

1st ICA-MAFF (Japan) Online Training Course on

EMPOWERMENT OF RURAL WOMEN FOR IMPROVEMENT OF THEIR LEADERSHIP AND BUSINESS MANAGEMENT IN ASIA & AFRICA-2020

Part-I : 14 – 18 December 2020

Part-II : 14 January – 02 February 2021



COURSE REPORT



International
Cooperative
Alliance
Asia and Pacific

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

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LEADERSHIP AND BUSINESS MANAGEMENT IN ASIA & AFRICA-2020**

Part-I: 14-18 December 2020
Part-II: 14 January-02 February 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

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COURSE REPORT

SECTION-I

Executive Summary

Background

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 promoting 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 Alliance provides a global voice and forum for knowledge, expertise and coordinated action for and about cooperatives. The members of the Alliance are international and national cooperative organisations from all sectors of the economy. The Alliance has 310 members from over 105 countries, representing close to one billion individuals worldwide. According to the World Coop Monitor (<http://www.monitor.coop>), the world's top 300 cooperatives generate 2.6 trillion USD in turnover. Cooperatives generate partial or full-time employment for at least 250 million individuals worldwide, either in or within the scope of cooperatives, making up almost 12% of the entire employed population of the G20 countries.

Operating from a global office in Brussels (Belgium), the Alliance 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 109 members from 32 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 1st Training Course on “**Empowerment of Rural Women for Improvement of their Leadership and Business Management in Asia and Africa-2020**” will be held “online”. Part-I

of the Training Course was conducted in collaboration with the National Cooperative Union of India (NCUI) from 14th to 18th **December** 2020 and Part-II in collaboration with the Institute for the Development of Agricultural Cooperation in Asia (IDACA) from January 14 to February 02, 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 agribusiness in Asia and Africa.

Course Participants

Ten (10) women participants were selected by ICA-AP for the Training Course from the following five countries – India, Myanmar, Nepal, Philippines, Thailand from Asia and Kenya and Swaziland from Africa. A list of participants is placed at Section-XI.

Home Country Assignments (HCA)

The selected participants undertook their Home Country Assignments (HCA) for one week (07-13 December) 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/NCUI, India (online)

The five (5) days program, from December 14 to 18, focused on observation of the activities of cooperatives and social institutions in India in collaboration with NCUI – a Member Organization of ICA.

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

Part-II of the Training Course for 20 days (January 14 to February 02, 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 1st Training Course on "EMPOWERMENT OF RURAL WOMEN FOR IMPROVEMENT OF THEIR LEADERSHIP AND BUSINESS MANAGEMENT IN ASIA & AFRICA-2020", which was followed by a grant for its implementation. The ICA is highly appreciative of the contribution made and grateful to the Government of Japan for this gesture.

Acknowledgements

In the implementation of the 1st 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; National Cooperative Union of India (NCUI); 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 1st 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. Oshita of the Training Department 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>7th to 13th December 2020</i>
<i>Part-I: Training Course by NCUI</i>	:	<i>14th to 18th December (online)</i>
<i>Preparation of Report/Action Plan on the basis of Part-I of the program</i>	:	<i>19th December 2020 to 13th January 2021 (offline)</i>
<i>Part-II: Training Course by IDACA, Japan</i>	:	<i>14th January to 02nd February 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-2020**" was organized online by ICA-AP, between **December 14 & 18, 2020**. 10 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 National Cooperative Union of India (NCUI). 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. Satya Narayan, Chief Executive, NCUI, 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. Because of his pre-engagement, Mr. Balu Iyer, Regional Director, ICA-AP, sent a video message containing his opening remarks on the occasion.

Mr. Ashok Taneja welcomed and briefed all the distinguished guests and the participants at the inaugural session. He expressed the gratitude of the ICA to the Ministry of Agriculture, Forestry and Fisheries (MAFF), Government of Japan, for their continued financial support to the program and IDACA for its active collaboration in the implementation of the training program. He expressed the gratitude of ICA-AP to the NCUI for collaboration in the conduct of Part-I of the program. He also mentioned some basic discipline to be maintained throughout the training course.

Mr. N. Satyanarayana, Chief Executive, NCUI, virtually welcomed all the invitees at the inaugural ceremony of part-I of the program. The NCUI is the national apex cooperative organization in India with its main objectives to organize the 'Capacity Building Program' aim at cooperative education and training for members and functionaries.

Indian women have been playing an important role and are an integral part of socio-economic life since ancient time. With the advent of the cooperative movement, small entrepreneur units such as weavers, milkmen, cobblers, farmers etc. come together and formed their cooperative and thereby get a platform and participate in the decision-making process to uplift their economic and social scale. Presently, there are more than 4000 women cooperatives in India having membership of over 1 million women bringing rapid transformation in social, political and economic areas ensuring growth with equality and inclusiveness.

Being the apex body of the Indian Cooperative Movement, NCUI has constituted a 'National Cooperative Committee for Empowerment of Women' that consists of women member from different sectors of cooperatives from states. The main function of the committee is to periodically review the women participants as well as to find ways and means to engage more and more women in the decision-making process of cooperatives in India.

We understand that all of you from African and Asian countries joined the training program got a prime opportunity to augment your knowledge, skills and competencies, a culture of innovation and growth, which in turn translates in the form of better productivity, efficiency, output and overall benefit for your organization.

He thanked the IDACA Team, presently lead by Mr. Kobayashi for their continuous efforts and support in the capacity building of the personnel engaged in the development of cooperatives in the region. He observed that the persons who got the opportunity to participate in training organized by ICA/IDACA have transformed the person professionally which in turn enhanced the organization's reputation as a good employer as well as employee's career development.

Finally, he thanked ICA-AP and the Regional Director, Mr. Balu Iyer, for organizing the ICA Japan Training program for the last many years.

He wished that the training program will be very successful in building the capacity of the participants of the program.

Mr. Hirofumi Kobayashi, Executive Director, IDACA, in his address to the participants said that this course focusing on rural women is one of the most important training courses that ICA has hosted so far. With a long history since 1991, participants in this training course have made outstanding achievements in implementing their action plans that helped improve the food security situation and promote sustainable development in the respective rural communities they live.

Figuring out a well-targeted, effective and realistic action plan will be a key element of your success to conclude this training course in February 2021. In this context, I would advise you the following three points;

First, the action plan should be regarded as an innovation plan of the organization to you belong, for the purpose to empower women in your organization or your sphere of influence. You should think that your action plan should be a proposal to the Chairperson or the General Assembly of your organization, and therefore, the narrative should be compelling with passion and showing your learnings through evidence and references.

Secondly and in a related context, 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. I repeat, your action plan should be specific, measurable, achievable, relevant, and time-oriented, so that you will identify barriers, and strategies to overcome them.

Thirdly, do not forget to include finance options in your action plan. "E-ni-kaita-mochi" or drawing of a rice cake, or a pie in the sky, is a proverb in Japan. Any action plan without finance options should be "e-ni-kaita-mochi" and that is merely an expression of one's wish. If you are ambitious to overcome the difficulties in your cooperative, you are advised to include the source of finance to implement your action plan steadily.

Mr. Balu Iyer, Regional Director, ICA-AP, in his recorded message to the participants, welcomed all at the inauguration of 1st ICA-MAFF (Japan) online Training Course. He said that "This course is focused on the "Empowerment of Rural Women for Improvement of their leadership and business management in Asia and Africa. The ICA Asia and Pacific region completed 60 years of its establishment last month. I was going through the archives and found that the first ICA-MAFF Training Course was held in the year 1986. For the last 34 years, ICA and IDACA have been partnering in conducting the ICA-MAFF Training Programs continuously. The Training program was started to share the Japanese experience of agricultural cooperatives with other cooperatives in the region. Over the years, the participants have been exposed to agricultural cooperatives in India, Malaysia, Thailand and other countries. From focusing on Asia, the ICA-MAFF Training also moved to Africa. So, the training has all the hallmarks of principle 6 – Cooperation among Cooperatives. It also includes principle 5 – Education, Training and Information. You all will be joining the illustrious list of cooperators, who have been benefitted from the ICA-MAFF Training Programs. The covid-19 pandemic has its presence felt in all countries and all corners of the world, affecting the developed and developing countries and cutting across age, class, gender and other barriers. However, the impact of covid-19 has not been the same across. Young and women, in particular, workers in the informal sector and on the frontline and people in the lower round of societies have been negatively impacted. It is, therefore, important that as cooperatives the empowered women improve their management capacity, increase the number of women leaders and strengthen women cooperatives. All of which this training program seeks to do. He wished the participants all the best and hoped that they will learn from each others' experience and gain from the knowledge imparted by our experts. He thanked the organizations for the nominations of the participants. He also thanked the IDACA and MAFF for their continuous support in the conduct of this training program.

After the inauguration, 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.

14.12.2020

Session-I

12.30 to 14.00 hrs. (IST)

Topic:

SEWA's experience on Women Empowerment and Leadership
by Ms. Veena Sharma, Capacity Building Coordinator, SEWA Cooperative Federation, Ahmedabad, India.

Session-II

14.30 to 16.00 (IST)

Topic:

Women entrepreneurship/ Business Management
by Ms. Veena Sharma, Capacity Building Coordinator, SEWA Cooperative Federation, Ahmedabad, India.

15.12.2020

Session-I

11.30 to 13.00 hrs. (IST)

Topic:

Women Empowerment and Entrepreneurship Development
by Ms. Kalpana Pant, Executive Director, Chaitanya Foundation

Session-II

14.00 to 15.30 hrs. (IST)

Topic:

Women Empowerment and Leadership Development
by Prof. Manisha Paliwal, Head of Centre for Gender Studies, VAMNICOM & Smt. Anshu Singh, Assistant Professor, CGS VAMNICOM.

16.12.2020

Session-I

11.30 to 13.00 hrs. (IST)

Topic:

Integrated Rural Development & Women Empowerment
by Mr. S.P. Singh, MD, IFFDC

Session-II

14.00 to 15.30 hrs. (IST)

Topic:

Livelihood Generation & Women Empowerment for reducing Migration in Hilly areas
by Mr. S.P. Singh, MD, IFFDC

17.12.2020

Session-I

11.30 to 13.00 hrs. (IST)

Topic:

SHGs, Micro-credit and Socio-Economic Development of Rural Women in India
by Ms. Anita Panda, P.O. NCUI Coop. Edu. Field Project.

Session-II

14.00 to 15.30 hrs. (IST)

Topic:

Income Generating Activities of Rural Women Through Project Approach
by Ms. Jeena Potsangbam, (Chairperson), NCUI Coop. Edu. Field Project, Imphal.

18.12.2020

Session-I

11.30 to 13.00 hrs. (IST)

Topic:

Women Empowerment through Cooperatives – Case Study of Mann Deshi
by Chetna Sinha, Chairperson, Mann Deshi Foundation and Cooperative Bank.

SECTION-III

Online Presentations on Field Study Visits in India

1. **SEWA's experience on Women Empowerment and Leadership:** *by Ms. Veena Sharma, Capacity Building Coordinator, SEWA Cooperative Federation, Ahmedabad, India.*

At the beginning of her presentation, Ms. Veena Sharma gave an outline and explanation of her presentations – (1) What is the informality and Characteristics of informal workers? Women face additional burdens as informal workers due to lack of childcare and health care facilities; lack of access to education/capacity-building; social norms curtailing their participation in the mainstream economy. (2) The informal sector in India: size and contribution: 94% of women workers in the Indian economy are in the informal sector; 50% of India's Gross Domestic Product (GDP); 55% of India's National Savings; 47% of India's Exports. (3) SEWA: The Self-Employed Women's Association (SEWA) was founded in 1972 by Ms. Elaben Bhatt. It organised 1.8 million women workers. SEWA's main goals are – full employment and self-reliance. (4) Informal women workers: a profile: Home-based workers; Street Vendors; Manual Labourers and Service Providers; Producers; (5) SEWA's joint strategy: struggle (workers' voice through Union; and development: workers' livelihoods through cooperatives); (6) SEWA Cooperative Federation and work: - It started in 1992. It promoted 107 cooperatives, 300,000 women members; Following services offered – business development, marketing, capacity building and skill development, research and advocacy, communications and digital inclusion. (7) The universe of cooperatives: Its sectors of work are Agriculture and allied activities; Handicrafts; Services; Social security; Finance; Vending; SEWA's experience on women's empowerment and leadership: When a woman has full employment and is self-reliant is Women's Empowerment. Empowerment is the process by which women take control and ownership of their lives through the expansion of their choices.

Ms. Veena Sharma explained Why women's empowerment? (i) It is a basic human right; (2) Gender equality reduces poverty and fosters a more equitable distribution of resources and income, builds a more inclusive society; (iii) Gender equality can bring dramatic gains in human development and well-being for individuals, families and societies; (iv) Women take care of the environment and our planet.

2. **Women entrepreneurship/ Business Management -** *by Ms. Veena Sharma, Capacity Building Coordinator, SEWA Cooperative Federation, Ahmedabad, India.*

Ms. Veena Sharma began her presentation with a quote from Elaben Bhatt, the Founder of SEWA "Empowerment is not a thing that can be given or taken back. When women do things, then that brings the empowerment".

First of all, the resource person gave some statistics through her presentation – 11% will be added to the global GDP by 2025; 90% of their (women's) income is invested in their families and local communities; Only 1% of the world's assets are in the name of women; 70% of women globally live in poverty; Women's representation in managerial and administrative posts is 33% in the developed world; In India, women comprise 6% in medium and large industries. Out of this: 14% in junior management, 4% in medium and 4% senior management.

She also explained SEWA's Experience and Approach:

- Women are poor but economically active and ready to take risks, ready to take up new opportunities, pay back their loans on time;
- Women need to have equal access to the '3 Es' that unlock economic opportunity – Education, Employment and Entrepreneurship;
- Model of collective entrepreneurship: Women become owners, managers and users of their trade;
- Integrated approach: access to social security, alongside work and income security;
- 4 pillars of empowerment: Organising, Capacity Building, Capital Formation and Social Security.

She also gave the solution/What works: Women's Collective Enterprises:

1. Collective strength and bargaining power is enhanced (e.g. they can stand firm in the market and are free of exploitative middle agents);

2. Women's representation and visibility increases; women's identity as workers recognised (identity card etc.); spaces for women's voices to be heard in places of decision-making Building women's leadership and enabling a decentralised approach;
3. Creating an enabling environment through the Federation for market linkages, capacity building, research and advocacy;
4. Appropriate policies are formulated (e.g. reducing tax, preferential purchase of women's goods and services, a marketplace for street vendors);
5. Enabling financial access through linking with public and private financial institutions, schemes;
6. Direct linking with markets - offline and online;
7. Strengthening local economies through women leaders;
8. Can resist family, community, political and other pressures for self and collective, social change;

In the end, the author showed a video containing a case study on Megha Mandali.

3. Women Empowerment and Entrepreneurship Development – (Women Collectives and Individual Entrepreneurship) - by Ms. Kalpana Pant, Executive Director, Chaitanya Foundation.

Ms. Kalpana Pant said that this presentation is about the initiatives undertaken by WISE. WISE is a Non-Profit Company promoted in 2017 by Chaitanya with the support of UK Aid. It is a resource organisation focusing on gender, access to finance and women entrepreneurship. It is a Corporate business correspondent of Canara Bank in Madhya Pradesh, India. It developed software for SHG federation management – MicrolekhaWISE. It partnered with TISS and designed an e-learning course on SHG and federation management, currently being offered in Jharkhand, India.

Chaitanya – 40 SHG federations with over one lakh women organized into sustainable SHG federations across 14 districts of Maharashtra, India.

Collectives help build social capital – confidence; risk-taking; decision making. Collectives can also help in collective procurement and marketing if there is enough demand. However, it reduces efficacy when the demand is less than the supply.

She further explained the Women Entrepreneurial Network (WEN).

- Women Entrepreneurial Network (WEN) is an Entrepreneurial Network of women which aims at identifying and nurturing the innate talents of women by mobilizing them into collectives.
- Skill specific collectives to enhance the skills of women, provide them market access ultimately leading to an increased economic status.
- Training conducted by the team in partnership with various institutions.
- Ideas on packaging and marketing shared with the members a manual prepared for the same.

WEN members are part of SHG and JLG. The SHG and JLG access credit from federations to start enterprises. Enterprises focusing on food items, general stores. Hand wash, phenyl, liquid soap, masks are also some businesses initiatives.

Ms. Pant also showed a video containing a case study of KALA MAITRI. Kala Maitri has been defined as the unique range of products indigenously designed and handcrafted by small-scale women entrepreneurs of the WENs of Madhya Pradesh. Kala Maitri is the brand name of products made by various women entrepreneurial collectives.

Kala Maitri is an attempt to economically empower women weavers, garment manufacturers and various small-scale women entrepreneurs by promoting a Women's Entrepreneurial Network (WEN) that enables them to benefit from economies of scale and maximize employment generation and value creation.

Key elements of a Women Entrepreneurial Network (WEN) are Access to Finance; Networking; Skill Building; and Personal Growth. The improved model will focus on the overall growth of women by providing them access to finance, various skill-building activities and training along with exposing them to

a potential market for their products ultimately leading to improved self-esteem and confidence among women.

Emerging areas of support are (i) Support for Marketing (with production happening, there is a need for market access mechanisms; accessing digital channels, social media); (ii) ERP Solutions: business planning, book-keeping, inventory, costing, keeping track of incomes and expenditures, working capital management; (iii) Cutting-edge Cadres: for handholding support – micro-enterprise junkers/MEP in Kudumbashree; (iv) MIS: tracking women in employment and enterprise.

4. Women Empowerment and Leadership Development - by Prof. Manisha Paliwal, Head of Centre for Gender Studies, VAMNICOM & Smt. Anshu Singh, Assistant Professor, CGS VAMNICOM.

At the outset, Prof. Manisha Paliwal explained the objectives of her presentation:

- To understand the importance of rural entrepreneurship in women empowerment;
- To understand the development process of community leadership in the rural eco-system;
- To explore the leadership traits of rural women entrepreneurs;

Women Empowerment: Empowerment refers to the increasing spiritual, political, social or economic strength of individuals and communities;

As a general definition, Empowerment is a multidimensional process that helps people gain control over their own lives;

Women Empowerment is the process and the outcome of the process by which women challenge gender-based discrimination in every institution and structures of the society;

- Women empowerment has five components - Women's sense of self-worth;
- Their right to have and to determine choices;
- Their right to have access to opportunities and resources;
- Their right to have the power to control their own lives, both within and outside the home;
- And their ability to influence the direction of social change to create a more just social and economic order, nationally and internationally.

Five ways to achieve women empowerment – (i) Self Help Group; (ii) Angan Wadis; (iii) Government Schemes; (iv) Micro Finance; (v) Entrepreneurship.

Women Empowerment through Entrepreneurship:

- In the larger development context, entrepreneurship development is vital in shaping up rural livelihoods.
- In the context of SDGs, several issues of gender equality and empowerment can be addressed through livelihood enhancement in rural areas.
- According to the United Nations, entrepreneurship development can catalyze equality as well as empowerment where women can control their destiny and make strategic choices and financial decisions.

Triad of Economic Empowerment through Entrepreneurship :

- Access to Skills: Economic Empowerment;
- Access to Economic opportunities, Institutions and Markets;
- Access to Resources.

Setting the Context: The Need for Women Leaders in the Rural Eco-system :

- Any self-sustaining intervention cannot work on government push strategies alone.
- Program, schemes and policies often create an enabling environment to encourage the livelihood program.

- However, any intervention cannot sustain for a long time only with the help of an aided program.
- Rural interventions often need to change agents and leaders. These change agents can enable and influence peers, families, friends and communities through leadership.
- These change agents create inspiring and encouraging stories at the bottom of the pyramid and lead through example.
- Rural women from low-income segments and marginalized communities often micro-enterprises by engaging in the informal sector, engaging in low-value-added activities that reap marginal returns. As such they often face the daunting task of upscaling. (African Development Bank Group, 2015)
- It has often been observed that they tend to be entrepreneurs of necessity, rather than an opportunity, driven into small business by the lack of alternatives in subsistence-level agriculture and marginal activities in the informal economy. The initial phases are full of struggle where subsistence is a major concern.
- Women lack financial control on assets and have inadequate access to finance. (World Bank, 2014)
- The rural business environment is often complex involving several stakeholders.
- Rural interventions should be capable of addressing peripheral issues like climate change, domestic violence, health and family welfare etc. apart from the core program.
- The rural program needs a greater degree of awareness, attitudinal change, trust-building and open communication.
- Rural communities need a strong leader who can voice their issues and concerns, engage in meaningful dialogues with higher authorities and also convince customers and suppliers.
- Good leaders can enhance the capability of the organizations in accessing better resources, skills and markets. Any business needs professionalism and planning.
- The emergence of leaders from the bottom of the pyramid can go a long way in instilling greater confidence amongst rural women and breaking the age-old shackles of gender equality.

Building Community Leadership:

- Within a community setting, the initial phase, initiation and spread of interest, is the first step where leaders try to communicate and engage with local people.
- Community leaders then move into an involvement and participation phase by establishing an organization of sponsorship. This process has included taking the time to plan and organize. It involves establishing relationships, facilitating cooperation and teamwork.
- Following efforts to increase involvement and participation, leaders tend to set goals and formulate a strategy.
- After goal setting and strategy formulation, leaders have been shown to move into a resource mobilization, or recruitment, phase. They support and enable their members, influence and empower continuously. This is an intensive phase where the intervention gains momentum.

The author also defined Traits of Rural Women Leaders:

- Rural leaders are change agents. They often lead by example and have a high ability to inspire and motivate others in the group/community.
- They are well planned and quickly graduate to a professional approach towards business development like any urban counterpart.
- They start with issue identification. They are good at identifying potential areas of enterprise development and also other pertinent areas which are relevant to the development of women entrepreneurship in the villages.
- They take cognizance of local and regional conditions in terms of opportunities and limitations.
- They are non-authoritarian and follow a participatory decision-making process.
- Rural leaders have a high concern for the community and do not shy away from resolving local issues and conflicts.

- They are good at stakeholder management and dealings with governments, village authorities, financial institutions, NGOs, Unions etc.
- A good rural leader constantly works or improving access to networks and platforms to mobilize resources. They often garner support from developmental institutions and policymakers to access resources, skills and markets.

In the end, the authors narrated some success stories in their presentation - From subsistence labourer to Amazon seller: A success story from Bihar, India; Success Story of Women from the Himalayas; Samruddhi Mahila Crop Producer Company Ltd. – Act, Enable and Influence.

They also showed a documentary on "Jaipur Rugs".

5. Integrated Rural Development & Women Empowerment, by Mr. S.P. Singh, MD, IFFDC

Mr. S.P. Singh explained the case study of IFFCO-Tokio Integrated Rural Development Projects (IIRD), Ajmer, Rajasthan, India. The Project Objectives are to improve drinking water facilities in the project area; to improve basic amenities in the Project area; to develop the skill for generating employment opportunity; and to Women empowerment. The Project components are Community Health and Sanitation and Safe Drinking Water Education; Women Empowerment; Water Resources Development; Agriculture Development; Environmental up-gradation; livestock development.

Following strategy adopted for Women Empowerment – Promotion of Women Self-Help Groups; Need-based skill development of women; Microenterprises Development; Need-based infrastructure development; women drudgery reduction.

Promotion of Women Self-help Groups:

- It's a proven & suitable platform for women to act collectively.
- It's an informal group of women which has democratic control.
- It's based on the principles of Cooperatives.
- SHG is functioning on the Rules & Regulations framed on their own.
- It's recognised by the Government

Need-Based Skill Development:

Did Need Assessment of items/products; Assessed Interest of the women; Market assessment; Need for capacity/skill-building assessed; Arranged technical training.

Microenterprises Development:

- Did Assessment support required for preparing/manufacturing items/products;
- Identified suitable place with required facilities for setting up ME;
- Arranged technical training/support for operating Machines;
- Handholding support for the smooth functioning of ME for the initial period.

Infrastructure/Facility Development:

- Observed lack of facilities like toilets, a commonplace for meeting/training etc. in the project villages;
- Discussed with the women groups as well as male segment;
- Finalised places for creating the required facilities in the villages in a participatory manner;
- Created/Developed the utmost required facilities for women/girls.

Women Drudgery Reduction:

- Women were spending a lot of time arranging drinking water, water for cattle and crop irrigation.
- Suitable interventions were finalised in participation with women groups.
- Also involved the male segment.

Mr. S.P. Singh showed pictures/videos of the above work done. In the end, he explained the case study of individual farmers in the Project area.

6. Livelihood Generation & Women Empowerment for reducing Migration in Hilly areas, by Mr. S.P. Singh, MD, IFFDC

The Indian Farm Forestry Development Cooperative Ltd. (IFFDC) did an Integrated Livelihood Support Project in Uttarakhand, India, to reduce poverty in hilly areas; to support and develop the food production system which supports most households; and to reduce migration.

There were the following issues in Hilly Areas - Lack of employment Opportunities; Scattered & marginal landholding; Lack of technical know-how of Agriculture; Lack of Irrigation resources; Lack of transportation and access to Markets; Crop damaged by wild animals; & Lack of Infrastructure.

The following approach was adopted by the IFFDC to solve the above issues - Community Mobilisation & formation of Small Groups i.e. Producer Groups (PG) / Vulnerable Producer Groups (VPG); Special emphasis on women membership; Assessment of livelihood Needs of each Group; Identification of potential Value Chain for livelihood generation. (Focused on Agriculture leads to Food Security); Need-based capacity Building; Federating PG & VPG in Livelihood Collectives (Cooperative Societies); Business Development Plan & its implementation; Market Linkages Development.

Mr. S.P. Singh explained in detail the above approach and showed pictures/videos of the implementation plan.

7. SHGs, Micro-Credit and Socio-Economic Development of Rural Women in India - by Ms. Anita Panda, P.O. NCUI Coop. Edu. Field Project.

Ms. Anita Panda started her presentation with a quote from Swami Vivekananda, "There is no chance for the welfare of the world unless the condition of women is improved. A bird can't fly on one wing". These words of the great soul of our soil are now universally felt all over India. The concept of 'Nation Building Process', 'Good Governance' is not possible without participation and empowerment of rural downtrodden women. Women empowerment is a precursor to inclusive growth and equitable development in any society. In this context, women self-help groups have emerged as novel self-sustaining institutions for the socio-economic empowerment of poor women. A major objective of women self-help groups (WSHGs) has been the holistic empowerment of women.

- Cooperatives are the best medium for women empowerment. NCUI, the apex organization in the India Cooperative Movement and one of the member organizations of ICA, took a lot of efforts to bring more and more rural women into the cooperative field for their overall socio-economic and political development.
- NCUI through its member organizations and Coop education field projects continuously put efforts to educate rural women in different socio-economic development aspects, promotion of women self-help groups, strengthening microcredit, entrepreneurship and ultimately towards women empowerment.

The need for microcredit:

- The need for microcredit in India has been recognized even before Independence.
- All India rural committee recognized the existence of a cooperative structure and recommended state financial support for its strengthening.
- The Cooperative Societies Act was passed in 1904 to provide necessary legislature to the financing of agricultural and rural credit in the interest of cultivations.

Ms. Anita Panda explained the origin of micro-finance institutions and the concept of self-help groups; self-help groups and their broad objectives; Major features of SHGs; Activities undertaken by SHGs; Funding of SHGs; Women enrolment in SHGs; SHGs & Scope for women empowerment; Level of empowerment of women; Reasons for joining SHG and the role of SHG in improving the economic and social condition of women before and after joining SHGs.

She also explained a case study on NCUI Coop. Education and Development project for Women in Ganjam, Odisha, India.

A Cooperative Education and Education and development project for women was launched at Ganjam District on 1st July 1995 to achieve women empowerment by creating employment opportunity and enhancing their economic generation.

The function of the project includes the formation and smooth management of women SHGs, promoting thrift and savings, the building of group resources, development and linking the existing cooperatives to advance loan to members for an economic generation.

The approach of women's cooperative education and development program is participatory i.e. the target groups are motivated and educated for their active participation at the levels of group formation, planning of activities, managerial and program operations and also in the assessment;

The main motto of the program includes the social and economic upliftment of group members;

At a later stage, these self-help groups are either converted into a cooperative society or enrolled as group members in PACS depending on the desire of members and legal provision in the cooperative laws of the state.

The objective of the project is to achieve women empowerment by creating employment opportunity and enhancing their economic generation;

The project organizes several education programs relating to the socio-economic development of women like :

1. *Development of saving habit.*
2. *Access to micro-credit.*
3. *Social development of rural women.*
4. *Strengthening micro-credit, entrepreneurship development and ultimately enhancing the income level of rural women.*

From the above, it is found that the NCUI(W) Project, through its educational activities and micro-credit activities is playing an important role in raising confidence level and willpower among rural women. It helps in augmenting their income level and generating employment opportunities. Most importantly, now women are conscious of their rights and duties. The dependence on money lender is a thing of the past for these women as they can now meet their financial needs through SHGs. The individual household is now in a position to lead a better life and able to gain access to better education, health, marketing and banking institutions.

8. Income Generating Activities of Rural Women Through Project Approach - Ms. Jeena Potsangbam, (Chairperson), NCUI Coop. Edu. Field Project, Imphal.

The gist of her presentation is as follows:

National Cooperative Union of India (NCUI) is providing special attention to strengthen Cooperative roots in those areas where the cooperative sector lags behind. Integrated development of co-operative societies in the comparatively underdeveloped areas of several states is undertaken through the scheme of cooperative Education Field Projects located in various parts of the country. This aims to increase the productivity of the farmer member. Moreover, it helps to create job appointment through income-generating activities. Currently, such 14 projects are operational across the country, especially in backward states and regions.

Selection of income-generating activities are divided into the following categories:

1. Those who are engaged in traditional work e.g. basket making, handicraft product.
2. Those who work on daily wages including those who work in their fields and who do not get work daily throughout the year.
3. Those who do casual work e.g. Vegetable selling, paan shop etc.
4. Those who are unemployed.

Basis of selecting income-generating activities:

1. Availability of raw materials from within the village itself or from outside at reasonable rates.
2. Finished goods should be easily marketable.
3. Production cost should be minimum.
4. The activity should not require too much technical know-how and whatever essential technical knowledge is needed should be easily obtainable.
5. The work could be carried out within the house or the village itself.
6. The return should be immediate.
7. Training or necessary technical knowledge should be easily available.

A successful businesswoman should possess the following qualities:

- ✓ Appropriateness of clothing.
- ✓ Posture and carriage of a body.
- ✓ Voice
- ✓ A keen sense of humour
- ✓ Facial Expression
- ✓ Positive thought
- ✓ A sound body.
- ✓ Imagination
- ✓ The Art of Being a good listener
- ✓ The art of effective speech.

9. Case Study of Manndeshi Mahila Sahakari Bank Ltd. Mhaswad, India – Banking Technology for Cooperative Banks - by Ms. Chetna Sinha, Chairperson, Manndeshi Foundation.

The bank was established by Manndeshi Foundation in 1997. It has 8 branches. A total number of staff is 73. It has 30,776 members. Total loan customers are 16,023 and total deposit customers are 67,168.

The mission of Manndeshi Mahila Sahakari Bank is to provide women in the drought-prone area of western Maharashtra with the tools necessary for achieving financial independence and self-sufficiency. It believes that the financial empowerment of women will hasten the growth and development of rural India, thereby creating a better life for future generations. Its 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 its clients. It aims to improve the lives of women holistically, by providing a unique and innovative combination of financial and non-financial services.

Banking Technology at Manndeshi – CTS Clearing; E-commerce facility; POS Transaction Facility; NACH; APBS – Aadhar Payment Bridge System; IMPS – Immediate Payment System; VAS – Value Added Service; BBPS – Bharat Bill Payment System; E-Statement on E-mail; Card Safe Mobile App for ATM On/Off facility and E-com On/Off facility; Green Pin System – Reset Pin on the Mobile app or ATM Machine; CKYCR – Centralised KYC Registry; DMARC – E-mail system to detect phishing e-mail; Biometric CBS Login System.

Upcoming Banking Technologies at Manndeshi – UPI – Unified Payment Interface; Video KYC; E-mandate ECS; AEPS – Aadhar Enabled Payment System; ATM Recycler Machine to deposit and withdraw CASH; Bharat QR.

In addition to her presentation, she showed several videos on the establishment and operation of the bank.

Closing Session of Part-I :

The closing session was attended online by all the participants and Mr. Balu Iyer, Regional Director, ICA-AP, Ms. Oshita from IDACA, Resource Persons from SEWA, IFFDC, NCUI AND VAMNICOM, representatives of NCUI and Mr. A.K. Taneja of ICA-AP.

First of all, on behalf of ICA-AP, Mr. A.K. Taneja thanked all the participants for their cooperation in the successful completion of part-I of the program. He also extended his gratitude to the NCUI for facilitating the organization and conduct of this part of the program. He also thanked all the Resource Persons for their fullest cooperation to ICA in undertaking this program.

He hoped that the member-organizations of ICA will continue to support this type of training programs in future also, whether it is virtual or physical because this segment of the training course has been found very relevant to the participants. Proof of its success is their appreciations/comments, offered by them in the chat box after each and every lecture. Briefly, I may inform you that most of the participants have appreciated the lectures and videos on field study visits. So, we can say that it was a successful event.

Further, he thanked Mr. Balu Iyer, Regional Director, ICA-AP, Mr. Hirofumi Kobayashi, Executive Director, IDACA, Ms. Oshita and her team for their valuable input and guidance to him and the participants from time to time and for their kind cooperation.

Before **Mr. Balu Iyer, Regional Director, ICA-AP**, addressed the participants, he wanted to hear from the participants as to what they have learned from the program so far. He asked the participants to share their experiences on part-I of the program. Ms. Prabha from India, Ms. Naomi from Kenya, Ms. Poh from Myanmar and Ms. Deepti from Nepal shared their feedback on part-I of the program. They appreciated the lectures, videos and resource persons.

Mr. Balu Iyer thanked them for sharing their feedback. He said that he was glad to know that the training was useful to all of them. He congratulated all the participants for successfully completing the first part of the program. He conveyed his thanks to the concerned organizations for nominating the participants in this training course. Part-I of the training course focused on experiences from India, which talked about leadership, entrepreneurship, empowerment, livelihood; economic development; and a host of things. He hoped that it provided them all the perspective from the Indian context and as they are coming from different countries, he hoped that they all were able to relate the experiences of India with their own experience and see how this could be applied. "For me, I think the most important part of training is the application. How do we put into practice what we have learned from the training and I hope this is something which you will be incorporating." In the end, he thanked all the Resource Persons for sharing their experiences with the participants. He also thanked all the invitees for their presence at the closing ceremony and IDACA for its support and continuous endeavour to keep this training going. He also thanked the Ministry of Agriculture, Forestry and Fisheries (MAFF), Govt. of Japan, for their continuous generous financial support. He hoped that the participants will incorporate learnings from Part-I and Part-II program into their action plans.

Vote of Thanks: Ms. Prabha from India, presented a vote of thanks on behalf of all the participants. Excerpts of her speech is as follows:

"On behalf of all the participants, I give a really heartfelt vote of thanks to the Ministry of Agriculture, Forestry and Fisheries, Govt. of Japan, for their financial support; the Institute for the Development of Agriculture Cooperation in Asia Japan (IDACA), and International Cooperative Alliance- Asia and Pacific (ICA-AP) for jointly organising this training program. We all have witnessed that lots of efforts have been put in by them for organising the online training.

I would like to thank all the Speakers for sharing their project activities with us. The most important thing we all must have realised during these sessions is that economic independence or economic empowerment is at the core of women empowerment.

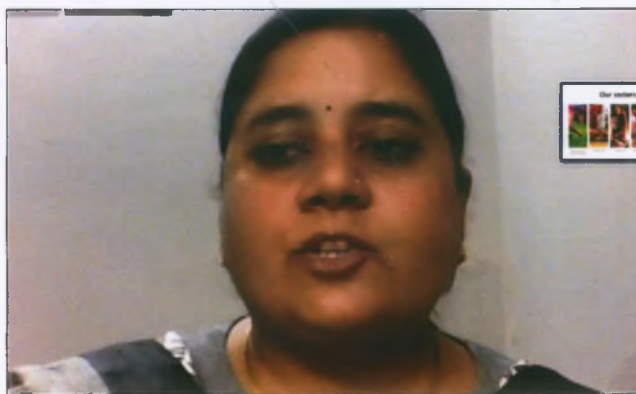
Through these sessions, we were able to come across various aspects of promoting entrepreneurship and business management among rural women. The importance of SHGs in creating a social network for women through which financial, managerial and skills support can be facilitated effectively.

A combination of resources, skills and economic opportunities is the key that encourages entrepreneurship and eventually results in the success of any enterprise promoted by the community.

Thanks to all the speakers for adorning the sessions and sharing their opinions. We believe the learnings gained from the sessions will be helpful for our current project as well as for projects we aspire to undertake in future.

Finally, I would like to thank all the participants for actively participating in the training and making it really beneficial for all of us.”

Glimpses of Part-I of the Training Course, conducted by ICA-AP in collaboration with the National Cooperative Union of India



Our Experience & Approach

- Women are poor, but economically active and ready to take risks, ready to take up new opportunities, pay back their loans on time
- Women need to have equal access to the '3 Es' that unlock economic opportunity **Education, Employment and Entrepreneurship**
- Model of collective entrepreneurship: Women become owners, managers and users of their own trade.
- Integrated approach: access to social security, alongside work and income security
- 4 pillars of empowerment: Organising, Capacity Building, Capital Formation and Social Security



Collectives and Enterprise – Double Edged

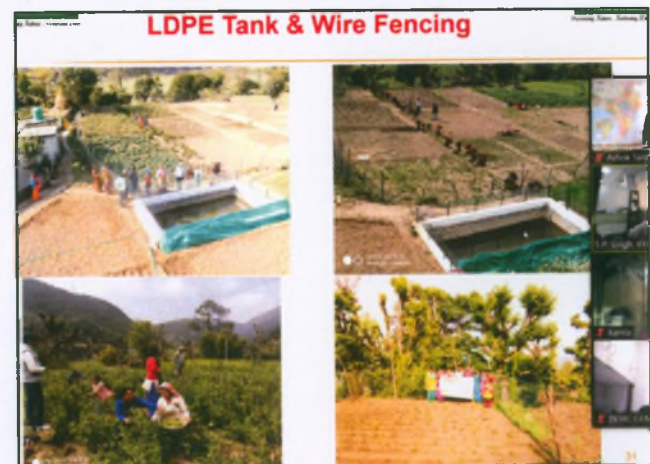
- Collectives help build social capital:
 - Confidence
 - Risk taking
 - Decision making

Collectives can also help in collective procurement and marketing if there is enough demand

However, it reduces efficacy when the demand is less than the supply



S.N.	Skill Development	Member (No.)	Remark
1.	Spices Processing	13	7 days course
2.	Incense Stick Making	11	7 days course
3.	Cotton Wick Making	11	7 days course
4.	Paper Plate & Cup Making	13	7 days course
5.	Beautician	10	3 months course
6.	Sanitary Napkins Making	12	7 days course
7.	Tailoring	20	3 months course
Total		90	





WOMAN AT PRESENT

1. Woman have been making significant contribution to the agriculture and allied activities of all the regions with varying degree of participation.
2. Woman contributes 45% of the National economy.
3. Woman plays a major role to transform the poor to the rich.
4. Woman took the initiative to uplift the socio-economic condition status of the common.
5. Woman have attained immense success in every field, whether it is sports , politics or academics.





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 14th of January 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); and Mr. A.K. Taneja, Advisor, ICA-Asia and Pacific, addressed the inaugural session. Mr. Toru Nakashima, Manager (Training/Development Department General Affairs Department); Mr. Hiroshi Terunuma, Cooperative Development Consultant, 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.

In his brief inaugural speech, **Mr. Miyazako** welcomed the ten participants of the training course from five Asian countries (India, Myanmar, Nepal, Philippines and Thailand) and two African countries (Kenya and Swaziland) and extended a warm welcome on behalf of MAFF. Excerpts of his speech are re-produced below:

"First of all, I hope you have had a great start to the new year although all 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 is the second training course of the ICA-Japan Capacity Building Project in the fiscal year 2020.

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, 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 agri-business, 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.

Before closing my remarks, I would like to express our sincerest condolence on the passing of Mr. K. Sethu Madhavan, who had served the ICA Asia and Pacific. As a Program Coordinator, he made great contribution especially to this training course for female leaders for years. May he rest in peace and we would like to extend our deepest sympathy to his family and all who loved him so dearly.

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

Mr. Kobayashi extended a warm welcome to all the participants on behalf of IDACA. He extended his sincere appreciation to Mr. Ashok Kumar Taneja of ICA-AP for successfully handling the training course. He further said that 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 Mrs. Kazuna Kato, Chair of JA Joseikyo, or the National Council of Agricultural Cooperatives' Women's Association in Japan for arranging several interviews with women leaders in Japan.

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. To take this advantage, we are pleased to invite Mrs. Om Devi Malla, Vice-Chairperson of the National Cooperative Federation, Ltd., Nepal, who is at the same time one of the Board Members of the International Cooperative Alliance (ICA). We will also invite Mrs. Arianna Giuliadori, Secretary-General, World Farmers' Organisation (WFO) based in Rome. Both of them are 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 last month, I stressed that on the implementation of the action plan, whatever you will write until the end of the course, is especially important.

I do hope that you remember well that I told you figuring out a well-targeted, effective and realistic action plan will be a key element of your success to conclude this training course in February 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 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 implement 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.

These are what I wanted to address you all. Thank you very much for your attention, and congratulations, Mr. Taneja and Mrs. Eiko Oshita, on the successful organization of the opening ceremony."

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

KENYA

Ms. Naomi Wanjiku Ngobe, Operations and Customer Excellence Manager, Kenya Cooperative Coffee Exporters Ltd., presented her Job Report. The salient features of her Report are as follows:

Kenya Co-operative Coffee Exporters Limited (KCCE) was founded on 25th June 2009, registered as a Co-operative Society under the Co-operative Societies Act of 2004 and licensed as a Coffee Marketing Agent by AFA Coffee Directorate.

It was established to afford Kenyan coffee farmers to have more control over their produce to realize higher net returns by addressing challenges related to production, quality, marketing and value addition of coffee.

The KCCE structure comprises of the following :

- (a) The Annual General Meeting (AGM) – Comprises of 74 representatives from 74 co-operatives, and 14 Delegates from Co-op Holdings.
- (b) The KCCE Board – The Board has 12 Directors, of which 6 from Coffee regions, 4 from Co-op Holdings and includes the Commissioner for Co-operatives and KCCE Chief Executive Officer.

Main problems of the participation of women in the Cooperative Movement

- Lack of documents of Land ownership

- Membership – especially in Agri-coops is based on the unavailable land titles.
- Unequal benefits/pay for the input made in the cooperative e.g. Women largely found at the base of a pyramid-like structure in the coffee value chain as casual labourers.
- Lack of access to benefits such as loans/financing and exchange visits because of family responsibilities.

My Role in the Organization: Reporting to the Company CEO, as the Operations and Customer Excellence Manager, I am in charge of Coordinating company activities and operations to guarantee efficiency and compliance with company policies: Involved in taking care of all the operations and production procedures, processes, efficiency in production processes, management of raw materials, packaging materials, logistics, and planning while ensuring world-class customer experience across the entire company.

I also coordinate Coffee Farmers Coffee Deliveries, storage and dispatch of Sales concluding by ensuring timely payment to all farmers' and authorities.

Challenges before the organization:

Challenges	Background and reasons
Declining Coffee Production thereby lower volumes from farmers for the market	<ul style="list-style-type: none"> • In the last 10 years, the Main coffee growing zones of Central Kenya have seen coffee production go down on account of real estate development and competition from floriculture. • Production per tree is very low standing at an average of 1.9 kg per tree. Threatens home income and eventually any returns to women family members • Climatic changes – changing Weather patterns affect production and by extension cooperative farmers' incomes
Inconsistent Quality Coffees delivered to KCCE and other marketers	<ul style="list-style-type: none"> • Many producers including farmers' cooperatives do not correlate with coffee quality and coffee prices. This negatively impacts their returns and creates misunderstanding between producers and marketers. • KCCE needs to invest in sensitizing our partner producers on this and develop a comprehensive quality assurance checklist from farm to cup and disseminate the same to producers, factory workers and other relevant players along the supply chain. • There are processing gaps and deficiencies at wet mills that greatly affect coffee quality.
Minimal Gender and Youth Inclusion in active Co-operative activities	<ul style="list-style-type: none"> • Lack of policies and programs focused on gender equality and youth to ensure the cooperative movement future and coffee business largely anchored on the Cooperative sector • Failure to maintain quantified economic value to the labour provided by the women and youth. • Lack of land ownership documents, even in instances of bereavement land is transferred to male children and /or relatives. Coffee Factory Membership/ownership is tied to land titles mainly owned by men. So the women work and men earn.

Corporate and Leadership capacity in Farmers' Co-operative Societies	<ul style="list-style-type: none"> • Lack of entrepreneurial vision making most farmers' remain with one source of income being coffee. Therefore seek how to introduce other income generating ideas such a chicken rearing, knitting, Dressmaking/fabric dyeing, food crops farming and cattle rearing. • The majority of the coffee producers in Kenya have little understanding of their production costs which negatively hinder their determination of break-even points. No or minimal Accounting records are maintained. Where they exist, not much understanding to determine profit gained from their coffee farming activities.
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ESWATINI, SWAZILAND

Ms. Lukhele S'Phesihle Melody, Admin Clerk, **Mahlangatsha Multi-purpose Cooperative Society Limited**, presented her Job Report. The name of my organization is Mahlangatsha multi-purpose Co-operative, whose objectives are:

- To enhance members' access to finance, capital and other business inputs through joint procurement.
- To enhance members access to lucrative markets to joint sales.
- To ensure compliance of members to the national co-operative statutes.
- To embark on other business initiatives that would enhance the economic status and welfare of its members.
- To embark on activities concerned with the viability, sustainability and profitability of members business ventures.

The organization was formed and officially registered under the Co-operatives Act of 2003 of Eswatini. It is owned by 31 members who are equal shareholders of the society. The members elect a board of directors every after two years who then form the executive committee, educational committee, and supervisory committee. The board employs in turn staff.

The co-operative activities are;

- Centralization of procurement activities such as farming inputs, building materials and other requisites for its members.
- Serving as an aggregation point for collective marketing.
- Provision of credit and saving services to its members.
- Ensure viability, profitability and sustainability of business activities of its members through capacity building programs.
- Ensure compliances of its' members to the national cooperative's statutes.

My Role in the Organization:

- a) Supervise and coordinate, under the board of directors, the business activities of the cooperative by managing employees and physical resources.
- b) Maintain and revise, as necessary, the books of accounts and accounting system and prepare proper financial reports regularly for the board.
- c) Train and supervise employees and set compensation for employees and review their performance.
- d) Represent the Cooperative and portray a positive image to members and other people in the community using good communication skills.
- e) Set goals and make short-range plans involving the daily business of the cooperative with board approval.

1) Challenges

Challenges	Background and Reason
Providing agricultural inputs such as fertilizers, seeds and pesticides.	There is a lack of support economically and politically due to inadequately addressing the needs and problems of the Organization.
Lack of Capital	Stakeholders are unable to formulate strategies to increase member's subscription and create linkages to financial institutions.
Poor managerial capability	Lack of education and training of the management team and staff.
Weak technical support from district offices.	The office fails to work closely with the organization to help with whatever difficulties they face, for example on strategies to increase and manage stock and sales.

INDIA

Ms. Kumari Prabha, Associate (Financial Services), SEWA Bharat (a sister organization of Gujarat State Women SEWA Cooperative Federation), presented her Job Report.

SEWA Gujarat is the central trade union with representation from all different states.

The SEWA Central Trade Union represents SEWA at labour forums such as the International Labour Organisations. It brings the concerns of SEWA members to the international level.

SEWA Bharat works at the national level and mobilises self-employed women in different states and establishes local trade unions across India, it brings the issues of women in the informal sector to a national level.

State branches of SEWA Bharat affiliate with both SEWA Bharat and Central Trade Union.

Organisational Activities:

Addresses the challenges of the SEWA Movement with geographical expansion and coordination. It works to further informal women workers' right, livelihoods, financial independence, education, health and security.

Works with women-owned cooperative e.g. Agriculture Cooperative, Credit Cooperative, Cooperative of Domestic Workers.

Provides technical and capacity-building support to cooperatives in order to improve their business operations, expansion of business, increasing profits and hence creating sustainable and resilient cooperatives.

Activities of SEWA BHARAT help in improving job security, income, health education and living standard of the cooperative farmer-members.

Capacity-building support provided to Board Members and Operations Team of Cooperatives help in the efficient working of the cooperatives and optimum utilization of resources that eventually results in a better return to the farmer members of Agricultural Cooperatives, improved credit support and better interest on savings for members of Credit Cooperatives.

Main problems of the participation of women in the Cooperative Movement of your country;

- Financial Dependency;
- Social stigmas and prejudices against women;
- Lack of support from family and society;

- Lack of confidence & sense of lack of safety outside the boundaries of their homes;
- Unfavourable economic/market environment for women-owned enterprises.

My Role in the Organization:

As a financial services Associate in SEWA Bharat, I am aligned with Bihar Mahila SEWA Bachat Evam Sakh Swabalambi Sahkari Samiti Ltd. as a General Manager. My roles and responsibilities include :

- Responsible for the bottom line of the company (P&L) and key financial statistics (deposit base, loans outstanding, loan deposit ratio) on a year-on-year basis;
- Lead the creation of a business plan on an annual basis and set targets to achieve sustainability;
- Streamline operations processes and develop new ones where required;
- Develop new products as per member needs;
- Responsible for capacity building of board members and members of the cooperative;
- Accountable for the performance of all departments - Loan office, MIS, Accounts, Audit, Finance, Branches and any other department;
- Accountable for the performance of all staff members of the credit cooperative;
- Accountable for government liaisoning for cooperatively related matters;
- Lead the development of the institution's short term and long-term strategy;
- Working and implementing according to the vision and mission of the organization;
- Assessing risks to the system and ensuring monitoring and minimization of them;
- Setting strategic goals and ensuring they are measurable and describable;

Challenges my organization is facing	Background and reasons
Expansion of Business activities and the addition of new members:	Non-election of the board due to some dispute in district and state cooperative department;
Facing financial loss for 3 consecutive years:	Non-election of Board, the poor capacity of board and staff, lack of farsightedness among local leaders;
MIS and data maintenance:	Due to multiple shifts in practices of data maintenance and accounting software;
Late and delayed services to members:	Under-skilled team, lack of clarity in the work related to day-to-day operations;
Limited offerings to the customers:	Operating with only 4 saving and loan product since its inception. No future projection or planning for the expansion of the organization,
Competitors	Different micro-finance companies are providing multiple products, quick service. The organization works on its USP of being an all-women organization but has overlooked its competitors so far in terms of market strategy.

MYANMAR

Ms. Chit Myat Noe, Manager, Thirimay Women's Development Cooperative Society Ltd. presented her Job Report.

Thirimay Women's Development Cooperative Society Limited mainly focuses on Women Development, especially for women members of cooperatives, from rural and urban areas.

Thirimay WDC was formed in 1994 and has been striving hard for the social and economic well-being of Myanmar women, registered under the former Ministry of Cooperatives. Five Board of Directors, two-member auditors and seventy members in Thirimay WDC having their own bye-law and it can work in any place of Myanmar. Its objectives are:

- To effectively utilize the services of women as much as possible in the development of their socio-economic condition;
- To create job opportunities for women to increase their income;
- To enhance their standard of living by effectively utilizing available resources;
- To promote the spirit of self-help and mutual assistance amongst women.

The main problems of participation of women in the Cooperative Movement of Myanmar are:

- Missing role as decision-makers in family & community;
- Less involvement in community management and cooperative management;
- Busy with household chores and isolated;
- Challenge to access Education; and
- Less knowledge and information on cooperatives and others.

My Role in the Organization:

I am the Manager of Thirimay Women's Development Cooperative Society Limited. My duties and responsibilities are to finish all the works in time and to cooperate and coordinate with 3 sections of Thirimay WDC and external organizations for smooth functioning.

Moreover, I assist and support the BODs and apply good management practice in my office work.

Challenges my organization is facing

Challenges	Background and reasons
Our members are still less in participation	Most are housewives and they are struggling with house works. Some members have their job so nearly 30% of the members are not fully participating.
Still less in new women members	Due to the previous 1970 Cooperative Law, Rules and Acts, men are more favourable to be a cooperative member. Hence, women are not active in cooperatives. So women cooperatives are forming and striving for women development.
Young women and girls are few for the next generation.	Cooperatives education and training are weak and not reached to the community especially to youth groups.
Weak and unsound existing Cooperative Society Law	There is only one Cooperative Society Law, it needs to be modified in line with the current internal and international situation.

Ms. Poh Poh Thin San, Board of Director, San Htate Htar Women Empowerment Cooperative Ltd. presented her Job Report.

The objective of my organization is to enhance the development of women in self-protection and economic empowerment; to strengthen women leadership role in Community Based Organizations.

My role in the organization is to provide production process control training, such as GHP (Good Hygiene Practices), GMP (Good Manufacturing Practices), using HACCP (Hazard, Analysis, Critical, Control, Points), Principles and do social media marketing.

Challenges my Organization is Facing

Challenges	Background and reasons
Low-profit margin	Craft manufacturing because of few share holders
Our members have difficulties collaborating with other international organizations	Because of the language barrier and lack of surfing global information through the internet
To produce up to date products	Most members' skills are insufficient and cannot take sustainable training because of the limited budget

NEPAL

Ms. Kamala Lalchan Adhikari, Chairperson, Bhongmore Small Farmer Agriculture Cooperative Ltd. Marpha, Mustang, Nepal presented her Job Report.

My Organization's name is Bhongmore Small Farmer Agriculture Co-operative Ltd. Marpha, which is located in the Midwest region of Nepal. The place named by the capital of apple growers of Marpha Mustang Co-operative has covered the whole municipality. Most of the members are diplomat or agriculturist. Our co-operative provide loan to them, to establish small shop, fruits processing centre, goat raising, cow farm, poultry farm, kitchen, etc. providing training also and starting goods trading and marketing, co-ordinating and link with other organizations.

Our Organization has 512 members, out of which, we have selected 17 members for the board committee and 3 members have been selected for Accounts Committee, including a Chairperson, a Vice-Chairperson, a Treasurer, a Secretary and an Accounts Coordinator and others are members.

This organization provides the service of creating a saving account and provide loans to the farmers to invest in Apple farm, vegetable farm, goat raising program, cow farm, poultry farm, grocery store, and small fruit processing industries etc.

Our organization directly helps the members by providing suitable loans, occasional training, conduct meeting, the workshop and also providing important modern tools, seed, plant, organic fertilizer etc. and organization indirectly help members by improving the connection of the member to Local Government, District agriculture office, Educational office, Public Health office, veterinary office, etc.

The main problem of women participation in the cooperative movement of our country is the high illiteracy rate, male dominant society, low economic status, lack of good governance.

My Role in the Organization

Strictly follow the 7 principles of cooperative and law of cooperative 2074 (Nepal Calendar).

Overall management coordination between board committee and members in organizing meetings, identifying the problem, Planning, taking the Right Decision, implementing the programme, providing loans, monitoring and evaluation, etc.

Challenges my Organization is Facing

Challenges	Background and Reasons
Duplication membership	Lack of knowledge about cooperative
Duplication in providing loan	lack of good governance

Ms. Deepti Shahi, Chairperson, Nagarik Saving and Credit Cooperative Society, Dhangadhi, Kailali, Baiyabehadi, Nepal, presented her Job Report.

My organization has been working for the welfare of its members since 2068 B.S. Its motto is to provide financial assistance to its members so that they can enhance their economic level.

My organization's main objectives are to provide financial support to the members so that they can initiate or start a small business of their own. Not only this organization plays a vital role for those members who want to develop themselves as an entrepreneur, but it also provides skill development training to them. Thus, in this way, our organization directly or indirectly helps the co-operative members.

As for problems in the participation of women in the co-operative movement is concerned due to the lack of co-operative knowledge, education most of the women are not involved in this movement. One of the important factors I think, is lack of education. This also plays a vital role in this problem.

Some of them have a family problem, gender inequality because of a male-dominated society, this is also the cause. In spite of all these problems, whenever we make a comparison of today's scenario with the previous one, then we can see many positive changes in the concept, we can see great achievement in co-operative movement with greater participation of women.

My Role in the Organization

To overlook entire activities of the organization; To make the plans, policy & strategy of the organization; To undertake the decision-making role; To manage the legal formalities; To set the mission & vision of the organization; To make the proper balance between members, employees and officials.

Challenges my Organization is Facing

Challenges	Background and reasons
Duplication in loans	Dual & triple membership of different co-operatives
Duplication in membership	Members want to get personal benefit from the different co-operative organizations.
Insufficient participation	Lack of co-operative education.
Problems in loan repayment	Because of non-collateral loan security.

PHILIPPINES

Ms. Alaine Chalipo Banggad, Trainer, Abra Diocesan Teachers and Employees Multi-Purpose Cooperative, Philippines, presented her Job Report.

Abra Diocesan Teachers and Employees Multi-Purpose Cooperative aims to provide excellent financial products and allied services to its members through socially responsible and environmentally friendly business ventures and shares its blessing to the community.

The cooperative was founded by a religious group. It is owned and managed by well informed, competent, and innovative cooperators. It caters to different services for its members. Under the Business Enterprise department, we have four Co-op Mart branches in Abra, water refilling station, printing press, ADTEMPCO clinic, laundry and store, hostel and lodging, Casarap Café and Kitchen, meat shop, Personal Collection, Petron (gasoline station) and Coca-cola distributorship.

ADTEMPCO also has Business Development Services. Under this department, we have poultry production, ruminant production, vegetable production, mushroom production, feed mill, organic fertilizer production and nursery or seedling production. We have also centralized Material Recovery Facility (MRF).

In the cooperative, savings and credits are the topmost services being offered because these serve as the bread and butter of the institution. ADTEMPCO is not only providing financial support but also provide technical skills and knowledge to effectively manage and operate their farm or business. Hence, ADTEMPCO established and developed a training centre called Mt. Carmel Agri-Tourism and training centre, Inc. as a provider of quality training through technical skills, positive attitude and knowledge in the Agri-Fishery, Tourism, Construction and Garments Sector. This training institution is registered and accredited by the Technical Education and Skills Development (TESDA). The training centre serves as a training ground for interested members to learn skills and knowledge, especially in the Agriculture sector. This department also serves as a demo area for farmer members. There are forty-four (44) farmer members who were given farm inputs and implements to establish their own farms with the application of the Integrated Farming System.

ADTEMPCO observes and promotes gender equality. It doesn't look at what gender you have but on what you can contribute to the benefit of all members. However, not all individuals in society are gender-sensitive. There are still people who look at women as inferior human being. They consider women as good only for household chores. Some even hurt their wives mentally and physically for no reason. Other companies and organization don't hire women as employer believing that women are weaker and can only handle light work or task. Thus, it is in my deep determination to change that notion to women as weak individual. I express my intention to join the training course entitled "Empowerment of Rural Women for improvement of their Leadership and Business Management in Asia and Africa-2020". I believe through these, I can make a change – an equal place for everybody.

My Role in the Organization

As a competency trainer/assessor in our organization, it is my role to train farmer members and other members interested to gain skills, knowledge and positive attitude in their chosen course/qualification registered and accredited by the government through Technical Education and Skills Development Authority. It is also my duty to assess trainees/farmer members for them to be certified in their specific skills.

Challenges my Organization is Facing

Challenges	Background and reasons
Lack of government support	The cooperative is experiencing hardship in securing permits due to political issues in the province. Not all government officials support the projects of the cooperative. Modernized machines for agriculture production can't reach the cooperative.
Absence of strong centralized production technology and marketing system	The cooperative is struggling to establish a market for the farmer members' product due to uncontrolled market system.
Credit delinquency	Some of the members don't repay their loans due to business bankruptcy, loss of income and other personal matters.

THAILAND

Ms. Fakwan Khwanmuang, Cooperative Trade Promotion Officer, Cooperative League of Thailand, presented her Job Report.

Cooperative League of Thailand is a non-profit organization comprised of all types of cooperatives as members. The CLT is the National Apex Organization of the cooperative movement in Thailand. CLT is a single regular member of the International Cooperative Alliance (ICA), a full member of the World

Farmers' Organization (WFO), and a Founder Member of the Asian Farmers' Group for Cooperation (AFGC). The CLT shall be a juristic person. The CLT shall have its head office in Bangkok and may establish its branch offices anywhere. At present, there are over 6,000 cooperatives at the primary level with a membership of almost 12 million households.

I am a trade promotion officer. One of my main duties is to promote cooperative products as most of the products come from agricultural cooperatives. I work for an International Affair, so most of my duty in my organization is to coordinate between Thai cooperatives and international cooperatives.

Challenges my Organization is Facing

1. Promoting and propagating cooperation affairs as well as conducting research and compiling statistics concerning cooperative affairs,
2. Giving technical advice and assistance to cooperatives and facilitating communication and coordination among cooperatives and Government agencies or other persons;
3. Providing education and training on technical matters concerning cooperative affairs;
4. Promoting relationship among cooperative both internal and external of the country, or that with cooperative leagues of foreign countries, or foreign organizations, or international organizations having similar objects;
5. Purchasing, procuring, disposing of, holding ownership, possessing or executing juristic acts in respect of any property;
6. Promoting commercial business, trade, industry and services of cooperatives;
7. Supporting and assisting cooperatives in solving obstacles and constraints relating to the cooperative affairs which are of common benefit;
8. Acting as a representative of cooperatives in protecting and maintaining rightful interests deservedly derived from the State or international organizations or other private sector institutions;
9. Cooperating with the Government in the promotion of cooperatives for genuine and real benefits to them in general;
10. Carrying on other acts in compliance with its objects or as entrusted by the National Cooperative Development Board.

Ms. Nuansri Promjai, Chairperson, Huay Sai Agricultural Group, presented her Job Report.

Huay-Sai Cooperative woman group are helping the rural women in Huay-Sai Area to get their job in their free time by giving them a hemp fabric and making a product, such as clothes and hats. Most of our workers are women, who are engaged in hemp work in their free time while the housework is their main work.

My Role in the Organization

- Design Hemp products;
- Sell Products;
- Give a Hemp fabric to a member to produce Hemp products.

Challenges my Organization is Facing

Challenges	Background and reasons
Make the sale of Hemp products	We are a group of Huay-Sai Cooperative woman group, which our main products are Hemp.

SECTION-V

Online Lectures at IDACA

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

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 DVD, on the above subject, was also played in the live session. The participants asked many questions and got a reply from the author. 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.

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 of the above lecture were sent in advance to all the participants with the request to go through the lecture. A Review Sheet was also sent to the participants with the request to fill in the sheet and ask questions to the author, if any, and send it to the author by e-mail. A summary of the contents of the above lecture is given below:

Under this topic, the resource person 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 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;

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 DVD of the Grading Centre of JA Komano was also played in the live session. The participants asked many questions and got a reply from Mrs. & Mr. Saito. 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 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 Komano. 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 for sale. Packing for Japanese plums and cherries are done at Mr. Saito's house and they bring them by themselves to the JA's Grading Centre.

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 380 employees of the JA, there are 20 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. Saito also explained the Annual Schedule of Farm Work and the process of growing fruits; Harvest and Shipping; and Fruit Distribution System.

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. 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 "Nougyo 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 "Nougyo 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 Nougyo Joshi organized region-based groups to promote their activities.
- Members of Nougyo 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.
(Nougyo Josho Labo)

Region-based group of Nogyo Joshi - The groups as spin-out from Nougyo 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 human 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 fresh 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.

USEFUL FINDINGS THAT ARE RELEVANT TO THE ACTION PLAN FROM KEY LEARNINGS OF LECTURES I – III: Report of Group-A

The participants were divided into two groups to find out useful findings that are relevant to the Action Plan from Key Learning of Lectures I to III. The result of Group 'A' is reproduced below:

- i. Women largely involved/engaged in production Level. They belong at the bottom part of the food supply chain, the action plan should embrace activities that **Embrace, empower, finance and provide the legal framework** to give voice to the women and drive community outlook for the women.
- ii. An action plan that **targets training on business management, basic book-keeping and accounting** to help manage business
- iii. Action plans that **embrace value-addition and converting cottage industries into businesses.**
- iv. Training on costs tabulation versus Sales to **establish profit margins** from the business.
- v. We learnt that it's important for women to **recognize the need to begin small and grow** with the business
- vi. Action plans that introduce to women need to **increase the variety of products** to engage in. e.g. if in coffee farming, adopt poultry farming, dairy, vegetables/food crops or tailoring to have several incomes
- vii. Women should be encouraged to be bold enough to **explore/scout and increase marketing channels.** This will mean a better choice of prices for them for the products e.g. Mr & Mrs Salto had 3 channels for their fruits.
- viii. Service/secondary cooperative can consider action plan activities that **support adaptation and adoption of Advancing technologies** to serve and improve members' livelihoods. E.g. adoption of mobile money payment solution, goods delivery by couriers service, online loan application and approval end-to-end processes.

- ix. An action plan that addresses the **need for training on entrepreneurship and leadership development**. This will enable women to turn hobbies, talents to businesses.
- x. Conducting Co-operative **campaigns & sharing of experiences among women and girls with positive success stories** of other women.
- xi. Embrace programs that recognize **youth inclusion to ensure and guarantee business continuity**. Acknowledge the general global phenomena of ageing farmers.

Report of Group-B

Major Points Discussed

The government support has done a good job by picking up the critical points of support for women e.g., Nursing care for the kids, etc.

Many feel that the governments in their countries are not doing much to encourage women to join occupations like agriculture, etc.

Participants discussed on the following areas of support:

- Health awareness meetings with women;
- Kitchen support, household care support will help women to take jobs which provide remunerations;
- Need for skill development training;
- Participant from the Philippines also feel that women are burdened with the household care work which keeps them away from taking up professions which provide remunerations;
- Philippines: Female participation in agriculture is quite low. Human tendency is to believe until they see. Unless and until they see a successful female farmer, they won't think of farming as a profession for women. So it is important to work on a small group, develop leaders and then show the success story for replicating the model with a larger group.

Views of the participant about Nougyo Joshi Project Question about the Nougyo Joshi Project

Do you think such projects help increase the participation of women in an unconventional occupation like agriculture?

Philippines: Yes, because it provides information, training, showcasing the benefits of training for encouraging the females to come in the agriculture sector; Free lunch snacks, expense and remuneration helps to attract women to the training;

Views of the participant on the Dairy Case Study

Philippines: A full-time farming family is a reason why they are successful, a family handling the same farm, support of family was the key to being a successful farmer;
Group training provides information on farm management, improvement of knowledge and skills about agricultural technology;

- The communities create a better support system for each other, finding out a common value or a point of shared interest can make the action plan development and implementation easier. So, we must include local knowledge while preparing action plans.
- A needs assessment is essential before developing a plan
- Listening to the members and working on leveraging their potential
- Utilising the available resources in the best way
- Starting from smaller groups, observing the development process, documenting each step and then replicate to a larger group
- Develop backwards and forward linkages for the business and create alternative channels as well.

Message from a Woman Leader in the World – 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 question/explanation, 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 70 farmers’ organizations from more than 50 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 the 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 UNDRP 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.

Human resource development and leadership Management in the Organization – by Literary Analyst, Mr. Yoshiaki Ogane, Former Editor in chief of Le-No-Hikari Publishing Association and Writer.

The pre-recorded video lecture and a PPT of the above lecture were sent in advance to all the participants with the request to go through the lecture. A Review Sheet was also sent to the participants with the request to fill in the sheet and ask questions from the author, if any, and send it back to the author by e-mail. 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 they do? Is the role sharing clear? What procedure do you take? Have you set a deadline? Do 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.

Organization and Activities of JA Women's Association, and how to manage the organization as a Leader – by 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. The participants asked many questions and got a reply from Ms. Kato, President of the National Council of JA Women's Associations, JA-Zenchu. 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.

After the overall lecture on the JA women's associations, as concrete case studies, the following two activities were introduced: (1) Agri. products processing business by women farmers' group in JA Saitama-Chuo women's association, and (2) Community-based welfare activities – "Nagomi Jaya" Farmers' Restaurant, by women's group in JA Oita women's association - a small base that collaborates with JA.

A summary of the activities of JA Women's Associations are as follows – JA Women's Association (JA W.A.) formed by women farmers that mainly engages in most of those local activities. JA Saitama Chuo holds 692 women members with 9 branches and each branch has its characteristic. The main activities are as follows: (1) Welfare Activities for the Elderly (Implementation of Mini Day Care Service; Fostering of home care helpers and development of welfare activity; (2) Child Rearing Support Activity; (3) Food and Agricultural Education; (4) Activity related to Food and Agriculture (Processing Activities); (5) Cultural Activity (Hobbies – handicrafts, cooking, sports); (6) Activity for Ecological life; (6) Activity for Mutual Help.

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.

Message from a Woman Leader in the world – by Ms. Om Devi Malla, Senior Vice-President of National Cooperative Federation of Nepal and Global Board Member of International Cooperative Alliance (ICA):

The pre-recorded video message and a script were sent in advance to all the participants with the request to go through the message. A Review Sheet was also sent to the participants with the request to fill in the sheet and ask questions from the author, if any, and send it back to the author by e-mail. Excerpts of her message are reproduced below:

It is very much challenging for women to come out independently in a male-dominated society in which men hold all power, authority, leadership, economic and social privilege and control over the female. This is the general nature of developing countries and Nepal is similar to other countries. This type of

social evil has to be overcome not only from the slogan but from policy improvement, awareness and education.

In fact, my horizon of thinking and understanding the universe is significantly widened after I took part in the ICA Japan training course on fostering women conducted in 2008. At that time I was chairperson of a cooperative. After I came back from Japan, I tried to reform my cooperatives based on my learnings and exposures.

Dear participants, the development of any country depends on the work and creativity put in by both male and female in every sector of the economy. Being a woman in a man dominated society; it would be inspiring for you all to see the ladder of leadership position in cooperatives. Currently, I am representing in the International Cooperative Alliance (ICA), as a Global Board Member since November 17, 2017. As a promotional body of the world cooperative movement, ICA is committed to unite, represent and serve cooperatives worldwide and supporting the cooperative identity worldwide. ICA is active in lobbying, advocacy and promotional functions in collaboration with the governments and non-government regional and international organizations to create a favourable environment for the growth of cooperatives permanently. In the time of the COVID-19 pandemic, ICA has expedited its services virtually.

I am currently serving as a global board member and involve in lobbying, advocacy and development of cooperatives worldwide. Additionally, this creates an opportunity for me and my representing organization in Nepal to grow, learn and share diverse cooperative experiences in the global forum.

Currently, I am also serving as a Senior Vice-Chairperson of the National Cooperative Federation of Nepal (NCF) since 2019. The National Cooperative Federation of Nepal is the national apex body of all types and levels of cooperatives in Nepal. The main function of NCF is to continue lobbying and creating an enabling environment in cooperative legislation, promotion and development.

Now let me share some facts on how I started my journey in cooperative from national to international cooperative movement as a woman cooperator/leader and continue my efforts to achieve the success:

- First of all, it is my strong belief in the cooperatives business model for the economic, social, cultural and environmental happiness of common people. So we founded primary Savings & Credit Cooperatives (SACCOS) in Kathmandu in 1998. It is called Reliable SACCOS. Later, I became the chairperson in Reliable in 2001 and has continuously been leading it till now. Reliable SACCOS, as an active member of District Savings & Credit Cooperatives Kathmandu, I got an opportunity to be a national representative in the National Cooperative Federation of Nepal. This was a gateway to my journey to serving the national and international cooperative organizations. In order to boost up agriculture for the betterment of farmer members, I also decided to promote and strengthen agriculture cooperatives in my district. Currently, I am leading District Agriculture Cooperative Union Lalitpur as Chairperson and represents the National Cooperative Federation from there.
- I realized that the training and education enlighten and provide us with the knowledge and skill for understanding and operating the cooperatives. So I decided to take part in the Diploma course on Cooperatives Education and Management from the National Center for Cooperative Education (NCCE), India which enabled me to become the first woman cooperative leader of Nepal. After coming back from my diploma course, I started to think with a new horizon as the training and workshops empowered me to work boldly from 2005. I felt the meaning and responsibility of cooperative leadership to be accountable to the members. I never stop my journey without dedication, courage and hope. The visit to Switzerland during the ICA conference and General meeting in 2009 further enabled me to be more active and replicate the learnings in my home country.
- Considering my contribution to serve as a cooperative expert, I became a member of the board of director in the National Cooperative Development Board (NCDB) from 2009 for two terms. NCDB is a semi-government entity established to provide the legislative and policy back up to the government of Nepal.
- I was really inspired by Ms. Dame Pauline Green. She is the role model of my cooperative carrier. Ms. Dame Pauline Green is the first female president in ICA who lead the world cooperative body from 2009 to 2015. I wrote a letter for the inclusiveness in the cooperative sector and felt empowered by her support. After that period, I committed to working pro-actively

for the development of the cooperative sector in Nepal through the National Cooperative Federation of Nepal. Since that time, I was aware of working for the enhancement of youth and women in cooperatives.

- Japanese cooperative movement is an example of my everyday life. The ICA AP regional assembly and ICA Japan Training course for women held in Japan was a milestone not only in view of learning but also to expand the mutual coordination and relationship among the cooperators and the leaders from Asia and the Pacific countries.
- Another turning point of my life is to be a member of the cooperative sector in the constituent assembly in Nepal. I struggled and lobbied for a better policy for inclusion and sustainable development. It is my honour and privilege to inform you that we became a success in recognizing cooperatives as one of a pillar of economic development of Nepal together with the public and private sector. The constitution of Nepal 2015 reflects the holistic development of the nation as well as explore the possibilities of women participation and leadership. Based on the constitution of Nepal 2015, the Cooperative Act 2017 compulsory provisioned 33% woman participation in a leadership position in the cooperative sector.

Furthermore, my exposure and participation in different countries in Asia, Africa, North America, South America and Australia exposed me to the diverse cooperative practices especially in Women's Role in Sustainable Development, Cooperatives and mutual cooperation, Leadership and Women Development, Microfinance and women involvement, Cooperatives and Circular Economy, International Ministerial and Parliamentarian seminar & Conference, ICA Congress, ICA Global Board Meeting etc.

Dear fellow Cooperators, unless the women are free from any financial burden in the family, we cannot imagine their self-dependence. Now the scenario is changed. The traditional female role "caretaker cum domestic help" has been replaced with women-owned small enterprises. It has impacted the financial independence of women, employment generation and national income too. This has recognized the women's role in generating self-employment and eradication of poverty.

The access of poor to the financial services and proper financial management is important for the alleviation of the poverty level. Microfinance is an effective means or entry point for empowering women. So I had decided to join the financial cooperatives firstly.

Dear participants, as it is very clear that working as a women leader in a country like Nepal is both a challenge and an opportunity. I have passed different hurdles and have sweet memories of my lifetime. Selflessly, I have been involved in the various sector as a cooperator and social activist. Specifically, in the social rehabilitation of women and children's education in the remote areas of Nepal which I am continuing these days as well. Apart from all these, I got opportunities to serve in the diverse sector so far. Since then I accumulated lifetime experience on different sides of cooperatives and social inclusion.

The awards, honours and certificates received from different national and international level also empowered me to work boldly in this sector such as "Peace Ambassador" after receiving the Suprabal Janasewa Shree award from the Government of Nepal. It is a higher level award in the social service sector. Moreover, I have received the Constitution Assembly Award which is the national level valuable award of the country.

Cooperative is my lifelong journey. I have the honour to share with you that I was the first Woman Executive Board of Director, first Woman Vice-chairperson and First Women Senior Vice Chairperson in the National Cooperative Federation of Nepal. I was an expert board member in National Cooperative Development Board (NCDB) Moreover, I got an opportunity as the first Woman Cooperative Representative on Constitution Assembly Member and Member of Legislative Parliament, the first history of Nepal to be elected as a woman ICA Global Board Member and working to develop international cooperation policy representing National Cooperative Federation of Nepal and active in ICA Identity Committee and Governance Committee member. In this way, I was able to be a rising woman cooperative leader from the Asian Region.

Nepalese Cooperative Movement is very much able to intervene in SDG agendas, thus, NCF published the Comprehensive guidelines on Sustainable Development Goals for Cooperative Movement of Nepal. Cooperatives in Nepal are working in the goal and able to be framed in the National SDG framework. Following this guideline, NCF is also preparing guidelines on "Gender Inclusion in Cooperatives" and "Sustainable Consumption and Production through Cooperatives".

To achieve the aim of Sustainable Consumption and Production through Cooperatives, agriculture practice through cooperatives is essential both in Asia and African regions. Commercial agriculture production, demand-driven quality production, mechanization, postharvest handling, minimizing production cost, environmental screening, sustainability and good price are some of the indicators which are most necessary to develop agriculture cooperatives business which has a significant role in contributing to global goals.

I also humbly request you all to be committed to cooperatives values, principles and objectives as cooperatives are very potential to work in the global goals. "No one is left Behind" is in the DNA of SDG and Cooperatives. Keep it up.

At this outset, I would like to encourage all the aspiring women leaders and cooperators around the world to work hard in their own cooperative organizations' and with a clear vision, mission and objective. Focus on your priority and desires. Serve selflessly and be competent in every step of life. Never give up your values. We just have to put our words into practice. Success is in your hand.

I would like once again to thank all concerned agencies, individuals and motivated participants for this great moment. I would like to request all through this forum to work continuously for the development of cooperatives, members and community tirelessly.

Wish you all the best for your future career and a good time ahead.

USEFUL FINDINGS THAT ARE RELEVANT TO THE ACTION PLAN FROM KEY LEARNING OF LECTURES IV – VI: Report of Group-A;

Report of Group-A

LECTURE IV

- The involvement of women in farm management improves profits. Profits Increase as female members are embraced;
- It's important to start the involvement of women small and grow into it.
- Target to influence and appointment of women to leadership positions. This should be pre-empted by women leadership and entrepreneurship skills upgrade.
- Continuous support for women to be empowered.
- Create events that celebrate women.

LECTURE V

- Focus on strengths – highlight the best abilities available already;
- Determine what is right – e.g. Customer Satisfaction;
- Practice delegating and allow others to drive decision making;
- An organization is as successful as its leader. Capabilities of the leader influence the outcome of people and company;
- Importance of selection and concentration
 - Plan
 - Do
 - Check
- Elements of a good leader
 - Vision
 - Motivation
 - Initiative to fellows or followers
- Potential Abilities of leader
 - Vitality
 - Courage
 - Seriousness in the training of leadership for my action plan.

For Action Plan

- Pay attention to details, people;
- Continuous improvement (I linked this to the concept of Gemba Kaizen);

- Together we are stronger. Unity of women, youth and cooperative farmers gives strength and ability to be heard;
- Power of persuasion;
- An action that involves a change of mind to influence attitude and behaviour, guide personality and destinies;
- It's important to embrace leadership training in project implementation.

LECTURE VI

- 5 principles in JA women's association the third principle is the most interesting.
- Sharing these points during the training of my action plan.
- Women are hopeful of better, and bigger things;
- As a woman refuse to continue living within boundaries defined by others so that I can know individually and as a leader the full scope of my potential.
- Form Linkages with others to learn from them and exchange ideas;
- We can conserve agriculture by letting a new generation of people know to learn about agricultural production, harvesting, marketing and consumption

For action Plan

- Women associations support community Development holistically. Embrace actions that raise their visibility and abilities;
- Actions that enhance already existing talents will resonate high and gain traction faster.
- There are still lots of ground to cover especially in the least developed countries, such as Africa and part of Asia, this training opens up my mind to this.

Report of Group-B

LECTURE V. Human Resource Development and Leadership Management –

- According to Ms. Poh Poh “Team Work is Important” and “Allocate right person to the right position”
- Ms. Prabha asked the question “when a team is not Cooperative, even after supporting them and helping them, they are not ready to co-operate, how shall a leader react to such situations”;
- Ms. Poh suggested that “we need to motivate them” and then we should create the activities to get good relationship among members;
- Ms Kamala also agreed on the idea;
- The group agree that “We should know their strength and weakness”

LECTURE V. Human Resource Development and Leadership Management –

- Ms. Kamala shared that “ we need to convince them on the project”
- Ms. Prabah has a problem with “Human Resource Issues”. Some staff don't do their work to adjust to the need of the organization even if you train them and teach them.
- Ms. Kamala suggested that we should leave them to progress on their own.

IMPORTANT POINTS –

- Ms. Prabah says that “a leader must work harder than the team and we should not give up”. “Allocate the right person to the right position”;
- Ms. Kamala also shared that “High Knowledge but they don't apply their knowledge”. “From time to time we need to meet to encourage them to apply their knowledge. She also adds that “Focus and Concentration in the program is important”;
- Ms. Poh says that “Leaders should know the real situation of the organization”, “Close Communication is Important” and “Motivation is also important”;
- Ms. Lukhele says that “Leader should be able to communicate to the members and show the vision and focus on the strength, not on the weakness”. She also added that “Leader should

make the target in the organization". "In short, a leader should lead the organization to achieve its goal"

Lecture VI. Organization and Activities of JA Women's Association, and how to manage Organization as a Leader –

- Ms. Poh said that "Enhance more activities in the Organization like cooking and others". She also highlighted that "We shouldn't forget to thank the members".
 - Ms Kamala said that "challenges are everywhere but a leader should be supportive". She also added that "Women should have Program oriented freedom"
 - Ms. Alaine said that "Increase of business activities in which women's voice and sensibility is required";
 - Ms. Lukhele shared that "Cooperate and involve their husband/men in their activities to support the cooperative".
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SECTION-VI

Concluding Session of the Training Course and Award of Certificates of Participation

The concluding session of the Training Course was held online on 2nd February. The session was attended by Mr. Miyazako Masahiro, Director and Senior Negotiator, Bilateral Affairs Division, Ministry of Agriculture, Forestry and Fisheries (MAFF), Govt. of Japan; Mr. Kobayashi Herofumi, Executive Director of the Institute for Development of Agricultural Cooperation in Asia (IDACA); 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. Naomi, a participant from Kenya.

In his address, **Mr. Ashok Kumar Taneja** 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.

Addressing the session, **Mr. Mizayako Masahero** expressed 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 also express my appreciation to the MAFF Japan, ICA-AP and IDACA who supported to conduct this training course.

I ask you all to continue supports for rural women for the improvement of leadership and business management in Asian and African countries.

Once in a century crisis by COVID-19 that stalks the world. Now is the time. We need to progress our efforts with unity. We need the strong leadership of rural women more than ever at home. We will get through this challenge together.

Today, the 20 days training course is closing. But this is the beginning with you. Your relationships, experiences and knowledge you got through this seminar will be very useful in your life.

Please do not forget we are members of a cooperative organization. Please remember the experiences with IDACA, when you'd face a challenge in the future.

I'm looking forward to meeting you in Japan. Thank you."

Mr. Kobayashi Hirofumi congratulated all the 10 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 "From tomorrow, you will be a catalyst of change and innovation in your community as one of the women leaders in the cooperative sector in your country.

I hope you will take a steady step to implement the action plan you have elaborated during this training course. To this end, I recommend that you will report your action plan immediately to the President of your organization to obtain strong support to implement it, and you will talk to the officials of your national or local government to get financial support. As I told you at the opening ceremony, you will not reach the goal of your action plan without effective financing.

Such follow-up activities on your side will ensure that no one in your community is left behind, which is one of the slogans under the 17 sustainable development goals of the United Nations, which includes gender equality.

Secondly, to take this opportunity, I would extend my special thanks to Mrs. Kazuna Kato, President, JA Joseikyo or the National Council of JA Women Associations. She kindly accepted the request of IDACA and extended their collaboration to program direct communication between you and rural women leaders in Japan that helped you share many things with them.

As we are living in such a globalized world and the technology today allows us on-time communication over the national boundary, I hope even rural women in Japan will be connected more strongly and closely with those in Asia and Africa like you.

I would also like to appreciate Mrs. Arianna Giuliadori, Secretary-General, World Farmers' Organisation (WFO) based in Rome, and Mrs. Om Devi Malla, Senior Vice President, National Cooperative Federation (NCF) in Nepal.

For us as IDACA, it is the first time to work with WFO, with which JA Zenchu is affiliated as an active member since its establishment in 2011. Arianna is very committed to working for gender issues, especially for women in rural societies around the world, and I am happy that your exchange with her was successful and fruitful.

Mrs. Om Devi Malla currently takes leadership in her own country Nepal, as well as at the international level, to promote cooperative movement. She used to be a participant in the IDACA's training course in the past, and it was a good opportunity to know from an alumnus like her, how the training course of IDACA works to ensure gender equality, although we missed an opportunity to speak with her directly.

Lastly, it was very nice that I could talk with you directly for just an hour the other day. I took note that for some, this online training course was effective and offered them a precious opportunity to expand their knowledge base, since they need to look after their children and find it difficult to travel in-person to such a distant place, to Tokyo. For others, the online training course was not very bad, but they missed visiting the countryside in Japan to directly talk with rural women leaders.

I am very committed to follow-up what you told me to organize a more informative, fruitful and productive training course in collaboration with colleagues at ICA-AP, International Cooperative Alliance Asia and the Pacific, like Mr. Ashok Taneja.

At the very end of my address, but most importantly, I would like to thank the Ministry of Agriculture, Forestry and Fisheries (MAFF) for their understanding to promote cooperative movement in Asia and Africa, and funding to organize this training course.”

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. Naomi Wanjiku Ngobe (Kenya) spoke on behalf of all the participants. She expressed the participants' gratitude to Mr. Miyazako, Director, Bilateral Affairs, Ministry of Agriculture, Forestry and Fisheries (MAFF); Mr. Balu Iyer, Regional Director, International Co-operative Alliance –ICA-AP; Mr. Hirofumi Kobayashi, Executive Director, Institute for the Development of Agricultural Cooperation in Asia (IDACA); Mr. Satya Narayan, CE, National Cooperative Union of India (NCUI); Coordinators - Ms. Oshita (IDACA), Mr. Terenuma (IDACA) and Mr. Taneja (ICA-AP); Fellow Trainees from Asia and Africa.

She further said “I would like to begin by appreciating the Government of Japan, The Ministry of Agriculture, Forestry and Fisheries (MAFF) that saw it fit to build the capacity of Farmers organizations and especially to the Women who contribute a large proportion of input and are a great number of the global population. We cannot fail to mention organizations such as the National Council of JA Women's Associations, JA ZENCHU, WFO, NCUI, NCF and IFFDC. We're all humbled to have been selected to participate in this training implemented by ICA **“Empowerment of Rural Women for Improvement of their Leadership and Business Management in Asia and Africa-2020.”**

This training has equipped us in varied fields of Knowledge such as;

- Impact of Co-operatives in community development,
- Development and growth of women movement in Asia,
- Human resources management
- Qualities of a women leader
- Effects of climate change
- Integrated Community Development,

It is our humble request that you pass our appreciation to all invited lecturers/guests that tirelessly prepared and made lecture presentation for our information, learning and inspiration. They were all incredible and we are greatly encouraged to keep the women leadership fire burning while climbing greater heights. We thank you all for motivating us and we hope to learn much more from your invaluable and extensive knowledge in the coming months and years as we implement our documented Action plans in our home countries and communities. Our coordinators, your leadership is top-notch and you have been fantastic teachers/mentors.

On behalf of all participating trainees and nominating organizations, Thank you all so very much for keeping each one of us motivated and encouraged.

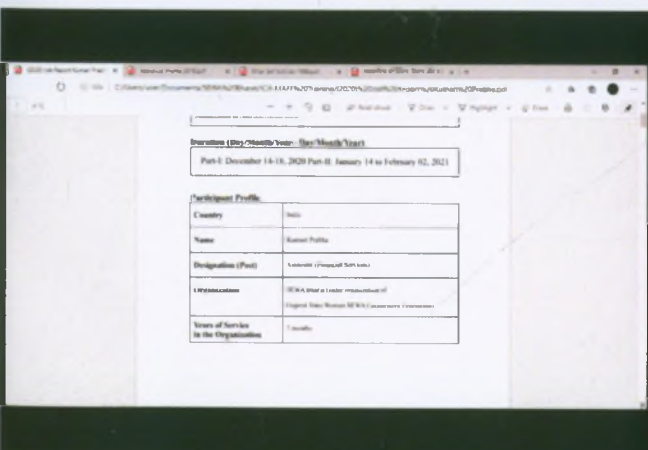
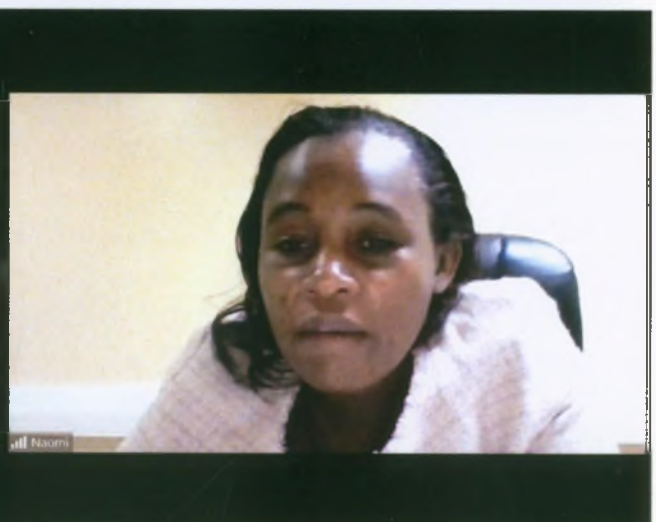
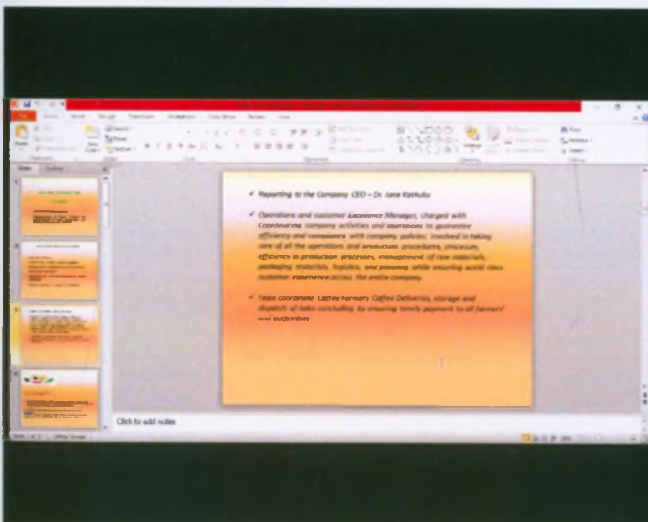
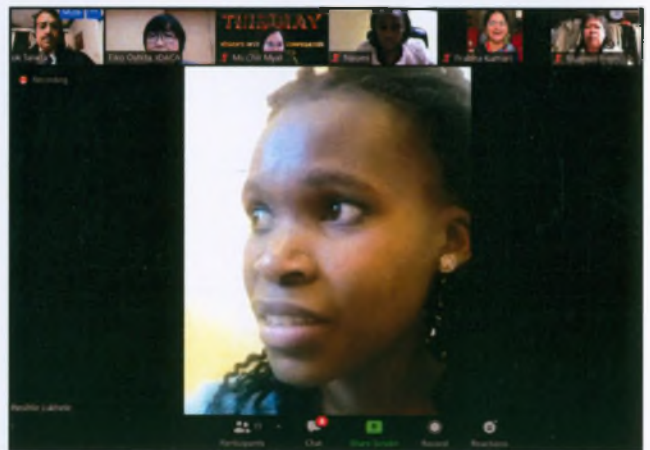
Glimpses of Part-II of the Training Course conducted by IDACA, Japan





Basic Information on Cooperatives in Kenya

Type of Cooperatives	Number of Cooperatives	Number of Members
Agricultural (Coffee, Dairy, Cotton, Sugar, Pyrethrum, multipurpose)	5,774	37% of overall co-operative movement
Non- Agricultural (Housing, Savings, Credit, Consumer, Craftsmen, Transport)	16,109	70% of overall Co-operative Movement
Total	22,883	100%



Name of Training Course

1st Online ICA-MAFF (Japan) Training Course on "Empowerment of Rural Women for Improvement of their Leadership and Business Management in Asia and Africa 2020"

Duration

Part-I: December 14-18, 2020
Part-II: January 14 to February 02, 2021

THIRIMAY

WOMEN'S DEV. COOPERATIVE



Ms. Chit Myat Noe Myanmar

Lack of capital	Stakeholders are unable to formulate strategies to increase member's subscription and create linkages to financial institutions.
Poor managerial capacity	Lack of education and training of the management team and staff.
Weak technical support from district offices	The office fails to work close with the organization to help on whatever difficulties they face, for example on strategies to increase and manage sock and sales.



Spheshile Lukhele



"Empowerment of Rural Women for Improvement of their Leadership and Business Management in Asia and Africa -2020"

JOB REPORT

Resource	Business Enterprise
Cooperative management training	
Banking training	
First agricultural training	
Linkages with local government district office	
Loan linkage	

4) Your Role in the Organization:
Strictly follow the 7 principle of cooperative and law of cooperative 2078.
Over all management like relationship between board cooperative and members.
Organizing meeting, deal and the problem. Planning, take the right decision, supervision the programme providing loan, monitoring and evaluate etc.

7) Challenges your organization is facing:

Challenges:	Underground and resource
Deliberation membership	Lack of knowledge about cooperative
Deliberation in providing	lack of good governance



Thailand Cooperative Products Exhibition center

This block features a large background image of a pink flower. On the left, there are two photographs: the top one shows an outdoor exhibition booth with a white canopy and a black building with the CCCP logo; the bottom one shows a group of men in suits standing together. On the right side, there is a vertical column of five small video thumbnails showing participants: Oshita IDACA, Ashok Tanuja, Fakhwan CLT, Terunuma, and Prabha Kumar.



Huay-Sai Cooperative woman group

Chairperson
Vice-Chairperson
Assistant
Account
Advisor

1) Type of the organization
- Cooperative woman group

2) Members
- 100 members

3) My role in the organization

- Design a Hemp product.
- Sell Products.
- Give a Hemp fabric to a member to produce a Hemp product.

This slide includes a diamond-shaped logo on the left and a central graphic of a globe surrounded by four circles.



a member to produce a Hemp product

This block shows a video feed of a woman speaking. The text "a member to produce a Hemp product" is overlaid at the top of the frame.



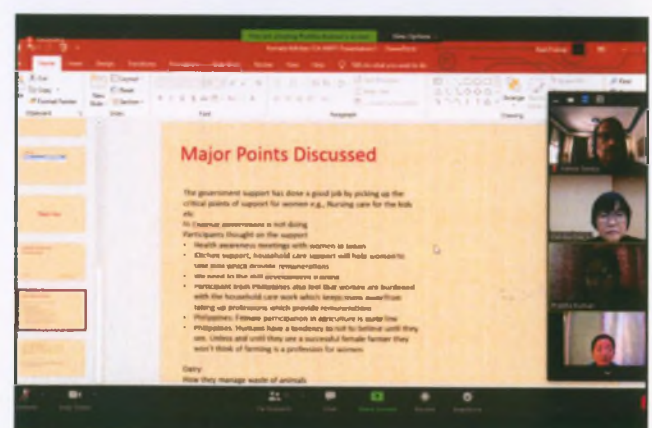
This block shows a video call with two elderly women. The woman on the left is wearing glasses and a patterned top, while the woman on the right is also wearing glasses and a green patterned top. The background shows a home interior.



This block shows a video call with a woman with long dark hair wearing a red top. She is smiling. Behind her is a white bookshelf filled with books and pink storage boxes. The top of the screen shows a "THURSDAY" banner.



This block shows a video call with a man wearing a red shirt. He is looking towards the camera. The background is a simple room with a curtain.



Major Points Discussed

The government support has done a good job by picking up the critical points of support for women e.g., Nursing care for the folk etc.

As farmer awareness is still doing Participants thought on the support:

- Health awareness meetings with women in action
- Client support, household care support will help women's safe zone access, remuneration
- the need to the skill development a career
- participate from Philippines also feel that women are burdened with the household care work which long-term women's taking up professions, which provide remuneration
- Philippines: Female participation in agriculture is still low
- Philippines: Must have a tendency to not to believe until they see. (Online and until they see a successful female farmer they won't think of farming is a profession for women)

Q: Why? How they manage waste of animals

This block shows a PowerPoint presentation slide with a yellow background and black text. A video call interface is visible on the right side of the slide.

SECTION-VII

Evaluation Summary

Ten 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.

2. Program <Coverage>
<input checked="" type="checkbox"/> Very Good <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor
3. Comments for the whole program (Part-I & II)
<p><i>It is a great opportunity to be one of the participants for this training course. The facilitators were vigilant with their work. The topics were very informative and relevant for the cooperatives improvement. The lecturers were very consistent and answer enquiries to the extent of their knowledge. Thus the overall training was very satisfactory.</i></p> <p><i>Valuable and compact training.</i></p> <p><i>The whole program is conducted in a very effective & efficient way. Easy to communicate, understand and quick feedback.</i></p> <p><i>This training allows me to know more about people from other countries. Also, I learnt about cooperative in India and Japan too.</i></p> <p><i>A. The Training was very interesting. I really learned a-lot and I wish to thank all my Lectures for organizing and hosting the course on Empowèrment of Rural Women for their Leadership and Business Management.</i></p> <p><i>Starting from Part-I training conducted by ICA in India has provided with knowledge on planning a sustainable vegetable production and marketing for primary organizations and it has provided with much information on women entrepreneurship development with their collectives which involves risk-taking, confidence, decision making and building up social capital.</i></p> <p><i>B. Part-II of the training course conducted by IDACA in Japan also has provided with knowledge and great awareness on how Cooperative farmers can improve their income and develop their agricultural activities in the rural societies. This training has also helped in knowing how to improve leadership skills as leaders of Cooperative organizations in Africa and overseas countries.</i></p> <p><i>Very Exciting, incredibly informative, good motivation, invaluable and extensive knowledge gained for my profession and life.</i></p> <p><i>Even if I don't know about English and I can't understand anything clearly but at least I learnt to be a woman leader from this program.</i></p> <p><i>I have learned so many things that are useful for my organization. I will apply all to improve my organizational movement.</i></p> <p><i>The program was well planned that covered theoretical and practical aspects of managing cooperatives and the development of women's managerial and leadership skills. It also introduced us to various women-led initiatives or initiatives for the empowerment of women with demonstrated success in the respective fields. It highlighted the most important aspects of community-led initiatives that are the importance of cohesion, tradition and traditional knowledge, community values and its culture.</i></p> <p><i>The training was well structured all the lecturers put their best efforts into the lectures.</i></p>
4. Most beneficial subject for you in Part-I and II
<p><i>The entire lectures were very inspiring and full of positive information that could improve cooperative programs. However, the lecture "Case Study on Farm Management of a Fruits Production Farmer" and the "Organization and Activities of JA Women's Association" has opened up an idea for me if maybe our cooperative could adopt some of their activities to motivate women in agricultural activities and somehow help them to improve their financial status.</i></p>

- *Women Leadership*
- *Marketing Channels*
- *Women's Association (JA W.A.)*

Women empowerment and business activities (In a wide range).

The most beneficial subject for me on this online training course is several ideas from several organizations about what they trying to do to help their member to get a better living. Also a point for becoming a leader which I normally cannot find someone who teaches me this session straightly in real life.

Sustainable production in agriculture, Agriculture cooperative business activities.

The topic on Women and Leadership Development and Building Community Leadership has been the most beneficial topics for me because in these topics women are encouraged to know their rights to have access to opportunities and resources also on recruiting the right people to join the organization.

Because of my background and exposure, Human resource development and leadership management (Mr. Yoshiaki Ogane,) most definitely top.

- *Very useful insights in people management, talent recognition and the need for continuous improvement.*
- *As a leader, the lecture had many take-home learning's to apply beyond action plan implementation as I pose to be an influential Woman leader.*

Mostly I learnt management of other country cooperatives which I cannot see in Thailand.

Organization and activities of JA women's associations.

Lecture on JA's women's association;

Lecture on Current Situation of Women Engaged in Farming and Outline of Nogyo Joshi Project;

Role of women in the distribution of agricultural products and food value chain.

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

All the topics were essential and relevant topics for the training.

Everything is fine, but need to involve other sectors of production also.

My suggestion is to add one session to talk about a tradition from the participant's country.

A field visit program should be added.

None. All lessons useful because trainees are varied and their level of understanding, exposure and responsibility are also unique.

I think the entire subject you've prepared for us is already good.

I want to add the Stress Management course as a subject because all the members of my organization are women and they are very stressed about office work and housework. I need help to solve this situation.

Subjects related to HR management and conflict resolution strategies will be highly informative and useful if added to the module.

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

The methods of lectures used during the conduct of the training course were effective for this mode of training. The live question and answer sessions keep the interaction between the lecturer and the learners.

The method of the lecture is good and perfect.

It was a wonderful and perfect way of having online training. It was very clear, understandable and massage.

I think the method of this online training course is already good, as you have a lecture review sheet for us to review what we have learnt and asked on what we wondering from the session too. Also as on LIVE and Q&A, we can ask a lecturer about what we want to know too.

Field visit and interact directly with the farmer or entrepreneurs.

Online training is not a complicated tool at all, however, it needs more time to get used to it, as a beginner I had a very good chance to learn more and it won't be difficult for me to use online training in near future.

- *Live Q & A, trigger an authentic feeling where the trainer is able to respond to a need as it arises and the student thought process mimics a face to face lecture.*
- *The video lecture is good to support lectures by availing information prior to the lesson and ensuring trainees adequately prepare for the lesson. With online lesson and network challenges, video lecture allows flexible learning.*

I think the management and method of this training course are already good as you have Q&A, So all participant can ask a question when they are wondering anything from the session.

It's good enough.

The method of video lectures was good and the lectures were well designed and planned. However, attention span is higher in the in-person lecture method and also field visits add a lot to the learnings.

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

The online training course is an effective way to continue learning amidst this pandemic, however, some social activities were missed for this type of learning.

Because of the Internet connection, the sound and scene are not clear and stable.

Good points – Use of advanced technology, global networking easy accessibility, saving of time, less effort.

Bad Points for – Lack of deep interaction and communication, lack of practical/physical knowledge, Possibility of less concentration, Total dependence on the network so, a higher chance of disturbance (Network).

The Bad point from this online training course is all participants from several countries do not have a chance to spend time together and also lose an opportunity to get to know each other in person. But for a situation of Covid-19 and we are not allowed to travel abroad this is a good idea for using an online training course, also it is saving cost from Flight ticket and hotel too.

The good point is that we do not have to travel in covid pandemic time and fewer expenses;

The bad or sad point is the low-quality service of net and electricity distribution of Nepal.

- *The training course provides a number of examples of agricultural activities done by developing and developed organizations;*
- *The teaching method is easy to follow;*
- *Material is very good for learners;*
- *Lectures and our course coordinators have put all their efforts to make us understand the concepts;*
- *Easy Compatibility with commonly used spreadsheets pdf files and videos.*
- ❖ *Allows Continuous attention to other regular professional engagements;*
- ❖ *Duration of training a trainee is able to conduct research to ensure supplement of lessons taught i.e. genuine;*
- ❖ *In light of travel bans, enhances safety for participants;*
- ❖ *Allows family life especially for mothers in a women training;*
- ❖ *Internet Connectivity challenges especially for remote areas in a Rural women training;*
- ❖ *Interruptions from other assignments may derail concentration;*
- ❖ *Lack of One on one engagement between trainer and trainees;*
- ❖ *No visible demonstrations for trainees on practical farms, organizations.*

For a good point, it is good for people in this situation of Covid -19 that we don't have to travel to other countries.

For a bad point that I didn't see any products from India and Japan in real life. Also, I didn't see a real tradition of other countries, for example, I want to see Indian clothes. For the Japan course, I want to see how to make a flower in Japanese style too.

The good point is that we can learn from our office. Bad point is that we don't have a chance to visit other country's organization.

Good- Training and job can happen simultaneously, sessions can be recorded, we didn't need to take breaks from our jobs, it may not have been possible to get a break of 3-4 weeks from our jobs for the training.

Bad- Attention span is lesser, technical issues e.g., internet connectivity, electricity can hamper the learning.

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

Very Good Good Fair Poor

9. Comments on administrations and management of the training course

To the facilitators and other administrative staff who made the training course possible, thank you for the patience and efforts. I really appreciate you all for being so approachable and always making the session alive for us to enjoy even though we do not see each other personally.

This is the first online training course and from this experience of training course, betterment will become in next training.

Management and administration during the training course were very perfect, systematic and scientific.

As an administrator, you have to work harder than a participant to prepare for an online course and to take care of all participant. So thank you so much for your cooperation, all of the administrators have done great work on this online training course, please keep continue on what you are doing and give other people the opportunity from learning too.

I would like to thank IDACA, my course coordinators Mr. Ashok Taneja, Ms. Oshita, my lectures for the warm welcome and the start of training up until the end of the training. I thank you team Management for providing good and up-to-date knowledge and information. For that purpose, this training course was a very good chance.

- Excellent, Fantastic teachers/mentors;
- Presented very challenging and thought-provoking questions on our work;
- Also very understanding to the unique trainee circumstances.

I want to say thank you for letting me join this online training course and this course teach me and give me an opportunity to talk with people in other countries.

The arrangement of administrations and management team is quite good.

Well managed, punctual. Both the coordinators cared for the convenience of participants and managed their learning and mood refreshments very well.

10. Suggestions and requests for future training courses

I am looking forward to phase II of this training course in which we could meet each other personally and see for ourselves the activities and programs of other cooperatives.

All the discussion during the online course should be recorded and sent to the participants for their reference.

If possible, all participants from this online training course should be visited Japan to observe the real situation of Japan and it should be arranged by IDACA.

In the days to come, such kind of training should be conducted by IDACA because it is very fruitful and impact to all cooperative actors. Very helpful for upcoming training in future.

A special thing online international training course is to meet people from several countries. I think this would be a great idea to share their tradition from their country and to get to know each other better too.

ICA's and IDACA names are sufficient to understand for building a relationship within the world cooperative which is very effective and fruitful when it held in outdoor training so next time please, you are kindly requested to organize outdoor training. Thank you.

This service was available at no cost to empower rural women and improve their leadership. I request that the training continue and be the best training course ever.

I would appreciate at least one session of Live meeting for the training and especially Demonstration may be in an action plan setting.

If it is still in a situation of Covid – 19 situations, so it is good to continue this project by the online training course.

Women from developing country need to attend this kind of training course to improve their ability. I wish this training course will be carried on each year.

I hope the pandemic ends soon so that all the future training may happen in person. Please include modules related to HR management and conflict resolution in cooperatives or other community-based organisations.

SECTION-VIII

Program of the Training Course

Part-I

14.12.2020

12.30 to 14.00 hrs. (IST)

Session-I

Topic : SEWA's experience on Women Empowerment and Leadership – by Ms. Veena Sharma, Capacity Building Coordinator, SEWA Cooperative Federation, Ahmedabad, India.

Session-II

14.30 to 16.00 (IST)

Topic : Women entrepreneurship/ Business Management - by Ms. Veena Sharma, Capacity Building Coordinator, SEWA Cooperative Federation, Ahmedabad, India.

15.12.2020

11.30 to 13.00 hrs. (IST)

Session-I

Topic : Women Empowerment and Entrepreneurship Development – by Ms. Kalpana Pant, Executive Director, Chaitanya Foundation

Session-II

14.00 to 15.30 hrs. (IST)

Topic : Women Empowerment and Leadership Development - Resource Person – Prof. Manisha Paliwal, Head of Centre for Gender Studies, VAMNICOM & Smt. Anshu Singh, Assistant Professor, CGS VAMNICOM.

16.12.2020

11.30 to 13.00 hrs. (IST)

Session-I

Topic : Integrated Rural Development & Women Empowerment, by Mr. S.P. Singh, MD, IFFDC

Session-II

14.00 to 15.30 hrs. (IST)

Topic : Livelihood Generation & Women Empowerment for reducing Migration in Hilly areas, by Mr. S.P. Singh, MD, IFFDC

17.12.2020

11.30 to 13.00 hrs. (IST)

Session-I

Topic : SHGs, Micro-Credit and Socio-Economic Development Of Rural Women in India - by Ms. Anita Panda, P.O. NCUI Coop. Edu. Field Project.

Session-II

14.00 to 15.30 hrs. (IST)

Topic : Income Generating Activities Of Rural Women Through Project Approach - Ms. Jeena Potsangbam, (Chairperson), NCUI Coop. Edu. Field Project, Imphal.

18.12.2020

11.30 to 13.00 hrs. (IST)

Session-I

Topic : Women Empowerment through Cooperatives – Case Study of Mann Deshi - Resource Person – Chetna Sinha, Chairperson, Mann Deshi Foundation and Cooperative Bank.

Session-II

14.00 to 15.30 hrs. (IST)

Closing Ceremony of Part-I Program.

Part-II

January 14 Thu.	(F.N.) ~ Opening Ceremony (A.N.) - Orientation of the program
January 15 Fri.	(F.N.) - Presentation of the Job report (A.N.) - Guidance for making an action plan
January 16 Sat.	Free
January 17 Sun.	Free
January 18 Mon	Lecture-I Distribution of Video Learning Materials in Advance; - Overview of Agriculture and Agri. Coops in Japan; (A.N.) - Q&A session on Overview of Agriculture and Agri. Coops in Japan
January 19 Tue	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; - Self-learning - Making short-summary of the lecture-II.
January 20 Wed	Lecture-III Distribution of Video Learning Materials in Advance - Case Study on Farm Management of a Fruits Production Farmer (Involvement of woman farmer); (A.N.) - Q&A Session on Farm Management of a Fruits Production Farmer - Mr. & Mrs. Saito's House;
January 21 Thu	Lecture-IV Distribution of Video Learning Materials in advance Outline of Nogyo Joshi (Female farmer) Project - Case Study of Nogyo Joshi (Woman Dairy Farmer) - Self-learning - Making short-summary of the lecture-IV (F.N.) Online group discussions - Participants are divided into 2 groups and discuss (A.N.) - what you have learned from the lectures - Presentation of the results of group discussion;
January 22 Fri	Message from a woman leader in the world - Distribution of Video message in advance - Ms. Arianna Giuliadori, Secretary-General, World Farmers' Organization (WFO). A.N. Online meeting with a woman leader;
January 23 Sat	Free
January 24 Sun	Free
January 25 Mon	Lecture-V Distribution of Video Learning Materials in advance – Human resource development and leadership management - Self-learning; Making short-summary of the lecture-V.
January 26 Tue	Lecture-VI Distribution of Video Learning Materials in advance- Organization and Activities of JA Women's Association, and how to manage the organization as a leader; (A.N.) Q&A Session on JA Women's Association

January 27 Wed	Self-learning - Message from woman leader in the world (NCF) (A.N.) - Making short-summary of the lecture-VI & VII. Online meeting with a woman leader - Ms. Om Devi Malla, Senior Vice President of NCF, Nepal
January 28 Thu	Online Group discussion - Weekly summary (divided into 2 groups) (A.N.) - Presentation of the results of group discussion
January 29 Fri	Making Action Plan - Individual consultation of the action plan by email or online
January 30 Sat	Making Action Plan
January 31 Sun	Free
February 1 Mon	Presentation of the action plan
February 2 Tue	(F.N.) - Evaluation/Closing Ceremony

FN Session : 15.00~16.30 (JST)
AN Session : 17:00~18.30 (JST)

SECTION-IX

LIST OF PARTICIPANTS

AFRICA

Kenya

1. **Ms. Naomi Wanjiku Ngobe**
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ASIA

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Myanmar

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Nepal

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ICA PROJECT COORDINATOR

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SECTION - X

Action Plans Proposed by the Participants

In view of the experience gained by the participants through online lectures, 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	:	India
Name of the Participant	:	Ms. Kumari Prabha
Position	:	Financial Services Associate
Name of Organization	:	SEWA BHARAT
Title of the Proposal	:	Providing Credit and Saving Services to Dormant Members of the Cooperative.
Target Group	:	Linking 200 out of 1000 dormant members of the cooperative that are currently not using any of the services, to the financial services of the cooperative.
Target Area	:	5 branches of the cooperative in 3 districts of Bihar, India.
Implementing Agency	:	Bihar Mahila Sewa Bachat Evam Sakh Swablambi Sahkari Samiti Ltd.
Duration of the Plan	:	One Year (April 2021 to March 2022)

Name of Country	:	Myanmar
Name of the Participant	:	Ms. Chit Myat Noe
Position	:	Manager
Name of Organization	:	Thirimay Women's Development Coop. Society Ltd.
Title of the Proposal	:	Increasing Household Income for Women in Cooperatives in Hmawbi Township.
Target Group	:	Cooperative's Women member groups & associate women member groups.
Target Area	:	Rural area in Hmawbi Township, Yangon Region
Implementing Agency	:	Thirimay Women's Development Cooperative Society Limited.
Duration of the Plan	:	9 months (April 2021 to December 2021)

Name of Country : **Myanmar**
Name of the Participant : **Ms. Poh Poh Thin San**
Position : Board of Director
Name of Organization : San Htate Htar Women Empowerment Coop. Ltd.
Title of the Proposal : Developing business by upgrading communication skills of women members in San Htate Htar Women Empowerment Cooperative Society Limited, Bago region.
Target Group : 110 women members of the Cooperative.
Target Area : Bago Region.
Implementing Agency : San Htate Htar Women Empowerment Cooperative Society Limited.
Duration of the Plan : One year (March 2021 to February 2022)

Name of Country : **Nepal**
Name of the Participant : **Ms. Kamala Lalchan Adhikari**
Position : Chairperson
Name of Organization : Bhongmore Small Farmer Agriculture Coop. Ltd.
Title of the Proposal : Establishment and running of Fruit processing centre at Marpha Village.
Target Group : Rural Women Group – 20 members.
Target Area : Marpha Village.
Implementing Agency : Bhongmor Small Farmer Agriculture Cooperative Limited, Marpha.
Duration of the Plan : 12 months (March 2021 to Feb. 2022)

Name of Country : **Nepal**
Name of the Participant : **Ms. Deepti Shahi**
Position : Chairperson
Name of Organization : Nagarik Saving and Credit Cooperative Society Ltd. Dhangadhi, Kailali.
Title of the Proposal : Women's Entrepreneurship Development.
Target Group : 50 Female Members of Nagarik Saving and Credit Coop. Society Ltd.

Target Area : Rural area of Dhangadhi.
Implementing Agency : Nagarik Saving and Credit Cooperative Society Ltd. Dhangadhi, Kailali.
Duration of the Plan : 12 months (March 2021 to Feb. 2022)

Name of Country : **Philippines**
Name of the Participant : **Ms. Alaine Chalipo Banggad**
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.

Name of Country : **Thailand**
Name of the Participant : **Ms. Fakwan Khwanmuang**
Position : Cooperative Trade Promotion Officer
Name of Organization : Cooperative League of Thailand (CLT), Bangkok
Title of the Proposal : Promotion of Export of Cooperative Products of Thailand to Global Market.
Target Group : Cooperatives in Thailand interested in the export of their products to foreign customers by online marketing.
Target Area : CLT Members in Thailand
Implementing Agency : Cooperative League of Thailand (CLT)
Duration of the Plan : One year (March 2021 to Feb. 2022)

Name of Country : **Thailand**
Name of the Participant : **Ms. Nuansri Promjai**
Position : Chairperson
Name of Organization : Huay Sai Agricultural Group, Chiang Mai
Title of the Proposal : Making new products from a small piece of Hemp fabric to increase income of members.
Target Group : Huay-Sai Cooperative Women Group – 100 members
Target Area : Huay-Sai Cooperative Women Group - Chiangmai
Implementing Agency : Huay-Sai Cooperative Women Group
Duration of the Plan : 1-2 months (April 2021 to June 2021).

Name of Country : **Kenya**
Name of the Participant : **Ms. Naomi Wanjiku Ngobe**
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, enroll 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.

Name of Country : **Eswatini, Swaziland**
Name of the Participant : **Ms. Lukhele S'Phesihle Melody**
Position : Admin. Clerk
Name of Organization : Mahlangatsha Multi-Purpose Cooperative Society Ltd.
Title of the Proposal : Promoting Vegetable Production by Mahlangatsha Women Group in Sibovu Mankayane Area.
Target Group : 80 Local women aged between 18 to 55 years.
Target Area : Sibovu Mankayane Area.
Implementing Agency : Mahlangatsha Multi-Purpose Cooperative Society Ltd.
Duration of the Plan : 12 months – January 2021 to December 2021.



PARTICIPANTS

1st ICA-MAFF (Japan) Online Training Course on
'Empowering of Rural Women for Improvement of their
Leadership and Business Management in Asia & Africa-2020'



Part-I : 14 – 18 December 2020

Part-II : 14 January – 02 February 2021



Ms. Naomi Wanjiku Ngobe
Operations & Customer Excellence
Manager,
Kenya Cooperative Coffee Exporters
Nairobi,
Kenya



Ms. Lukhele SPhehile Melody
Admin Clerk,
Mahlangatsha Multi-Purpose
Cooperative Society Ltd.
Manzini, Eswatini,
Swaziland



Ms. Kumari Prabha
Associate (Financial Services),
SEWA Bharat (sister organization
of Gujarat State Women SEWA
Cooperative Federation)
Munger-811201 Bihar,
India



Ms. Chit Myat Noe
Manager,
Thirimay Women s Development
Cooperative Society Ltd.
Yangon, Myanmar



Ms. Poh Poh Thin San
Board of Director,
San Htate Htar Women
Empowerment Cooperative Ltd.
Bago City, Myanmar



Ms. Kamala Lalchan Adhikari
Chairperson,
Bhongmore Small Farmer
Agriculture Coop. Ltd.
Marpha, Mustang,
Nepal



Ms. Deepti Shahi
Chairperson,
Naganik Saving and Credit
Cooperative Society,
Baiyabehadi,
Nepal



Ms. Alaine Chalpo Banggad
Trainer,
Abra Diocesan Teachers and
Employees Multi-Purpose
Cooperative
Bangued, Abra,
Philippines



Ms. Fakwan Khwanmuang
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Cooperative League of Thailand
Bangkok 10300
Thailand



Mrs. Nuansri Promjal
Chairperson,
Huay Sai Agricultural Group
Chiang Mai Province 50180,
Thailand



Mr. Ashok Kumar Taneja
Advisor and Program
Coordinator,
ICA-Asia and Pacific,
New Delhi, India

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.