory of the villages

*Mission*

- ✓ To establish farming, once again, the most prestigious profession
- ✓ To make farming lucrative for the younger generation
- ✓ To enhance the quality of life of rural communities based on organic farming

14. *Kudumbashree* : The livelihood development model of the Government of Kerala

- Kudumbam + Shree: Prosperity of family
- This is the State Poverty Eradication Mission of Govt. of Kerala

*Principles*

If the status of women in a family increase, then it automatically develops the status of the whole family.

*The most attractive step of the mission*

- Appointment of Microenterprise Consultants (MECs)
- Identifying and supporting first-generation entrepreneurs and enterprises.

## **JAPANESE MODULE**

Useful findings :

- i. Proper guidance, training, insurance, linkage with market facilities, by JA to Agricultural Cooperative and farmers make it possible for sustainable business and income in every activity.
  - ii. Women's involvement in food value chain activity is very much encouraging.
15. The Lecture Video "Japanese female farmers in Agro-food value chain" gave us an overall idea about the involvement of women farmers in the total food value chain programme i.e. in
- a. Production development
  - b. Value-added processing
  - c. Retailing
  - d. Consumer education
  - e. Special training for young women farmers
  - f. Soil analysis
  - g. Pest Management
  - h. Machinery operation and accounting etc.
16. An experience by "Mr. and Mrs. Saito's Orchard" is very much interesting and inspiring.
17. From the lecture Human Resource Development and leadership, management in the organization" we learned about the management of an organization, relationships with superiors and co-employees etc. for successful management of office and organization.
18. Whereas JA women's Associations are a complete package on women development activities.
- Promotion of local production for local consumption movement.  
i.e. Primary – Prefectural - National
  - Its politically neutral nature

- It's life improvement activities
- Gender equality activities
- Welfare activities etc.

19. In the lecture Video "Current situation of women engaged in Agriculture in JAPAN, we noticed there is an increase of

- women participation in Agriculture Committee for formation and decision on policy matters
- women in an official level in Agri-Cooperatives.
- a regional network for child care when women are in the field.
- learning media for providing education and training to farmer's communities etc.

20. Whereas lecture 7 is "green tourism and Rural Revitalization". In this lecture video, a special attraction is

- children exchange projects with farming or mountain or fishing activities.
- learning the importance of food through the experience of farming, forestry and fishing life.
- developing thought of showing compassion to others, social norms, life skills etc.

In the training course, the presentation on Action Plan by former participants provided our key points about the preparation of the action plan. So it is also equally important for an action plan preparation.

In a nutshell, we can say that women's empowerment is possible by expanding women's economic opportunities, leadership and business management qualities. Which includes:

- More and more jobs for women in the rural area both farming and non-farming sectors.
- building up their management and entrepreneurial skills by govt. and non-govt. institution.
- easy access of rural women in microfinance institutions/ banks for credit facilities in time of their need
- a suitable business climate that supports women in starting and growing business etc.
- above all the self-risk of rural women to start and manage business

## **Report of Asian Group-B**

### **Indian Module:**

1. We learned about the women empowerment-oriented foundations in India, we got to study in detail of Sakhi Manjari Foundation which is committed to helping women from marginalized communities to overcome social injustice, poverty and exclusion.
2. The Jaipur Rugs Foundations works on the philosophy of totality, by creating an ecosystem that empowers Artisans. This is accomplished by focusing on Entrepreneurship Development and Social Development. From this foundation works, we can create opportunities for aspiring entrepreneurs and innovative leadership towards capacity building.
3. Self-Employed Women's Association (SEWA) is a national union of 1.8 million informal women workers in 18 states of India which become a movement, family of membership-based organizations, including women's collective social enterprises with common goals of Full Employment and Self Reliance.
4. Tata Chemicals Society for Rural Development is born out of the need to enhance business coaching of women associated with producers and consumers of agriculture, so as to make the agri-sector more sustainable. Indian chain of storage retailing ethnic and handmade products is doing by 'FAB INDIA'. Women group is linking with it.
5. Mann Deshi Mahila Sahakari Bank Ltd. has played an important role for the rural Indian women, empowering them by helping them become financially confident and become an independent entrepreneur.



6. Kasturi Foundation is a feminine leadership, is very help full to provide for the context of basic knowledge to women. It has made a women-oriented program like Women artisans, Hatheli bazaar, solar and many more others.
7. The experience in women leadership in business and accumulation participant in women entrepreneur is most important things in this lesson.
8. It empowers small farmers and rural producers through regenerative natural farming and value-addition of indigenous novelty food products from India to the world. It is run by women.
9. Kudumbashrees' aim is to enhance the prosperity of the family, empowerment economic livelihood – Social addressing the issues of the marginalized –Women Capacity building of women to analyze their status and it has the multi-dimensional poverty alleviation approach for the women to their journey started with a common goal of improving lives of small farmers, tribal and other deprived communities in rural India, better resource utilization and integrated organic farming. It has a multi-dimensional poverty alleviation approach.
10. Throughout human history, our relationship with the soil has affected our ability to cultivate crops and influenced the success of civilizations. The quality of soil directly affects agricultural production.
11. Growing crops and improving lifestyle is a more related thing for the human being.
12. Krishi Kendra has played an important role to make it easy for the farmer and various groups are associated with this Centre.
13. Back to Village (B2V) is one of the Organizations working for rural development and integrated ways of Farming. It is a very impressive process for empowering human beings.
14. Their journey started with a common goal of improving the lives of small farmers, tribal and other deprived communities in rural India, better resource utilization and integrated organic farming.

The findings point that women significantly contribute to agricultural production. To some extent, there is a division of labour agriculture production. Women are mainly responsible for planting and harvesting activities. Their labour contribution is relatively large in these activities regardless of geographical location. Labour contribution to farmers woman consistent with the results of women's labour inputs in agriculture cooperative, those cases found that the aggregate women's empowerment to be high in the cooperatives and increase women's empowerment in agriculture products.

Enact policies to overcome women's equal access to economic livelihood opportunities and formal employment, including by promoting equal pay for equal work, ensuring freedom from discrimination, combating gendered labour market segregation, shifting tax structures, providing incentives for employers, enforcing labour rights, improving the quality of employment, reducing the volatility of earnings, and ensuring full employment, decent work, and a living wage for all.

## **Japanese Module**

### *Overview of Agriculture and Agri. Coops in Japan ( L1)*

- A co-operative is an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise.
- There is two sales system in JA. i.e. sales by bidding and negotiated transaction.
- Krishi Kendra has played an important role to make it easy for the farmer and various groups are associated with this Centre.
- Back to Village (B2V) is one of the Organizations working for rural development and integrated ways of Farming. It is a very impressive process for empowering human beings.
- Their journey started with a common goal of improving the lives of small farmers, tribal and other deprived communities in rural India, better resource utilization and integrated organic farming.

### *The role of rural women to play for distribution of agricultural product and food value chain*

- The food value chain consists of all the stakeholders who participate in the coordinated production and value-adding activities that are needed to make food products.

- Like in other countries around the world, Japanese women also play a vital role in the agriculture sector and value-adding processes such as farming, harvesting, grading, packing, marketing etc.
- For women who are inexperienced in agricultural work, they were given special training courses to enhance basic knowledge and techniques.
- Empowered females are now involved in the decision making of farm management.

#### *Case study on-farm management of a fruit production farmer*

- Since the land Mr. Saito owned had many rocks and rough textures, it was unsuitable for wet paddy fields. So, he chooses fruit production to utilize the land.
- Different types of fruits are grown on Mr. Saito's farm such as peaches, grapes, cherries, Japanese plums, persimmons etc.
- All the tasks related to production such as irrigation, training, pruning, grading, thinning etc. in his farm are done using modern technology and in a very planned manner.
- He and his farm has been a great source of inspiration for people willing to start an agricultural business. Also, his farm is visited by many tourists around the year.

#### *Human Resource development and leadership management*

- A leader should identify the strength and weaknesses of the organization, make action plans and should stay determined towards the goal.
- There should be clear communication, respectful behaviour, proper role sharing and management of tasks among the team members.
- A good leader should focus on the strengths, be serious, be honest, respectful to other fellow members and avoid criticizing.
- There should be enough reporting and consultation followed by an appreciation of good performance by the leader.
- Regularity and punctuality are very essential in good leadership.
- A leader should stay motivated and boost the confidence of other fellow members as well.
- Along with clear role sharing, there should be a set deadline for any task and all the team should collectively work towards the common goal.

#### *Organization and activities of JA Women's Association*

- Family farmers play a vital role in the maintenance of the local economy and community, environment preservation and handing down the tradition and culture as well as the food supply.
- The population contributing to farming has decreased over the period in Japan.
- The JA women's association is playing a vital role in the development of the agriculture business in Japan.
- It is actively promoting "local production for local consumption" which includes direct sales, food processing etc. and focuses on environment protection and cultural activities also.
- JA Women's Association is working together to protect women's rights and improve the social and economic status of rural women.
- It is making a contribution in various ways to disaster-stricken areas too.

#### *Current situation of women engaged in agriculture in Japan - Green tourism for the revitalization of rural area*

- In Japan, women are increasing their presence in agriculture communities traditionally dominated by men.
- While looking at the latest records, it can be seen an increase in the number of women's involvement in agriculture and a rise in profit and sales amount relating to agriculture.

- There have been some projects to support the fostering of women involved in farming. The concept for Green Tourism is a trip to embrace local nature, local lifestyle and culture by interacting with residents in agriculture, forestry and fisheries.
- It is a great approach to sustainable use of natural resources since people learn how to improve their ecological footprint through this green tourism concept.
- It also involves giving local people a living wage while helping them preserve their communities and culture.

*Conclusion of Japanese Model*

- From the lectures, we can say that women significantly contribute to agricultural production. To some extent, there is a division of labour in agriculture production. Women are mainly responsible for planting and harvesting activities.
- Based on the research and results, we can see that increase in rural women’s empowerment leads to significantly increased women farmers income from agriculture production.
- It is also necessary to ensure specific provisions for gender equality and develop targeted policies to empower women in agricultural cooperative planning and decision-making.
- They should enact policies to overcome women’s equal access to economic livelihood opportunities and promote equal pay for equal work.
- To improve the perception of women’s ability to take on leadership roles in the agriculture sector, there should be enough training to strengthen, promote farmers skills and exchange successful practices in the area to develop cooperation.

*Merits of Online Training*

- Flexibility - Technology demands newer updates and faster systems all the time.
- Mobility - A place that has an internet connection is a place to take advantage of.
- Easy On The Pockets.
- Community.
- Online Support.
- Easy Accessibility.
- Information Retention

*Demerits of Online Training*

- Require more time than physical attendance.
- Require good time-management skills.
- Create a sense of isolation.
- Allow us to be more independent.
- Low focus.
- Technical problem

*If you are a facilitator, what kind of program will you encourage?*

We will encourage in farmer education program, Self-Management training program, Women skill Development Program to empowerment women members for their easiness of daily life.

**Report of African Group :**

<b>Useful finding</b>	<b>Reason</b>
Establishment of institutions and projects to empower women	In Africa, most institutions that represent women are weak and do not have the financial muscle
Provision of seminars that aiming at improving farming practices,	Due to cultural value, most training is attended by mostly men with low attendance of women, if any

The Indian and Japanese societies are more advanced in the Agriculture value chain	In Africa, most agriculture is primary with little to no value additions processes
Access to vehicular machines assists the farmers a great deal in doing their work efficiently.	There is a need for the transfer of technology as African farming is mainly of the hoe and cow draughts.
We also learnt that the agricultural cooperatives do other things aside from agriculture like doing banking, agri. tourism etc.	In most African countries, if you are in agricultural cooperatives, that is the only thing you can do
Improved farming practices such as production, proper use of pesticides as well as grading	We need to develop good agricultural practices as most are poor such as stream bank cultivation and deforestation
Also learnt that in the family business, there must be agreement that will state the role of all members of the family	In most African countries most children are not interested in the business of their parents. There is mostly unpaid family labour
Also learnt that Japanese cooperatives are very strong despite the challenges and aim impressed with the idea of establishment of cooperative in every village	Weak institutions with limited power
To attract tourism and trade for Made in Africa products	We do not practice modern farming
Lack of business diversification such as engaging in other trades like home care services and green tourism.	Lack of business diversification such as engaging in other trades like home care services and green tourism.

<b>(b) Advantages of Online Training</b>	<b>Disadvantages of Online Training</b>
Reduces cost of travelling	Limited country experience for countries
Time Flexible	Participants multi-tasking affects concentration
Reduces the risk of catching the disease especially in this pandemic wave	The absence of bonding and networking amongst the participants
Can be done from any location	Connectivity challenges
Information can be retained easily	Need for an advanced device with storage
Improved attendance	Need for incentives
Easy to manage time	

**(C) I will use a hybrid that includes physical and virtual**

The kind of online training that can be designed is for the acquisition of soft skills and hard skills must. Introduce games and some activities such as online games to attract people to join.



## SECTION - VI

### Action Plans Proposed by the Participants

In view of the experience gained by the participants through online lectures, virtual field study visits in Part-I and II, interaction among themselves through group discussions and based upon their own work environment, the participants were able to finalise detailed Action Plans which they would recommend to their organisations after the end of the training course. A brief description of the Action Plans prepared by the participants is given below.

Name of Country	:	<b>India</b>
Name of the Participant	:	<b>Dr. Alpana Khanna</b>
Position	:	<b>Jr. Field Officer</b>
Name of Organization	:	<b>Indian Farm Forestry Development Cooperative Ltd. (IFFDC)</b>
Title of the Proposal	:	<b>To increase the income of rural women of SHGs through skill development and production of Handicraft items, Coconut Coir Toys.</b>
Target Group	:	<b>A total of 25 Rural Women of SHGs will be trained in Handicraft items and Coconut Coir Toys making.</b>
Target Area	:	<b>Puri district, village-siula, Odisha State [India].</b>
Implementing Agency	:	<b>Indian Farm Forestry Development Cooperative Ltd. (IFFDC)</b>
Duration of the Plan	:	<b>Two Years (October 15, 2021, to October 14, 2023)</b>
Expected Source of the budget	:	<b>(1) Share capital from group members. (2) All Technical Support to be provided by IFFDC free of cost.</b>

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Name of Country	:	<b>India</b>
Name of the Participant	:	<b>Ms. Anita Panda</b>
Position	:	<b>Project Officer</b>
Name of Organization	:	<b>National Cooperative Union of India (NCUI).</b>
Title of the Proposal	:	<b>Setting up of a Production and Marketing Unit on "Apparel Making and Designing" at Berhampur with an aim for Socio-economic development of Rural Women, in Ganjam District of Odisha, India.</b>
Target Group	:	<b>The target group is limited to 30 members, belonging to various women SHGs and cooperatives with homogenous nature.</b>

Target Area : Neighbouring villages of Berhampur (Ganjam District) Dura, Karapali, Chatrapur, Khodasingi, Luchapada, Bhabinipur, B. Jagannathpur.

Implementing Agency : Education and Development Project for women, functioning under the National Cooperative Union of India, New Delhi.

Duration of the Plan : October 25, 2021, to October 24, 2023.

Expected source of budget : 1. Financial assistance from NCUI, New Delhi;  
2. Availing loan facility banks and coop. societies.  
3. SHG own fund.

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Name of Country : Indonesia

Name of the Participant : Ms. Yohana Tamara Yunisa

Position : Internal Consultant

Name of Organization : Keling Kumang Credit Union  
National Federation of People-based Coop. Enterprises - INKUR

Title of the Proposal : Improving business skills and accessing the market of traditional Ikat - handwoven by women members in Kumpang Ilong Village.

Target Group : 10 women members of Keling Kumang Credit Union, who have produced traditional Ikat – handwoven.

Target Area : Kumpang Ilong Village, West Kalimantan Province, Indonesia

Implementing Agency : PPSDI Foundation & Keling Kumang Credit Union

Duration of the Plan : October 2021 - September 2022

Expected Source of budget : Share capital from group members; Subsidy from PPSDI Foundation.

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Name of Country : **Lao PDR**  
Name of the Participant : **Ms Sisomphet Souvanthalisith**  
Position : **Director of Division for Advancement of Women, Mother and Children**  
Name of Organization : **Permanent Secretary Office (PSO), Ministry of Agriculture and Forestry (MAF)**  
Title of the Proposal : **To increase the income of rural women by developing women farmers groups and direct sales shops in Takao**  
Target Group : **150 women farmers, producing vegetables, livestock's for their own consumption.**  
Target Area : **Houaphan Province**  
Implementing Agency : **Sub-CAW(DAW) and CAW**  
Duration of the Plan : **October 20, 2021 ~ October 19, 2023**  
Expected source of budget : **MAF**

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Name of Country : **Lao PDR**  
Name of the Participant : **Ms. Phonekeo,**  
Position : **Marketing Consultant**  
Name of Organization : **Lao Farmers Network**  
Title of the Proposal : **Revitalization of the young women's agricultural and processing business to increase their income.**  
Target Group : **15 young women farmers, who are producing and processing coffee, pumpkin, fish for their own consumption.**  
Target Area : **- Tredsabran group in Taoiy district Saravan province : 2 Members;**  
**- Kran group Tholakhom district Vientiane province : 10 Members.**  
**- Paksong District Champasack Province: 3 members**  
Implementing Agency : **Lao Farmers Network**  
Duration of the Plan : **January 2022 to January 2023**  
Expected source of budget : **LFN (Lao Farmer Network) and LURAS (Lao Upland Rural Advisory Service).**

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Name of Country : **Nepal**  
Name of the Participant : **Ms. Sangita Gautam Timilsena**  
Position : **Vice President**  
Name of Organization : **Karmashil Saving and Credit Cooperative Ltd. (SACCOS)**  
Title of the Proposal : **To encourage women members of Karmashil Saving and Credit Co-operative Society Ltd. to adopt agriculture and livestock farming on a large scale to increase income.**  
Target Group : **12 women members, producing vegetables and doing livestock farming for their own consumption in Pokhara Metropolitan City, Ward No. 32.**  
Target Area : **Pokhara Metropolitan City Ward No 32.**  
Implementing Agency : **Women Sub-committee of our cooperative (Karmashil Saving and Credit Co-operative).**  
Duration of the Plan : **October 2021 to September 2023**  
Expected source of budget : **a) Share Capital of group member**  
**b) Fund managed by our cooperative with coordination and support from State-Government.**

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Name of Country : **Nepal**  
Name of the Participant : **Ms. Muna K.C.**  
Position : **Branch Manager**  
Name of Organization : **National Cooperative Bank Ltd.**  
Title of the Proposal : **Promotion of agricultural products (Vegetables & Crops) by strengthening 10 women farmers/**  
Target Group : **10-15 women farmers involved in vegetable and crop production in Gauradaha Municipality.**  
Target Area : **Gauradaha Municipality area, Jhapa, Nepal**  
Implementing Agency : **National Cooperative Bank Ltd and Small Farmer Agriculture Cooperative Ltd of Gauradaha.**  
Duration of the Plan : **November 20, 2021 ~ November 19, 2023**  
Expected source of budget : **1. Share capital from group members; 2. Micro-credit facility lent by National Cooperative Bank Ltd. through agriculture cooperative.**

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Name of Country : **Philippines**  
Name of the Participant : **Ms. Maureen Osic Cubarol**  
Position : **Manager**  
Name of Organization : **Alipao Multi-Purpose Cooperative (ALMUCO), Philippines**  
Title of the Proposal : **To Increase Production and Marketing of Rice by Women's Member of Rice Producer group of Alegria.**  
Target Group : **10 Women's Farmers, who are Agrarian Reform Beneficiaries (ARB), currently cultivating land for rice for their own consumption and paying school tuition fees for their children**  
Target Area : **Alegria Surigao del Norte**  
Implementing Agency : **Alipao Multi-Purpose Cooperative (ALMUCO), Philippines**  
Duration of the Plan : **December 15, 2021 - December 15, 2024 / Twice a year Cropping.**  
Expected source of budget : **To be funded by the Cooperative through Agricultural – Financing Loan.**

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Name of Country : **Philippines**  
Name of the Participant : **Ms. Stephanie Parungao Labcaen**  
Position : **Business Development Center Head**  
Name of Organization : **Sacred Heart Savings Cooperative, ILOCOS SUR, Philippines**  
Title of the Proposal : **Strengthening the Marketing of High-Value Commercial Crops (Vegetables) to meet the needs of the market in Ilocos Sur.**  
Target Group : **118 Clustered Members under the Cooperative Agro-enterprise Development Program.**  
Target Area : **Province of Ilocos Sur**  
Implementing Agency : **Sacred Heart Savings Cooperative – Business Development Center**  
Duration of the Plan : **September 20, 2021 to September 19, 2023**  
Expected Source of budget : **SHSC generated fund, Fund from TESDA and JGF.**

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Name of Country : **Vietnam**  
Name of the Participant : **Ms Trinh Thi Ly**  
Position : **Vice Director of Services and Tourism**  
Name of Organization : **Sinh Duoc Cooperative**  
Title of the Proposal : **To increase the income of rural women in Gia Sinh by developing a women's group making artful work from Bodhi leaf skeleton.**  
Target Group : **10 women farmers-members of Sinh Duoc cooperative in Gia Sinh Commune, wishing to increase their income.**  
Target Area : **Gia Sinh Commune, Gia Vien district, Ninh Binh city**  
Implementing Agency : **Sinh Duoc Cooperative**  
Duration of the Plan : **September 24, 2021 ~ September 23, 2022**  
Expected Source of budget : **From Sinh Duoc Cooperative**

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Name of Country : **Zimbabwe**  
Name of the Participant : **Mr. Chrispen Mununga**  
Position : **Economist**  
Name of Organization : **Commercial Farmers' Union (CFU)**  
Title of the Proposal : **Developing horticulture group of women in Murombezi District (Empower A Women, Feed The Nation).**  
Target Group : **100 Rural women in mixed farming operations - horticulture (Fresh flowers, peas and fruits).**  
Target Area : **Mashonaland West (Murombedzi District), located about 150 kilometres west of the capital city (Harare).**  
Implementing Agency : **Commercial Farmers' Union**  
Duration of the Plan : **Two years – September 2021 to September 2023.**  
Expected Source of budget : **Japan Embassy (grassroots projects);  
Bayer;  
Membership subscriptions.**

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Name of Country : **Tanzania**

Name of the Participant : **Ms. Jahida Hassan Said**

Position : **General Manager**

Name of Organization : **Runali Cooperative Union Ltd.,**

Title of the Proposal : **To empower women by involving them in the agricultural cooperative movement of RUNALI Cooperative Union.**

Target Group : **50 female cashews and sesame farmers from the three operational districts - Ruangwa, Nachingwea and Liwale District in Lindi region.**

Target Area : **Ruangwa, Nachingwea and Liwale District in Lindi region.**

Implementing Agency : **Runali Cooperative Union Ltd. through Marketing and Accounting Department.**

Duration of the Plan : **October 2021 to September 2022.**

Expected Source of budget : **To be funded by RUNALI COOPERATIVE UNION and grant from donors.**

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Name of Country : **Nigeria**

Name of the Participant : **Ms. Akin-Falaye Ebun Christiana**

Position : **Executive Secretary**

Name of Organization : **Lagos State Cooperative Federation Ltd. (LASCOFED)**

Title of the Proposal : **Empowering Women on Production and Marketing of indigenous fabrics (ADIRE) in Ikorodu, Lagos State.**

Target Group : **50 women members of Ijede Community Development Association (CDA), Ikorodu, Lagos State**

Target Area : **Ikorodu Local Government Area, Lagos State**

Implementing Agency : **LASCOFED Training and Development Centre**

Duration of the Plan : **1<sup>st</sup> October 2021 to 30 September 2023**

Expected Source of the budget : **Startup grant by LASCOFED and contributions in form of share capital by members. This is to enable the members to own the business.**

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Name of Country : **Ghana**  
Name of the Participant : **Ms. Ernestina Martekour Martey**  
Position : **Program Manager**  
Name of Organization : **Ghana Cooperative Agricultural Producers and Marketing Association**  
Title of the Proposal : **Improving the Livelihood of the rural women through Innovative Technology, Skilled Training and Market Linkage.**  
Target Group : **3 Shea Nut and Butter Cooperative Unions.**  
Target Area : **Northern and Savana Regions of Ghana.**  
Implementing Agency : **Ghana Co-operative Agricultural Producers and Marketing Association**  
Duration of the Plan : **1<sup>st</sup> October 2021 to 31<sup>st</sup> January 2023.**  
Expected Source of the budget : **Grants, equities, partnerships and donations from government philanthropies as well as internally generated revenue mobilized from the member.**

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Name of Country : **Rwanda**  
Name of the Participant : **Ms. Josiane Irakarama**  
Position : **Communication Consultant**  
Name of Organization : **INGABO Syndicate (Rwandan Farmers' Union)**  
Title of the Proposal : **Improving INGABO Syndicate's rural women members' livelihood for sustainable economic development through capacity building.**  
Target Group : **100 women farmer entrepreneurs will be trained to train their peers.**  
Target Area : **The southern province of Rwanda**  
Implementing Agency : **INGABO Syndicate (Rwandan Farmers' Union)**  
Duration of the Plan : **From March 2022 to March 2023**  
Expected Source of the budget : **INGABO Syndicate partners: Agri-terra, Spark, The Ministry of Agriculture.**

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## SECTION-VII

### **Concluding Session of the Training Course & Award of Certificates of Participation**

The concluding session of the Training Course was held online on 13th September. The session was attended by Mr. Shinada Toshiyuki, Dy. Director, Bilateral Affairs Division, Ministry of Agriculture, Forestry and Fisheries (MAFF), Govt. of Japan; Mr. Balu Iyer, Regional Director, ICA-AP, Dr. Sifa Chiyoge, Regional Director, ICA-Africa, Mr. Kobayashi Hirofumi, Executive Director of the Institute for Development of Agricultural Cooperation in Asia (IDACA); Dr. Hema Yadav, Director, VAMNICOM, Mr. Ashok Kumar Taneja, Advisor, ICA-Asia and Pacific and other officers of IDACA. A recorded video speech of Mr. Baba Toshihiko, Sr. Executive Director, Central Union of Agricultural Cooperatives (JA-Zenchu), was also played at the closing ceremony. A vote of thanks was presented by Ms. Anita Panda, a participant from India.

In his address, **Mr. Ashok Kumar Taneja**, Advisor, ICA-AP, congratulated the participants for their cooperation and IDACA for the successful completion of the Training Course. He also expressed the gratitude and appreciation of the ICA to the Japanese Government, especially MAFF (Ministry of Agriculture, Forestry and Fisheries) for the financial support extended in the conduct of this Training Course. He hoped that the MAFF will continue to support this training course in the future also since this course was very relevant for the women leaders of agricultural cooperatives in Asia and Africa. He advised the participants to make use of the experiences gained in Part-I and Part-II of the Training Course and implement their action plans. This is very important for the continuation of this training course.

In her address at the closing ceremony, **Dr. Sifa Chiyoge**, Regional Director, ICA-Africa, thanked all for the successful completion of the training course, more specifically the Government of Japan through MAFF and IDACA as well as the ICA-AP. She gave a piece of advice to the participants to capitalize on the knowledge acquired and this opportunity and act as agents of change in their community.

**Dr. Hema Yadav**, Director, VAMNICOM – Vaikunth Mehta National Institute of Cooperative Management, Pune, India (ICA's collaborator in conducting Part-I of the Training Course), expressed her deep gratitude and extended best wishes to all the participants for successfully completing the training programme. She shared the experiences of the Part-I of the training programme. The objective of the programme was to build the capacity of rural women for a leadership role in agribusiness and entrepreneurship and to enhance their business management abilities for more organized activities and participation in agribusiness in Asia and Africa. The program consisted of 16 sessions wherein prominent Women Collectives, Self-help groups and FPO's across India. The speakers from distinguished organisations like World Resources Institute India, Bill Gates Melinda Foundation, Jaipur Rugs Foundation, Sewa, Manjari Foundation, Mann Deshi, Kudumbashree, Back to Village Organization, Tilonia Barefoot, Kasturi Foundation, Samruddhi Women FPO etc. conducted sessions with the participants. These speakers come from diverse backgrounds and various regions across the country.

These sessions highlighted, extensive work of the organisation with rural women and various business models adopted at the grassroots level to upskill them. The speakers shared video documentaries, testimonials and community stories of women impacted by the adoption of business practices and leadership training. The diversity of speakers and organisations provided a platform for international participants to get an insight into various working models and skill development programs across the country. This also encouraged cross-cultural sharing and created a space for better learning.

Finally, Dr. Yadav concluded her speech by saying that Women's economic empowerment is the capacity of women and men to participate in, contribute to and benefit from growth processes in ways that recognize the value of their contributions, respect their dignity and make it possible to negotiate a fairer distribution of the benefits of growth. Women's economic empowerment increases women's access to economic resources and opportunities including jobs, financial services, property and other productive assets, skills development and market information.

Women collective are promoting leadership in rural women, which can be considered as social innovation, they are representing an opportunity to create social value, as well as being economic support for their families, generating the development of local economies. In this sense, rural women are motivated to be leaders, agents of change and entrepreneurs in their communities. Promoting and ensuring gender equality, as well as empowering rural women through decent work and productive employment, not only contributes to inclusive and sustainable economic growth but also improves the effectiveness of poverty reduction and food security initiatives.

Addressing the session, **Mr. Balu Iyer**, Regional Director, ICA-AP, congratulated the participants on the successful completion of the Second Online ICA-MAFF (Ministry of Agriculture, Forestry and Fisheries, Government of Japan) Training Course on "Empowerment of Rural Women for improvement of their leadership and Business Management in Asia and Africa."

He further said, "We are continuing to work under the influence of the pandemic and rethinking and reworking the delivery of the training course. I feel we are getting better with each training, though it still does not substitute for in-person training. I would like to thank everyone involved – MAFF, IDACA, ICA, host organizations and participants for their flexibility in accommodating the changing nature of the course.

As in previous years, we had a diverse group of 15 participants from Asia (India, Indonesia, Lao PDR, Nepal, Philippines and Vietnam) and Africa (Ghana, Nigeria, Rwanda, Tanzania, and Zimbabwe), representing a range of organizations, sectors, and countries. World Farmers Organizations. I hope you all had the opportunity to learn from each other; gain from the knowledge imparted by our experts in India and Japan; and enjoyed yourself in the process. I look forward to seeing the feedback. As Mr. Taneja mentioned, please share your learning with your colleagues and broaden your sphere of knowledge.

I would like to thank your organizations for nominating you and giving you the space and time to take part in the training.

The training course had two Parts. Part-I with VAMNICOM, which gave you the opportunity to hear from a range of organizations who have different approaches and models; livelihood interventions addressing women and youth in enterprise development, crafts, micro-finance, agriculture and allied and health among others (important during this pandemic). Part-II with the Institute for the Development of Agricultural Cooperation in Asia (IDACA) would have given you a thorough perspective of the role women play in Agricultural and other Cooperatives in Japan. Cooperatives in Japan play a pivotal role in the lives of members, covering all aspects of their lives. Women also play an important role in the management of cooperatives. Cooperatives in Japan have grown by focusing on identity (values and principles), addressing needs, infusing professionalism, adopting technology, and scaling their growth. We are very thankful to the Ministry and Agricultural cooperatives in Japan for supporting the training which in turn helps share Japanese experiences, expertise, and in seeing the same adopted in other countries.

I hope both Part-I and Part-II provided you with a proper perspective, you were able to relate and see how this could be applied. Application is important and the value of the training comes from how it is put into practice. The bottom line is how we contribute to the enhancement of competitiveness of agricultural products and income to lead to the sustainable development of agricultural production.

I would like to thank the staff and management at IDACA for their support and continuous endeavour to keep this training going.

I would like to thank the Ministry of Agriculture, Forestry and Fisheries, Government of Japan for their continued support not only in financial terms but expanding it across Asia and Africa and also targeting countries which are most in need.

Finally, I would like to thank the Coordinators of the Program from both ICA-AP (Mr. Taneja) and IDACA (Ms. Ooshita).

I hope you have incorporated your learnings into the action plan, refined your ideas, and will now put it into practice. The success of the training will be measured by how much you apply what you have learned."

Addressing the session, **Mr. SHINADA Toshiyuki**, Dy. Director, MAFF, extended hearty congratulations to the participants on the successful completion of the training course. He expressed



his gratitude on behalf of MAFF to ICA-AP, JA-Zenchu and IDACA for conducting the course successfully. He hoped that the experiences gained by the participants would be useful to their respective organizations.

He further said “I believe this training course gave you a lot of opportunities for enhancing your business management abilities and entrepreneurship although I guess that it could have been a little hard to communicate with each other only online.

During this course, you learned many things such as (1) management of agricultural cooperatives and rural organizations; (2) development of food value chains, including production, processing, manufacturing and marketing; and (3) development of the capacity of those in local communities, in particular, women.

Based on what you learned, you prepared an Action Plan at the end of the training course. In the past training course, some participants have achieved excellent outcomes by implementing their plans. For example, some of their activities were introduced in the international arena. At the G20 Agricultural Ministers’ Meeting in May 2019, which was held in Niigata, Japan, successful activities of Philippines and Thai women who participated in the past training course, were listed among “G20 Best Practices”, which was one of the outcome documents of the G20 Meeting. We are looking forward to hearing that your action plan will produce good effects in your communities as well.

You may face difficulties in implementing your plans. At such time, please consult with your colleagues or IDACA staff and seek advice from them. Your plan will contribute to empowering women in your communities. We look forward to a successful implementation of your Action Plan.

With the COVID-19 pandemic, we are still having a difficult time. It disrupted the rural economy and required changes in previous normal practices of food production, marketing and consumption. Women are expected to play a significant role to tackle this challenge. One of the changes is that people appreciate agricultural products which are locally produced and foods that are locally processed more than before. In this regard, agricultural cooperatives and women in local communities will be more important than before. We hope all of you will play an important role to empower rural women in your countries, in particular, at this difficult time.

Finally, I wish you all the best for your future success and deepening friendship between your countries and Japan. We also hope you will have a chance to visit Japan in the near future and meet us directly.”

**Mr. Baba Toshihiko**, Sr. Executive Director, JA-Zenchu, in his recorded video message to the participants, said, “First of all, I would like to express my appreciation to the MAFF Japan, ICA-AP and IDACA who supported to conduct this training course.

JA Women’s Association has over 70 years of history since its establishment. As we reformed the formation of Women’s Associations depending on the day-to-day situation, the number of members has reached five hundred thousand as of today.

However, each of your countries has its own culture, landscape and history. I am sure that the action plans you made during this course will contribute to creating and forming your country’s ideal style of your Women’s Associations and activities.

What I would like to stress most is to have confidence in the conclusion you reached at the end of this training course. Please also keep in mind to cherish your relationship with IDACA and participants. Our friendship will last forever and help you when you face hardships.

This coming 23<sup>rd</sup>, the UN Food System Summit will take place. During the international dialogues related to this summit, it had been discussed that participation and success of women and youth are necessary to achieve a sustainable food system. I look forward to your continued success in the future.

I would like to end my closing address with my sincere gratitude to everyone connected to this course.”

**Mr. Kobayashi Hirofumi**, Executive Director, IDACA, congratulated all the 15 participants on the successful completion of the training course and on their excellent performance in strengthening their own knowledge bases and exchanging and sharing their views.

He further said "This training course was started on August 09 and I hope you learned a lot from the experiences of rural women both in India and Japan. Now, I would like to call for your innovative action in your own community, based on what you have learnt in the past month because you are now certified as a catalyzer for positive changes in your community.

As a part of this program, ICA and IDACA have a joint activity to follow up, as to how the former participants of our training course are doing. In the fiscal year 2020, we organized five online follow-up meetings to hear from them as to how their action plans have been put in place and what are benefits their action plans brought to the people in the communities at the grassroots level. Of course, we have often heard the difficulties and obstacles to implementing these action plans, which always remind us that we need to improve the quality of the training courses we are offering, in a never-ending manner.

I should also like to thank Dr. Theo De Jagar, President of the World Farmers' Organization and Mrs. Arianna Giuliiodori, Secretary-General of the same organization for putting confidence in our program and decided to send two participants, one gentleman from Zimbabwe and one lady from Rwanda to this training course. The WFO and IDACA work collectively now to host a workshop in the Asian region to discuss the activities of farmers and farmer organizations and cooperatives vis-à-vis climate change. For your information, this workshop will be held early in October, and you are cordially invited to this workshop if you are interested in how farmers try to tackle global warming issues.

Lastly, but most importantly, I would extend my sincere appreciation to the Ministry of Agriculture, Forestry and Fisheries, Government of Japan for their full understanding of the importance of empowering rural women who still need to be supported in various ways and means in our region. I would also like to thank Mrs. Hiromi Horaguchi, President of JA Joseikyo or the National Council of Agricultural Cooperatives' Women's Association in Japan for their cooperation in programming this training course.

At the very end of this course, I should thank Mr. Ashok Kumar Taneja and Mrs. Eiko Oshita and Miho Togaki for taking care of all the participants."

The '**Certificate of Participation**' was awarded to the participants at the end of the concluding session by the Institute for the Development of Agricultural Cooperation in Asia (IDACA).

**Ms. Anita Panda** (India) spoke on behalf of all the participants. She expressed the participants' gratitude to Mr. Shinada Toshiyuki, Dy. Director, Bilateral Affairs, Ministry of Agriculture, Forestry and Fisheries (MAFF); Baba Toshihiko, Sr. Executive Director, JA-ZENCHU, Mr. Balu Iyer, Regional Director, International Co-operative Alliance, ICA-AP; Dr. Sifa Chiyoge, Regional Director, ICA-Africa, Dr. Hema Yadav, Director, VAMNICOM, Mr. Hirofumi Kobayashi, Executive Director, Institute for the Development of Agricultural Cooperation in Asia (IDACA); Coordinators - Ms. Oshita (IDACA), and Mr. Taneja (ICA-AP); Fellow Trainees from Asia and Africa.

She further said "A big thank goes to MAFF - Ministry of Agriculture, Forestry and Fisheries, Govt. of Japan, represented here by Mr. Shinada Toshiyuki, Deputy Director, Bilateral Affairs Division, for providing funding support to make this "Empowerment of Rural Women for improvement of leadership and Business Management in Asia and Africa – 2021" successful.

I must mention our deep sense of appreciation for Mr. Balu Iyer, Regional Director and Mr. Ashok Kumar Taneja, Advisor, International Co-operative Alliance – Asia & Pacific, Dr. Sifa Chiyoge, Regional Director, International Co-operative Alliance – Africa for implementing it in a very productive way.

Further, we are grateful to Mr. Baba Toshihiko, Senior Executive Director, Central Union of Agricultural Cooperatives (JA Zenchu) for the best effort to enlighten the techniques of JA on successful Agricultural practices and development.

I may like to express our sincere thanks to Mr. Kobayashi Hirofumi, Executive Director, the Institute for the Development of Agricultural Cooperation in Asia (IDACA) for taking the leading roles in providing advanced techniques with basic information about the best agricultural practices, food value chain and on green tourism of Japan, one of the most advanced countries in techniques and mechanisation of the world.

We also would like to acknowledge our gratitude to Dr. Hema Yadav, Director, Vaikunth Metha National Institute of Cooperative Management (VAMNICOM) for such wonderful planning and designing of Part-I of the training course based on stories of different successful entrepreneurs like SEWA, Back to Village concept and so many, of India.

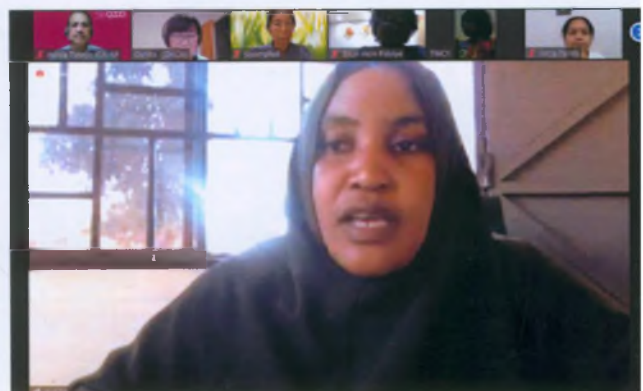
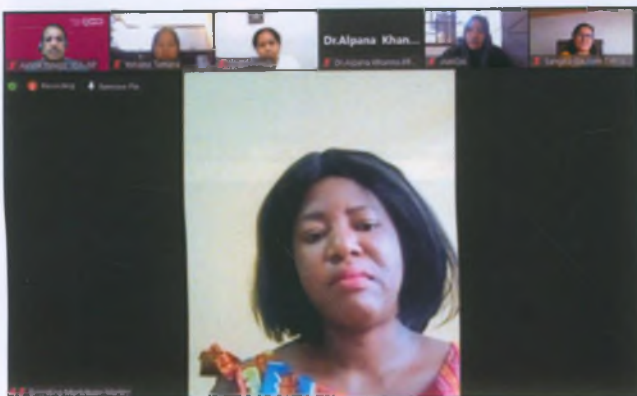
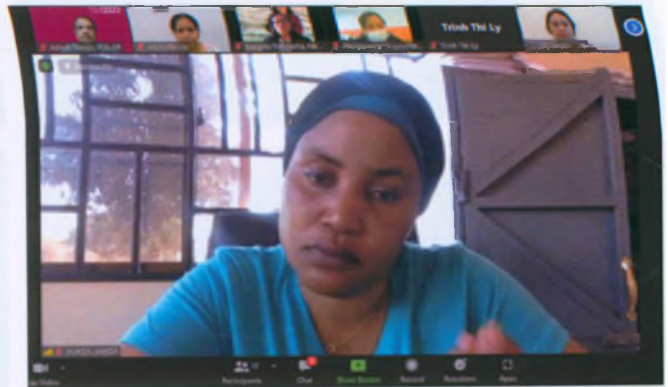
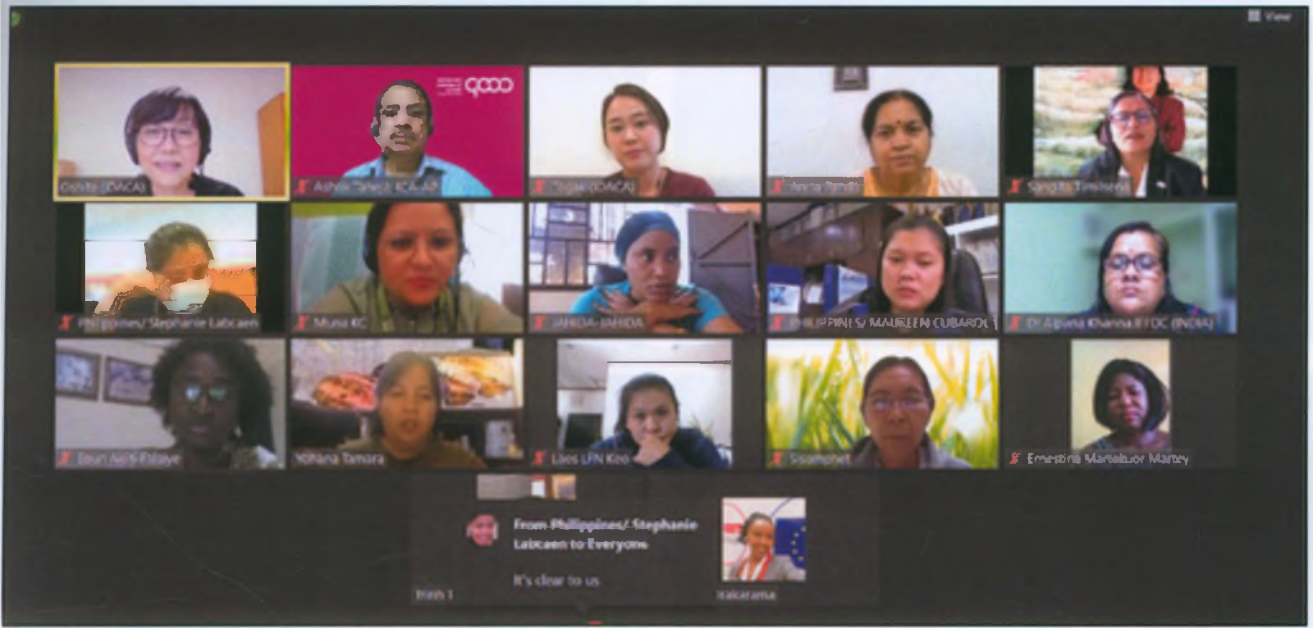
I also want to express my gratitude to Mr. Terunuma and Mr. Nakashima for guiding us for making a viable action plan.

Finally, I would like to take this opportunity to place on record our hearty thanks to Mr. Ashok Kumar Taneja from ICA-AP, Madam Eiko Oshita from IDACA and Madam Manisha Paliwal from VAMNICOM for the perfect logistic support and guidance in coordinating the whole programme.

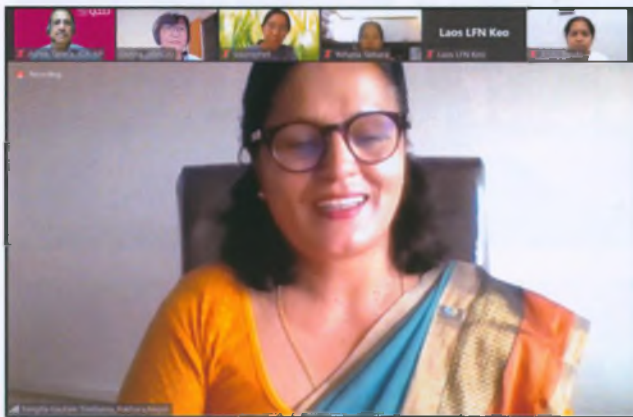
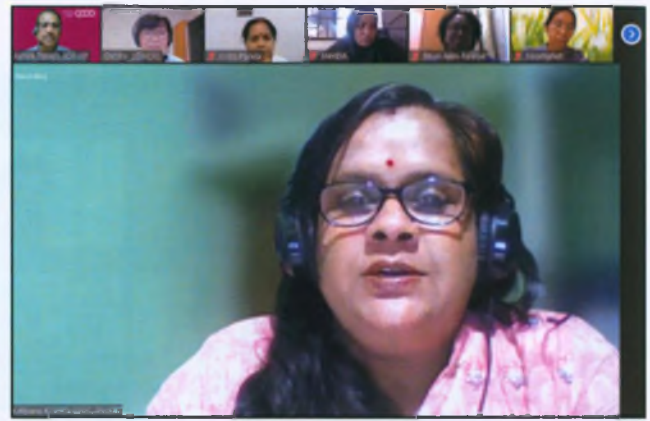
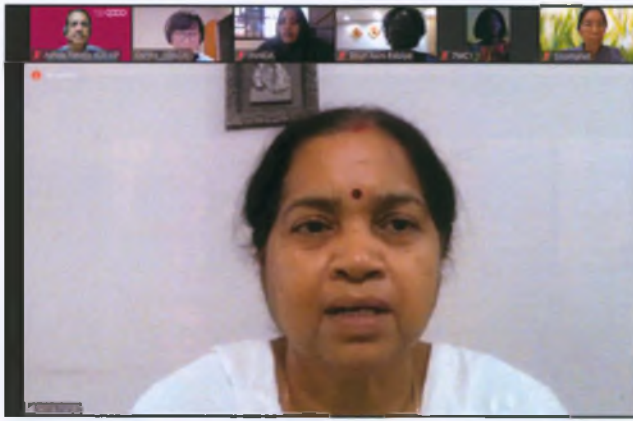
Once again, I want to state that we, all the participants, are most grateful to all speakers on this virtual platform. We thank you for being with us this evening. It's been a great pleasure.



Glimpses of Part-II of the Training Course conducted by IDACA, Japan







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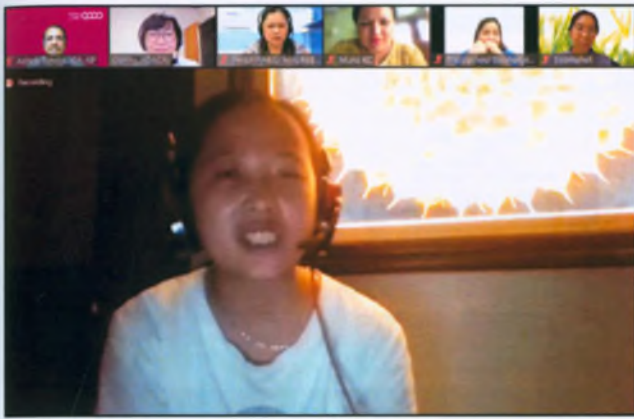
(3) Number of employees

4) Organizational Structure

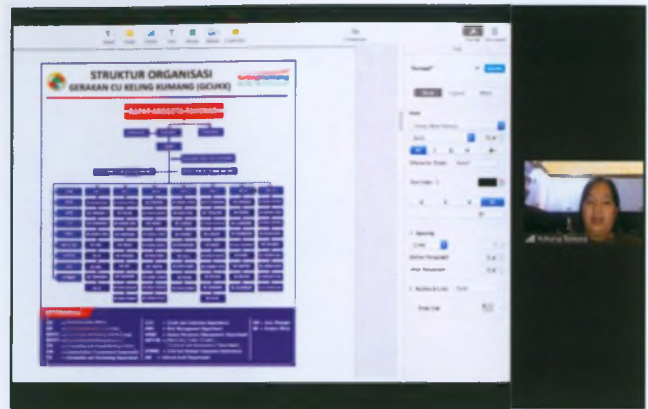
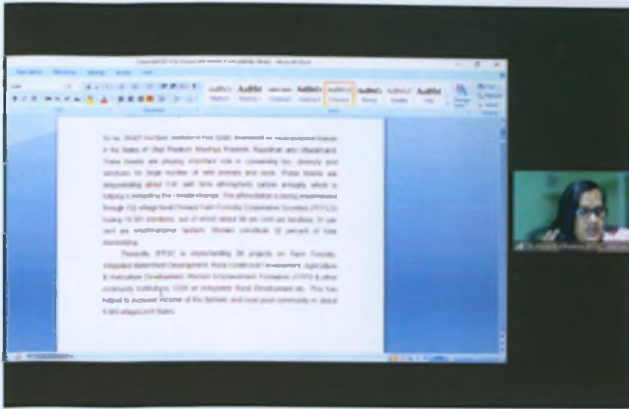
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(Apex Coop. body in Central)"] --> B["Educational Activities"]
    A --> C["Training Activities"]
    B --> D["NCCP & 41 Cooperative Education  
field projects works in cooperatively  
Underdeveloped areas in India"]
    D --> E["NCUI Coop. Education and  
Development project for Women,  
Gajain District (Odisha)"]
    E --> F["Project Officer (1)"]
    F --> G["Lady Cooperative Education"]
    F --> H["Lady Mobiliser (1)"]
    F --> I["Office Assistant (1)"]
```

A screenshot of a presentation slide titled "4) Organizational Structure" for the National Coop. Union of India. The slide shows a hierarchical chart starting with the National Coop. Union of India (Apex Coop. body in Central) at the top. It branches into Educational Activities and Training Activities. Educational Activities leads to NCCP & 41 Cooperative Education field projects works in cooperatively Underdeveloped areas in India, which then leads to NCUI Coop. Education and Development project for Women, Gajain District (Odisha). This project is managed by a Project Officer (1), who oversees Lady Cooperative Education, Lady Mobiliser (1), and Office Assistant (1). A Zoom window in the bottom right corner shows a woman in a white shirt.













## Institutional Development Services Provided

- Standardization Program
- Initiation of Business Development Service
- Counselling Services
- Development of sample policies
- Target of initiating ACCESS Branding Program
- Gender Equality Programs



The screenshot shows a PowerPoint presentation slide with the following content:

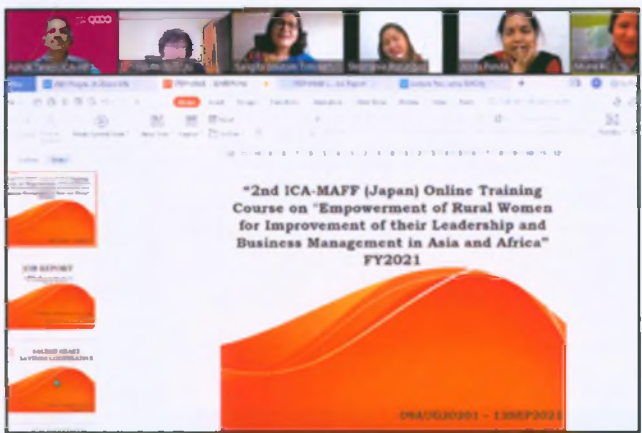
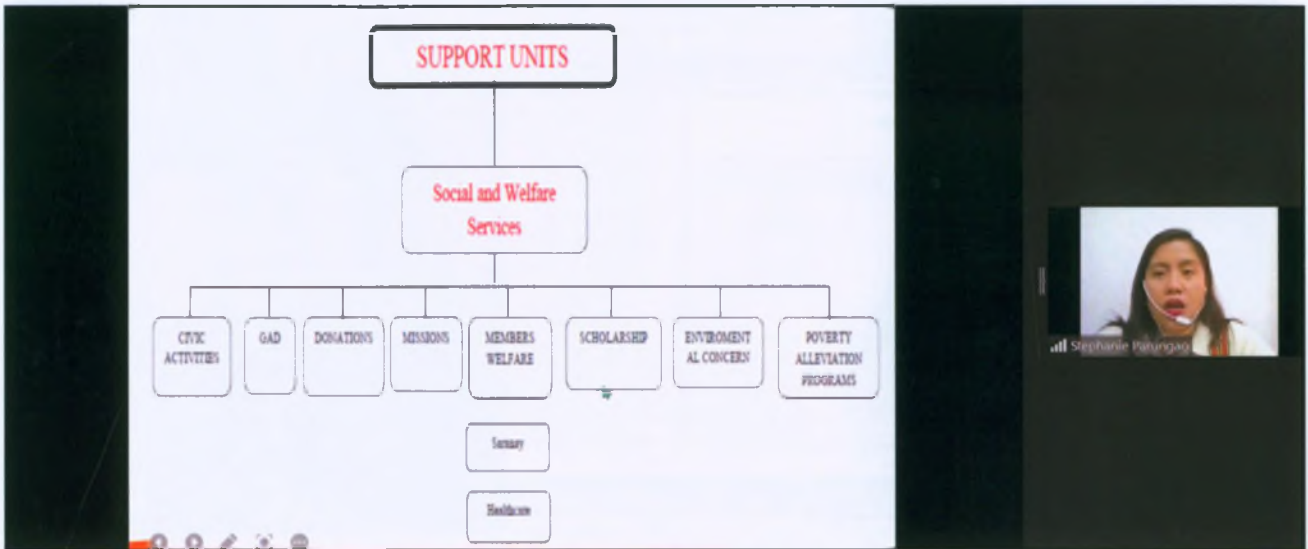



# ALMUCO

Our future, today.

The Transformation Journey under the MICOOP  
The Digitalization Journey of ALMUCO





## Achievements

2021:

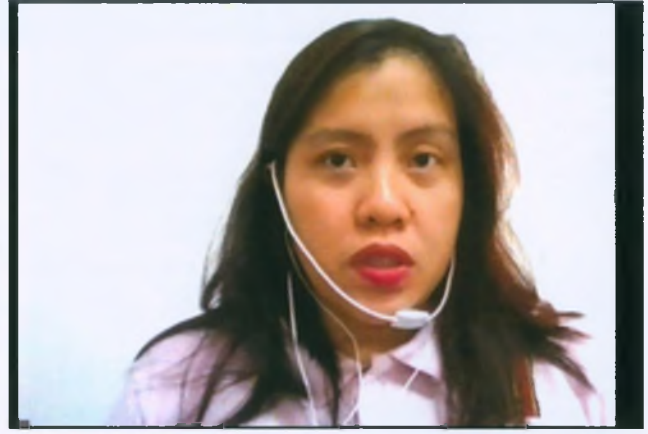
- \*30 members, 45 regular laborers in which:
  - Most of them are local people
  - Women account for ~ 66%
- \*Average salary: ~ 236 \$/ month, highest ~ 1000 USD/month
- \*Health insurance, Social insurance, Annual trips...
- \*Education & Training activities for members.
- \*Inspire & support establishment of new Cooperatives











Century Century Century Century Century

1. A saw them using machines like tractors is the government support them in terms of loan or they bought them by their own fund?~
2. How does the government support them in any aspects?~
3. According to their age they are most likely to catch COVID, what precautions are they taking and does it affect their day to day activities?~
4. How do they store and transport their fruits?~
5. How do they sell their fruits in farmers market? Do they sell on credit or they receive money instantly after delivery?~

1.トラクターなどの機械を使っているのを見て、政府がローンの面で彼らをサポートしているのでしょうか？それとも彼らが自分の資金で購入しているのでしょうか？~  
 2. 政府はどのような面で彼らをサポートしているのでしょうか？~  
 3. 年齢的にコロナウイルスに感染する可能性が高いと思われませんが、どのような予防策をとっていますか？~  
 4. 果物をどのように保存・運搬していますか？~  
 5. ファーマーズ・マーケットではどのように果物を販売していますか？~

Tina (Ohana)~

Shuzuko YAMANO SATO



Individual Shipment

Ashok Taneja

Ashok Taneja

Shuzuko YAMANO SATO





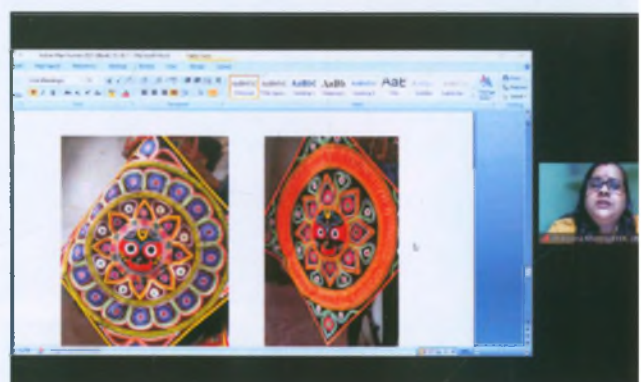
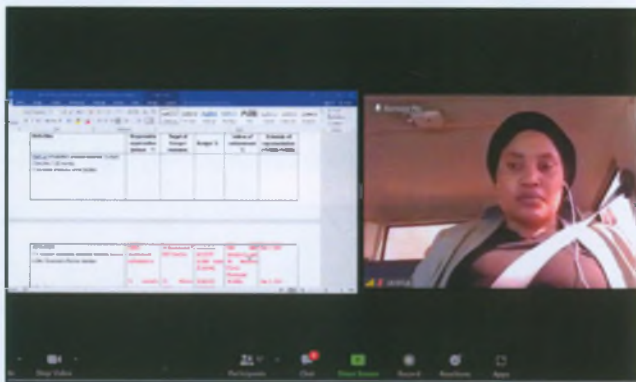
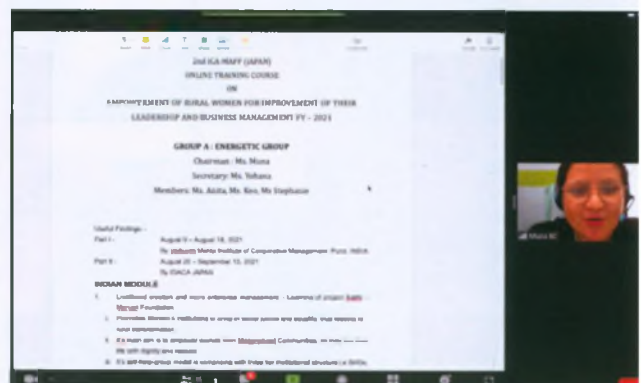
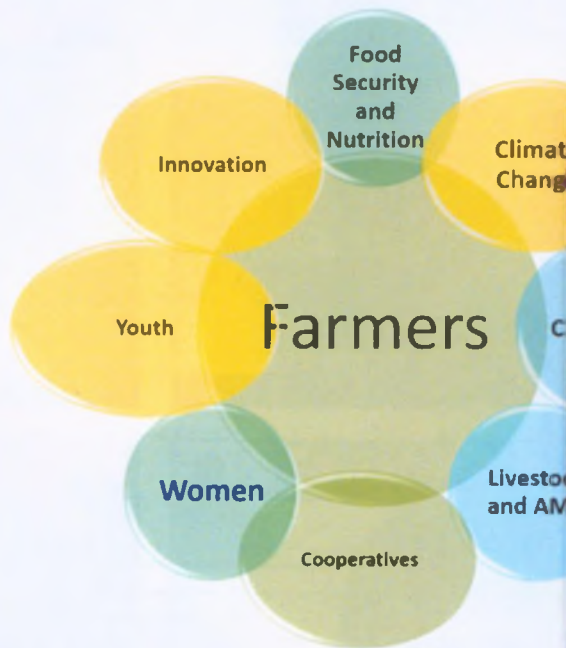




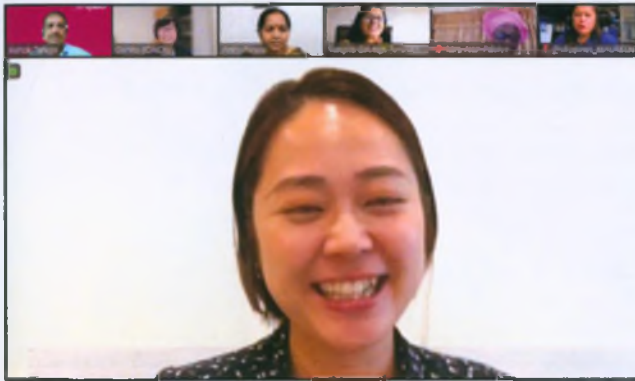
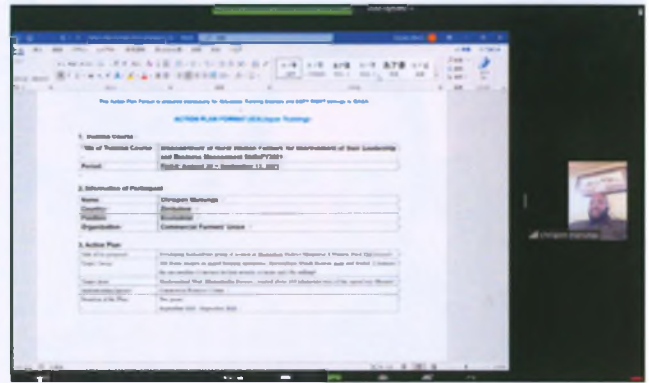
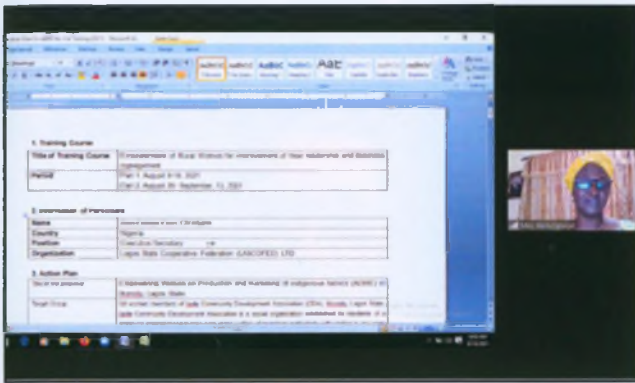


# WHAT WE DO

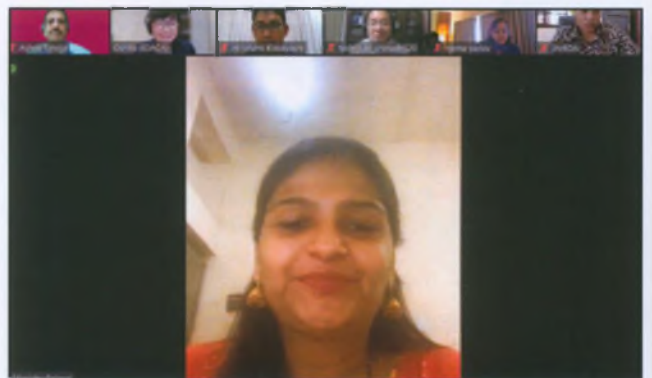
We bring the farmers' voice in the international scene through a **BOTTOM-UP APPROACH**, making sure their authentic, independent voice is heard













**Ms. AkinFalaiye Ebum Christiana**



Nigeria

**Action Plan Title:**  
Empowering Women on Production and marketing of indigenous fabrics (ADIRE) in Ikorodu, Lagos State

**Ms. Jahida Hassan Said**



Tanzania

**Action Plan Title:**  
Women empowerment to join agricultural cooperative movement of RUNALI CU

**Ms. Yohana Tamara Yunisa**



Indonesia

**Action Plan Title:**  
Improving business skills and access market of traditional ikat - handwoven by women members in Kumpang Bong Village





## SECTION-VIII

### Evaluation Summary

Fifteen participants attending the training course had participated in the online evaluation exercise and returned the Evaluation Forms, duly filled in. The Program Coordinator of ICA-AP compiled the results of the End of the Course Evaluation. Given below is a summary of the Evaluation.

<b>2. Program &lt;Coverage&gt;</b>
<input checked="" type="checkbox"/> Very Good (14) <input checked="" type="checkbox"/> Good(1) <input type="checkbox"/> Fair <input type="checkbox"/> Poor
<b>3. Comments for the whole program (Part-I &amp; II)</b>
<p><i>It was really a great pleasure; I learned a lot of activities in India &amp; Japan. The program organizers are time conscious, even though, we have various time zones.</i></p> <p><i>The program, as a whole, was knowledgeable, interesting and innovative on not only women empowerment but also on leadership management and innovations and development of the agriculture sector.</i></p> <p><i>I want to appreciate ICA and IDACA for the opportunity to be part of the training. It was very educative and interesting.</i></p> <p><i>I learnt new methods of imparting knowledge (Prior Video and the accompanying question and answer session). Very easy for the adults.</i></p> <p><i>The organizers prepared well for the program, they were proactive and so were able to attend to all concerns of the participants.</i></p> <p><i>Preparation of the Action plan will ensure follow up to the training and learning process.</i></p> <p><i>It was very interactive, informative and effective</i></p> <p><i>The programme gave insight into how organized agriculture can be attained. There are a lot of take-homes notes and skills that may help out African farmers.</i></p> <p><i>All lectures are great, very knowledgeable and inspiring.</i></p> <p><i>The training course was very informative, interactive and well organized. It has also given me more experience in cooperative activities in the Asia and Pacific.</i></p> <p><i>The lectures were great. Taking this course has allowed me the opportunity to review and adjust my leadership skills to become a more effective leader. Learning more about my team members was helpful and it gave me the idea of what the farmers' experiences from other countries look like. It was one of the best learning experiences I have ever had. Am so grateful for that!</i></p> <p><i>In addition to that, I was really touched by the compassion and empathy of the people from IDACA, you guys are the best!</i></p> <p><i>Quite good.</i></p> <p><i>It is such a meaningful and well-designed program that inspires me a lot from the significant case study of successful women and people in rural areas, and also teaches me tons of valuable knowledge of the various field from agriculture, business, marketing, and especially leadership.</i></p> <p><i>Enhance the understanding on cooperative with farmers and officers of agriculture cooperatives development on the policy of the government.</i></p> <p><i>It is an honour to participate in this training for me as a person and for my country as well, I take this opportunity to thank ICA and IDACA and everyone who made this possible I will surely transform this knowledge to my society.</i></p>

*This program was very informative and enjoyable at the same time. It was a great opportunity to be able to connect and interact with respected trainers and fellow trainees from different countries. It is very appreciable how this program helped to exchange our thoughts along with our culture. This program was very helpful to analyze the present situation of women involvement and their role in agricultural cooperatives around the world.*

*The objective of the whole program was met. We have learned a lot despite the fact that there was internet disruption. Facilitators and trainers are great. The content is very useful on the programs that our cooperative is doing right now.*

*It is a very good program. It gave a lot of knowledge from various ways to help to increase the livelihood in rural areas, especially for women. The program learning is easy to understand, and it could be duplicated to be implemented under my cooperative.*

#### **4. Most beneficial subject for you in Part-I and II**

*Part-I The women leadership in business converted.*

*Part-II Female farmers in Agro Food –Value chain.*

*Part-I How small innovative ideas can add a lot of output into the livelihood upliftment of rural women.*

*Part-II How we can excel in agricultural production along with feeling a sense of dedication and learning.*

*Part-I*

*Doorstep Entrepreneurship Model. Elimination of the middleman. Work from home model*

*Learning from a barefoot movement was very inspiring*

*Land Accelerator*

*Part-II*

*Doing agreement for the family business.*

*Grading centre activities and the urgency put to packaging immediately on harvesting.*

*JA activities and the use of machinery to assist farmers.*

*Part-I B<sub>2</sub>V (Back to the village)*

*Part-II Green tourism and Rural Revitalization*

*Part-II*

*Human resources development; Green tourism and rural development; Agro value chain;*

*Women cooperatives.*

*Part-I*

*- The story of Jaipur rugs foundation rural women entrepreneurs.*

*- Linking women group to FAB India*

*Part-II*

*- Japanese female farmers in the agro-food value chain.*

*- Current situation of women engaged in agriculture in Japan.*

*Part-II:*

*- Green Tourism and Revitalization of Rural Area*

*- Human resource development and leadership management*

*- Message from a woman leader in the world by Ms. Arianna Giuliadori, Secretary-General, World Farmers' Organization (WFO)*

*Part-I Back to Village because of our member in the rural area is the small group they can do farming in the village to making an income by selling agriculture products,*

*Part-II Japanese female farmers in agro-food value chain and outline of Agricultural Cooperatives and Business Activities Member Farmers and JA.*

*Part-I: Back to Village (B<sub>2</sub>V)*

*Part-II: Green Tourism and Rural Revitalization*

*Part-I*

*In Part 1, the chapter of most attraction for me was the banking technology for the cooperative bank. In this fast-paced world, internet services have reached the majority of households in Nepal, so an approach to E-banking would be very beneficial for farmers.*

*Part-II*

*The most beneficial subject for me in part 2 was leadership development and human resource management. Since I am involved in a cooperative as a Vice President, this topic enhanced my knowledge regarding leadership skills and management techniques.*

*Part-I The back to Village and Katsuri are very beneficial to me.*

*Part-II The lecture on JA and Japan Agriculture, Green Tourism and rural revitalization, and Human Resource Management are beneficial to me.*

*Part-I women entrepreneurship and innovations.*

*Part-II : Japanese female farmers in Agro-food value chain; Green tourism and rural revitalization.*

*Part-I Indian module*

*Rural women stand up on their own; adopt micro-entrepreneur business module; independent from the male. Women cooperatives provide gender equality to access opportunities in position, resources, economy and society as well gender equality is playing an important role.*

*Part-II Japan module*

*Women significantly contribute to agricultural production, women are mainly responsible for planting and harvesting activities that increase rural women's empowerment leads to significantly increase farmers income.*

**5. Any subjects to be added or deleted and the reasons**

*Part-I & PART II*

*Nothing to be deleted. All subjects in part I and part II are advantageous to the farmers to learn new techniques and serve as a guide to becoming a better farmer.*

*Part-II Financial management of projects to be added.*

*Part-I – To be added - Estimation of budget for starting an entrepreneurship.*

*Part-II – To be added - Estimation of budget for establishing an enterprise (Agriculture or non-Agriculture)*

*Part-II- To be added - Training on soft skills; The need for data to make informed decisions.*

*Part-II: More emphasis is needed on the self-leadership concept because it allows a leader to influence others to take action so that the goals of the organization are met. In addition to helping leaders achieve their own personal goals in life and career, benefits of self-leadership include: It makes leaders more efficient and productive. It keeps leaders motivated and accountable.*

*Part-I: If possible, I would like to know details about the local culture, customs of Indian and how these things affect women's lives and development (both bad and good effects).Part-II: If possible, I would like to know and learn more, much detail about the eating habits and lifestyle of Japanese for longevity.*

*In my opinion, on both parts of training, the addition of modern agricultural techniques and their influence in agricultural production can be included.*

**6. Comments on the method of lecture (Video lecture, LIVE Q & A, etc.,)**

*Pleased with everything. Very stimulating video lectures and brilliantly taught. It was a very interesting case study, which made for an interesting class discussion. It was well organized and presented which helped me to accept the new knowledge quickly. I am happy with the content course from Part I to Part II. And I hope and pray you can have more participants from other countries soon to be trained. Keep it.*

*I liked more about the part 2 lecture of sending the videos and materials prior to the day of class, which made us more obliged to be attentive and answerable on time. The methods were impressive overall.*

*Using the video method through which one can watch over and over again is a very good approach to learning. When you don't understand something, you can go back to the video again.*

*Also, the method prevented the language barrier as the video is translated. I really enjoyed it.*

The method ensured participation in the program. If you don't watch ahead, you will not be able to understand or participate in the question-and-answer session.

The methods made the online training very interactive.

Video lectures, live lectures and Question answer methods etc. are related to each other and very fruitful.

Interactive and very useful. I loved it.

The video lectures are excellent, live Q/A section is very helpful and effective to understand the lecture.

It's absolutely perfect.

All good, but some lectures much are good if they can speak English.

In my case, I like the live lecture to be recorded and participants have the task of listening to the lecture then do the Content summary with main ideas, which requires participants to take part in the course, the lectures deeper. Then in online time, participants can take turns to share about main content and do the Q & A.

It is a privilege to be a part of this program and gather knowledge by connecting via the internet even during this pandemic situation. The presentation slides were wonderfully informative. I appreciate the great presentation style with lots of opportunities to ask questions and discuss real scenario examples.

The video lecture is a very good idea in conducting the training since it could give us the chance to return on the video anytime we wanted to and give us more time to understand more about the topic. The live lecture was also good. Question and answer are great so that we could clarify or ask things related to the subject presented.

The learning method by watching the video offline before the Q&A live session is good. It gave me more time to understand the lecture video by listening in my free time. however, just need to be strict in terms of the live session to be more punctual to start and end the live sessions.

## **7. Good points and Bad points for the ONLINE training course**

Good Points is the freedom to learn wherever you want. A comfort of learning from my home and the ability to work for a job while you study. It reduces nervousness among participants. You can learn from virtually any place as long as you have a stable internet connection. And provide a chance to study at my own speed as there is no rush. Less cost of money and time.

Bad Point is the technical issues of internet connection distraction and time management and lack of in-person interaction.

In general, good points of online training are as follows: -

We have easy access to information from worldwide. It is time and cost-effective.

On the other hand, bad points of online training are as follows:-

Chances of easy distraction. Less exposure to practical things. Technological disturbances.

### **Good Points**

\*The good point is that you can learn at your pace particularly with the availability of videos.

\*It is relatively cheaper than having to pay for the flight and struggle to get the visa to travel to India and Japan.

\*It also allows the participant to do other things when not in session.

\*Discipline on time management. It keeps you on your toes.

### **Bad Points**

\*Sometimes the internet is unstable and for the live sessions, the participant will miss what is going on, Participants miss out.

### **Good Points**

1. It is cost-effective; 2. Less time consuming; 3. It is more informative.



**Bad points**

1. Lack of physical experience; 2. Network issues.

Increased participation of students.

We can attend training from anywhere. No physical interaction.

- The advantage of online training is that it allows participants to attend sessions from any location of their choice.
- The challenge of online training is regarding technical issues such as poor internet connection especially with people from developing countries.

**Good points:** can discuss with sharing screen, suitable for the situation now. **Bad points:** internet connection.

**Good points:** time-saving, convenient – so I could take part in the class and fulfil other daily tasks, (especially dealing with small children). (If the training course is “offline” maybe I can not attend).

**Bad points:** It will be more perfect if participants can visit and experience the case study of the project.

The very good aspect of online training is the flexibility of time and place. We could join the training from any place favourable for us. Also, since the lecture materials were provided in form of e-documents, we can re-access and study at any time. It also connects many interesting people from different parts of the world easily during this travel restriction time.

Some major bad aspects of online training in my point of view are;

- Struggle with focusing on the screen for long periods of time and managing good physical posture.
- A consistent connection with decent speed is a problem. Also, in the case of Nepal electricity cut off can be an obstacle.
- There is no or minimal physical interactions between trainer and trainee. This often results in a sense of isolation.

We have learned a lot of things about the topics presented even if it is online. Everything is clear which gave me realization on what is missing in our organization and even myself. I have met good people from different parts of the world without even travelling.

It is just that sometimes my internet is unstable and cannot totally concentrate on the training sometimes because our staff keep on bothering me while having training.

**Good points of the Online Training course:**

- Save money and less time consuming to travel to another place.
- The training course could be accessed from any place.

**Bad points of the Online Training course:**

Less focus due to the environment surrounding. Different time zone to be adjusted.

Internet, signal, and electricity disruption. There is no field visit and exchange experiences.

Conformable participation, safe, time-saving. Sometimes unable to connect at my location.

**8. Administrations and Management of the training course by IDACA/ICA**

Very Good (14)     Good (1)     Fair     Poor

**9. Comments on administrations and management of the training course**

I wanted to thank you for taking the time to meet me and the team for this kind of training. It was really enjoyable while learning having also a chance to share with one another. The Team Management INDIA & IDACA seems like an excellent, it was a wonderful online meeting creating more documentary style content. It's an area where I have a great deal of experience.

The overall training course was well managed by the VAMNICOM as well as IDACA. Time and resources were well used and managed.

All the coordinators were very friendly and always ready to assist. They were polite and patient. Their communication skills are good and they interacted well with the participants. Having a supervisor and private discussion with the supervisor was a very good guide for the preparation of the action plan. The supervisor is also well experienced and made corrections politely.

1. Very insightful. 2. Well organized. 3. Well structured.

I joined late but the team made me feel included.

The administration was very good, and punctuality of time is the priority. And training course is specific to the subject, measurable, achievable and relevant.

The format and level of interaction made it easier to stay focused and not get bored.

Admin should be active on the chatbox all the time because some time participant asks for the Q but didn't see it well.

Very good. The hosts are all highly responsible for regulating the class. The combination of setting compulsory rules, tasks and a good sense of humour brought the good learning results of the training and the good connectivity among participants.

It is quite challenging to collect genuine information and share it with people connected from different places and different time zones. The way this program has considered every individual's situation, their opinion and respected their culture is very commendable hence I truly appreciate the Administration and management of this training and I am very thankful to the entire team. Overall, the program was very interactive and thought-provoking.

The administration and management of the training are very good. The facilitators are very approachable.

It is well managed accordingly. The learning materials were being updated in advance, the learning process and instructions are clear and fast response.

#### **10. Suggestions and requests for future training courses**

All I can say is "Keep it Up Team IDACA & ICA. You made it very well. Congratulations!

We will look forward to such interesting courses to be held by IDACA and ICA in future and boost our learnings. Thank you for the wonderful platform.

After Covid, a visit to Japan (even for a shorter period) will be good to see these things live. Body language as a communication skill for leaders and managers.

I believe the structure of the program is up to the mark. No suggestion from my side.

This type of training course is very helpful to my personal life and also in my field area. But if it is offline it is more effective.

It would have been even greater if there were a travelling experience.

If possible, next time, if NO COVID 19, we want to see the JA and Indian farmers. We miss the farmers who are really doing work physically.

Keep up your good work and I hope more and more women leaders will have the opportunity to join such a training course.

Providing training about modern agriculture techniques adopted in different countries could be beneficial.

Training with more creative ideas to use local resources which could help women become financially independent. Training focuses on marketing techniques and strategies for agricultural products.

Please continue the training because it is a good avenue to learn how to empower more women on leadership and management and revitalizing rural people.

If it is still online training, an additional trip for a field visit after the pandemic will be a very good idea to add extra knowledge and an exchange experience.

My only request for you is to arrange the physical training if it will be okay because we have so much to learn from Japan and India.

## SECTION-IX

### 2nd ICA-MAFF (Japan) Online Training Course on “Empowerment of Rural Women for Improvement of their Leadership and Business Management in Asia and Africa-2021.”

#### Program of the Training Course (9th August - 18th August 2021)

#### Part-I

Date /Day /Time	Subject	Resource Person
<b>Monday, 9th August 2021</b>		
11.30 am to 1.00 pm	Inauguration	
2.00 pm to 3.30 pm	Livelihood creation and Micro enterprise management: Learning of Project Sakhi	Mr. Sanjay Sharma, ED, Manjari Foundation
<b>Tuesday, 10th August 2021</b>		
11.30 am to 1.00 pm	The Story of Jaipur Rugs Foundation: Rural Women Entrepreneurs. (Bunkar Sakhi and Katwari Sakhi Training Programs, Grassroots Leadership Development for rural women)	Ms. Parul Kavia, Asst. Manager-JRF, Jaipur Rugs Foundation
2.00 pm to 3.30 pm	Work done by SEWA for Women Empowerment	Ms Veena Sharma, Capacity Building Coordinator, SEWA Cooperative Federation
<b>Wednesday, 11th August 2021</b>		
11.30 am to 1.00 pm	Linking women groups to FAB India	Smita Mankad, Women on Wings Foundation
2.00 pm to 3.30 pm	A first of its kind, women-centred network of Barefoot College and the success of Tilonia's women artisans, Hatheli bazar and solar engineers	Mr. Ramnivas, Barefoot College, Tilonia
<b>Thursday, 12th August 2021</b>		
11.30 am to 1.00 pm	Kasturi Digital Learning: A Foundation of Feminine Leadership	Dr. Manjushaa Kadam, National Head, Kasturi - Learning and Development Tata Chemicals Society for Rural Development
2.00 pm to 3.30 pm	Experience in Women Leadership in Business	Ms. Priya Mehta, Haveli - The Art Store, Surat
<b>Friday, 13th August 2021</b>		
11.30 am to 1.00 pm	Mann Deshi Mahila Sahakari Bank: A bank for the women and by the women	Smt. Rekha Kulkarni, CEO, Mann Deshi Bank
2.00 pm to 3.30 pm	Linking Women's cooperatives to community exchange.	Ms. Namita Pandey, Program Leader, SRIJAN, New Delhi
<b>Monday, 16th August 2021</b>		
11.30 am to 1.00 pm	Empowering SHGs and collectives – Learnings from Health & Nutrition, livelihoods, social entitlements & financial inclusion interventions	Alkesh Wadhvani Director, Poverty Alleviation, India

2.00 pm to 3.30 pm	Women entrepreneurship and innovations	Smt. Kavita Sharma, Manager, Sustainable Landscapes and Restoration World Resources Institute India
<b>Tuesday, 17th August 2021</b>		
11.30 am to 1.00 pm	Connecting FPO to superfoods	Ms. Deepa Prakash, Food Technician, Chia Seeds, Bangalore
2.00 pm to 3.30 pm	Kudumbashree: The livelihood development model of the Government of Kerala	Ms. Arya Raj, Thematic Anchor, Enterprises, Kudumbashree National Resource Organisation
<b>Wednesday, 18th August 2021</b>		
11.30 am to 1.00 pm	Back to village	Ms. Puja Bharti, Co-Founder, Back To Village
2.00 pm to 3.30 pm	Feedback and Valediction	



## ICA Training Course on "Empowerment of Rural Women for Improvement of their Leadership and Business Management" FY2021

### Program

August 20 ~ September 13, 2021

### Part-II

Date		First half	Second half	Venue
Aug. 20	Fri.	(Online) 15:00 (Japan time) ~ Opening Ceremony 15:30~ Orientation of the program	(Online) 16:30 ~ Presentation of job report (5 participants)	IDACA
21	Sat.	Free		
22	Sun.	Free		
23	Mon	(Online) 15:00~ Presentation of job report (5 participants)	(Online) 16:30~ Presentation of job report (5 participants)	IDACA
24	Tue	(Lecture-I) Distribution of Video Learning Materials in advance - Overview of Agriculture and Agri. Coops in Japan (IDACA)	(Online) 15:00~ - Q&A session on Lecture - I	"
25	Wed	(Online) 15:00 ~ - Guidance for making action plan (IDACA) - Introduction of best practices of AP by former participants (1)	(Online) 16:30 ~ - Q&A session on action plan (1)	"
26	Thu	(Lecture-II) Distribution of Video Learning Materials in advance - The role of rural women to play for distribution of agricultural product and food value chain	(Online) 16:30~ - Q&A session on Lecture - II	"
27	Fri	(Lecture-III) Distribution of Video Learning Materials in advance - Case Study on Farm Management of a Fruits Production Farmer (Involvement of woman farmer)	(Online) 15:00~ - Q&A Session on Lecture - III	"
28	Sat	Free		
29	Sun	Free		
30	Mon	(Lecture-IV) Distribution of Video Learning Materials in advance - Human resource development and leadership management (Mr, Y. Ogane)	(Online) 15:00~ - Q&A Session on Lecture - IV	IDACA
31	Tue	(Lecture-V) Distribution of Video Learning Materials in advance - Organization and Activities of JA Women's Association, and how to manage organization as a leader - Case study of activities of JA Women's Association	(Online) 15:00~ - Q&A Session on Lecture - V	"

Sep. 1	Wed	(Lecture-VI) Distribution of Video Learning Materials in advance - Outline of Nogyo Joshi (Agricultural women) Project - Case Study of Nogyo Joshi	(Self-learning) - Making short-summary of the lecture - VI If you have any questions, send email to IDACA	"
2	Thu	(Lecture-VII) Distribution of Video Learning Materials in advance - Green tourism and revitalization of rural area (N-tour) ① What is JA's green tourism? ② Examples of green tourism	(Online) 15:00~ - Q&A Session on Lecture - VII	
3	Fri	(Online) 15:00 ~ - Introduction of best practices of AP by former participants (2)	(Online) 16:30 ~ - Q&A session on action plan (2)	"
4	Sat	Free		
5	Sun	Free		
6	Mon	(Message from a woman leader in the world) Distribution of Video message in advance - Ms. Arianna Giuliadori, Secretary General World Farmers' Organization (WFO)	(Online) 16 : 30~ - Online meeting with a woman leader	IDACA
7	Tue	(Online Group discussion) 15:00 ~ - Overview of the lectures (divided into 3 groups)	(Online) 17:00 ~ - Presentation of the results of group discussion - Q&A Session	"
8	Wed	(Making Action Plan) - Individual consultation of action plan (online)	(Making Action Plan) - Individual consultation of action plan (online)	"
9	Thu	(Online) 15:00 ~ - Presentation of action plan (4 participants)	(Online) 17:00 ~ - Presentation of action plan (4 participants)	"
10	Fri	(Online) 15:00 ~ - Presentation of action plan (4 participants)	(Online) 17:00 ~ - Presentation of action plan (3 participants)	"
11	Sat	Free		
12	Sun	Free		
13	Mon	(Online) 15 : 00~ - Evaluation/Closing Ceremony		

SECTION-X  
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# PARTICIPANTS

## 2nd ICA-MAFF (Japan) Online Training Course on Empowerment of Rural Women for Improvement of their Leadership and Business Management in Asia & Africa-2021



*Part-I: 09 – 18 August 2021*  
*Part-II: 20 August – 13 September 2021*



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## ICA Co-operative Identity Statement

### DEFINITION

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

### VALUES

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

### PRINCIPLES

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

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

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

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

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

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

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

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