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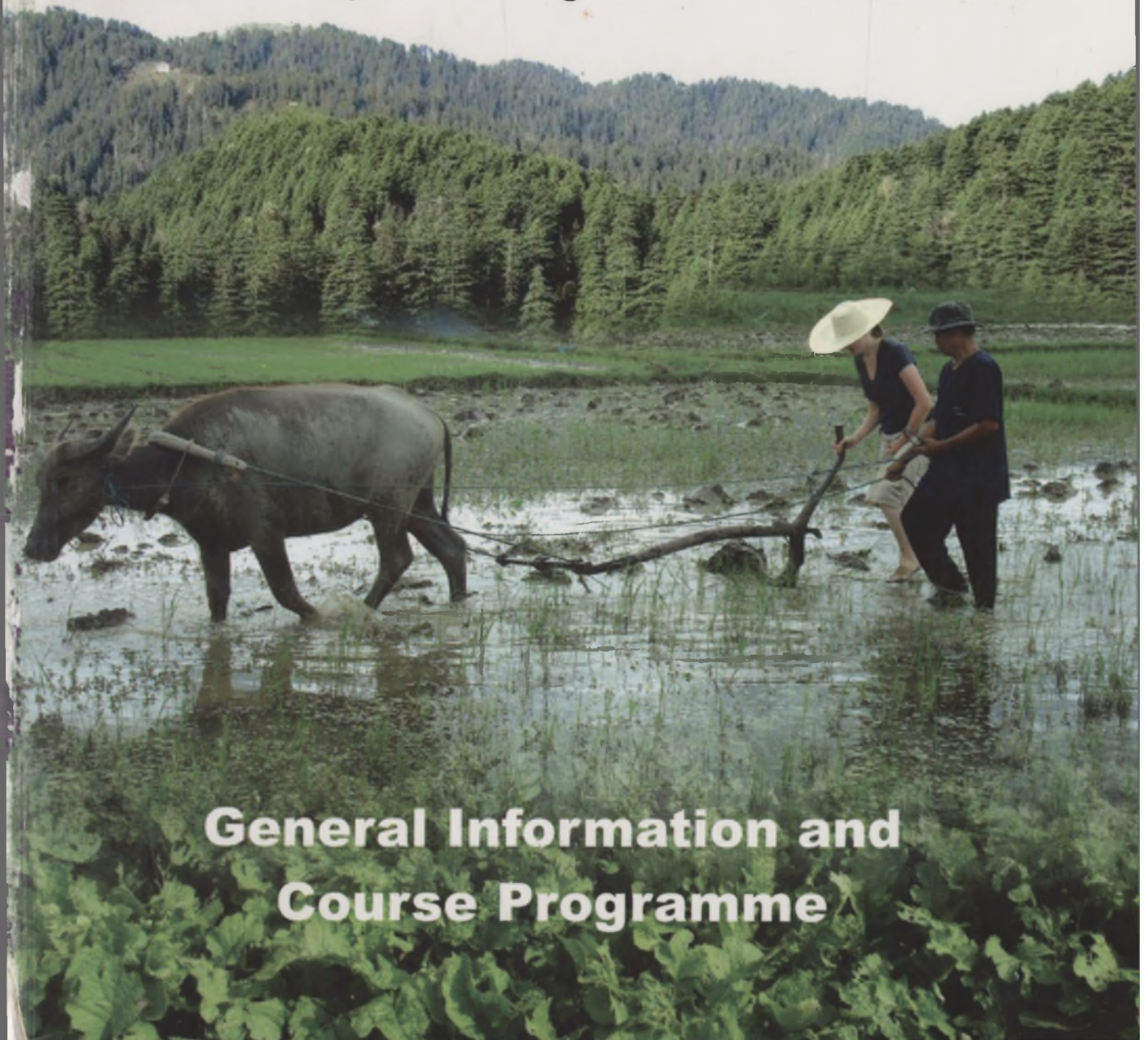


ICA 01263



1st ICA-Japan Training Course on “Fostering Core Leaders of Agricultural Co-operatives 2014”

Thailand – Japan: 20 August to 11 October 2014



**General Information and
Course Programme**

1st ICA-JAPAN Training Course on
Fostering Core Leaders of Agricultural Cooperatives-2014
Thailand-Japan: 20 August to 11 October 2014

**INTERNATIONAL CO-OPERATIVE ALLIANCE
ASIA AND PACIFIC**

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INTERNATIONAL CO-OPERATIVE ALLIANCE

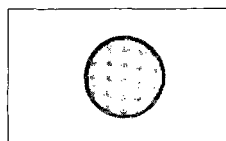
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1st ICA-Japan Training Course on 'Fostering Core Leaders of Agricultural Co-operatives-2014'

Thailand-Japan: 20 August to 11 October 2014

General Information and Course Programme

01 INTRODUCTION

The International Co-operative Alliance (ICA) is an independent, non-governmental association which unites, represents and serves the co-operatives worldwide. It exists to provide an effective and efficient global voice and forum for knowledge, expertise and coordinated action for and about co-operatives. Founded in London on 18th August 1895 by the International Co-operative Congress, the ICA is headquartered in Brussels, Belgium. ICA is a member-based organization with national and international co-operative organizations in more than 93 countries, active in all sectors of the economy including agriculture, banking, consumer, fisheries, health, housing, insurance, tourism and worker co-operatives. ICA's four offices in Africa, the Americas, Asia-Pacific and Europe, together, serve more than 267 member-organizations from 93 countries, representing over one billion co-operative members around the world.

The ICA Asia and Pacific Office is operating from New Delhi since 1960, serves 80 national level organizations from 25 countries, representing over 500 million co-operative members. Main activities include: Coordination of co-operative development efforts within the Region and promotion of exchange and experiences; Project identification, formulation and evaluation; Promotion of the establishment and development of national co-operative apex organizations; and organization of seminars, conferences and technical meetings on specific subjects including support for programs aimed at the involvement of women and youth in co-operative activities.

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

02 BACKGROUND

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

At the completion of the 20th training program under the theme "Strengthening Management of Agricultural Co-operatives in Asia", a training course on "Enhancement of Farmers' Income and Poverty Reduction through Co-operatives" had been developed and agreed upon for implementation through the ICA in 2006, with focus on

the strengthening of farm guidance methods, joint collection, shipment, safety and improvement in quality of farm products aimed at increasing farmers' income as a new development for the training course.

Under this project, Five Training Courses on "Enhancement of Farmers' Income and Poverty Reduction through Co-operatives" were held between 2006 and 2010, with 12 participants in each course. The training programs were implemented by the ICA-Asia Pacific office with the collaboration of well-known institutions e.g. The Institute for the Development of Agricultural Co-operation in Asia (IDACA), Tokyo, Japan; the Institute of Rural Management Anand (IRMA), Gujarat; Fertilizer Marketing Development Institute (FMDI) Gurgaon of the Indian Farmers' Fertilizer Co-operative Limited (IFFCO), and the ICA member-organizations.

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

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

On the basis of these achievements, a new Training Course on "**Fostering Core Leaders of Agricultural Co-operatives**" was developed and agreed upon for implementation through the ICA for three years – 2011-2013, with a view to assist fostering of the core leaders of agricultural co-operatives, who are expected to play the leading roles in agricultural co-operatives and farmers' groups that will contribute to improvement of agricultural production and income of the farmers in the LDCs of Mekong river countries, ASEAN and the South Asian countries. This training course focused on Human Resource Development, Agri-Coop. Business Management (farm guidance and strengthening of joint collection and shipment), Leadership and Planning. Two Training Programs were held each year and there were two parts in each Training Course – Part-I was held at the Institute of Rural Management, Anand - IRMA, Gujarat (India) for about one month and Part-II was held in Japan in collaboration with the Institute for the Development of Agricultural Co-operation in Asia (IDACA) for another one month.

JAPAN (MAFF) – ASEAN NEW PROJECT

On completion of last training course in the above series in 2013, it has been decided by MAFF to extend the above training course for another three years – 2014-2016 under the overall "Japan (MAFF)-ASEAN Project on

"Strengthening Capacity Building of Developing Countries in Asia".

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

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

Part-I of the Training Course will be based on modules on basics for organizing agricultural co-operatives, better organizational management and improvement of the business system, mainly learned from successful case studies of agricultural co-operative organizations and relevant institutions in Thailand – (a) Co-operative League of Thailand (CLT); and (b) Co-operative Promotion Department (CPD).

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

Under this new series, the 1st Training Course on "**Fostering Core Leaders of Agricultural Co-operatives-2014**" will be held in Thailand and Japan. Part-I of the Training Course will be held in Thailand from 3rd September to 21 September 2014. Part-II of the Training Course will be held in Japan in collaboration with the Institute for the Development of Agricultural Co-operation in Asia (IDACA) from 22nd September to 11th October 2014.

03 OBJECTIVES

The overall objectives of the training program under this project will be to assist fostering of the core leaders who are expected to play the leading roles in agricultural co

operatives and farmers' groups that will contribute to the improvement of agricultural production and income of the farmers in the LDCs of Mekong river countries, ASEAN and the South Asian Countries.

04 PARTICIPANTS

A total of 10 participants (men and women) have been selected from among the candidates, nominated by the ICA member-organizations/Ministries in the following countries: Bhutan, Cambodia, Lao PDR, Myanmar, Nepal and Vietnam.

05 THE TRAINING COURSE PROGRAMME

The training program will be arranged from August 20, to October 11, 2014 in three phases and at different locations, as described below:

Home Country Assignments [HCAs] - August 20-September 02, 2014:

The Home Country Assignments are to be completed in advance by the participants in their respective organizations and their respective countries before joining the Training Course in Thailand. The ICA would provide the selected participants with guidelines on how to accomplish these assignments. The selected participants will be placed under the charge of Chief Executive Officers of their respective organizations. They are expected to produce a draft of **the Action Plan** as to how to strengthen their own organization, and a **Country Report** in consultation with their CEOs and organizations. The draft of **the Action Plan** will be presented, commented upon and appraised during their stay in Thailand and Japan.

Part-I: Training Course in Thailand - September 03- 21, 2014

Part-I of the Training Course will be based on modules on basics for organizing agricultural co-operatives, better organizational management and improvement of the business system, mainly learned from successful case studies of agricultural co-operative organizations and relevant institutions in Thailand. This part of the Training Program will be conducted at the premises of the Co-operative League of Thailand (CLT), and at the Training Centre of the Co-operative Promotion Department (CPD) at Korat in Nakornrachashima Province in Thailand. Comparative field study visits will also be organized in Thailand.

Part-II of the Training Course in Japan will focus on more practical aspects of the Management of Agricultural Co-operatives, integrated business management linked closely with Farm Guidance and system of marketing, business and methods of its promotions being followed

by Agricultural Co-operatives in Japan: **September 22 - October 11, 2014:**

Part-II of the program will be located in Japan and held in collaboration with the Institute for the Development of Agricultural Co-operation in Asia-IDACA. Classroom teachings, field study visits and orientation on various aspects of the development of agricultural co-operatives in Japan will be handled by the IDACA in consultation and collaboration with the ICA.

06 METHODOLOGY

In the conduct of this training program, in addition to substantiate the Action Plans, the following methods and techniques would be used:

- Participative methods will be followed throughout;
- Group work based on assignments given by resource persons [using case studies, documents, organization reports, textbooks, computer software];
- Lectures for introducing a subject for group discussion.
- Case studies will be widely used. The audio-visual aids will be used extensively and there will be an End-of-the-Course-Evaluation at the conclusion of the training course.

The day-to-day program of the Training course has been developed after discussions with host and collaborating organizations. However, the date, timings and locations could be suitably adjusted by the ICA-AP as and when needed to take care of any special circumstances and reasons.

07 RESOURCE PERSONS

For Part-I of the Course in Thailand, the CLT/CPD will be responsible for the recruitment of resource persons and institutions. It should be noted that CLT/CPD shall employ, in principle, nothing but local personnel and institutions, not from another country.

For Part-II of the Course in Japan, the resource persons [practicing managers from national, prefecture and primary level co-operatives] will be recruited through IDACA from within the Japanese Agricultural Co-operative Movement, Government and other institutions.

08 COURSE COORDINATION

The entire Training Course will be coordinated by Mr. Ashok Kumar Taneja, the Manager of ICA-AP, who will be responsible for the day-to-day implementation of the program, under the direction and guidance of Mr. Balasubramanian (Balu) G. Iyer, ICA Regional Director (Asia-Pacific).

09 ACCOMMODATION

The ICA has been able to arrange accommodation for the participants at hotels and hostels. The names and addresses of hotels and hostels are given below:

The Co-operative League of Thailand (CLT)

13, Pitchai Road, Dusit, Bangkok, Thailand.

Tel. : +66 2 6693255-63

E-mail : green.clt@gmail.com

Co-operative Technology Transfer Centre 5,

48 Ratchasima-Chokchai Nongbuasala parish Mueng district Nakhonratchasima province 30000

Tel. : 044-920-259-60

Fax : 044-920-259

E-mail : cpd_ccttd5@cpd.go.th

IDACA – The Institute for the Development of Agricultural Co-operation in Asia [IDACA Hostel]

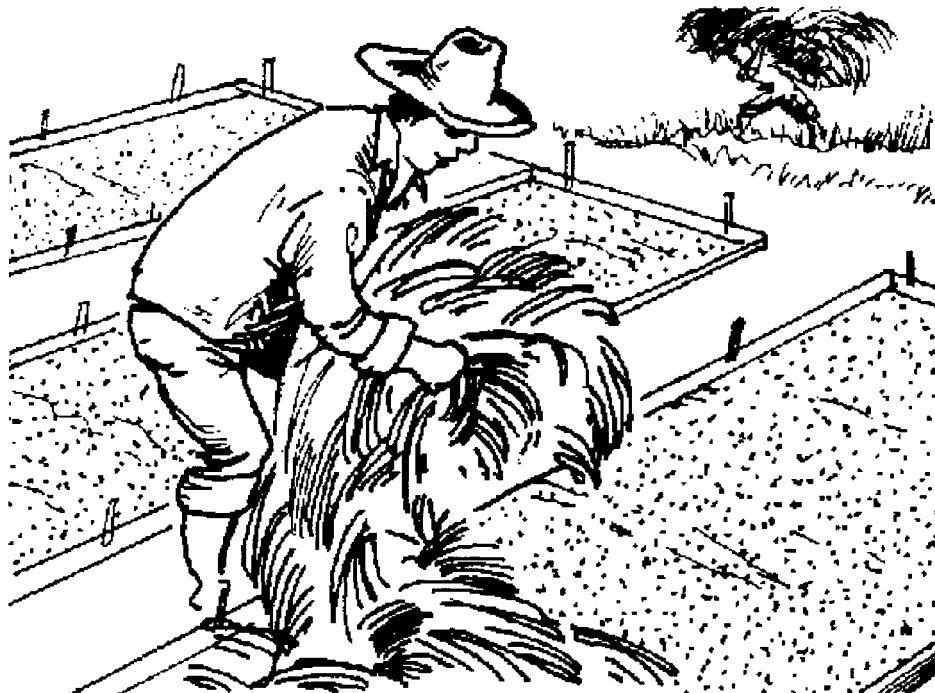
4771 Aihara-Cho, Machida-Shi, Tokyo 194-0211.

Japan

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**1st ICA-JAPAN TRAINING COURSE ON
“Fostering Core Leaders of Agricultural Co-operatives-2014”**

Thailand-Japan: 20 August to 11 October 2014

SUMMARY OF THE COURSE PROGRAM

Date	Activity	Location
20 August to 02 September 2014	Home Country Assignments	Respective country of the participant
Thailand portion of Program 03 to 21 September, 2014		
03 September (Wednesday)	Arrival of Participants in Bangkok	Stay at CLT Hostel
04 September (Thursday)	Inauguration / Orientation	Stay at CLT Hostel
05-10 September, 2014	Sessions / Field Study visits	Stay at CLT Hostel
11 September (Thursday)	Move to Nakornratchasima (Korat) by road. Orientation in afternoon	Stay at CPD's Training Centre at Korat
12-18 September, 2014	Sessions/Field Study Visits	-do-
19 September (Friday)	Move to Bangkok by road Closing ceremony in afternoon	Stay at CLT Hostel
20 September (Saturday)	Review and Discussions	Stay at CLT Hostel
21 September (Sunday)	Leave for Japan in by TG 642 at 23.50 hrs.	
Japan portion of Program – 22 September to 11 October, 2014		
22 September (Monday)	Arrival at NARITA at 08.10 hrs.	Stay at IDACA
23 September (Tuesday)	Inauguration/Orientation	Stay at IDACA
24 September - 09 October	Sessions / Field Study Visits	Stay at IDACA
10 October (Friday)	Closing at IDACA	Stay at IDACA
11 October (Saturday)	Departure from IDACA to home country	

**1st ICA-JAPAN TRAINING COURSE ON
“Fostering Core Leaders of Agricultural Co-operatives-2014”**

Thailand : 03 – 21 September, 2014

<i>Date</i>		<i>Forenoon</i>	<i>Afternoon</i>
Sep. 3	Wed	Arrival of participants	
4	Thur.	Opening Ceremony / Orientation	Historical Development of Thai Cooperatives by CLT Welcome Dinner
5	Fri.	Visit to CPD to learn Thai coops and the role of Government	Visit to CAD to learn the coop finance
6	Sat.	Visit to Pak Kred Agri. Coop	Visit to a farmer and occupational group
	Sat.	Visit to Grand Palace	Visit to Vimarnmek Teakwood Palace
7	Sun.	<i>Sight-seeing in Bangkok</i>	
8	Mon.	Visit to ACCU to learn micro-credit system in Asia	Visit to the Kasesart University to learn its support to coop development
9	Tue.	How to organize coop by Dr. Asanee	Co-operative Principles and Coop education by Dr. Asanee
10	Wed.	Coop Development & Legal Bases by Mr. Sanee Dangwon	Review & Discussion by Dr. Asanee
11	Thur.	Move to Nakornratchasima (Korat)	Orientation at CPD's Training Center
12	Fri.	Overview of Coops in Korat	Case Study of Coops.
13	Sat.	Visit to the small size coop	Visit to vocational group (OVOP)
14	Sun.	<i>City tour</i>	<i>City tour</i>
15	Mon.	Visit to medium size coop	Cont.
16	Tue.	Visit to large size coop	Cont.
17	Wed.	Management Planning	Business Planning and Marketing
18	Thur.	Basic accounting & financial control	Contd.
19	Fri.	Move to Bangkok	Closing ceremony
20	Sat.	Review & Discussion by Dr. Asanee	Review & Discussion by Dr. Asanee
21	Sun.	<i>Free</i>	Leave Bangkok for Japan

**Program of the 1st ICA-Japan Training Course on
“Fostering Core Leaders of Agricultural Co-operatives” in FY 2014**

Japan: 22 September – 11 October 2014

The Institute for the Development of Agricultural Co-operation in Asia (IDACA)

<i>Month</i>	<i>Date</i>		<i>Program</i>	
Sept.	22	Mon.		Arrival of participants
	23	Tue.	Orientation/Opening Ceremony	(L) Historical Development of Japanese Agriculture, Japanese society ()
	24	Wed.	(L) Organization and Business Activities of Japanese Agricultural Co-operatives ()	
	25	Thu.	(L) Focal points for establishment of agricultural co-operative ()	
	26	Fri.	(L) Case study of agricultural co-operatives in foreign countries ()	
	27	Sat.	Free	
	28	Sun	Sightseeing in Tokyo	
	29	Mon.	(L) Purchasing and Marketing Business of Agricultural Co-operative ()	
	30	Tue.	(L) Education activities of agricultural co-operative ()	
Oct.	1	Wed.	(Visit) Observation of multi-purpose agricultural co-operative - Business planning and farm guidance	
	2	Thu.	(L) Member communication and activation of co-operative activities	
	3	Fri.	(L) Formation of members' groups and leadership development and training	
	4	Sat.	Free	
	5	Sun	Move to a Prefecture for Study Visit	Cont.
	6	Mon.	(Visit) JA Training Center	Observation of marketing facilities of JA Zen-Noh
	7	Tue.	(Visit) JA I (Business Planning)	Observation of facilities of JA (Grading center, Farm Mechanization Center, others)
	8	Wed.	(Visit) JA II (Marketing Business and Farm Guidance)	(Visit) Direct-sale shop of JA Move to Tokyo
	9	Thu.	(Practice) Individual Guidance for Preparation of Action Plan	(Practice) Individual Guidance for Preparation of Action Plan
	10	Fri.	(Practice) Presentation of Action Plan	Evaluation Meeting / Closing Ceremony
	11	Sat.	Departure of participants	

**1st ICA-JAPAN TRAINING COURSE ON
“FOSTERING CORE LEADERS OF AGRICULTURAL CO-OPERATIVES-2014”**

LIST OF PARTICIPANTS

BHUTAN

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-

ICA CO-OPERATIVE IDENTITY STATEMENT [ICIS] [1995]
[As adopted by the International Co operative Congress held at Manchester in 1995]

[A] DEFINITION OF A CO OPERATIVE

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

[B] BASIC CO OPERATIVE 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

[C] THE PRINCIPLES OF CO OPERATION

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 cooperation

Sixth Principle: Cooperation 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



PARTICIPANTS

1st ICA-Japan Training Course on Fostering Core Leaders of Agricultural Co-operatives-2014



Thailand-Japan: 20 August to 11 October 2014



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



**International
Co-operative
Alliance
Asia and Pacific**

The INTERNATIONAL CO-OPERATIVE ALLIANCE [ICA] is an independent non-government association that unites, represents and serves the co-operatives worldwide. Founded in London on 18th August 1895 by the International Co-operative Congress, the ICA, is headquartered in Geneva. ICA

is a member-based organization with national and international co-operative organizations in more than 93 countries. ICA's four offices in Africa, the Americas, Asia and Pacific and Europe, together, serve more than 267 member organizations, representing one billion co-operative members around the world.

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



IDACA

The INSTITUTE FOR THE DEVELOPMENT OF AGRICULTURAL CO-OPERATION IN ASIA [IDACA] was established on July 8, 1963 with funds raised among agricultural co-operatives, led by Central Union of Agricultural Co-operatives of Japan (JA-Zenchu) and also with the support of the Government of Japan.

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

During the last 50 years, the IDACA has trained 5870 participants from 115 countries drawn from Agricultural Co-operative Movements and Governments from different countries of Asia, Latin America and Africa. It has active collaboration on technical assistance programmes with the ICA Asia and Pacific.



THE CO-OPERATIVE LEAGUE OF THAILAND [CLT] is the apex organization of cooperative movement in Thailand. It is a non-profit organization with the main functions to promote and develop all co-operative affairs throughout the kingdom. It was established under the Cooperative Act on 26 February 1968. By the Co-operative Act, the CLT comprises of all 7 types of co-operatives. The CLT is governed by the Annual General Assembly of the representatives from all co-operative members. The number of representatives shall not be less than 300 representatives. The General Assembly elects

14 board of directors. There are 7 representatives nominated by 7 national federations and 7 persons are elected at the General Assembly. The term of office of the Board is 4 years. Board Members are elected for not more than two consecutive terms. The Executive Director acts as Secretary to the Board. According to the Co-operative Act, the Co-operative League of Thailand shall have its income from members' subscription, which all co-operatives allocate annually @ 5% of net profit but not more than 10,000 Baht. There may have other income from the Government as subsidy, from international donors, donation and business surplus from the training center.



COOPERATIVE ENTERPRISES BUILD A BETTER WORLD





International
Co-operative
Alliance
Asia and Pacific



2nd ICA-Japan Training Course on “Fostering Core Leaders of Agricultural Co-operatives 2014”

Thailand-Japan: 11 February to 04 April 2015

**General Information and
Course Programme**

2nd ICA-JAPAN Training Course on
“Fostering Core Leaders of Agricultural Co-operatives-2014”
Thailand-Japan: 11 February to 04 April 2015

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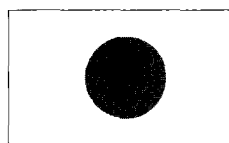
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2nd ICA-Japan Training Course on 'Fostering Core Leaders of Agricultural Co-operatives-2014'

Thailand-Japan: 11 February to 04 April 2015

General Information and Course Programme

01 INTRODUCTION

The International Cooperative Alliance (ICA) is an independent, non-governmental association which unites, represents and serves the co-operatives worldwide. It exists to provide an effective and efficient global voice and forum for knowledge, expertise and coordinated action for and about co-operatives. Founded in London on 18th August 1895 by the International Cooperative Congress, the ICA is headquartered in Brussels, Belgium.

ICA is a member-based organization with national and international cooperative organizations in more than 94 countries, active in all sectors of the economy including agriculture, banking, consumer, fisheries, health, housing, insurance, tourism and worker co-operatives. ICA's four offices in Africa, the Americas, Asia-Pacific and Europe, together, serve more than 267 member-organizations from 94 countries, representing over one billion cooperative members around the world.

The ICA-Asia and Pacific Office is operating from New Delhi since 1960, serves 80 national level organizations from 25 countries, representing over 500 million cooperative members. Main activities include: Coordination of cooperative development efforts within the Region and promotion of exchange and experiences; Project identification, formulation and evaluation; Promotion of the establishment and development of national cooperative apex organizations; and organization of seminars, conferences and technical meetings on specific subjects including support for programs aimed at the involvement of women and youth in cooperative activities.

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

02 BACKGROUND

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

At the completion of the 20th training program under the theme "Strengthening Management of Agricultural Co-operatives in Asia", a training course on "Enhancement of Farmers' Income and Poverty Reduction through Co-operatives" had been developed and agreed upon for implementation through the ICA in 2006, with focus on the strengthening of farm guidance methods, joint

collection, shipment, safety and improvement in quality of farm products aimed at increasing farmers' income as a new development for the training course.

Under this project, Five Training Courses on "Enhancement of Farmers' Income and Poverty Reduction through Co-operatives" were held between 2006 and 2010, with 12 participants in each course. The training programs were implemented by the ICA-Asia Pacific office with the collaboration of well-known institutions e.g. The Institute for the Development of Agricultural Cooperation in Asia (IDACA), Tokyo, Japan; the Institute of Rural Management Anand (IRMA), Gujarat; Fertilizer Marketing Development Institute (FMDI) Gurgaon of the Indian Farmers' Fertilizer Cooperative Limited (IFFCO), and the ICA member-organizations.

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

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

On the basis of these achievements, a new Training Course on "**Fostering Core Leaders of Agricultural Co-operatives**" was developed and agreed upon for implementation through the ICA for three years – 2011-2013, with a view to assist fostering of the core leaders of agricultural co-operatives, who are expected to play the leading roles in agricultural co-operatives and farmers' groups that will contribute to improvement of agricultural production and income of the farmers in the LDCs of Mekong River countries, ASEAN and the South Asian Countries. This training course focused on Human Resource Development, Agri-Coop. Business Management (farm guidance and strengthening of joint collection and shipment), Leadership and Planning. Two Training Programs were held each year and there were two parts in each Training Course – Part-I was held at the Institute of Rural Management, Anand - IRMA, Gujarat (India) for about one month and Part-II was held in Japan in collaboration with the Institute for the Development of Agricultural Cooperation in Asia (IDACA) for another one month.

JAPAN (MAFF) – ASEAN NEW PROJECT

On completion of last training course in the above series in 2013, it has been decided by MAFF to extend the above training course for another three years – 2014-2016 under the overall "Japan (MAFF)-ASEAN Project on

"Strengthening Capacity Building of Developing Countries in Asia".

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

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

Part-I of the Training Course will be based on modules on basics for organizing agricultural co-operatives, better organizational management and improvement of the business system, mainly learned from successful case studies of agricultural cooperative organizations and relevant institutions in Thailand – (a) Cooperative League of Thailand (CLT); and (b) Cooperative Promotion Department (CPD).

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

Under this new series, the 2nd Training Course on "**Fostering Core Leaders of Agricultural Co-operatives-2014**" will be held in Thailand and Japan. Part-I of the Training Course will be held in Thailand from 25th February to 15th March 2015. Part-II of the Training Course will be held in Japan in collaboration with the Institute for the Development of Agricultural Cooperation in Asia (IDACA) from 16th March to 04th April 2015.

03 OBJECTIVES

The overall objectives of the training program under this project will be to assist fostering of the core leaders who are expected to play the leading roles in agricultural co-

operatives and farmers' groups that will contribute to the improvement of agricultural production and income of the farmers in the LDCs of Mekong River countries, ASEAN and the South Asian Countries.

04 PARTICIPANTS

A total of 10 participants (men and women) have been selected from among the candidates, nominated by the ICA member-organizations/Ministries in the following countries: Bhutan, Cambodia, Lao PDR, Myanmar, Nepal and Vietnam.

05 THE TRAINING COURSE PROGRAMME

The training program will be arranged from February 11 to April 04, 2015 in three phases and at different locations, as described below:

Home Country Assignments [HCAs] - February 11-24, 2015:

The Home Country Assignments are to be completed in advance by the participants in their respective organizations and their respective countries before joining the Training Course in Thailand. The ICA would provide the selected participants with guidelines on how to accomplish these assignments. The selected participants will be placed under the charge of Chief Executive Officers of their respective organizations. They are expected to produce a draft of **the Action Plan** as to how to strengthen their own organization, and a **Country Report** in consultation with their CEOs and organizations. The draft of **the Action Plan** will be presented, commented upon and appraised during their stay in Thailand and Japan.

Part-I: Training Course in Thailand - February 25- March 15, 2015

Part-I of the Training Course will be based on modules on basics for organizing agricultural co-operatives, better organizational management and improvement of the business system, mainly learned from successful case studies of agricultural cooperative organizations and relevant institutions in Thailand. This part of the Training Program will be conducted at the premises of the Cooperative League of Thailand (CLT), and at the Training Centre of the Cooperative Promotion Department (CPD) at Korat in Nakornrachashima Province in Thailand. Comparative field study visits will also be organized in Thailand.

Part-II: Training Course in Japan - March 16 – April 04, 2015

The Part-II of the program will be located in Japan and held in collaboration with the Institute for the Development

of Agricultural Cooperation in Asia-IDACA. Classroom teachings, field study visits and orientation on various aspects of the development of agricultural co-operatives in Japan will be handled by the IDACA in consultation and collaboration with the ICA. It will focus on more practical aspects of the Management of Agricultural Co-operatives, integrated business management linked closely with Farm Guidance and system of marketing, business and methods of its promotions being followed by Agricultural Co-operatives in Japan.

06 METHODOLOGY

In the conduct of this training program, in addition to substantiate the Action Plans, the following methods and techniques would be used:

- Participative methods will be followed throughout;
- Group work based on assignments given by resource persons [using case studies, documents, organization reports, textbooks, computer software];
- Lectures for introducing a subject for group discussion.
- Case studies will be widely used. The audio-visual aids will be used extensively and there will be an End-of-the-Course-Evaluation at the conclusion of the training course.

The day-to-day program of the Training course has been developed after discussions with host and collaborating organizations. However, the date, timings and locations could be suitably adjusted by the ICA-AP as and when needed to take care of any special circumstances and reasons.

07 RESOURCE PERSONS

For Part-I of the Course in Thailand, the CLT/CPD will be responsible for the recruitment of resource persons and institutions. It should be noted that CLT/CPD shall employ, in principle, nothing but local personnel and institutions, not from another country.

For Part-II of the Course in Japan, the resource persons [practicing managers from national, prefecture and primary level co-operatives] will be recruited through IDACA from within the Japanese Agricultural Cooperative Movement, Government and other institutions.

08 COURSE COORDINATION

The entire Training Course will be coordinated by Mr. Ashok Kumar Taneja, Manager of ICA-AP, who will be responsible for the day-to-day implementation of the program, under the direction and guidance of Mr. Balasubramanian (Balu) G. Iyer, ICA Regional Director (Asia and Pacific).

09 ACCOMMODATION

The ICA has been able to arrange accommodation for the participants at hotels and hostels. The names and addresses of hotels and hostels are given below:

The Co-operative League of Thailand (CLT)

13, Pitchai Road, Dusit, Bangkok, Thailand.

Tel. : +66 2 6693255-63

E-mail : green.clt@gmail.com

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E-mail : dusit.jo@gmail.com, cpd_ccttd5@cpd.go.th

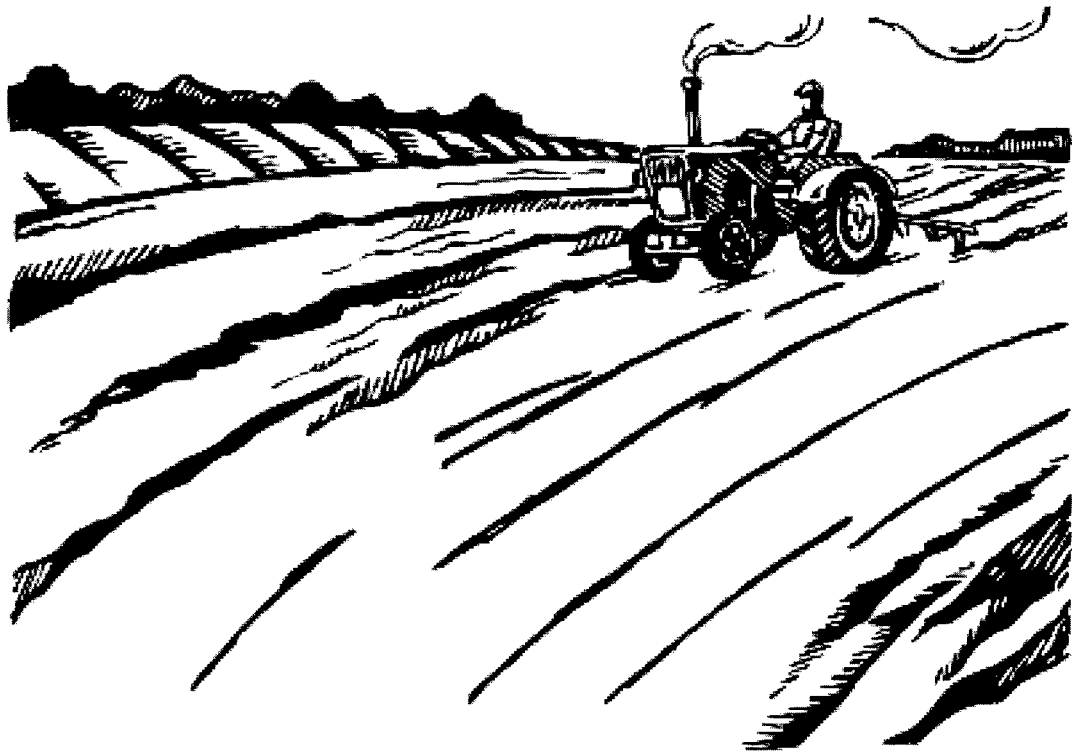
IDACA-The Institute for the Development of Agricultural Co-operation in Asia [IDACA HOSTEL]

4771 Aihara-Cho, Machida-Shi,
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**2nd ICA-JAPAN TRAINING COURSE ON
“Fostering Core Leaders of Agricultural Co-operatives-2014”**

Thailand-Japan: 11 February to 04 April 2015

SUMMARY OF THE COURSE PROGRAM

The Course schedule, in brief, is as follows:

Date	Activity	Location
11-24 February 2015	Home Country Assignments	In respective country of the participant
Thailand portion of Program 25 February to 15 March, 2015		
25 February 2015 (Wed.)	Arrival of Participants in Bangkok	Stay at CLT Hostel
26 February 2015 (Thurs.)	Inauguration/Orientation	Stay at CLT Hostel
27 February-05, March, 2015	Sessions/Field Study visits in and around Bangkok	Stay at CLT Hostel
06 March 2015 (Fri.)	Move to Nakornratchasima (Korat) by road. Orientation in the afternoon	Stay at CPD's Training Centre at Korat
06-13 March, 2015	Sessions/Field Study Visits in and around Korat	-do-
13 March 2015 (Fri.)	Move to Bangkok by road Closing ceremony in the afternoon	Stay at CLT Hostel
14 March 2015 (Sat.)	Review and Discussions	Stay at CLT Hostel
15 March 2015 (Sun.)	Leave for Japan by TG 642 at 23.50 hrs.	
Japan portion of Program – 16 March to 04 April, 2015		
16 March 2015 (Mon.)	Arrival at NARITA at 08.10 hrs. – Inauguration/Orientation in the afternoon	Stay at IDACA
17 March - 02 April 2015	Sessions/Field Study Visits	Stay at IDACA
03 April 2015 (Fri.)	Evaluation/Closing at IDACA	Stay at IDACA
04 April 2015 (Sat.)	Departure from IDACA to home country	

(Note: The above-mentioned dates are tentative and are likely to be slightly revised).

**2nd ICA-JAPAN TRAINING COURSE ON
“Fostering Core Leaders of Agricultural Co-operatives-2014”**

During 25 February to 15 March 2015

THAILAND					
Dates		Forenoon	Afternoon	Stay	
Feb. 25	Wed	Arrival of participants			CLT
26	Thu	Join the Ceremony of National Cooperative Day	- Inauguration Ceremony/Orientation - Welcome Dinner	CLT	
27	Fri	Historical Development of Thai Coops by Dr. Asanee, CLT	How to organize a coop by Dr. Asanee	CLT	
28	Sat	Cooperative Principles and Coop education by Dr. Asanee	Coop development & Legal Bases by Associate Prof. Juthatip Patrawart	CLT	
Mar. 1	Sun	Sight-seeing of Bangkok	-Do-	CLT	
2	Mon	Visit to CPD to learn Thai coops and roles of Government	Visit to CAD to learn the coop finance	CLT	
3	Tue	Visit to ACFT	Observation of Farmer Shop-KU	CLT	
4	Wed	Public Holiday/Bangkok City Sightseeing			CLT
5	Thu	Review and Discussion			CLT
6	Fri	Move to Nakornratchasima (Korat) / Orientation/Overview of Coops in Korat			Korat/CPD
7	Sat	Overview of Coops in Korat	Case Study of Coop	"	
8	Sun	City tour in Korat			"
9	Mon	Visit to small size coop	Visit to vocational group (OVOP)	'	
10	Tue	Visit to medium size coop		"	
11	Wed	Visit to large size coop			"
12	Thu	Management Planning	Business Planning and Marketing	"	
13	Fri	Basic accounting & financial control	Leave for Bangkok	CLT	
14	Sat	Review and Evaluation			
15	Sun	Prepare to leave for Japan	Leave Bangkok for Japan	CLT	
16	Mon	Arrival of participants in Japan	IDACA	IDACA	

(Note: In addition to 10 participants, ICA & IDACA staff will take part in this training project as program coordinators).

**Program of the 2nd ICA-Japan Training Course on
“Fostering Core Leaders of Agricultural Co-operatives” in FY 2014**

Japan: March 16 to April 4, 2015

The Institute for the Development of Agricultural Co-operation in Asia (IDACA)

Month	Date		Tentative Program	
March	16	Mon.	Arrival of Participants	Opening Ceremony / Orientation
	17	Tue.	(L) Outline of Japanese culture and society (Ms. Eiko Oshita)	(L) Historical Development of Japanese Agriculture, Agricultural cooperatives (Mr. Yukio Abe)
	18	Wed.	(L) Organization and Business Activities of Japanese Agricultural Cooperatives (Mr. Hiroshi Terunuma)	(L) Presentation of Draft of Action Plan (Mr. Hiroshi Terunuma / Mr. Yukio Abe)
	19	Thu.	(L) Self development by coaching method (Mr. Takashi Miyake)	
	20	Fri.	(F) Visit to Mr. Saito's farm in Yamanashi Prefecture	Cont. Observation of JA's facilities (Grading Center, etc.)
	21	Sat.	Sightseeing in Tokyo	
	22	Sun	Free	
	23	Mon.	(L) Marketing Business of Agricultural Cooperative and Entrepreneur Activities of Rural Women. (Ms.Kazuko Yamamoto)	(L) Human Resource Development of Agricultural Cooperatives through Member Organizations (Mr. Kazuo Tsukada)
	24	Tue.	Leave for Kobe from Takao	Visit to Rakuno Center, to pref.union and Zenno pref.office
	25	Wed.	Visit to JA Hyogo Minami	Observation of facilities
	26	Thu.	Visit to JA Awaji	Visit to Extension office and to farmer' house
	27	Fri.	Visit to the central whole sale market	Return to Tokyo
	28	Sat.	Free	
	29	Sun	Free	
	April	30	Mon.	(L) Group Discussion and Reviewing Study Visit to Hyogo Pref.
31		Tue.	(L) Method learning and practice of participatory rural development (Mr.Kazuto Katakura / Mr. Shinichi Koyama)	
1		Wed.	(V) JA Yokohama prefectural union's Training center	(V) Kamakura temple and JICA Yokohama center
2		Thu.	(Practice) Individual Guidance for Preparation of Action Plan	(Practice) Individual Guidance for Preparation of Action Plan
3		Fri.	(Practice) Presentation of Action Plan	Evaluation Meeting / Closing Ceremony
4		Sat.	Departure of participants	

**2nd ICA-JAPAN TRAINING COURSE ON
“FOSTERING CORE LEADERS OF AGRICULTURAL CO-OPERATIVES-2014”**

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ICA CO-OPERATIVE IDENTITY STATEMENT [ICIS] [1995]

[As adopted by the International Co-operative Congress held at Manchester in 1995]

[A] DEFINITION OF A CO-OPERATIVE

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.

[B] BASIC CO-OPERATIVE 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.

[C] THE PRINCIPLES OF CO-OPERATION

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 cooperation.

Sixth Principle: Cooperation 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.



PARTICIPANTS

2nd ICA-Japan Training Course on 'Fostering Core Leaders of Agricultural Co-operatives-2014'



Thailand-Japan: 11 February to 04 April 2015



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Mr. A.K. Taneja
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**International
Co-operative
Alliance**
Asia and Pacific

The INTERNATIONAL CO-OPERATIVE ALLIANCE [ICA] is an independent non-government association that unites, represents and serves the co-operatives worldwide. Founded in London on 18th August 1895 by the International Co-operative Congress, the ICA, is headquartered in Geneva. ICA

is a member-based organization with national and international co-operative organizations in more than 93 countries. ICA's four offices in Africa, the Americas, Asia and Pacific and Europe, together, serve more than 267 member organizations, representing one billion co-operative members around the world.

The ICA-Asia and Pacific Office is operating from New Delhi since 1960, serves 80 national level organizations from 25 countries, representing over 500 million co-operative members. Main activities include: Coordination of co-operative development efforts within the Region and promotion of exchange and experiences; Project identification, formulation and evaluation; Promotion of establishment and development of national co-operative apex organizations; and Organization of seminars, conferences and technical meetings on specific subjects including support for programs aimed at the involvement of women and youth in co-operative activities.

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



IDACA

The INSTITUTE FOR THE DEVELOPMENT OF AGRICULTURAL CO-OPERATION IN ASIA [IDACA] was established on July 8, 1963 with funds raised among agricultural co-

operatives, led by Central Union of Agricultural Co-operatives of Japan (JA-Zenchu) and also with the support of the Government of Japan.

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

During the last 50 years, the IDACA has trained 5870 participants from 115 countries drawn from Agricultural Co-operative Movements and Governments from different countries of Asia, Latin America and Africa. It has active collaboration on technical assistance programmes with the ICA Asia and Pacific.



THE CO-OPERATIVE LEAGUE OF THAILAND [CLT] is the apex organization of cooperative movement in Thailand. It is a non-profit organization with the main functions to promote and develop all co-operative affairs throughout the kingdom. It was established under the Cooperative Act on 26 February 1968. By the Co-operative Act, the CLT comprises of all 7 types of co-operatives. The CLT is governed by the Annual General Assembly of the representatives from all co-operative members. The number of representatives shall not be less than 300 representatives. The General Assembly elects

14 board of directors. There are 7 representatives nominated by 7 national federations and 7 persons are elected at the General Assembly. The term of office of the Board is 4 years. Board Members are elected for not more than two consecutive terms. The Executive Director acts as Secretary to the Board. According to the Co-operative Act, the Co-operative League of Thailand shall have its income from members' subscription, which all co-operatives allocate annually @ 5% of net profit but not more than 10,000 Baht. There may have other income from the Government as subsidy, from international donors, donation and business surplus from the training center.



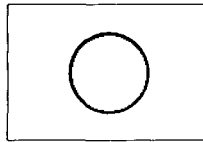
COOPERATIVE ENTERPRISES BUILD A BETTER WORLD





**ICA-Japan Training Course on
Fostering Core Leaders of
Agricultural Co-operatives-2014 (I)&(II)**

COURSE REPORT



**ICA/JAPAN TRAINING COURSES ON
FOSTERING CORE LEADERS OF
AGRICULTURAL COOPERATIVES–2014 (I) & (II)
THAILAND – JAPAN**

September 03, 2014 - October 11, 2014
&
February 25, 2015 - April 04, 2015

COURSE REPORT



Global Office: International Co-operative Alliance, Avenue Milcamps 105,
BE-1030, Brussels, Belgium

ICA-Asia and Pacific: 9 Aradhana Enclave, R.K. Puram, Sector 13,
New Delhi-110066, India

**Report of the
ICA/Japan Training Courses on
Fostering Core Leaders of Agricultural Cooperatives-2014 (I) & (II)
Thailand – Japan
September 03, 2014 - October 11, 2014
&
February 25, 2015 - April 04, 2015**

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REPORT

of the ICA/Japan Training Courses on
Fostering Core Leaders of Agricultural Cooperatives-2014 (I) & (II)
Thailand-Japan
September 03, 2014 - October 11, 2014
&
February 25, 2015 – April 04, 2015

Submitted to

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

By

The International Co-operative Alliance
May 2015



Preface

I am pleased to present the Report of the 1st & 2nd ICA/Japan Training Courses on, "Fostering Core Leaders of Agricultural Co-operatives-2014," held in Thailand and Japan from September 03, 2014 until October 11, 2014 and from February 25, 2015 to April 04, 2015.

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

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

The Alliance takes this opportunity to thank its member organizations/Ministry of Agriculture, Forestry & Fisheries of the Governments in Bhutan, Cambodia, Lao PDR, Myanmar, Vietnam, Nepal, for sponsoring suitable candidates to the training program. The overall objective of the training program is to assist fostering of the core leaders who are expected to play the leading roles in agricultural cooperatives and farmers' groups that will contribute to the improvement of agricultural production and income of the farmers. I am sure the participants from the training will help to significantly develop agricultural cooperatives as well as enhance the human resource base.

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

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

A handwritten signature in black ink, appearing to read "Charles Gould". The signature is fluid and cursive, with a prominent loop at the end.

Charles Gould
Director-General

International Cooperative Alliance [ICA]
Brussels, Belgium

May, 2015



Foreword

It is with great pleasure and satisfaction we submit the Report of the 1st & 2nd ICA/Japan Training Courses on "Fostering Core Leaders of Agricultural Cooperatives-2014." The focus of the training course was on the basics of organizing agricultural cooperatives, better organizational management and improvement of the business systems. The classroom trainings were reinforced with visits to successful agricultural cooperatives and supporting institutions in Japan and Thailand.

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

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

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

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

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

May 2015

**REPORT OF THE ICA/JAPAN TRAINING COURSES ON
“Fostering Core Leaders of Agricultural Cooperatives–2014 (I) & (II)”
Thailand-Japan: September 03, 2014-October 11, 2014
&
February 25, 2015 – April 04, 2015**

COURSE REPORT

Introduction

The International Cooperative Alliance (ICA) is an independent, non-governmental association which unites, represents and serves the cooperatives worldwide. It exists to provide an effective and efficient global voice and forum for knowledge, expertise and coordinated action for and about co-operatives. Founded in London on 18th August 1895 by the International Cooperative Congress, the ICA is headquartered in Brussels. ICA is a member-based organization with national and international cooperative organizations in more than 97 countries active in all sectors of the economy, including agriculture, banking, consumer, fisheries, health, housing, insurance, tourism and worker cooperatives. ICA's four offices in Africa, the Americas, Asia & Pacific and Europe, together, serve more than 286 member organizations from 97 countries, representing over one billion cooperative members around the world.

The ICA-Asia & Pacific Office is operating from New Delhi since 1960, serves 85 organizations from 26 countries, representing over 500 million cooperative members. Main activities include: Coordination of cooperative development efforts within the Region and promotion of exchange and experiences; Project identification, formulation and evaluation; Promotion of the establishment and development of national cooperative apex organizations; and organization of seminars, conferences and technical meetings on specific subjects including support for programs aimed at the involvement of women and youth in cooperative activities.

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

Background

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

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

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

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

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

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

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

JAPAN (MAFF) – ASEAN NEW PROJECT:

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

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

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

Part-I of the Training Course will be based on modules on basics for organizing agricultural co-operatives, better organizational management and improvement of the business system, mainly learned from successful case studies of agricultural co-operative organizations and relevant institutions in Thailand – (a) Co-operative League of Thailand (CLT); and (b) Co-operative Promotion Department (CPD).

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

Under this new series, the 1st Training Course on “Fostering Core Leaders of Agricultural Co-operatives-2014” was held in Thailand and Japan. Part-I of the Training Course was held in Thailand from 3rd September to 21 September 2014. Part-II of the Training Course was held in Japan in collaboration with the Institute for the Development of Agricultural Co-operation in Asia (IDACA) from 22nd September to 11th October 2014.

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

The Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan contributed funds to the 1st & 2nd ICA/Japan Training Courses-2014, which was followed by a grant for its implementation. The ICA is highly appreciative of the contribution made and grateful to the Government of Japan for this gesture.

Acknowledgements

In the implementation of the 1st & 2nd ICA/Japan Training Courses in 2014, the ICA received full support and cooperation from the JA-Zenchu, the International Cooperation Division of the Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan; the Institute for the Development of Agricultural Cooperation in Asia [IDACA] in Japan; the Co-operative League of Thailand (CLT), the Co-operative Promotion Department (CPD) of Thailand and other ICA Member-Organisations in the Region. The ICA is grateful to its member-organizations.

Administrative Arrangements for the Project

Mr. Ashok Kumar Taneja, Project Coordinator, ICA/Japan Training Course, was responsible for the conduct of the 1st & 2nd ICA/Japan Training Courses-2014. Both the Training Courses were coordinated and implemented by him for its full duration, under the guidance/direction of Mr. Balasubramanian (Balu) Iyer, the Regional Director (ICA Asia and Pacific).

Part-II of the training programs held in Japan at IDACA was conducted under the direction and guidance of Mr. Konno Masahiro, Executive Director of IDACA. Mr. Terunuma Hiroshi and Mr. Abe Yukio, Overseas Co-operative Development Consultants, were designated by the IDACA as the Program Co-ordinators for the first and second Training Courses of 2014.



Summary of the Time Table

The following is the summary of the time-table for the 1st & 2nd Training Courses of 2014:

Time-table for the 1st Training Course of 2014:

Home Country Assignments (HCAs)	:	20th August to 02nd September 2014
Arrival of Participants in Thailand	:	03rd September 2014
Part-I: CLT/CPD Module in Thailand	:	04th September to 21st September 2014
Arrival of Participants in Japan	:	22nd September 2014
Part-II: IDACA Module in Japan	:	22nd September 2014 to 10th October 2014
Departure of Participants from Japan	:	11th October 2014.

Time-table for the 2nd Training Course of 2014:

Home Country Assignments (HCAs)	:	11th to 24th February 2015
Arrival of Participants in Thailand	:	25th February 2015
Part-I: CLT/CPD Module in Thailand	:	26th February to 15th March 2015
Arrival of Participants in Japan	:	16th March 2015
Part-II: IDACA Module in Japan	:	16th March to 03rd April 2015
Departure of Participants from Japan	:	04th April 2015.

Reporting and Evaluation

The period from the end of the 2nd Training Course in Japan (April 04, 2015) to the end of May 2015 was utilized to prepare the Course Report and financial statements for submission through the ICA Secretariat in Brussels to the MAFF, Government of Japan.



EXECUTIVE SUMMARY

1st ICA/JAPAN TRAINING COURSE

On

**“Fostering Core Leaders of Agricultural
Cooperatives-2014”**

Thailand-Japan: September 03, 2014 - October 11, 2014

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SECTION – I
Executive Summary of the 1st ICA/Japan Training Course
on
“Fostering Core Leaders of Agricultural
Cooperatives-2014”

Thailand-Japan: September 03, 2014-October 11, 2014

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

After having completed their Home Country Assignments at their respective organizations and in their respective countries, all the participants got together in Bangkok on the 3rd of September, 2014. On 4th September, 2014, Part-I of the training program was formally inaugurated by Mr. Vitoon Naewpanit, Chairman, Cooperative League of Thailand (CLT) at the Conference Hall of the CLT, in the presence of the following – Mr. Balasubramanian (Balu) G. Iyer, Regional Director, ICA-AP, New Delhi, India, Mr. Okamoto Koichi, First Secretary in the Embassy of Japan in Thailand, Mr. Konno Masahiro, Executive Director, the Institute for Development of Agricultural Cooperation in Asia (IDACA), Mr. Panuwat Na Nakornpanom, Director, Planning, Cooperative Promotion Department (CPD) of Thailand, Mr. Nakorn Tangavirapat, Executive Director of CLT.

Inaugural Session of Part-I of the Program:

Mr. Vitoon Naewpanit, Chairman of CLT, formally inaugurated the program at the Conference Hall of CLT, by welcoming the participants. He thanked ICA, IDACA and Ministry of Agriculture, Forestry and Fisheries, Govt. of Japan (MAFF) to choose CLT and CPD to conduct Part-I of the program in Thailand. He urged upon the participants to actively involve themselves during the sessions and study visits in order to make the best use of this opportunity. He also complimented ICA for choosing a very apt theme “Fostering Core Leaders of Agricultural Cooperatives”, as the need of the day is leadership at the helm of these cooperatives. He gave a brief account of cooperative movement of Thailand. He said he knows how vital it was to strengthen the leaders in order to make cooperatives more beneficial to members. He hoped that all the participants would learn something from the cooperative movement of Thailand and in turn cooperatives in Thailand will also learn some good practices from their respective countries.

Mr. Balasubramanian (Balu) Iyer, Regional Director of ICA-AP, while welcoming the participants and guests, appreciated the financial contribution made by MAFF for the last 28 years in order to develop agricultural cooperatives in Asian region. He said, “because of reduced budgets, the onus falls on all of us to ensure that we deliver a quality and cost-effective program and we demonstrate real benefits to farmers. The participants, as leaders of their respective organizations, have an important role to play. The training course will introduce the participants to a number of innovations introduced by agricultural cooperatives in Japan and Thailand. The course has been designed to be practical, interactive and instructive. He hoped that the participants will take full advantage of all that the course has to offer and more”. He further said that he would be more than satisfied if each participant implements the action plan after he/she goes back to his/her respective country. He also appreciated the role of CLT and CPD for shouldering the responsibility of organizing 1st part of the training course in Thailand. He wished all the participants a comfortable stay in Thailand and Japan.

Mr. Ashok Kumar Taneja, Coordinator of this program from ICA, welcomed the participants and invited guests to the inaugural ceremony. He explained about the keen interest and commitment shown by the Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Govt. of Japan, the sponsor of the program. He also gave a brief account of the background of this training course. After a round of introduction of the program participants, Mr. Taneja shared with the participants the broad categories of modules included in

the course and how it has been designed keeping in mind the training needs of the core leaders of cooperative organizations.

Mr. Koichi Okamoto, First Secretary in the Embassy of Japan in Thailand, welcomed the participants, on behalf of MAFF and hoped that the participants could learn a lot from Thailand, which is relatively advanced in agricultural cooperative movement, especially, multi-purpose agricultural cooperatives. He also briefed the participants about the background and objectives of the training course.

Mr. Panuwat Na Nakornpanom, Director, Planning Division, Cooperative Promotion Department (CPD), addressed the participants on behalf of his Director General, Mr. Joompol Saguensin, who was on an official mission to Chiangrai Province. After welcoming the participants he said that they very well realize the importance of agricultural cooperatives, particularly capacity building of cooperative personnel and leaders in ASEAN and South Asian regions. The Royal Thai government has been paying very much attention to the development of agricultural cooperatives. He said that CPD's vision is to develop cooperatives and farmer groups and keep them strong. In view of this, the training module and program prepared by CPD, will benefit all the participants and they would have a chance to share experiences among themselves for the development of cooperatives in their respective countries. He hoped that some useful knowledge gained by them from the training course would help them for sustainable cooperative development. He wished the participants all success.

Mr. Konno Masahiro, Executive Director of the Institute for the Development of Agricultural Cooperation in Asia (IDACA), expressed his sincere appreciation to the ICA-AP, Cooperative Promotion Department (CPD) of Thailand, the Cooperative League of Thailand (CLT) and the Government of Japan for their cooperation in organizing this training course. He said that this training course was newly developed under the collaboration with Ministry of Agriculture, Forestry and Fisheries (MAFF), Govt. of Japan and ICA-AP for the purpose of Strengthening Capacity Building of developing countries in Asia, for three years. He explained the purpose of organizing the 1st part of the training course in Thailand. He further said that based on the experience for 50 years, IDACA has prepared the program with the focus on objectives of this training course. He hoped that there will be useful and constructive discussions and study visits in Thailand and he concluded his remarks by wishing his best to all the participants.

After welcoming the participants and dignitaries at the inaugural ceremony, **Mr. Nakorn Tangavirapat**, Executive Director of CLT, thanked the Ministry of Agriculture, Forestry and Fisheries, Government of Japan, and IDACA and ICA-AP for organizing 1st part of the training course in Thailand. He also appreciated the collaboration of the Cooperation Promotion Department, Govt. of Thailand. He further thanked Mr. Okamoto Koichi, First Secretary, Embassy of Japan in Thailand, Mr. Konno Masahiro, Executive Director of IDACA and Mr. Balu Iyer, Regional Director of ICA-AP for their kind presence, who have come all the way from Japan and India to attend this inaugural ceremony. He also thanked the participants and their organizations for nominating them for this training course. He assured the participants that they will enjoy their stay in Thailand. CLT staff has made elaborate arrangements for successful completion of the training course in Thailand. He urged upon the participants to transfer the knowledge they gained in Thailand and Japan to their colleagues back home.

In the afternoon, Orientation Session was initiated by Mr. A.K. Taneja, Coordinator of the program along with an ice-breaking session.

Teaching Modules/Faculty

The program was segmented into teaching modules covering different subjects – Historical Development of Thai Cooperatives; briefing about Cooperative Audit Department of Thailand; briefing about Cooperative Promotion Department of Thailand; briefing about Agricultural Cooperative Federation of Thailand (ACFT); briefing about the Co-operative Academic Institute (CAI), Faculty of Economics, Kasetsart University, Thailand; How to organize a Cooperative; Co-operative Principles and Coop. Education; Coop. Development & Legal

Basis; Overview of Cooperatives in Korat; Case Study of Cooperatives; briefing about vocational group (OVOP); Management Planning; Business Planning and Marketing; Basic Accounting & Financial Control; etc.

Detailed Module Designs

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

A brief description of the topics taught at the Cooperative League of Thailand (CLT) and at the Cooperative Technology Transfer Center 5 of the CPD (ASEAN Cooperative Training Centre, Nakhon Ratchasima Province) is as follows. Soft and hard copies of these papers were distributed among participants.

Historical Development of Thai Cooperatives - [Dr. Asanee Ratanamalai, former Executive Director of the Cooperative League of Thailand]

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

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

Cooperative Finance – briefing by CAD:

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

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

- Auditing cooperatives and farmer groups;
- Setting the standard of accounting and auditing systems for cooperatives and farmer groups, with the main objective being the compatibility between these systems and the organizations' type;
- Supervisory of auditors and auditing from private sectors employed by cooperatives;
- Developing a business inspection system, as well as inspectors' efficiency;
- Financial management and accounting consultation services for supervisory entities within cooperatives;

- Developing information technology and reporting cooperatives and other agricultural organizations' financial condition;
- Strengthening accounting efficiency for cooperatives, farmer groups, small and micro community enterprise (SMCE), target groups of projects under His Majesty King Bhumibol Adulyadej's farmers, and other civil groups.

Thai Cooperatives and Roles of Government – by CPD

The participants visited the office of the Cooperative Promotion Department, Ministry of Agriculture and Cooperatives, Bangkok, on 5th September, 2014. Ms. Borisut Prempradan, Dy. Secretary General, CPD, briefed the participants.

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

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

1. To abide the Cooperative Act, Land Allocation for Livelihood in Cooperative Land Settlements, and other related laws.
2. To support registration, promotion, advice, supervision of cooperatives and other assignments ordered by the Registrar.
3. To promote, support, develop and protect the cooperative system;
4. To promote, propagate ideology, principles and practices of cooperative to cooperative personnel, farmer groups and the public.
5. To study, analyze, and conduct researches oriented to effective cooperative development, organizational management, and business operations of cooperatives and farmer groups for economic and social strength.
6. To study, analyze and suggest the guidelines of cooperative development to the National Cooperative Development Board.
7. To study and analyze demand of cooperative products and build the business networks between cooperatives and national and international private sectors.
8. To promote and support finance, information technology, and other resources suitable for operations of cooperatives and farmer groups.
9. To take other actions that are prescribed by authority and function of Cooperative Promotion Department or assigned by Ministry of Agriculture and Cooperatives or the Cabinet.

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

On Monday, the 8th September, 2014, participants visited the office of the Agricultural Cooperative Federation of Thailand (ACFT). Its Chairman briefed the participants.

The Agricultural Cooperative Federation of Thailand was established under "The Cooperative Act" under the supervision of the Cooperative Promotion Department of the Ministry of Agriculture and Cooperatives.

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

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

Support to Cooperative Development in Thailand by the Cooperative Academic Institute (CAI), Kasetsart University:

On 8th September, in the afternoon, the participants visited the Co-operative Academic Institute (CAI) of the Faculty of Economics, Kasetsart University, Bangkok. Dr. Nuchanata Mungkung, Dean, Faculty of Economics, Kasetsart University welcomed the participants and informed briefly about the activities of CAI. Then Ms. Juthatip Patrawart, Director of Co-operative Academic Institute, made a detailed presentation on the activities of the CAI.

The Co-operative Academic Institute (CAI) was established in 2004 under the aforementioned strategy. Its purpose is to be an academic institute that engages in research and academic supports to the cooperative development, both in the cooperative movement and local community's sustainable development.

Its core value is to strengthen the awareness of co-operative values of the nation. Its vision is to develop social innovation in order to advance co-operative values and sustainable development.

Its objectives are as follows:

1. To develop research-based knowledge and strategies for co-operative development.
2. To provide various academic services aiming at strengthening and consolidating the co-operative movement and local communities.
3. To develop the strategic partnership for network creation for academics, practitioners and policy makers.
4. To be a dynamic learning organization.

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

In his presentation, Dr. Asanee illustrated some steps to establish a cooperative – Find out whether there is a need for establishing a cooperative in the village? Are present business needs satisfactory? Can they be improved?; If the preliminary survey indicates that a prima facie need is there to establish a cooperative, then the proponents must conduct an Economic Analysis of the would be business venture; Feasibility study should be conducted to ensure whether the setting up of a cooperative would stand a chance of success; If economic analysis and feasibility studies give positive results, then they should carry out a Prospective Membership survey. If enough prospective members are in favor of setting up a cooperative, then a General Meeting should be called. If the motion to organize a cooperative is carried out, an interim Management Committee should be nominated. The Interim Management Committee should draft the necessary legal documents – An Organization Agreement; Articles of Incorporation; bylaws; etc. These legal documents must be presented at the Government's office of the Cooperative Registrar. This action will give the cooperative a formal legal status.

There are four types of Cooperative Organizations, as follows: (1) Independent local cooperatives; (2) Cooperative Federation; (3) Central Cooperatives; (4) Combined Federation and Central Cooperatives;

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

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

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

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

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

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

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

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

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

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

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

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

On 11th September, 2014, the participants left CLT Bangkok for the 5th Cooperative Technology Transfer Centre at Korat in Nakhon Ratchasima province, Thailand. They stayed at the Centre from 11th to 18th September 2014.

Nakhon Ratchasima Province:

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

Cooperative Technology Transfer Centre 5:

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

1. Studying and analyzing methods to develop workers at the Cooperative Promotion Department, cooperative procedures and the management of cooperative business for cooperative members, farmers' group and people in general in terms of the production technology transfer and maintenance.
2. Analyzing the need to design the program in accordance with the context.
3. Coordinating with Provincial Cooperative Department and Cooperative Promotion Department in the area to obtain, the need to be trained.
4. Designing training program, training materials and managing training program.
5. Transferring organizational technology, cooperative business, production, technology transfer and maintenance in the area.
6. Evaluating training feedback, connecting for training and providing lecturers for the training sessions.
7. Operating other concerning tasks which had been assigned.

Following topics were covered at the Centre:

Overview of Cooperatives in Korat (Nakhon Ratchasima Province):

Mr. Amornsuk Punturak, Nakhon Ratchasima Provincial Cooperative Officer, gave an overview of cooperatives in Korat. According to his paper, Nakhon Ratchasima Province has 32 districts and it has a population of 2.6 million. There are 141 Cooperative Societies – Agricultural Cooperatives (91); Fishery Cooperative Society (1); Land Settlement Cooperatives (2); Consumer Cooperatives (4); Service Cooperatives (19); Thrift and Credit Cooperatives (20); and Credit Union Cooperatives (4). There are 160 Farmer Groups and 262 Women Groups. There are 34 very large cooperatives; 51 large cooperatives; 45 medium cooperatives and 11 small cooperatives. Pimai Agricultural Cooperative Ltd. is the most successful case of cooperatives in Korat because it has a complete range of services; Good active members; Visionary leadership; Consumer Distribution Centre; Participation of Tung Samrit Area Cluster, etc.

Case Study of Agricultural Cooperatives in Thailand – by Mr. Kanvee Boonyaphant, CPD:

Main sectors of Thai Economy are Private Sector, Government Sector, Farmer Institutions/Cooperative Sector. Farmer Institutions include Cooperatives; Farmer Groups and Community Enterprises; There is 3-tier system in Agricultural Cooperatives in Thailand – National Level, Provincial Level and District Level. There are 7,093 cooperatives in Thailand whose combined membership is 11,275,804. There are 4,130

Farmer Groups, whose membership is 600,985. There are 10,982 Community Enterprises Groups. Following is the business of Agricultural Cooperatives in Thailand – Credit Business; Deposit Business; Marketing/Trade Business; Purchasing/Collection Business; promotion and Services Business. There are following sub-types of Agricultural Cooperatives – General; Marketing for BAAC's customers; Rubber; Water User for Agriculture; Livestock; Swine Raising; Land Reform Area; Sugarcane Growers; Dairy Cooperatives; Onion Growers; etc. Problems of Farmers Institutions are as follows – lack of knowledge and experience in marketing management; size of business is small; agricultural products are perishable and seasonal.

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

Management of Agricultural Cooperatives – by Mr. Dusit Thongta, Director, Cooperative Technology Transfer Centre 5, Nakhon Ratchasima.

Mr. Dusit Thongta, in his presentation, touched upon the following subjects – Problem of Farmers (lack of funds, high price of material, low price of Their product, low living standard); Cooperative is the solution; Cooperative Identity – Definition, Values, Principles; Cooperative Ideology – Self-help, Mutual-help; Definition of a Cooperative; Cooperative Values; Basic Values and Ethics in Cooperatives; Cooperative Unique Principles – User-owner, User-control, User-benefit; Purpose of Agricultural Cooperatives; Sufficiency Economy; Reducing cost of living; Increasing household income; administration and management of cooperatives; General Organizational structure of Thai Cooperatives; Business of Agricultural Cooperatives; How to manage the Agricultural Cooperatives; Successful factors of Agricultural Cooperatives; Key factors to the success of cooperatives; etc.

Strategic Planning and Management Activity – by Mr. Dusit Thongta, Director, Cooperative Technology Transfer Centre 5, Nakhon Ratchasima.

First of all, the author explained the definition of a Cooperative, Cooperative Values and Cooperative Ideology. Then he explained the Cooperative Principles one by one and Cooperative practices and General Organization Structure of Thai Cooperatives. He highlighted the elements in the management of the organization – Many, Money, Management, Material. He also explained what is POSCoBR (Planning, Organisation, Staffing, Controlling, Budget, Report) ? What is PDCA – Planning, Doing, Check, Act ? Types of Planning – Administration (Strategic Planning, Administrative Planning, Operation Planning); Business – Marketing Planning, Production Planning, Financial Planning, Personnel Planning); Timeline – Long Term Planning, Medium Term Planning, Short Term Planning.

SECTION – II

Comparative Field Study Visits in Thailand

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

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

Visit to Baan Sumrit Community Service Cooperative Ltd.

On 13th September, participants visited the office of the Baan Sumrit Community Service Cooperative Ltd. It was established and registered under Cooperative Act 1968 on November 25, 2010 with 128 initial members. At present, the cooperative has 727 members. It has 15 Board of Directors. The Board of Directors of the Cooperative manage their business by themselves. The main business of the society is credit business. Its share capital is 10.50 million Baht, Reserve Fund is 2.66 million Baht. Volume of cooperative business is 24.48 million Baht. It provides short term and medium-term loan to members.

After that, the participants visited the Sufficiency Economy Centre which has been promoted by the present king. Its Chairman briefed the participants. It is a learning centre for other cooperative societies, beginners, students, etc. Its land area is 2 hectares. In this land, they do rice farming, fish farming, fruit farming, etc. It has 300 coconut trees; 400 banana trees; 150 guava trees, 25 mango trees, 12 tamarind trees, 3 pounds of fish. Average income from this farm land is 10,000 Baht per month. It is a model for other cooperative societies.

Visit to Pimai Agricultural Cooperative Ltd.

On 15th September, participants visited the office and facilities of Pimai Agricultural cooperative Ltd. It was established and registered under Cooperative Act 1968 on November 15, 1974 with 2,232 initial members and 22 groups. At present, the Cooperative has 10,172 members. It is a large sized cooperative.

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

Its share capital is 196.87 million Baht; Reserve fund is 49.97 million Baht; Deposits = 416.95 million Baht.

The cooperative has Credit business worth 536.06 million Baht; purchasing business = 118.10 million Baht; Paddy Rice Collecting Business = 72.23 million Baht; Marketing Business (Paddy Rice) = 57.64 million Baht; Processing business = 40.63 million Baht; Service Business = 11.88 million Baht.

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

Visit to Lam Plaploeang Agricultural Cooperative Ltd.

Participants visited the society premises and its facilities on 16th September 2014. It is a mid-sized cooperative society.

It was established and registered under the Cooperative Act 1968 on March 20, 1968 with 194 initial members. The purpose of the society is to help improve the production cycle, lives and welfare of the members who are living in irrigated areas of Lamplapleang Dam.

It has 15 Board of Directors and 30 staff members. Its total membership is 2,082 – 1,725 regular members

and 356 associate members.

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

Its share capital is 71.49 million Baht; Reserve Fund is 11.18 million Baht; Deposit is 84.72 million Baht.

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

After completing the scheduled program at Korat, the participants returned to CLT on 19th September 2014.



SECTION – III

Closing Session at CLT

The valedictory function of the CLT/CPD module on “Agricultural Cooperative Business Management, Leadership and Planning” for the 1st training program on “Fostering Core Leaders of Agricultural Cooperatives” for the year 2014 was held at the meeting room of CLT in the afternoon of September 19, 2014. Mr. Nakorn Tangavirapat, Executive Director of CLT, presided over the function. Ms. Saovane Shoojan, representative of CPD, Mr. Abe Yukio, representative of IDACA and the staff of CLT who were attached to the program attended besides Mr. A.K. Taneja of the ICA-AP.

In his brief address Mr. Nakorn Tangavirapat congratulated the participants for successful completion of Part-I of the Training Course in Thailand. Mr. Nakorn Tangavirapat also thanked the participants, their organizations, MAFF, IDACA and ICA-AP for their engagement with CLT/CPD. Mr. A.K. Taneja expressed satisfaction over the smooth conduct of the program and thanked CLT/CPD as a reliable partner in carrying out Part-I of the Training Course in Thailand.

Mr. Abe, in his brief remarks, thanked the participants for their cooperation. He said that objectives set up by MAFF were fulfilled, as expected. With this activity, cooperation between Japan and ASEAN and South Asian countries would increase. He also thanked the CLT and the CPD for the excellent arrangements. He hoped that participants would catch up with the progress made by Agricultural cooperatives in Thailand and try to implement in their respective countries.

Ms. Saovane Shoojan, at the outset, apologized for not accompanying the participants to Korat because of her busy schedule in Bangkok. On behalf of CPD, she expressed her gratitude to ICA, IDACA and MAFF for organizing the part-I of the program in Thailand. She hoped that this good relation between ICA, MAFF and Thailand would continue in future also. She wished the participants a comfortable journey to Japan and back to their respective home countries.

At the end of the closing ceremony, Mr. Nakorn Tangavirapat distributed the “Certificate of Participation” to the participants on their successful completion of the program in Thailand.

On 20th September, Dr. Asanee took a Review Session. He revised the contents of his lectures, in brief. On 21st September, in the evening the participants left Bangkok for Japan, reaching IDACA, Tokyo on 22nd September, in the forenoon.



Dignitaries at the Opening Ceremony at CLT, Bangkok



Chairman, Cooperative League of Thailand (CLT) Mr. Vitoon Naewpanit, inaugurating the program on 4th Sept. at CLT



Participants and audience at the Inaugural Ceremony



Mr. Balasubramanian (Balu) G. Iyer, Regional Director, ICA-AP, addressing the participants at the inaugural ceremony



A group photograph of the dignitaries and participants at the inaugural ceremony



A classroom session in progress



Dr. Asanee Ratanamalai, former Executive Director, CLT, teaching the participants



Officials of Cooperative Audit Department, Govt. of Thailand, briefing the participants



Deputy Director-General, CPD, briefing the participants at the office of the CPD



A group photograph of the participants with Deputy Director-General, CPD



Chairman, Agricultural Cooperative Federation of Thailand (ACFT), briefing the participants



A group photograph of the participants with Chairman, ACFT



Dr. Nuchanata Mungkung, Dean, Faculty of Economics, Kasetsart University, addressing the participants at her office.



A group photograph of the participants with the Dean, Faculty of Economics, Kasetsart Univ.



Dr. Preecha Sitdhikornkrai, Professor, Faculty of Economics, Kasetsart University, teaching the participants at CLT



Chairman, CLT, addressing the participants



Mr. Kanvee Boonyaphant, CPD, briefing the participants at Cooperative Technology Transfer Centre 5 in Korat, Nakhon Ratchasima Province.



Provincial Cooperative Officer briefing the participants about Cooperatives in Nakhon Ratchasima Province.



Participants at Pottery Village – one village one product (OVOP)



Participants at Pottery Village – one village one product (OVOP)





Office bearers of Baan Sumrit Community Service Cooperative Ltd. briefing the participants.



A group photograph of the participants with office bearers of the society



Chairman of the society briefing the participants about Sufficiency Economy Centre



Chairman, Pimai Agricultural Cooperative Ltd., briefing the participants



A group photograph of the participants with General Manager of Pimai Agricultural coop. Ltd.



Participants observing the facilities of Pimai Agricultural Cooperative Ltd.



Participants observing the facilities of Pimai Agricultural Cooperative Ltd.



Participants with artisans of Pimai Agricultural Cooperative Ltd.



Chairman and General Manager of Lam Plaploeang Agricultural Cooperative Ltd. briefing the participants at their office



A group photograph of the participants at the office of Lam Plaploeang Agricultural Cooperative Ltd.



Participants observing the facilities of Sufficiency Economy Centre, being run by one of the members of Lam Plaploeang Agricultural Cooperative Ltd.



Participants observing the facilities of Lam Plaploeang Agricultural Cooperative Ltd.



Participants busy in a group activity at Cooperative Technology Transfer Centre 5, Korat.



Mr. Dusit Thongta, Director of Cooperative Technology Transfer Centre 5, Korat, during a classroom session.



A view of the Closing Ceremony at CLT, Bangkok



Certificate of Participation being distributed to the participants



Group photo of the participants at the Closing Ceremony at CLT, Bangkok

SECTION – IV

INAUGURATION OF PART-II OF THE TRAINING PROGRAMME IN JAPAN

Inaugural Session

The Part-II of the 1st ICA/Japan Training Course of 2014 was formally inaugurated on 22nd September, 2014 by Mr. Konno Masahiro, Executive Director of IDACA, and Mr. A.K. Taneja, Manager, ICA-AP, also addressed the inaugural session. Mr. Suzuki Hideya, General Manager (GAD); Mr. Terunuma Hiroshi, Overseas Cooperative Development Consultant; Mr. Abe Yukio, Overseas Cooperative Development Consultant; Ms. Oshita, Coordinator, Training Department; Mr. Usui Takeshi, Coordinator, Training Department, IDACA and other officers of IDACA were present.

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

Mr. Konno Masahiro extended a warm welcome to all the participants for their cooperation during the training course. He reiterated that IDACA is an International Training Institute, which was established in 1963 aiming at providing the opportunities of training to the Managers of agricultural cooperatives, who are in-charge of promotion of cooperatives in developing countries. He said that so far, nearly 6,000 persons from more than 100 countries have participated in training programs held in IDACA during the last 50 years.

He explained about the weather in Japan and the geographic location of IDACA and Mt. Takao. He expressed his sincere appreciation for Mr. A.K. Taneja of ICA-AP for successfully handling the 1st part of the training course in Thailand. He wished the participants a comfortable stay in Japan. He hoped that the participants will gain the required knowledge and experience, which is vital for the core leaders of agricultural cooperatives and farmers' groups. With that objective in mind, the classroom lectures and field visits have been designed by IDACA.

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

The program included the following components:

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

The following topics were covered under above components:

- Historical development of Japanese Agriculture and Japanese society.
- Organization and Business Activities of Japanese Agricultural Cooperatives.
- Focal Points for Establishment of Agricultural cooperatives.
- Purchasing and Marketing Business of Agricultural Cooperatives.
- Case Study – Successful Cooperatives in developing countries.

- Educational Activities of Agricultural Cooperatives.
- Formation of Members' Groups and Leadership Development.

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

(1) Historical Development of Japanese Agriculture and Japanese Society:

by Mr. Takeshi Usui, Coordinator, Training Department, IDACA.

At the outset, Mr. Usui gave the geographical information about Japan. Then the resource person gave the Agricultural statistics of Japan (FY 2012) – Nominal GDP = 473.77 Trillion Yen; Per capita GDP (FY 2013) 38,491.35 US Dollars; Agricultural Gross Production = 4.83 Trillion Yen; Self-sufficiency rate of foods = 39%. Further, he explained the Trend of Food Consumption; No. of Farm households; Major driving force in Agriculture; Farmland utilization; Agricultural Management; Land Reforms (Results); Key points of old Agricultural Basic Law (1961); Bubble Economy (1986-1991); Liberalization of Farm products & the Basic Law on Food, Agriculture and Rural areas (1999) etc. Later he explained Challenges which Japanese Society face – declining birth rate and aging population;

(2) Organization and Business Activities of Japanese Agricultural Cooperatives

by Mr. Yukio Abe, Overseas Cooperative Development Consultant, IDACA.

Mr. Abe, started his lecture with the famous quotation by Dr. Verghese Kurien – I am a Milkman, I am an Employee of the Farmers". This shows the humbleness of a great Manager. Then he shared basic information about participating countries, such as GDP per capita, population, farming population, GDP contribution of Agriculture, average cultivated area, etc. He explained the characteristics of the Japanese people (Merits: Egalitarian society, no nepotism, honesty, integrity, discipline, diligence, punctuality, precision, perfection, group-oriented, teamwork, consensus approach, self-sacrifice spirits, homogeneity, devotion & dedication, harmony, curiosity, education consciousness, savings propensity, loyalty, cleanliness, adaptability to changing circumstances, etc. Demerits: Exclusiveness (insular mentality), workaholic, lack of individualism, difference between real intention and stated reason, lack of bond for family, etc.) He further explained the Legal Framework of Agricultural Cooperatives, Fishery Cooperatives, Forestry Cooperatives, Consumer Cooperatives and other cooperatives. He also explained briefly the Cooperative Principles, Ethical Values of Cooperatives; Basic attitudes and roles of cooperative members. He also illustrated "What is cooperation"?, pre-requisites for a cooperative success; He also explained success stories of cooperatives in Thailand, Philippines, India.

In second part of his presentation, Mr. Abe explained about the organization of JA – Japan Agricultural Cooperative; difference in Agricultural Cooperative and Joint-Stock Corporation; Organizational Structure of JA; JA Mission; Membership (Regular Members and Associate Members); Multi-Purpose and Single Purpose Agricultural Cooperatives; JA Management; JA Members' Groups; Commodity-wise Groups – Backbone of Agricultural Cooperatives; Planning; Business Activities by National Level Unions, Associations; Marketing of Farm Products by JA; Characteristic Features of JA's Joint Marketing Sales; Utilization of Facilities; Purchasing of Materials for Farming by JA, Value Chain System, etc.

(3) Focal Points for Establishment of Agricultural Cooperatives

by Mr. Hiroshi Terunuma, Overseas Cooperative Development Consultant, IDACA

Mr. Terunuma distributed and presented two papers – one entitled "Concepts of Agricultural Cooperative and its Legal Bases" and another one entitled "Management Plan of Agricultural Cooperatives". In the first paper, he covered following topics – Characteristics of Agricultural Cooperatives; Ideal Agricultural Cooperatives for Farmers; who can make agricultural cooperatives? who can become member of Agricultural Cooperatives?; Objectives of Agricultural Cooperatives; who cannot become member of Agricultural Cooperatives?; Regular Member and Associate Member; Members' Rights and Duties; Dividend; Relationship between members and Agricultural Cooperative; Selection of Business by Agricultural cooperatives; Types of Agricultural Cooperatives; Share Capital; Management of Share Capital; Area of Operation; Statute of Agricultural Cooperatives; Eligibility and Election of Directors; Duties of Directors; Remuneration of Directors;

President of Agricultural Cooperative; Auditors; Duty of Auditors; Disorganization of Agricultural cooperatives; Procedures for Establishment of Agricultural cooperatives; Union; Business Federation, etc.

In his second paper, he briefed about Management Plan of Agricultural Cooperatives – Management Control to achieve economic benefit of members; Importance of Planning; Procedures for formulation of long-term Management Plan; Directions for Management of Agricultural cooperatives; Farm Management Plan of Members Farm Households; Income Target and Marketing Plan of Farmers; Total Farm Management Plan; Commodity-wise Farm Guidance Plan; Tasks of Core Commodity-wise Producers' Groups; Plan for Establishment of Production Facilities; Plan for Supply (Purchasing) of Production Materials; Business Plan of Agricultural cooperatives; Commodities to be handled by Cooperatives; Joint Marketing System; Plan for Supply (Purchase) of Production Materials; Establishment of Joint Purchasing System; Methods of Establishment of Mutual Control System; What is Financial Administration in Agricultural cooperatives? And Establishment of Account Settlement System and Accounting System.

In addition to his two papers, as above, he distributed a Text Book entitled "The Fundamentals of Agricultural cooperatives" for the training of the Management Committee of Agricultural Cooperatives. The text book contained Basic Concepts of Agricultural cooperatives and Management Plan of Agricultural cooperatives.

(4) Distribution System of Farm Products and Marketing/Purchasing Business of Agricultural Cooperatives in Japan

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

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

(5) The Factors and Examples for Successful Cooperatives-

by Dr. Masahiko Shiraishi, Professor Emeritus, Tokyo University of Agriculture.

Dr. Shiraishi explained in detail through his presentation, following four points – (1) How our Co-operators can think about the Mission of co-operators and international co-operative movement? (2) How our co-operators can think about common thought, the values and the principles of co-operatives? (3) What our cooperators can learn about the factors and examples for successful co-operatives through the history and present situation of international co-operative movement? and (4) What our co-operators can learn about the factors and examples concerned with the successful multi-purpose agricultural co-operative movement in Japan? He concluded his presentation as follows: "New Horizon for a Co-operative Decade to exercise leadership in both innovational powers of an autonomous association of persons and a jointly-owned and democratically-controlled enterprise through cooperation among cooperative sector through the study of "the factors and examples for successful co-operatives" based on self-help spirit and trust activities in rural communities.

(6) Educational Activities of Agricultural Cooperatives

by Mr. Tadafumi Kigasawa, former JICA expert.

Under this topic, Mr. Tadafumi Kigasawa circulated five papers, as follows – "Suggestions from my work in Nepal", Cooperative Education in the beginning"; Education for Members"; "Education for Officials and Employees"; "The Agricultural Cooperative Law ensures Cooperative Education". He informed that he worked for Central Cooperative Training Centre of Nepal from Oct. 2004 to Oct. 2006. In his lecture, he explained about his experiences in Nepal as a JICA Expert. He also explained the ICA's 7 Principles of Cooperation; How important is education for cooperative members? Development of Japanese Agricultural Cooperative Movement; What are the new Agricultural Cooperatives (JA)? Types of agricultural cooperative education – Education for cooperative members; education for officers; education for staff; education for youth and

regional residents. In addition, he explained about the Plan of Kanagawa Pref. Education Centre of Agricultural cooperatives and Implementation of Systematic Cooperative Education.

(7) Formation of Members' Groups and Leadership Development

by Mr. Jo Shibuya, former Executive Director of JA Gunma Chuokai.

First of all, Mr. Jo Shibuya explained the significance of Cooperation in the context of Agricultural Cooperatives. Then he explained the organizational activities of cooperatives by members (importance of organizational activities by members; Hamlet level producers Associations and commodity-wise groups; Organization and Activities of Youth Association and Organization and activities of Women's Association).

He also explained the importance of Leadership (human resources) for building up Agricultural Cooperatives. The leader is a propelling force for building up agricultural cooperatives. It is necessary to find a suitable leader among farmers, as a first step. Second step is to strengthen leadership (human resources) for formation of agricultural cooperative). He also stressed upon the need of support of the administration. In South East Asian countries, sustainable development of agricultural cooperative movement is not possible without the support of the government. How to support agricultural cooperatives by the government is very important. He also explained the characteristics of a good leader – leading capability of a leader, character of a leader; duties of a leader; the authority of a leader; etc. He also explained in detail two case studies of good leadership to develop their respective agricultural cooperative – JA Sawada and JA Kanra Tomioka. In both cases, leadership of JA, to lead their members, was fully practiced.



SECTION - V
COMPARATIVE FIELD STUDY VISITS IN JAPAN
[Tokyo, Gunma, Yamanashi and Kanagawa Prefectures]

Field Study Visits in Japan

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

- Institute for the Development of Agricultural Cooperation in Asia-IDACA, Tokyo
- Visit to JA Hadano, Kanagawa Prefecture
- Visit to Yamanashi Prefecture.
- Visit to Gunma Prefecture – JA Gunma Prefecture Union Office; Education/Training Centre of JA Gunma Prefectural Union; Gunma Prefecture Meat Wholesale Market Inc.; Chuo Agriculture Green College; JA Maebashi-shi – (Direct Sales Shop “Yuai-Kan; Vegetable Seedling Centre; Vegetable Distribution Centre; Low Temperature Rice Warehouse; Production Material Shop; Kise Country Elevator; Day Care Centre “Joyo”); JA Sawaisesaki’s Direct Sales Shop “Karakaze”; JA La La Town (Miyagou Branch Office); Akahori Farm Management Support Centre of JA Sawaisesaki – its Vegetable Shipment Centre; Consumer Good Store (inputs); etc.

Background Information and brief description about the above organizations were given to the participants in advance.

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

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

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

During the last 50 years, the IDACA has trained nearly 6000 participants from 115 countries drawn from Agricultural Cooperative Movements and Governments from different countries of Asia, Latin America and Africa and Europe. It has active collaboration with technical assistance programs with the ICA Asia & Pacific and other agencies.

The participants stayed at IDACA from 22nd September to 11th October 2014.

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

On 26th September 2014, participants visited the Head Office of JA Hadano, in Kanagawa Prefecture. Its Chairman, Mr. Shigeo Furuya, briefed the participants about JA’s activities.

Hadano city lies in the western part of Kanagawa prefecture. The city is about 13.6 km wide from the east to the west and about 12.8 km long from the north to the south. It has a land area of 103.61 sq.km. The distance from the city centre to Tokyo is about 60 km and the distance to Yokohama is about 37 km. The city is a major urbanized area in the central Kanagawa prefecture and is blessed with a rich abundance of nature.

Although it is cold and clear in winter and hot and humid in summer, the climate is generally mild. The annual

mean temperature is 15.8° centigrade and the annual mean rainfall is 2,122 mm, which is relatively high in the prefecture.

Hadano city used to be known as a major source of tobacco and its tobacco was famous as one of the “three major leaf tobaccos in Japan”. With the tradition of leaf tobacco farming that goes back more than 300 years as the main crop, a rotation system with other common crops, such as oats and rape seeds in winter and peanuts, dry field rice and so on in summer, had long been in operation.

However, in the late 1960s, due to rapid urbanization, the farm management switched its focus towards urban agriculture. As a result, the tradition of leaf tobacco farming was brought to an end in 1984. Instead, farming management changed, introducing a variety of crops. Hadano city’s gross production of agriculture was 3 billion yen, and the percentage of vegetables, raw milk and flowers have reached as much as 60%.

In the area of floriculture, advanced farm management techniques are used in both greenhouse and open-field culture of carnations, roses, cyclamens, small chrysanthemums and asters, among others. The management is working with new crop breeds, labor saving initiatives, improvement of cultivation techniques, etc.

Vegetables, strawberries, cucumbers, tomatoes and other varieties are grown in plastic and glass greenhouses. Open-field culture is also popular and the products are shipped mainly for local consumption.

As for fruits, various kinds are cultivated – from tangerines to apples, for which the northern limit for cultivation is said to be around this region. The variety includes tangerines, grapes, pears, chesnuts, kiwi fruits and others.

Stockbreeding management has been forced into retreat due to the advancement of urbanization and the number of feeders is decreasing.

The conditions surrounding the agriculture in Hadano city present many problems, such as the liberalization of imports, the difficulty of finding buyers and so on. These problems are the major factors that prevent real development.

Five Agricultural Cooperatives merged in 1963 to establish the Hadano City Agricultural Cooperatives (JA Hadano). The number of members at the time was 2,560 (2,208 regular members and 352 associate members).

In 1966, it became the present Hadano City Agricultural Cooperative, with 3,943 members (2,986 regular members and 957 associate members). At present it has got 11,517 members (3,104 regular and 8,413 associates). It has got 36 directors and 406 employees (that include temporary and part-time).

The participants also visited the following facilities of JA Hadano: Direct sales shop; Farm Product Distribution Centre; JA Green Hadano (for supply of inputs). In addition, the participants visited the Day Service Centre for the care of the elderly people.

Visit to Yamanashi Prefecture: On 2nd October, 2014, participants visited the Head Office of JA Fruits Yamanashi. Its President, Mr. A. Nakazawa, briefed the participants. 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. Because the farm land gets dried very easily, many farmers introduced an irrigation system using sprinklers 50 years ago.

JA Fruits Yamanashi was established in 2001 with amalgamation of 10 JAs in the Eastern Yamanashi district, as part of the Prefectural union’s amalgamation promotion plan, which envisages 8 JAs in the prefecture. JA’s area of operation is one of the famous fruit producing areas in Yamanashi, which boasts the nation’s leading fruits kingdom and holds the top position in deciduous trees, which is rare in Japan. It occupies over 40% of fruit production in the prefecture centering on grapes, peach, apricot, persimmon, cherry, apples, kiwi fruits, etc. On top of them, vegetables, flowers, shiitake mushroom and livestock are also carried on. Moreover, taking advantage of advantageous geographical conditions, grapes and peach in the green house are also produced. Thus, JA Fruits Yamanashi has established a large production area, enabling all year round production and are expected to be a large supplying station of farm products in the future.

JA Fruits Yamanashi has 7,930 regular members and 2,541 Associate Members. It has 31 Directors, 8 Auditors, 292 employees and 88 temporary workers.

JA Fruits Yamanashi has 16 Commodity-wise groups; 2,739 members of Women's Association, 225 members of Youth Association and 80 members of the Mutual Help Volunteer Group.

Being the multi-purpose agricultural cooperative, JA is undertaking a wide spectrum of business activities, ranging from credit, marketing, purchasing down to utilization. Moreover, JA has two affiliated companies, which consist of the direct sales shop and the other, which is engaged in such business as real estate, insurance agency, petrol station, funeral ceremony services, contract farming, sales of liquor, etc.

After briefing, the participants visited the Grading Centre of JA. The main functions of grading centre are as follows – Sorting and inspection of products; Packing, packaging, loading into trucks and shipping of products; and settlement of accounts. Measuring sugar content of each fruit, one by one, or sorting fruits into 40 different grades is impossible to be done by these farmers themselves; hence, grading centre plays a vital role in rural areas.

Participants also visited the Farmers Market of JA and observed its operations.

Study Visit in Gunma Prefecture:

On Sunday, the 5th October 2014, participants left IDACA for Gunma Prefecture. In the afternoon, the participants observed the Harvest Thanksgiving Festival at JA Building of Gunma Prefecture. The Festival was organized by JA Zen-noh, Gunma, and it is organized once in a year, where farmers/producers bring their products for exhibition and sale. A painting competition was also organized by JA Zen-noh for school children, where selected children were given Certificates.

Visit to the Training Centre of JA Gunma Prefectural Union:

On Monday, in the morning of 6th October 2014, participants visited the Training Centre of JA Gunma Prefectural Union. After welcome address by Mr. Takamasa IKEDA, Sr. Managing Director of the JA Gunma Prefecture Union, Mr. Omi, Manager (Education), the JA Gunma Prefecture Union explained the Educational/ Training Activities of JA Gunma Prefectural Union (JA Gunma Chuokai). First, he briefed the participants about the JA Gunma Prefecture Union. The total population of Gunma prefecture is 2 million. There are 15 JAs in this prefecture union. In 1982, there were 92 JAs. After amalgamation, now only 15 JAs remained in this prefecture union. Total membership of 15 JAs is 182,000 (Regular Members = 84,000 and Association members = 98,000). The total number of officials are 395 (Directors = 310; Auditors = 85). It has a total 3,800 employees. JA Gunma Chuokai conducts following trainings in its Educational/Training Centre - (1) Officials' Training (Full-time Directors' Training Course; Part-time Directors' Training Course; Newly Appointed Part-time Directors' Training Course; Newly appointed full-time Directors' Training Course, etc.); (2) Employees' Training (Management Programs for different grades of employees developed by JA Zenchu, such as Long-term Training Course for Managerial Post Employees and Core Leaders of Employees); (3) Basic Qualification Certificate (this training course is meant for upgradation of qualification certificates for different grades – Higher Grade, Middle Grade and Primary Grade). (4) Training for Special Grade Employee (This training is meant for Farm Advisors and Internal Auditors). (5) Visit Training – (Visit Training Courses are conducted according to the needs of JA – Personnel Assessment Training, Target Administration Training, Compliance Training, Improvement of Work Place Manners Training, etc.).

In 2013, JA Gunma Chuokai conducted 102 training programs for 248 days. A total of 8,545 persons attended training.

Visit to Gunma Prefecture Meat Wholesale Market Inc:

On 6th October, 2014, in the afternoon, the participants visited the factory-cum-office of Gunma Prefecture Meat Wholesale Market Inc. Its Manager (Admin.) Mr. Kano Sima briefed the participants about its activities. The company was founded in December 1968 and it started its operations in February 1970. In 1971, the company was approved as a designated market by the Ministry of Agriculture and Forestry (currently the Ministry of Agriculture, Forestry and Fisheries). In 1978, cut meat dressing operation was transferred to the

Gunma Meat Corporation. In 1990, the company was accredited by the Ministry of Health and Welfare as a slaughterhouse for beef to be exported to USA. By the amalgamation with the Gunma Meat Corporation, an integrated system of processing, marketing and shipment was established, aiming to create wholesale market, which has a function of the local meat centre (slaughter house). In June 2008, a project for "Redevelopment of Pork Processing Facility). In May 2014, the company was accredited by the Ministry of Health and Welfare as the first slaughterhouse in Japan for beef to be exported to the EU.

The company has a total capital of 1,688,630,000 yen (67.9% is agricultural coops' capital). 11 organizations are shareholders. It has 18 (4 full-time and 14 part-time) officials. The company has 340 (248 full-time, 22 part-time and 70 temporary) employees.

The company has 1st place for hogs and 8th place for cattle among meat wholesale markets in Japan. There are 9 certified meat processing facilities in Japan for exporting beef and they export the products to 8 certified destinations – USA, Canada, Hong Kong, Singapore, Thailand, Macau, Mexico and EU.

Hogs and cattle are brought into the wholesale market by the livestock producers through JAs channels. Under the high-level hygienic conditions of the company's facilities, livestock is processed into meat, followed by various procedures, such as weighing, grading and so on and sold to buyers through auction. Also, the company process carcass into cut meat (part-meats and packed sliced meat) and deliver them to the consumers.

Visit to Chuo Agriculture Green College (CAG):

Same day, in the evening, participants visited the Chuo Agriculture Green College (CAG). Mr. Jo Shibuya, Advisor, CAG briefed the participants. This college is in the private sector and they are promoting agriculture in the younger generation. They are producing young farmers. After high school, students are admitted into the College for Agriculture Business (Sextiary Industrialization) Course, Flower & Horticultural Business Course, Cooking Course, Food Sommelier (Japanese Food Meister) Course, Food Coordinator's Course (all these courses are for 2 years); Agricultural Management Course for Adult Students, Cooking Course for Adult Students (these courses are for one year). After successful completion of the training course, the students are properly placed by the College.

The participants interacted with some young students of the College also and had an opportunity to taste their food.

Visit to JA Maebashi-shi:

On 7th October, participants visited the office of the JA Maebashi-shi. Mr. Maihara, President of the JA welcomed the participants and Mr. Kogure, Manager, Farm Guidance Department, briefed about the Farm Guidance Activities of the JA.

JA Maebashi-shi is located in the middle of Gunma Prefecture. Gunma Production Area is famous for the production of rice, wheat, cucumber and other vegetables. Present JA was formed with the merger of 16 societies. Maebashi-shi has a population of 330,000. It is the capital city of Gunma Prefecture. Moto of this JA is "to create active and affluent agriculture and farming town with rich greeneries by improving life of members and local residents".

JA Maebashi-shi has 35 Hamlet Farm Management Groups and in one hamlet group, there are 40 households on an average. There is a total of 110 Hamlet Farm Management Groups in Gunma Prefecture.

There are Mechanization Group, Cultivation Group and Accounting Group among Hamlet Farm Management Groups. JA Maebashi-shi has 89 Farm Advisors. It has 17 Branch Offices and also one Farm Advisor is attached with each commodity-wise group. One Farm Advisor is attached to each Hamlet Farm Management Group.

JA Maebashi-shi has a total number of 464 employees. It has following Member-organizations – 238 Hamlet Farm Practice groups, 6 Sericulture groups, 4 Youth Associations, 14 Women Associations, 4 Pig Raising Groups; 1 Beef cattle group; 8 Dairy Promotion Groups; 5 Wagyu Improvement Groups; 16 Pension Receivers

Groups; 13 Blue Return Form Tax Filling Groups; 1 Horticulture Council and 1 Direct-sale Group.

Visit to Direct Sales Shop “Yuai-Kan”, managed by JA Maebashi-shi:

In the afternoon, participants visited the Direct Sales Shop “Yuai-Kan”, being managed by JA Maebashi-shi. “Yuai-Kan” is an exchange place between farmers and local residents, and it aims at sound management and development of farm households and revitalization of regional agriculture through the production and marketing of Agri. products and processed foods. A person who is a regular member of JA Maebashi-shi, who can ship his/her own agricultural products or processed agricultural products and who agree with the objectives of the JA, can become a member of this Director Sales Group. The aim of the establishment of this Direct Sales Shop is to increase supporters of regional agriculture by providing fresh, safe and reliable agricultural products to the local residents at reasonable price. And to strive for the promotion of balanced regional agricultural production and the revitalization of regional agriculture through making face-to-face sales of agricultural products, which are produced by the aged farmers and female farmers in the local area to realize their life’s worth, better income and improvement of productivity.

The JA charges 10.5% as its commission. Members of JA and Shipping Members organize a Direct Sales Group to manage it by themselves. The Direct Sales Group has 600 members and about 200 members bring their products every day to the Direct Sale’s shop. About 1000 customers visit this Direct Sales Shop everyday and, on an average, 1300 Yen is spent by each customer. The Direct Sale’s shop is open throughout the year. Unsold products are taken back by the farmers in the evening. The Direct Sale’s shop has 2 regular employees, 6 part-time employees and 5 kitchen staff.

In addition to the visit to the Direct Sales Shop “Yuai-Kan”, the participants visited the following facilities of JA Maebashi-shi and observed their operations – Vegetable Seedling Centre; Vegetable Distribution Centre; Low Temperature Rice Warehouse; Production Material Shop and Kise Country Elevator. Also, in the evening, the participants visited the Day Care Centre “JOYO”, for elderly people, being managed by JA Maebashi-shi.

Visit to JA Sawaisesaki’s Direct Sales Shop “Karakaze”:

In the morning of 8th October, the participants visited the Direct Sales Shop “Karakaze”, being managed by JA Sawaisesaki. It’s Manager briefed the participants about its operation. This Direct Sale’s shop was established by JA Sawaisesaki 4 years back and about 800 customers pay visit every day. Participants observed the operations of the Direct Sales Shop and answered the questions of media – print media and TV media present there.

Visit to JA La La Town (Miyagou Branch Office):

After visiting the Direct Sale’s Shop “Karakaze”, the participants visited the office of the JA La La Town (Miyagou Branch Office). Mr. Onai Toshiharu, Managing Director, JA Sawaisesaki, briefed the participants about the activities of JA.

The Sawaisesaki Agricultural Cooperative was established on March 1, 1993. Its operational area is Isesaki city, Sawaguntamura town. It has a total membership of 19,882 (7,399 regular members and 12,483 Associate Members). It has 20 Directors, 6 Auditors and 3 Advisers. It has 379 regular employees and 227 temporary employees. It has 10 Branch Offices and 25 Business Offices. JA has been engaged in various business activities in order to increase farmers’ income and create an affluent life for the last 60 years. The JA has following businesses – **Farm Management, Business Department** (vegetables, fruits, flowers; rice and wheat; farm machinery centre; Tomato centre; material shop; etc.); **Better Living Business Department** (Direct Sales shop; Funeral Hall; JA-SS Service Stations and Fuels.

Distribution Centre; Food Products; Banquet Venue; Automobile Centre, LP Gas Centre; consumer Goods. Travel Business; etc. **Credit Business Department** – Saving and Currency Exchange Division, Loan Section and Loan Centre and other services; **Mutual Insurance Business Department** – Human Life; Building Endowment Insurance; Automobiles Insurance; etc. **Asset Management Business Department** – Development Division, Asset Management Division; etc. **General Affairs Department** – Administrative Division, Personnel Affairs Division, Planning Division.

It has a total of 378 employees and there are 49 Members’ Organizations – 1 Agri. Affairs Branch Leaders

Meeting; 1 Liaison Council on Hamlet Farm Management; 1 Youth Association; 5 Women Associations; 1 Agri. Labor Insurance Association; 1 Blue Return Form Tax Filing Association; 1 Sericulture Liaison Council; 1 Wheat and Rice Liaison Council; 1 Seeds Producers Group; 1 Livestock Production Council; 1 Isesaki Dairy Liaison Council (Dairy Farming Group); 1 Beef cattle Raising Group; 1 Wagayu Improvement Group; 1 Pig Raising Group; 1 Youth Group for Livestock; 1 Horticulture Council; 1 Horticulture Council Isesaki Branch; 1 Horticulture Council Azuma Branch; 1 Horticulture Council Sakai Branch; 1 Horticulture Council Tamamura Branch; 1 Horticulture Council Akabori Branch; 1 Tomato Centre Users' Association; 1 Liaison Council of Pension Receivers Group; 1 Orners Club of Rental Houses; 1 Direct Sales Shop Council; 5 Direct Sales shop group; 1 Mutual Help Group Tanpopo.

In the afternoon, the participants visited the Akahori Farm Management Support Centre of JA Sawaisesaki. Its Manager incharge briefed the participants about Guidance Business (Farm Guidance and Better Living Guidance), Marketing (agricultural products; Livestock; Horticulture); and Purchasing Business of the Centre (fuel, living, life, food, etc.).

The participants also observed its facilities – Vegetable Shipment Centre and Consumer Goods Stores (inputs), etc.

On the evening of 8th October, the participants returned to IDACA.



SECTION-VI

Action Plans Proposed by the Participants

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

Name of Country	:	Bhutan
Name of the Participant	:	Mr. Thinley Wangchuk
Position	:	Senior Marketing Officer
Name of Organization	:	Department of Agricultural Marketing and Cooperatives (DAMC), Ministry of Agriculture and Forest (MOAF).
Title of the Proposal	:	“Formation of Quality Production and Marketing of Mandarin Cooperatives”, Bara sub-district, Samtse District, Bhutan.
Target Group	:	500 farmers of Bara Village.
Implementing Agency	:	Department of Agricultural Marketing and Cooperatives, MOAF.
Duration of the Plan	:	December 2014 to December 2015 (one year).

Name of Country	:	Cambodia
Name of the Participant	:	1. Mr. LY Ponloeu 2. Mr. Sambat Touch
Position	:	1. Officer of Office of Farmers’ Organization. 2. Official of Agricultural Extension Office of Battambang.
Name of Organization	:	1. Department of Agricultural Extension of GDA, Ministry of Agriculture, Forestry and Fisheries (MAFF), Cambodia. 2. Provincial Department of Agriculture, Ministry of Agriculture, Forestry and Fisheries, Battambang Province, Cambodia.
Title of the Proposal	:	To improve the income of Rice Growers in 2 selected Agricultural Cooperatives in Battambang.

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Target Group: **Two Agricultural Cooperatives in Battambang Province – Prey Saingha in Bavel District and Chrey Samaki in Maung Russey District, comprising 50 farmers each.**

Implementing Agency : **Working Team of Provincial Department of Agriculture in collaboration with Department of Agriculture Extension, General Department of Agriculture, Ministry of Agriculture, Forestry and Fisheries.**

Duration of the Plan : **Eighteen months – April 2015 to August 2016.**

Name of country : **Lao PDR**

Name of the Participant : **1. Mr. Bounphavanh KANYAVONG
2. Mr. Viengvilay VORLACHITH**

Position : **1. Deputy Director Group and Cooperative Promotion Division.
2. Technical Officer**

Name of Organization : **1. Department of Agriculture Extension and Cooperatives (DAEC),
Ministry of Agriculture and Forestry,
P.O. Box 1888, Vientiane Capital, Lao PDR.
2. Extension of Agriculture and Cooperative Section,
Department of Agriculture and Forestry, Ministry of Agriculture and Forestry, Champassak Province,
Lao PDR.**

Title of the Proposal : **To improve organization and business of Keng-pho Rice Production Group in Keng-pho Village (Sanasomeboun District, Champasak Province, Lao PDR.**

Target Group : **Farmers Group of Keng-pho Village – 300 farmers (4 small rice production groups).**

Implementing Agency : **Department of Agriculture and Forestry, Champasak Province, Ministry of Agriculture and Forestry, Lao PDR.**

Duration of the Plan : **January 2015 to December 2017 (3 years).**

Name of Country : **Myanmar**
Name of the Participant : **1. Ms. Hlaing Kyin
2. Mr. Aung Yar Zar**
Position : **1. Assistant General Manager
2. Assistant Manager**
Name of Organization : **Central Co-operative Society Ltd. (CCS)**
Title of the Proposal : **Promotion of Farm Mechanization by using modern farm implements in Bago Region.**
Target Group : **Member and non-member farmers in Bago Region (100 farmers); staff of Union, federation & Primary Cooperatives in Bago Region.**
Implementing Agency : **Union, Federation, Primary Cooperatives in Bago Region. Central Co-operation Society Ltd. (CCS) and Farm Machine International Co. Ltd. (Korea, Japan).**
Duration of the Plan : **January 2015 to December 2015 (one year).**

Name of Country : **Nepal**
Name of the Participant : **Ms. Gyanu Koirala Rai**
Position : **Program Officer**
Name of Organization : **Nepal Agriculture Cooperative Central Federation Ltd. (NACCFL).**
Title of the Proposal : **Income Enhancement of the Banana Producers by establishing banana tree fiber processing unit.**
Target Group : **200 members of five Small Farmer Agriculture Cooperatives Ltd. (SFACL).**
Implementing Agency : **Nepal Agriculture Cooperative Central Federation Ltd., Kathmandu (NACCFL).**
Duration of the Plan : **November 2014 to November 2016 (two years).**

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Name of Country	:	Vietnam
Name of the Participant	:	1. Mr. Pham Tien Trung 2. Ms. Than Thi Thuy Mai
Position	:	1. Officer 2. Officer
Name of Organization	:	1. Centre for Socio-economic Programs, Vietnam Cooperative Alliance, Hanoi, Vietnam (VCA). 2. Institute of Co-operative Economic Development, Vietnam Cooperative Alliance, Hanoi, Vietnam (VCA).
Title of the Proposal	:	Building up model Cooperatives to ensure supply of safe vegetables in 5 provinces.
Target Group	:	Production and vegetable supply cooperatives (25) in Lao Cai, Ha Noi, Hai Duong, Lam Dong, Ho Chi Minh.
Implementing Agency	:	Institute for Cooperative Economic Development (VCA).
Duration of the Plan	:	January, 2015 to December 2016 (2 years).



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

- A Summary

Introduction

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

Evaluation Objectives

The main objectives of the Evaluation were to:

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

Summary of the Evaluation:

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

September 03 – 21, 2014

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

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

PROGRAMME FEEDBACK

	Module Title	Rating				
		[Please tick (✓) the appropriate column]				
		Excellent [5]	Very Good [4]	Good [3]	Fair [2]	No Response [1]
1	Use and relevance of the training for you	2	6	-	-	2
2	Program design					
	a) Extent of coverage	2	5	3	-	-
	b) Conceptual framework	-	7	3	-	-
	c) Correlation of my time spent with the learning I had	1	5	3	-	1
	d) Orientation of the course	1	7	2	-	-
	e) Reading material	1	4	5	-	-
3	Overall effectiveness of the program	1	8	1	-	-
Module-Wise Feedback						
1	Historical Development of Thai Coops by Dr. Asanee Ratanamalai, CLT	4	6	-	-	-

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2	Briefing by CAD to learn Coop. Finance	-	9	1	-	-
3	Briefing at CPD to learn Thai Coops and Role of Government	2	5	3	-	-
4	Briefing at ACFT – Agri. Coop. Federation of Thailand.	-	6	4	-	-
5	Briefing at Kasesart Univ. To learn its support to coop. development	1	5	4	-	-
6	How to organize Coop. By Dr. Asanee Ratanamalai	4	5	1	-	-
7	Cooperative Principles and Coop. Education by Dr. Asanee Ratanamalai	4	5	1	-	-
8	Coop. Development & Legal Basis by Dr. Preecha Sitdhikornkrai	-	6	4	-	-
9	Overview of Coops in Korat	1	5	4	-	-
10	Case Study of Cooperatives	-	8	2	-	-
11	Management Planning, Business Planning and Marketing	3	5	2	-	-
12	Basic Accounting & Financial Control	1	8	1	-	-
Field Visits						
1	Visit to CPD	3	6	-	-	1
2	Visit to ACFT	2	7	-	-	1
3	Visit to Kasesart Univ.	1	7	1	-	1
4	Visit to Small size Coop.	4	3	1	-	2
5	Visit to Vocational Group (OVOP)	3	5	1	-	1
6	Visit to medium size coop.	5	4	-	-	1
7	Visit to large size coop.	5	4	-	-	1
Support Services						
1	Program Office at CLT	1	8	1	-	-
2	Accommodation at CLT	4	5	1	-	-
3	Food at CLT	2	4	4	-	-
4	Program Office at Korat	2	8	-	-	-
2	Accommodation at Korat	4	5	-	-	1
3	Food at Korat	3	6	1	-	-

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

1. This Training is very useful and important to improve my cooperative organization. I have got a lot of knowledge from Thai Cooperatives. Therefore, I would like to say "Thank you very much" for your wonderful explanation and sharing experiences.
2. The food is little spicy.
3. At CLT, breakfast is the same. If possible, try to change.
4. The Internet is a problem.
5. This course is very important and useful for participants and suitable for my country. Trainers are very good, especially. Dr. Asanee.

In addition, some of the comments/suggestions were offered verbally by the participants. They are:-

1. Lighting in the rooms and bathrooms at CLT Hostel is not sufficient;
2. Hot Water with Chinese Tea/Black Tea should be available at CLT;
3. There is no washing/ironing facility at CLT Hostel; Laundry is a bit costly;
4. Only Thai channels are visible on TV. Satellite TV channels should be available at CLT Hostel;
5. At least one or two English Newspapers should be available.
6. Business Cards of CLT and the Institute in Korat, printed in Thai language & English language with a map overleaf of the location of CLT and the Institute should be available in order to show it to taxi driver, etc.
7. Geysers (hot water) in the bathrooms of the Institute at Korat is desirable.

IDACA MODULE: 22 September to 11 October, 2014

Summary of the Evaluation:

Program Coverage:

Out of the 10 participants, 05 said the program coverage was **very good** and 05 said it was **good**. Some participants made the following comments:

- I convey my deep satisfaction.
- I can absorb some excellent experiences of Japan Agricultural Cooperatives in my country.
- I would like to bring JA's system to promote agricultural cooperatives in my country.
- I have got much experience and knowledge from this training and I will apply this knowledge to develop agricultural cooperatives in my country.
- I learned the negative and positive points in the management of JAs, which led to the success of cooperative systems in Japan.

Most Beneficial Subject for you:

Different participants gave different opinions about the subjects they were benefitted. Following were the comments of the participants:

- Marketing Activities of JAs, which is closely linked with other important functions like Farm Guidance, Credit Services, Purchasing, Joint Utilization, Processing activities, etc. I will adopt this marketing strategy through cooperatives or farmers' group in my country;
- Business Planning and Farm Guidance; Successful Cooperatives in Developing countries; Purchasing and Marketing Business of Agricultural Cooperatives; Farm Guidance Activities; etc.
- Farm Guidance and Marketing Activities of JAs.
- Concept of Direct Sales Shop.
- Management of Agricultural Cooperatives and Functions of the Members' Organizations; Distribution System of Agricultural Products and Marketing Business of Agricultural Cooperatives.
- Educational Activities of Agricultural Cooperatives.
- Formation of Members' Groups and Leadership Development.
- Organization and Business Activities of JAs; Successful cooperatives in developing countries;
- Farm Guidance and Marketing.
- Model of Multipurpose Cooperatives.
- Farm Guidance Activities.

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

The replies were:

- More field visits are required than lectures; We could not see grading of vegetables or fruits and visit to Wholesale market would have been beneficial.
- I would like to add one subject – Basic Accounting System; Modern Technology and Machinery.
- Visit to Single Purpose Cooperatives;

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

- Content and quality of the Resource Persons were well organized
- The material was useful – a lot of information. Some Lecturers don't have enough time to complete.

Study Visits in Gunma Prefecture: 07 of the 10 participants have expressed their opinion that the study visits to Gunma Prefecture was very good. Three said it was good. Some participants have offered the following comments:

- Observation of Direct Sales Shop was a new experience for me.
- Packaging and storage of cucumber and paddy and wheat storage facility was wonderful; Farm Guidance System is very good.
- I liked the production technology and modern cultivation system. Packaging and storage of cucumber are very good. I would like to apply this system in my country.
- From the observation of field visits, I learned that Farm Guidance plays an important role to help farmers; Direct Sales Shop help farmers in marketing of their products; the Training Centre of JAs is doing a good job to develop Human Resources, etc.

- I learned that formation of member groups and leadership development is very important.
- I learned more on production and supply chain.
- It was a different experience. The study visit was very fruitful that made me understand about the subject practically.

Other Observation Tour (1-day observation in and around Tokyo) – Ja Hadano; JA Fruits Yamanashi

04 participants wrote that it was very good while 06 said it was good. Some of them offered comments, as follows:

- Organization of summer camp for children was attractive. I would think to apply it in my country.
- JA Hadano is a small sized cooperative in Japan but very active, strong and great concern for welfare of the community;
- Production of peach juice is a very successful activity of JA Fruits Yamana and I got new knowledge of grape cultivation.
- Visit to Direct Sale Shop of JA Hadano and JA Fruits Yamanashi gave some knowledge. Facility for supply of inputs to members and Agricultural Machinery Centre for repair and maintenance was attractive.
- Educational Activities of JAs and Farm Guidance Activities and formation of members' groups and leadership development is very important for my country.
- The focus of JA Hadano and JA Fruits Yamanashi is to increase members' profits by selling their produce through joint distribution and marketing system. It would be useful for me to adapt this system through cooperatives or farmers' groups in my country.

Administration and Management (Management of the Training Course by IDACA): 05 participants said that it was very good and 05 said it was good. Following remarks were offered by some of the participants:

- Management of Training Course by IDACA is very scientific.
- Staff of IDACA is very enthusiastic (especially Mr. Abe and Ms. Tayama).
- Accommodation is comfortable; preparation of meals is very good.
- All the staff in IDACA is very good and friendly.
- Sometimes, the resource persons speak very fast and many participants could not understand and they did not have any question to ask.
- Friendly management and support by IDACA family.

Facilities: All the participants appreciated the facilities provided by IDACA. Some participants offered following comments:

- The dormitory is very nice compared to other centres, but the dryer takes a long time to close and the participants have to wait for a long time.
- Excellent facilities – spacious classrooms; good food, comfortable and functional rooms to stay.

Meals: All the participants appreciated the food provided at IDACA. Some have offered the following comments:

- Very good food, like my home. Chef and Assistant Chefs are friendly.
- Food is delicious; The meal of our country is very different than IDACA. But IDACA provided many kinds of food for us, which is very healthy for all the participants.

Other Services: Other services like washing, ironing, transportation to Station, etc. were appreciated by all the participants. Most of them have offered no comments. Some have offered the following comments:

- The Taxi coupons were very limited.
- Security is good. I feel very safe here.

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

- I would like to suggest IDACA to monitor our Action Plans in real situation and I would like to request ICA-AP to support our Action Plan financially;
- Wi-Fi system in the rooms should be available because nowadays most of us use smart-phones or tablet to work.
- In my opinion, participants should get more opportunity to stay together, like in Gunma, we were four ladies together in one room. We could share our country's culture, lifestyle, etc. with each other.
- Sometimes we are home sick and we need to watch television;
- Lectures and Field Visits should be 50:50. During field visits, IDACA should arrange meals @ 50% and Participants are given a meal allowance @ 50%.
- I request to provide us funds to support our Action Plans.
- I look forward to similar support from IDACA in future too for the benefit of cooperative movement in Bhutan.



SECTION – VIII
COURSE CONCLUDING SESSION
AND AWARD OF “CERTIFICATES OF PARTICIPATION”

The concluding session of the 1st ICA/Japan Training Course-2014 was held at IDACA, Tokyo on October 10, 2014. The session was attended by Mr. Toshiyuki SHINADA, Deputy Director, International Cooperation Division, International Affairs Department, MAFF, Mr. Konno Masahiro, Executive Director of IDACA, including all his senior staff and Mr. A.K. Taneja, Project Coordinator of the ICA-AP, New Delhi.

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

Mr. Toshiyuki SHINADA, on behalf of MAFF, extended hearty congratulations to all the participants on successful completion of the training course. He also extended his deep appreciation to Mr. Konno, Executive Director, and all IDACA staff and Mr. A.K. Taneja, Manager, ICA-AP, for putting up their great efforts in conducting the training course. He hoped that the participants were very satisfied with the course contents for their needs and they learned many new things about agricultural cooperatives in order to overcome various obstacles in the agricultural field of their respective country. He further said that this Capacity Building Training Project is aimed at food security in developing countries of Asia. He believed that the knowledge gained by the participants from this training course would be disseminated among their co-workers and farmers. Eventually, it will contribute to improve the agricultural production and income of the farmers in the region and increase in agricultural production and income generation leads to the food security. He wished all the best to all the participants for their future endeavour and a safe journey to their respective country.

Mr. Konno Masahiro, Executive Director of IDACA, appreciated the presence of Mr. SHINADA from MAFF, at the closing ceremony. He congratulated all the participants on successful completion of the training course. He was happy that the training course was completed successfully without any trouble. He thanked Mr. Taneja, Manager of ICA-AP for his contribution and smooth management of the training course. He said, there is a saying “the ocean started from a drop of rain”. Drops of rain are collected to make a small stream. Gradually, it formed a big stream as a river and it further flowed into the ocean. The cooperative development is following the same process. Cooperative Movement starts when one person stands up alone with the firm confidence of the power of a cooperative to support weaker people. Agricultural Cooperative Movement in Japan started more than 100 years ago from a small movement and the movement has grown as a big movement, as we see today.

You have to start a new vision towards the development of agricultural cooperatives and society in your country. He advised the participants to make good use of their knowledge and experience gained by them through the training course in Japan and Thailand. He further said, “I strongly believe that each one of you will act as a drop of rain and will play an important role to make a big stream in your cooperative movement.” He hoped that participants will implement the Action plans they have finalized in IDACA, when they return to their home countries. He further expressed his sincere gratitude to MAFF and ICA-AP for offering this wonderful opportunity of training to fellow participants. He told the participants that fellow participants and IDACA will ever remain good friends in the future also.

Mr. Thinley Wangchuk, the participant from Bhutan, extended a vote of thanks on behalf of the participants. He said, “it gives us immense pleasure to convey our deep satisfaction in the design of the training program, the content and the quality of the resource persons, the excellent logistics and wonderful field trips, which I am confident that all my fellow participants will agree with me. Most of our participants’ countries, including my country Bhutan, the co-operative movement is relatively new and I am confident that the knowledge and skills we have gained through our participation in this program, will go a long way in promoting and developing co-operatives in our own country. Further, IDACA, CLT and CPD have been very supportive to our co-operative movement through our goodwill developed over the last many years. Towards the end, we would

like to convey our deep appreciation to IDACA, CLT, CPD for all the support extended to us till date and look forward to similar support in future too, for not only my country but also to those countries where co-operative movement has just started.

The most important lesson and the experience learned in Japan, where we underwent part-II of our training, is that modern development could go well, hand-in-hand, with preservation of one's culture and heritage. JA is committed towards the well-being of farmers. It was established with the efforts of farmers. Therefore, the farmers remain the main shareholders of the cooperatives.

Four days observation trip to Gunma Prefecture was altogether a different experience. The observations and visits were an integral part of training and it was very fruitful, that made us understand about the subject practically.

It would not be fair on our part if we forget to convey our gratitude to individuals and agencies, without which this training program would not have been successful and memorable. Firstly, our deep appreciation to ICA-AP for organizing this program and also accepting our nominations. Secondly, to IDACA, CLT, CPD for the wonderful hosting of the program, for excellent logistics, very delicious meals starting from breakfast till dinner. We are so fortunate to taste many different food items, especially in the Japanese style, for a comfortable hotel at Gunma, which we are going to miss from the departure of the day. Our sincere appreciation also goes to Mr. Terunuma (Our main Coordinator for this part of the training), Mr. Abe, Miss Tayama and Mr. Taneja, who were literally with us all the time during the program for making the days meaningful. (We would like to apologize and seek forgiveness for any inconvenience we made unknowingly). Abe San, you were not there in Thailand only as IDACA representative, but also a special guide to all of us. We can still remember that you introduced the topic of importance of sufficiency economy.

The resource persons, as the name implies, were very resourceful, made the program very educative and interesting. We thank them all.

Finally, to all those leaders and members of co-operatives, who were very kind to host us during our field visits and also for their generous hospitality and special gifts too, for which we are very truly indebted.

Lastly, as we successfully completed our training, we once again like to take this opportunity to thank the Ministry of Agriculture, Forestry and Fisheries (MAFF), Government of Japan, for providing funding support. To my fellow training mates, let us meet in the social media like Facebook, as usual, and continue with the same spirit of learning and friendship through co-operative values and principles".

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

(After completing the IDACA training program, the participants left Japan for their home countries on 11th October, 2014).



Mr. Konno Masahiro, Executive Director, IDACA, inaugurating the program at IDACA



A group photograph of the participants with the Executive Director, IDACA, after the opening ceremony at IDACA.



A classroom session in progress at IDACA.



Chairman, JA Hidano-shi, briefing the participants.



Participants observing the activities of the Direct Sales Shop at JA Hadano-shi.



Participants at the Input supply section of JA Hadano-shi



Old-age home, run by JA Hadano-shi.



Chairman, JA Fruits Yamanashi, briefing the participants.





A group photograph of the participants at JA Fruits Yamanashi



Participants observing the facilities of JA Fruits Yamanashi



Participants observing the facilities of JA Fruits Yamanashi



Participants observing the JA Vegetable Fare, being organized by JA Zen-noh, Gunma Prefecture.





Sr. Managing Director of JA Prefecture Union, Gunma, briefing the participants at the Educational Institute of JA Prefecture Union.



A group photograph of the participants with the Sr. Managing Director, JA Prefectural Union, Gunma.



Manager (Admin.) Meat Wholesale Inc. briefing the participants



Participants observing the facilities of Meat Wholesale Inc.





A group photograph of the participants at Meat Wholesale Inc.



Vice Principal of Green Food briefing the participants.



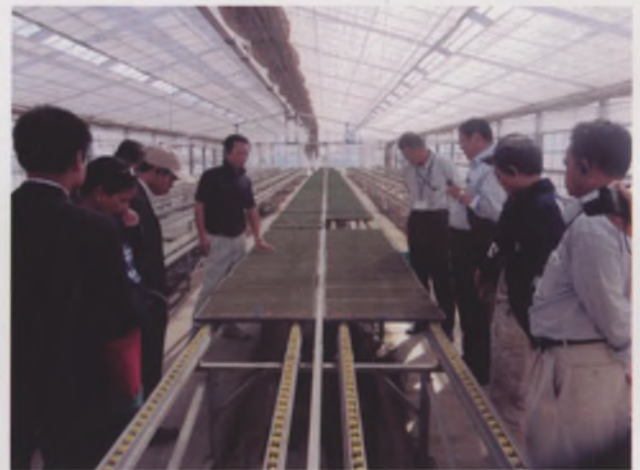
A group photograph of the participants with the staff of Green School



Participants observing the facilities at the Green School



Chairman, JA Maebashi, briefing the participants.



Participants observing the facilities of JA Maebashi



Participants at the low temperature godown of rice of JA Maebashi



A group photograph of the participants with officials of JA Maebashi



An old-age home being run by JA Maebashi



Participants being briefed in front of old-age home



Participants observing the functions of Direct Sales Shop being managed by JA Swaisesaki.



Participants observing the functions of Direct Sales Shop being managed by JA Swaisesaki.



Sr. Managing Director of JA Sawaisesaki briefing the participants



A group photograph of the participants at the facility of JA Sawaisesaki.



Farm Guidance Manager briefing the participants at one of the facilities of JA Sawaisesaki.



A group photograph of the participants at the facility of JA Sawaisaki.



A view of IDACA PARTY to welcome the participants.



A view of IDACA PARTY to welcome the participants.



Participants presenting their final Action Plans at IDACA.



Mr. Toshiyuki Shinada, Deputy Director, International Cooperation Division, MAFF, delivering the valedictory speech at the closing ceremony at IDACA.



Mr. Toshiyuki Shinada and Mr. Konno Masahiro delivering the "Certificate of Participation" to the participants at the closing ceremony at IDACA.



Mr. Thinley Wangchuk, a participant from Bhutan, presenting a Vote of Thanks at the closing ceremony at IDACA.



A group photograph of the participants at the closing ceremony at IDACA.

1st ICA-Japan Training Course on "Fostering Core Leaders in Agricultural Cooperatives"

3 to 21 September 2014

CLT/CPD Module : THAILAND

Dates		Forenoon	Afternoon
Sep. 3	Wed	Arrival of participants	
4	Thur	Opening Ceremony Orientation	Historical Development of Thai Coops by Dr. Asanee, CLT Welcome Dinner by CLT
5	Fri	Briefing by CAD to learn Coop. Finance	Visit to CPD to learn Thai coops and roles of Government
6	Sat	Visit to Grand Palace	Visit to Vimarnmek Teakwood Palace
7	Sun	Sight-seeing of Bangkok	Contd.
8	Mon	Visit to ACFT	Visit to Kasesart Univ. to learn its support to coop development
9	Tue	How to organize a coop by Dr. Asanee	Cooperative Principles and Coop education by Dr. Asanee
10	Wed	Coop development & Legal Basis by Dr. Preecha Sitdhikornkrai	Review & Discussion by Dr. Asanee
11	Thur	Move to Nakornratchasima (Korat)	Orientation at CPD's training Center
12	Fri	Overview of Coops in Korat	Case Study of Coops
13	Sat	Visit to a small size coop	Visit to a vocational group (OVOP)
14	Sun	City tour	City tour
15	Mon	Visit to a medium size coop	Cont.
16	Tue	Visit to a large size coop	Cont.
17	Wed	Management planning	Business planning, Marketing
18	Thur	Basic accounting & financial control	Contd.
19	Fri	Move to BKK	Closing Ceremony
20	Sat	Review & Discussion by Dr. Asanee	Evaluation by Dr. Asanee
21	Sun	Free	Leave Bangkok for Japan
22	Mon	Arrival of participants in Japan	IDACA

5th Cooperative Technology Transfer Centre, Korat

11 September 2014

- Leave CLT
- Lunch at restaurant
- Leave for the 5th Cooperative Technology Transfer Center
- Orientation
- Stay overnight at the 5th Cooperative Technology Transfer Center

12 September 2014

- Overview of Coop. in Korat (Lecture)
- Coffee Break
- Overview of Coop. in Korat
- Lunch
- Case Study of Coops. (Lecture)
- Coffee Break
- Case Study of Coops. (Con'td.)
- Stay overnight at the 5th Cooperative Technology Transfer Center

13 September 2014

- Leave for Baan Sumrit Community Cooperative Ltd., (Small Size Coop.)
- Visit to Baan Sumrit Community Cooperative Ltd.,
- Lunch at Coop.
- Visit Sufficiency Economy Learning Center
- Stay overnight at the 5th Cooperative Technology Transfer Center

14 September 2014

- City tour
- Lunch at training center
- Visit One Village One Product (OVOP)
- Stay overnight at the 5th Cooperative Technology Transfer Center

15 September 2014

- Leave for Pimai Agricultural Cooperative Ltd., (Large Size Coop.)
- Visit to Pimai Agricultural Cooperative Ltd.,
- Lunch at restaurant
- Visit Pimai Stone Castle
- Visit Coop's Facilities and groups under coop.
- Stay overnight at the 5th Cooperative Technology Transfer Center

16 September 2014

- Leave for Lamplaploeng Agricultural Cooperative Ltd., (Medium Size Coop.)
- Visit to Lamplaploeng Agricultural Cooperative Ltd.,
- Lunch at restaurant
- Visit Coop's Facilities and groups under coop.
- Stay overnight at the 5th Cooperative Technology Transfer Center

17 September 2014

- Basic Accounting & Financial control (Lecture)
- Lunch
- Management Planning (Lecture)
- Stay overnight at the 5th Cooperative Technology Transfer Center

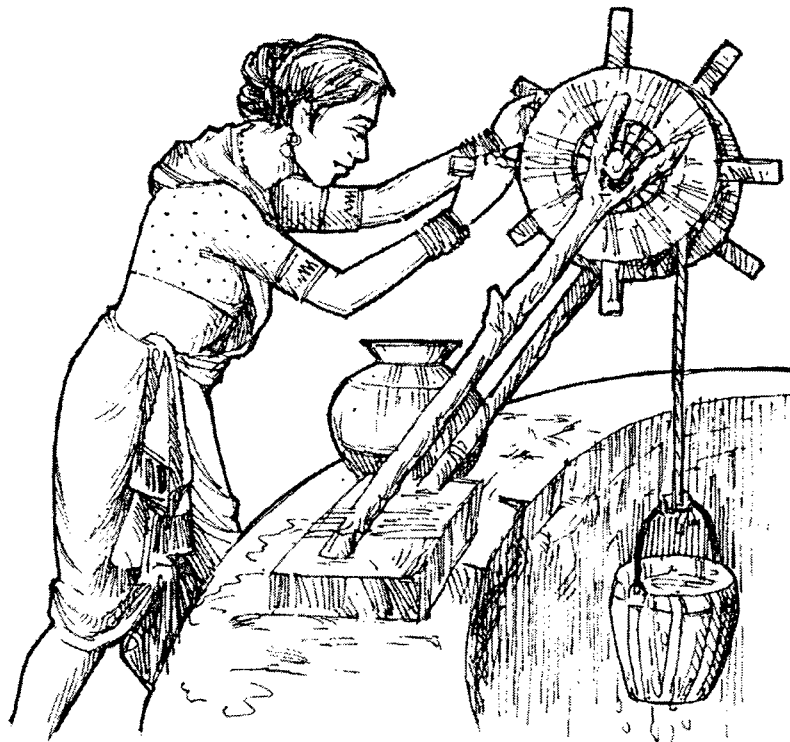
18 September 2014

- Business Planning, Marketing (Lecture)
- Lunch
- Summarized Knowledge from field visit
- Stay overnight at the 5th Cooperative Technology Transfer Center

19 September 2014

- Leave for Bangkok
 - Lunch at restaurant
 - Arrive at CLT, Bangkok
-

* Coffee Break 10.30 hrs. and 14.30 hrs.



1st ICA-Japan Training Course on "Fostering Core Leaders of Agricultural Cooperatives" 2014

Japan: September 22-October 11, 2014

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

Month	Date	Program			
September	22	Mon.	Arrival of Participants	Opening Ceremony / Orientation	
	23	Tue.	(L) Historical Development of Japanese Agriculture, Japanese society (Takeshi Usui)	Guidance for Making Action Plans and Individual Guidance (Hiroshi Terunuma)	
	24	Wed.	(L) Organization and Business Activities of Japanese Agricultural Cooperatives (Yukio Abe)		
	25	Thu.	(L) Focal points for establishment of Agricultural Cooperative (Hiroshi Terunuma)		
	26	Fri.	(F) JA Hadano (Business planning and farm guidance)		
	27	Sat.	Free		
	28	Sun.	Sightseeing in Tokyo		
	29	Mon.	(L) Purchasing and Marketing Business of Agricultural Cooperative (Koh Harada)		
October	30	Tue.	(L) Case study: Successful Cooperatives in Developing countries (Masahiko Shiraishi)		
	1	Wed.	(L) Education activities of Agricultural Cooperative (Tadafumi Kigasawa)		
	2	Thu.	(F) JA Fruits Yamanashi (Marketing business and Commodity-wise Group)		
	3	Fri.	(L) Formation of members' groups and leadership development (Jo Shibuya)		
	4	Sat.	Free		
	5	Sun.	Move to Prefecture of Study Visit	Observation of JA Festival, Flower market	
	6	Mon.	(F) JA Training Center	Observation of Meat Market, Chuo Agri-Green School	
	7	Tue.	(F) JA Maebashi-shi (Business Planning)	Observation of facilities of JA (Direct-sale shop, Grading center, branch office)	
	8	Wed.	(Visit) JA Sawaisesaki (Marketing Business and Farm Guidance)	Visit) Direct-sale shop of JA Move to Tokyo	
	9	Thu.	(Practice) Individual Guidance for Preparation of Action Plan	(Practice) Individual Guidance for Preparation of Action Plan	
	10	Fri.	(Practice) Presentation of Action Plan	Evaluation Meeting/Closing Ceremony	
11	Sat.	Departure of participants			

**ICA-JAPAN TRAINING COURSE ON
FOSTERING CORE LEADERS OF AGRICULTURAL CO-OPERATIVES-2014(I)**

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1st ICA-Japan Training Course on
'Fostering Core Leaders of Agricultural Co-operatives-2014'



Thailand-Japan: September 03 to October 11, 2014



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EXECUTIVE SUMMARY

2nd ICA/JAPAN TRAINING COURSE

On

**“Fostering Core Leaders of Agricultural
Cooperatives-2014”**

India-Japan: February 25, 2015 - April 04, 2015

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SECTION – I

Executive Summary of the 2nd ICA/Japan Training Course on “Fostering Core Leaders of Agricultural Cooperatives-2014”

India-Japan: February 25, 2015-April 04, 2015

Course Participants:

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

After having completed their Home Country Assignments at their respective organizations and in their respective countries, all the participants got together in Bangkok, Thailand, on the 25th February, 2015. On 26th February, 2015, in the morning, the participants attended the celebrations of National Cooperative Day of Thailand, held at the CLT Campus.

Inaugural Session of Part-I of the Program:

The CLT/CPD module of 2nd ICA-Japan Training Course on “Fostering Core Leaders of Agricultural Cooperatives 2014” was inaugurated at the Training Centre of the Cooperative League of Thailand (CLT) on 26th February, 2015, in the afternoon.

Dr. Kok Donsumran, Chairman of Cooperative League of Thailand (CLT), formally inaugurated the program at the Training Centre of CLT in the presence of the following – Mr. Okamoto Koichi, First Secretary in the Embassy of Japan in Thailand, Mr. Panuwat Na Nakornpanom, Director, Planning, Cooperative Promotion Department (CPD) of Thailand, Mr. Terunuma Hiroshi, Overseas Cooperative Development Consultant, Institute for the Development of Agricultural Cooperation in Asia (IDACA), Mr. Nakorn Tangavirapat, Executive Director of CLT, and Mr. A.K. Taneja, Project Coordinator of ICA-AP, New Delhi, India. He welcomed the participants to Thailand. He thanked ICA, IDACA and Ministry of Agriculture, Forestry and Fisheries, Govt. of Japan (MAFF) for choosing CLT and CPD to conduct Part-I of the program in Thailand. He urged upon the participants to actively involve themselves during the sessions and study visits in order to make the best use of this opportunity. He also complimented ICA for choosing a very appropriate theme “Fostering Core Leaders of Agricultural Cooperatives”, as the need of the hour is leadership at the helm of these cooperatives. He gave a brief account of cooperative movement of Thailand. He said he knows how vital it was to strengthen the leaders of agricultural cooperatives in order to make cooperatives more beneficial to members. He hoped that all the participants would learn something from the cooperative movement of Thailand and in turn Cooperatives of Thailand will also learn some good practices from their respective countries.

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

Mr. Koichi Okamoto, First Secretary in the Embassy of Japan in Thailand, welcomed the participants, on behalf of MAFF. He said that, as the manufacturing and service sectors were growing continuously, agricultural workers and farmers were bound to left behind in the coming times and may not enjoy the fruits of economic growth. He further said that the AEC will come into force at the end of the year and various FTAs, such as

TPP and RCEP were being negotiated. This means, farmers will be facing global competition. Such challenges occur not only in Japan and Thailand but also in many other countries. To survive in the global market and obtain a better income and quality of life, farmers have to upgrade their abilities and improve agricultural productivity. As individual farmers have limited influence and bargaining power, farmers should be united and should cooperate more with each other. That is why the ICA-JAPAN Training Course focuses on fostering core leaders of agricultural cooperatives. He believed that all the trainees here can play leading roles in agricultural cooperatives and farmers' groups in their respective countries and contribute to the improvement of agricultural production and income of the farming communities. He extended his best wishes to the participants.

Mr. Panuwat Na Nakornpanom, Director, Planning Division, Cooperative Promotion Department, addressed the participants on behalf of his Director General, Mr. Opat Klanbutr, who could not come due to his prior official engagement. After welcoming the participants he said that they very well realize the importance of agricultural cooperatives, particularly capacity building of cooperative personnel and leaders in ASEAN and South Asian regions. The Royal Thai government has been paying great attention to the development of agricultural cooperatives. He said that CPD's vision is to develop cooperatives and farmer groups and keep them strong. In view of this, the training module and program prepared by CPD, will benefit all the participants and they would have a chance to share experiences among themselves for the development of cooperatives in their respective countries. He hoped that some useful knowledge gained by them from the training course would help them for sustainable cooperative development. He extended his sincere thanks to IDACA, ICA-AP and MAFF for organizing such a fruitful training course in Thailand. He wished the participants all success.

Mr. Hiroshi Terunuma, Cooperative Development Consultant of IDACA, thanked Mr. Koichi Okamoto, first secretary of the Embassy of Japan in Thailand for sharing his time to attend the opening ceremony. He thanked ICA-AP for organizing this course in collaboration with Cooperative Promotion Department (CPD) of the Ministry of Agriculture and Cooperatives and the Cooperative League of Thailand (CLT). He also thanked ex-participants of ICA training courses and other training courses, held in Japan, who are positively supporting management of the training course as well as acting as resource persons.

He told the participants that this training course has a very special objective to accelerate development of agricultural cooperatives in selected countries and participants are expected to play a central role in developing agricultural cooperatives after the training course, in their respective countries.

After welcoming the participants and dignitaries at the inaugural ceremony, **Mr. Nakorn Tangavirapat**, Executive Director of CLT, thanked the Ministry of Agriculture, Forestry and Fisheries, Government of Japan, and IDACA and ICA-AP for organizing 1st part of the training course in Thailand. He also appreciated the collaboration of the Cooperation Promotion Department, Government of Thailand. He further thanked Mr. Okamoto Koichi, First Secretary, Embassy of Japan in Thailand. He also thanked the participants and their organizations for nominating them for this training course. He assured the participants that they would enjoy their stay in Thailand. CLT staff has made elaborate arrangements for successful completion of the training course in Thailand. He urged upon the participants to transfer the knowledge they gained in Thailand and Japan to their colleagues back home.

As **Mr. Balasubramanian (Balu) G. Iyer**, Regional Director of ICA-AP, could not come to Bangkok personally, due to his pre-occupations, he addressed the gathering over Skype from New Delhi, India. He welcomed the participants and guests, and appreciated the financial contribution made by MAFF for the last 28 years in order to develop agricultural cooperatives in Asian region. He further said that the onus falls on all of us to ensure we deliver a quality and cost-effective program and we demonstrate real benefits to farmers, given the pressure on budgets and the need to demonstrate real benefits to our member farmers. The training course has followed the development trajectory of agriculture in Asia – from developing South and South East Asia to its present focus on the Mekong basin and CLMV (Cambodia, Laos, Myanmar and Vietnam) countries. The latter is also important because of the ASEAN member States' commitment to promoting economic integration in 2015.

Agriculture in Asia is characterized by smallholders, cultivating small plots of land. In recognition of this, the UN declared 2014 as the International Year of Family Farming. In December this year, the UN Climate Change Summit will take place in Paris. If we see around the globe, our natural resources are depleting at a

very fast rate in the quest for growth. I hope you all can take into account and discuss some of these issues of concerns.

The training course will introduce the participants to a number of innovations introduced by agricultural cooperatives in Japan and Thailand. The course has been designed to be practical, interactive and instructive. He hoped that the participants will take full benefit of all that the course has to offer and more. He further said that he would be more than satisfied if each participant implements the action plan after they go back to their respective country. He also shared his experience of a follow-up trip to Indonesia and Myanmar. The ex-participants very much appreciated their experience and what they have learned. Over the years, they have risen to senior positions. He also appreciated the role of CLT and CPD for shouldering the responsibility of organizing 1st part of the training course in Thailand. He wished all the participants a comfortable stay in Thailand and Japan.

After the inauguration, Orientation Session was initiated by Mr. A.K. Taneja, Coordinator of the program along with an ice-breaking session.

Teaching Modules/Faculty

The program was segmented into teaching modules covering different subjects – Historical Development of Thai Cooperatives; How to organize a Cooperative; Cooperative Principles and Cooperative Education; Cooperative Development and Legal Basis, etc. Briefing about Cooperative Audit Department of Thailand; briefing about Cooperative Promotion Department of Thailand; briefing about Agricultural Cooperative Federation of Thailand (ACFT); briefing about the Co-operative Academic Institute (CAI), Faculty of Economics, Kasetsart University, Thailand; Overview of Cooperatives in Korat; Case Study of Cooperatives; briefing about vocational group (OVOP); Management Planning; Business Planning and Marketing; Basic Accounting & Financial Control; etc.

Detailed Module Designs

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

A brief description of the topics taught at the Cooperative League of Thailand (CLT) and at the Cooperative Technology Transfer Center 5 of the CPD (ASEAN Cooperative Training Centre, Nakhon Ratchasima Province) is as follows. Soft and hard copies of these papers were distributed among participants.

Historical Development of Thai Cooperatives - [Dr. Asanee Ratanamalai, former Executive Director of the Cooperative League of Thailand]

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

- 1915: The cooperative model was introduced in Thailand
- 1916: 1st Cooperative was formed, namely, Wat Chan Cooperative Unlimited.
- 1928: 1st Cooperative Act was enacted.
- 1935: Land Settlement Cooperative was established.
- 1937: Consumer Cooperative was established.
- 1941: Service Cooperative was established

- 1949: Fishery Cooperative and Saving & Credit Cooperative were established.
- 1968: 2nd Cooperative Act was amended – The Cooperative League of Thailand was established.
- 1999: 3rd Cooperative Act was amended.
- 2005: Credit Union Cooperative was formed.
- 2009: 4th Cooperative Act was amended.

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

In his presentation, Dr. Asanee illustrated some steps to establish a cooperative – Find out whether there is a need for establishing a cooperative in the village ? Are present business needs satisfactory ? Can they be improved ?; If the preliminary survey indicates that a prima facie need is there to establish a cooperative, then the proponents must conduct an Economic Analysis of the would be business venture; Feasibility study should be conducted to ensure whether the setting up of a cooperative would stand a chance of success; If economic analysis and feasibility studies give positive results, then they should carry out a Prospective Membership survey. If enough prospective members are in favour of setting up a cooperative, then a General Meeting should be called. If the motion to organize a cooperative is carried out, an Interim Management Committee should be nominated. The Interim Management Committee should draft the necessary legal documents – An Organization Agreement; Articles of Incorporation; bylaws; etc. These legal documents must be presented at the Government's office of the Cooperative Registrar. This action will give the cooperative a formal legal status.

There are four types of Cooperative Organizations, as follows: (1) Independent local cooperatives; (2) Cooperative Federation; (3) Central Cooperatives; (4) Combined Federation and Central Cooperatives;

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

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

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

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

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

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

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

7) Responsible for the community.

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

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

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

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

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



SECTION – II

Field Study Visits in Thailand

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

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

Field Study Visits in Bangkok:

Thai Cooperatives and Roles of Government – briefing by CPD

The participants visited the office of the Cooperative Promotion Department, Ministry of Agriculture and Cooperatives, Bangkok, on 2nd March, 2015, in the morning. Ms. Borisut Prempradan, Dy. Director General, CPD, briefed the participants.

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

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

1. To abide the Cooperative Act, Land Allocation for Livelihood in Cooperative Land Settlements, and other related laws.
2. To support registration, promotion, advice, supervision of cooperatives and other assignments ordered by the Registrar.
3. To promote, support, develop and protect the cooperative system;
4. To promote, propagate ideology, principles and practices of cooperative to cooperative personnel, farmer groups and the public.
5. To study, analyze, and conduct researches oriented to effective cooperative development, organizational management, and business operations of cooperatives and farmer groups for economic and social strength.
6. To study, analyze and suggest the guidelines of cooperative development to the National Cooperative Development Board.
7. To study and analyze demand of cooperative products and build the business networks between cooperatives and national and international private sectors.

Cooperative Finance – briefing by CAD:

On 2nd March 2015, in the afternoon, the participants visited the office of the Cooperative Auditing Department (CAD). Ms. Naruemon Panawong, Deputy Director General of CAD, Ministry of Agriculture and Cooperatives, briefed the participants on Cooperative Finance.

The Cooperative Auditing Department (CAD) realizes that account making is important. Therefore, general people and agriculturalists are taught about Daily Income – Expense Account Making and Household Income – Expense Account Making so that they can find an appropriate way in making a better living. CAD determines to facilitate projects in every remote area in order to enhance and sustain accounting knowledge by using

various methods, though mainly in only two project types – knowledge sharing based on school/society, and facilitation of an accounting knowledge network that links together schools, students, parents, cooperatives and communities.

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

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

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

On Tuesday, the 3rd March, 2015, participants visited the office of the Agricultural Cooperative Federation of Thailand (ACFT). Its President briefed the participants.

The Agricultural Cooperative Federation of Thailand was established under "The Cooperative Act" under the supervision of the Cooperative Promotion Department of the Ministry of Agriculture and Cooperatives.

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

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

Support to Cooperative Development in Thailand by the Cooperative Academic Institute (CAI), Kasetsart University:

Same day, i.e. on 3rd March, in the afternoon, the participants visited the Co-operative Academic Institute (CAI) of the Faculty of Economics, Kasetsart University, Bangkok. Ms. Juthatip Patrawart, Director of Co-operative Academic Institute, and Prof. Preecha Sitdhikornkrai, Department of Cooperatives, Faculty of Economics, Kasetsart University, welcomed the participants and made a detailed presentation on the activities of the CAI.

The Co-operative Academic Institute (CAI) was established in 2004 under the aforementioned strategy. Its purpose is to be an academic institute that engages in research and academic supports to the cooperative development, both in the cooperative movement and local community's sustainable development.

Its core value is to strengthen the awareness of co-operative values of the nation. Its vision is to develop social innovation in order to advance co-operative values and sustainable development.

Its objectives are as follows:

1. To develop research-based knowledge and strategies for cooperative development.
2. To provide various academic services aiming at strengthening and consolidating the cooperative movement and local communities.
3. To develop the strategic partnership for network creation for academics, practitioners and policy makers.
4. To be a dynamic learning organization.

On 6th March, 2015, the participants left CLT Bangkok for the 5th Cooperative Technology Transfer Centre at Korat in Nakhon Ratchasima province, Thailand. They stayed at the Centre from 6th to 13th March 2015.

Nakhon Ratchasima Province:

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

Cooperative Technology Transfer Centre 5:

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

1. Studying and analyzing methods to develop workers at the Cooperative Promotion Department, cooperative procedures and the management of cooperative business for cooperative members, farmers' group and people in general in terms of the production technology transfer and maintenance.
2. Analyzing the need to design the program in accordance with the context.
3. Coordinating with Provincial Cooperative Department and Cooperative Promotion Department in the area to obtain, the need to be trained.
4. Designing training program, training materials and managing training program.
5. Transferring organizational technology, cooperative business, production, technology transfer and maintenance in the area.
6. Evaluating training feedback, connecting for training and providing lecturers for the training sessions.
7. Operating other concerning tasks which had been assigned.

Following topics were covered at the Centre:

Overview of Cooperatives in Korat (Nakhon Ratchasima Province):

Mr. Kanvee Boonyaphant, an officer of the Centre 5, CPD, gave an account of cooperatives in Korat. According to his paper, Nakhon Ratchasima Province has 32 districts and it has a population of 2.6 million. There are 141 Cooperative Societies – Agricultural Cooperatives (91); Fishery Cooperative Society (1); Land Settlement Cooperatives (2); Consumer Cooperatives (4); Service Cooperatives (19); Thrift and Credit Cooperatives (20); and Credit Union Cooperatives (4). There are 160 Farmer Groups and 262 Women Groups. There are 34 very large cooperatives; 51 large cooperatives; 45 medium cooperatives and 11 small cooperatives.

Pimai Agricultural Cooperative Ltd. is the most successful case of cooperatives in Korat because it has a complete range of services; Good active members; Visionary leadership; Consumer Distribution Centre; Participation of Tung Samrit Area Cluster.

Case Study of Agricultural Cooperatives in Thailand

by Mr. Kanvee Boonyaphant, CPD

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

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

Management of Agricultural Cooperatives

by Mr. Dusit Thongta, Director, Cooperative Technology Transfer Centre 5, Nakhon Ratchasima.

Mr. Dusit Thongta, in his presentation, touched upon the following subjects – Problem of Farmers (lack of funds, high price of material, low price of produce, low standard of living); Cooperative is the solutions; Cooperative Identity – Definition, Values, Principles; Cooperative Ideology – Self-help, Mutual-help; Definition of a Cooperative; Cooperative Values; Basic Values and Ethics in Cooperatives; Cooperative Unique Principles – User-owner, User-control, User-benefit; Purpose of Agricultural Cooperatives; Sufficiency Economy; Reducing cost of living; Increasing household income; administration and management of cooperatives; General Organizational structure of Thai Cooperatives; Business of Agricultural Cooperatives; How to manage the Agricultural Cooperatives; Successful factors of Agricultural Cooperatives; Key factors to the success of cooperatives; etc.

Strategic Planning and Management Activity

by Mr. Dusit Thongta, Director, Cooperative Technology Transfer Centre 5, Nakhon Ratchasima.

First of all, the Mr. Dusit explained the definition of a Cooperative, Cooperative Values and Cooperative Ideology. Then he explained the Cooperative Principles one by one and Cooperative practices and General Organization Structure of Thai Cooperatives. He highlighted the elements in the management of the organization – Many, Money, Management, Material. He also explained what is POSCoBR (Planning, Organisation, Staffing, Controlling, Budget, report)? What is PDCA – Planning, Doing, Check, Act ?

Types of Planning – Administration (Strategic Planning, Administrative Planning, Operation Planning); Business – Marketing Planning, Production Planning, Financial Planning, Personnel Planning); Timeline – Long Term Planning, Medium Term Planning, Short Term Planning.

The Basic Accounting for Cooperatives' Businesses

by Ms. Ornmanee Sangkhamanee, HRD Officer, Cooperative Technology Transfer Centre 5, Nakhon Ratchasima.

In her presentation, Ms. Ornmanee explained the objectives of the basic accounting, the benefits of accounting,

documentation – External documents; Internal documents, etc., Type of Book of Account for Primary Cooperatives – cash day-book; purchase day-book; sales day-book; general journal; ledger; subsidiary account, etc. What is Chart of Accounts – Assets; Liabilities; Owner's Equity; Revenues; Expenses; etc. The Debit-Credit Rules; Balance Sheet; etc.

Business, Marketing and Management Planning

by Mr. Khamron Puangmanee, Inspector General, and Ms. Rongtip, Technical Officer, Cooperative Promotion Department, Thailand.

The Resource Persons explained the following topics in their presentation – Objectives of Business & Marketing Plans; Development of Business and Marketing Plans; Action Plans & Implementation; Monitoring & Evaluation; Risk Management; and Practice.

Their main focus was on the following - Why do we need Business & Marketing Plans? Strategic and Annual Business and Marketing Planning Cycle. Situation/Environment Assessment; Tools for situation & environment assessment; Business Unit Plans; etc. Management Tools – Strategic Planning; Customer Segmentation; Customer Relationship Management; Knowledge Management; Balance Scorecard; Outsourcing; etc.

Field Study Visits in Korat, Nakhon Ratchasima, Thailand

Visit to Baan Sumrit Community Service Cooperative Ltd.

On 9th March, participants visited the office of the Baan Sumrit Community Service Cooperative Ltd. It was established and registered under Cooperative Act 1968 on November 25, 2010 with 128 initial members. At present, the cooperative has 727 members. It has 15 Board of Directors. The Board of Directors of the Cooperative manage their business by themselves. The main business of the society is credit business. Its share capital is 12.45 million Baht and Reserve Fund is 2.84 million Baht. Volume of cooperative business is 24.48 million Baht. It provides short term and medium-term loan to members.

After that, the participants visited the Sufficiency Economy Centre, which has been promoted by the present King. Its Chairman briefed the participants. It is a learning centre for other cooperative societies, beginners, students, etc. Its land area is 2 hectares. On this land, they do rice farming, fish farming, fruit farming, etc. It has 300 coconut trees; 400 banana trees; 150 guava trees, 25 mango trees, 12 tamarind trees, 3 ponds of fish. Average income from this farm land is 10,000 Baht per month. It is a model for other cooperative societies.

Visit to Lam Plaploeang Agricultural Cooperative Ltd.

The participants visited the society premises and its facilities on 10th March 2015. It's Manager, Ms. Sumalee, briefed the participants. It is a mid-size cooperative society. It was established and registered under Cooperative Act 1968 on March 28, 1977 with 194 initial members. The purpose of the society is to help improve the production cycle, lives and welfare of the members who are living in irrigated areas of Lamplapleang Dam.

It has 15 Board of Directors and 30 staff members. Its total membership is 2,111 – 1,697 regular members in 39 groups and 413 associate members in one group.

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

Its share capital is 74.73 million Baht; Reserve Fund is 13.66 million Baht; Deposit is 83.20 million Baht.

After briefing in the office, the participants went to see the Sufficiency Economy Centre, being run by one of its members. The owner has a rice field, a fish pond, a swine raising hut, a biogas plant. He is also growing Kasawa, coconut, papaya, etc. in his field.

Visit to Pimai Agricultural Cooperative Ltd.

On 11th March, participants visited the office and facilities of Pimai Agricultural cooperative Ltd. Its Manager,

Mrs. Parnchaya Boudsantae, briefed the participants. It was established and registered under Cooperative Act 1968 on November 15, 1974 with 2,232 initial members and 22 groups. At present, the Cooperative has 11,081 regular members and 757 associate members. It is a large sized cooperative.

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

Its share capital is 262.71 million Baht; reserve fund is 55.61 million Baht; Deposits = 492.31 million Baht.

The cooperative has Credit business worth 536.06 million Baht; purchasing business = 118.10 million Baht; Paddy Rice Collecting Business = 72.23 million Baht; Marketing Business (Paddy Rice) = 57.64 million Baht; Processing business = 40.63 million Baht; Service Business = 11.88 million Baht.

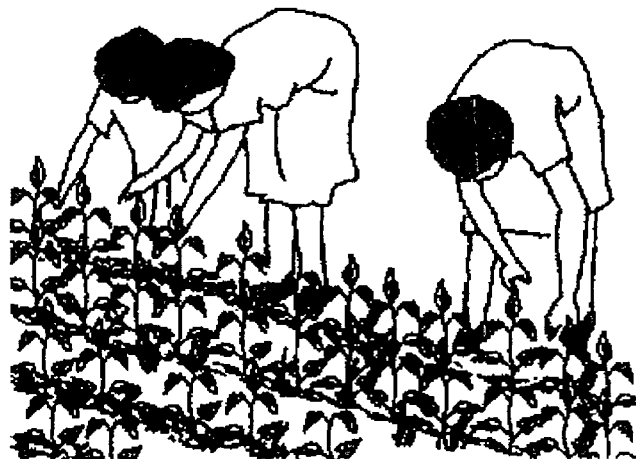
The cooperative society has following facilities – Electronics Weight Measure Scale Service; Drying yard and Warehouse; Rice Mill Capacity 80 tons per day; Organic Fertilizer Plant; Transportation Service; Quality Seed Production Plant, Gas Station; Store; etc.

The participants also visited the premises of Rattan Weaving Community Enterprise Group – a member of Pimai Agricultural Cooperative Ltd. Under OTOP (One Tambol One Product).

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

After completing the scheduled program at Korat, the participants returned to CLT on 13th March 2015, in the evening.

On 14th March, in the morning, Dr. Asanee took a Review Session. He revised the contents of his lectures, in brief. On 14th March, in the evening, the closing session of CLT/CPD Module took place.



SECTION – III

Closing Session at CLT

The valedictory function of the CLT/CPD module on “Agricultural Cooperative Business Management, Leadership and Planning” for the 2nd training program on “Fostering Core Leaders of Agricultural Cooperatives” for the year 2014 was held at the meeting room of CLT in the afternoon of March 14, 2015. Dr. Kok Donsumran, Chairman of CLT, presided over the function. Mr. Terunuma Hiroshi, representative of IDACA and the staff of CLT who were attached to the program attended, besides, Mr. A.K.Taneja of the ICA-AP.

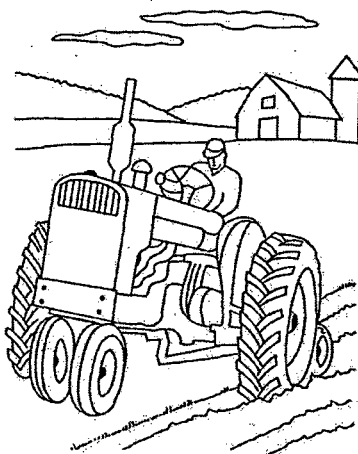
In his brief address Dr. Donsumran congratulated the participants for successful completion of part-I of the Training Course in Thailand. He also thanked the participants, their organizations, MAFF, IDACA and ICA-AP for their engagement with CLT/CPD. He believed that the lessons learned from the visits to CLT Members – small, medium and large sized cooperatives in Nakornratchasima Province, would help the participants in accomplishing their Action Plans. He urged upon the participants to take all of Thailand’s experiences with them to improve the cooperatives in their respective countries. He wished the participants a comfortable journey to Japan.

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

Mr. Terunuma Hiroshi, representative of IDACA, thanked contributions of the Cooperative League of Thailand (CLT) for successful implementation of the training course and appreciated the ICA ex-participants, who supported the course management. The study visit to Korat as well as lectures were very useful for the participants at the 5th Cooperative Technology Transfer Center of Cooperative Promotion Department (CPD). He concluded that the participants will visit Japan next and they will be exposed to the Japanese experience of agricultural cooperative development as well as some modern practices to benefit their member farmers and IDACA will do its best to make the training in Japan useful for the participants.

At the end of the closing ceremony, Dr. Kok Donsumran distributed the “Certificate of Participation” to the participants on their successful completion of the program in Thailand.

On 15th March, (Sunday), in the evening, the participants left Bangkok for Japan, reaching IDACA, Tokyo on 16th March, in the forenoon.





Dr. Kok Donsumran, Chairman, CLT, inaugurating the program at CLT Training Centre, Bangkok, Thailand.



Mr. Terunuma Hiroshi, representative of IDACA extending greetings on behalf of IDACA.



Mr. Balasubramanian (Balu) G. Iyer, Regional Director, ICA-AP, delivering his speech over Skype from New Delhi.



A group photograph of the participants with dignitaries at the inaugural ceremony.



Participants at the ceremony of the National Cooperative Day of Thailand at CLT Campus.



Dr. Asanee Ratanamalaj, former Executive Director, CLT, delivering his lecture in the classroom of CLT Training Centre.



Dr. Preecha Sitdhikornkraj, Department of Cooperatives, Faculty of Economics, Kasetsart University, Bangkok, Thailand, delivering his lecture in the class-room of CLT Training Centre.



Ms. Borisut Prempradan, Dy. Director General, CPD, briefing the participants at CPD Office in Bangkok.



A group photograph of the participants with the officials of CPD.



Ms. Naruemon Panawong, Deputy Director General of CAD, Ministry of Agriculture and Cooperatives, briefing the participants on Cooperative Finance at CAD Office in Bangkok.



Mr. Sirichai Orsuwan, President, Agricultural Cooperative Federation of Thailand (ACFT), addressing the participants at his office in Bangkok.



A group photograph of the participants with the officials of ACFT.



Ms. Juthatip Patrawart, Director of Co-operative Academic Institute (CAI), and Prof. Preecha Sitdhikornkrai, Department of Cooperatives, Faculty of Economics, Kasetsart University, briefing the participants on the activities of the CAI.



A group photograph of the participants with officials of CAI



Participants were welcomed at the Cooperative Technology Transfer Centre 05 at Korat in Nakhon Ratchasima province, Thailand.



Vice-Chairman of CLT, addressing the participants at Centre 05.



Mr. Dusit Thongta, Director of Centre 05, welcoming and briefing the participants at the Centre.



Mr. Kanvee Boontyaphant, Coordinator of the program, briefing the participants regarding Cooperatives in Korat.



Ms. ORNMANEE Sangkhamanee, HRD Officer, Cooperative Technology Transfer Centre 5, NakhonRatchasima, delivering her lecture on "Basic Accounting for Cooperatives' Business".



Mr. Khamron Puangmanee, Inspector General, and Ms. Rongtip, Technical Officer, Cooperative Promotion Department, Thailand, delivering their lecture on "Business, Marketing and Managing Planning" at Centre 05.



Secretary of Baan Sumrit Community Service Cooperative Ltd., briefing the participants.



A group photograph of the participants with office bearers of the Cooperative.



Participants at the Sufficiency Economy Centre of the Cooperative.



Participants with the Chairman of the Cooperative at the Sufficiency Economy Centre.



Ms. Sumalee, Manager of Lam Plaploeang Agricultural Cooperative Ltd. briefing the participants.



A group photograph of the participants with the Manager at the office of the Cooperative.



Participants at the Farmers' Shop being run by the Cooperative.



Participants observing the activities of Sufficiency Economy Centre, being run by one of the members of Lam Plaploeang Agricultural Cooperative Ltd.



Mrs. Parnchaya Boudsantae, Manager, Pimai Agricultural Cooperative Ltd. briefing the participants at her office.



Participants at the Rice Mill of Pimai Agricultural Cooperative Ltd.



A group photograph of the participants with the Manager of Pimai Agricultural Cooperative Ltd.



Participants at the Rattan Weaving Community Enterprise Group – a member of Pimai Agricultural Cooperative Ltd. under OTOP (One Tambol One Product).



Sports competition between participants and staff of Centre 05.



Sports competition between participants and staff of Centre 05



A cultural evening at Centre 05 in Korat



A group photo of the participants with the young artists at the cultural evening at Centre 05 in Korat



A view of Closing Ceremony at the CLT Training Centre in Bangkok.



Dr. Kok Donsumran, Chairman of CLT, distributing 'Certificate of Participation' to the participants



A group photograph of the participants with Chairman of CLT at the Closing Ceremony

SECTION - IV

INAUGURATION OF PART-II OF THE TRAINING PROGRAMME IN JAPAN

Inaugural Session

The Part-II of the 2nd ICA/Japan Training Course of 2014 was formally inaugurated on 16th March, 2015 at IDACA by Mr. Konno Masahiro, Executive Director, IDACA and Mr. A.K. Taneja, Manager, ICA-AP, also addressed the inaugural session. Mr. Terunuma Hiroshi, Overseas Cooperative Development Consultant, Mr. Yukio Abe, Overseas Cooperative Development Consultant, Mr. Toru Nakashima, Manager (Training), Ms. Eiko Oshita, Mr. Usui Takeshi and other officers of IDACA were present.

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

Mr. Konno Masahiro, Executive Director, IDACA, extended a warm welcome to all the participants and wished them a comfortable stay in Japan. He said that IDACA is an international training institute, which was established in 1963, aiming at providing training on agricultural cooperatives to the persons in charge of promotion of cooperatives in developing countries. 6000 persons from nearly 110 countries have received training in IDACA so far.

The present training course was newly developed with the collaboration of the Ministry of Agriculture, Forestry and Fisheries of Japan and ICA-AP for the purpose of strengthening capacity building of developing countries, for three years. He further said that on the basis of their experience for more than 50 years, they have prepared the program to focus on the objectives of the training course. He hoped that the training program will be a good opportunity for the participants to discuss and tackle the tasks for implementing their Action Plans. He said that IDACA was near Mt. Takao, which is visited by 2.6 million people every year. Its height is only 599 meters.

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

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

The program included the following components:

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

The following topics were covered under above components:

- General Information on Japan – Japanese Society, Culture & Economy;
- Historical Development of Japanese Agriculture and Agricultural Cooperatives;

- Organizations and Business Activities of the Japanese Agricultural Cooperatives;
- Self Development by coaching methods;
- Human Resource Development of Agricultural Cooperatives through Member Organizations.
- Methods learning and practice of participatory rural development;

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

1. General Information on Japan – Japanese Society, Culture & Economy

by Ms. Eiko Oshita Asstt. Manager, IDACA.

Under this topic, a brief history of Japan was explained. The participants were also told about the following characteristics of Japan - Basic Information of Japan (Population: 127.5 million; Climate: Temperate Marine Climate with four distinct seasons); Japanese Economy, Society and People; Agriculture – Agricultural Production; Characteristics of the Japanese people; Land and climate of Japan, its 4 major islands: Hokkaido, Honshu, Kyushu, Shikoku; its 4 distinct seasons – spring, summer, autumn and winter. Housing – Traditional Japanese house; education; religions; Japanese Cuisine; Typical Japanese Food and Seasonings; household economy; living conditions and environment; social security system, etc.

2. Historical Development of Japanese Agriculture and Agricultural Cooperatives:

by Mr. Yukio Abe, IDACA.

Mr. Abe focused on the following points of Agricultural Cooperative System in Japan – Features of Japan Agricultural Cooperatives (JAs); Agricultural Policies in Japan; Major Factors for the agricultural and rural development in Japan; History of development of Agricultural Cooperatives – how the post-war agricultural cooperatives were organized; Legal Framework; Type of Agricultural Cooperatives – Multi-purpose type and Single-purpose type; Three-tier system of agricultural cooperative organizations; Number of JAs as Multi-purpose Cooperatives (708); Business of Multi-purpose Agricultural Cooperatives; Joint Purchasing System; Facilities operated by Primary Cooperatives; Guidance-related features of Multi-purpose Agricultural Cooperatives; etc.

3. Organization and Business Activities of Japanese Agricultural Cooperatives:

by Mr. Hiroshi Terunuma, IDACA.

Mr. Terunuma distributed three papers before his presentation – (1) Brief History of Agricultural Cooperatives in Japan; (2) Concepts of Agricultural Cooperative and its legal bases; and (3) Management Plan of Agricultural cooperatives. In his presentation, Mr. Terunuma explained about the organization of JA – Stages of Development – The Origin of Japanese Cooperatives; Postwar Agricultural Cooperatives (1945-1960s); The Resurgence of Agricultural Cooperatives; New Evolution of Agricultural Cooperatives (JA); The Organizational Structure of Agricultural Cooperatives – Primary Agricultural Cooperatives (JAs); Prefectural Level Organizations; National Federations and other organizations; Central Union of Agricultural Cooperatives (JA-Zenchu); An Introduction to JAs Activities – JA's Main Activities; Farm Guidance; Better Living Guidance; Marketing Business; Processing Business; Purchasing Business; Credit Business; Mutual Insurance Business; Utilization; Welfare Activities; Asset Management Services; Travel Business; Educational Activities; Public Relations and Agricultural Policy Legislative Activities (Lobbying); Democratic Control and Management – The General Meeting; Major Matters to be resolved at the General Meeting; Directors and Auditors; JA's Principles and Management of JAs. The Agricultural Cooperative Society Law.

In his paper on Management Plan of Agricultural Cooperatives, he explained the objectives, importance of Planning, Procedures for formulation of Management Plan; Farm Management Plan of Member Farm Households; Income Target and Marketing Plan of Farmers; Formulation of Total Farm Management Plan; Plan for Establishment of Production Facilities; Plan for Supply of Production Material; Business Plan of Agricultural Cooperatives; Joint Marketing System; Methods of Establishment of Mutual Control System; What is Financial Administration in Agricultural Cooperatives ? etc.

4. Self Development by Coaching Method

by Mr. Takafumi Miyake, Shanti Volunteer Association.

In this paper, Mr. Miyake explained the following subjects – Leadership and Coaching; Leadership Communication Skills; Leadership Team Building Skills. The objective of his presentation was to give the participants basic knowledge, skills and attitudes for coaching and leadership. Under Good Leadership Coaching, he explained as to how to Manage a Team (Communication, building relations, dealing complaints, staff appraisal, conflict resolutions, etc.); how to manage a Task (Planning; data collection and analysis, solving problems, delegating work, give directions, developing goals, adopting new technology, etc.); and what are values and attitudes (Cooperation, discipline, eagerness to learn from others, admit mistakes/realization, diversity, try to change, commitment, etc.). Styles of leadership – Aristocratic (Dictator), Laissez Faire (Just sit, do nothing), and Transformative (Democratic). Under Communication skills, he explained as to what is Active Listening (Pay attention to the speaker – eye contact; understand fact, understand feeling of the speaker, try to summarise fact and feeling) and express your feelings without attacking others – “I” Message are good communication skills. He also explained as to how to build a team.

5. Human Resource Development of Agricultural Cooperatives through Member Organizations -

by Mr. Kazuo Tsukada, former Executive Director, IDACA.

First of all, Mr. Tsukada explained the difference between corporate-type farm management and Family-based farm management in human resource development. Under this topic, he gave a comparison between agriculture in Arkansas State in the USA and Niigata Prefecture in Japan. Japanese agriculture is characterized by family-based farm management with its labor force being made up of family members. He then explained the difference between corporate-type farm management and family-based farm management in human resource development.

In the second part of his lecture, he explained about the activities of Agricultural Cooperatives in Human Resource Development of farm households: (1) Impacts of the high growth of the Japanese Economy on agriculture (Labor force, mainly young people, flowed out of the rural area to an urban area, resulting in a decrease of the agricultural labor force); (food consumption has drastically changed with increase of the national income). (2) Organizing commodity-wise groups of agricultural cooperatives – (1) Strategies of agricultural cooperatives during the high economic growth period; (2) Purpose of organizing producers groups (production of farm products at high and uniform quality); (sustainable shipment with large quantities); He also presented case studies of organizing commodity-wise groups.

Human resource development of farmers through commodity-wise groups – a key of human resource development is to provide incentives to the target persons. Farmers during the high economic growth are not good at listening to classroom lectures for a long time and they dislike it. Agricultural production technology cannot be obtained from the lectures in the class-room. He also emphasized on usefulness of study visit to advanced area (observation). He also explained the leadership reinforcement of farmers through commodity-wise groups, through JA Women’s Association and Youth Association. He also briefed about System development of agri. Coops for human resource development and leadership reinforcement of farm households.

6. Method learning and practice of Participatory Rural Development

by Mr. Kazuto Katakura and Mr. Shinichi Koyama, Research Institute for Rural Community and Life.

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

“Visioning Workshop” is one of the most useful methods for this purpose, where participants learn basic concepts and some facilitation skills of the workshop. Visioning Workshop is designed with the combination of the two modules, as follows: (1) Environmental Inspection (checkup map) workshop methods often used by Japanese extension workers to re-evaluate the rural community; and (2) Integrated Theater Arts Workshop Methods, developed by PETA (Philippine Education Theater Association), etc. to facilitate the participation

of oppressed people in development. "Visioning Workshop" consists of 3 main activities as follows: (1) Conducting Community Environmental Inspection (an environmental checkup map); (2) Drawing concept picture (a vision of the future); and (3) Activity Planning through Theater Workshop Methods.

Regarding the environmental check-up, it is a simple and useful method of PRA (Participatory Rural Appraisal) so that rural people can easily take part in. Especially, the participation of rural people in gathering data for planning is important at the beginning stage of any project. Getting together to walk around the community, the participants find out not only negative points to be improved, but also any good points to encourage the rural people including useful natural resources.

Through the next activity of drawing a Concept Picture, the participants will learn as to how to assist rural people to make better lives. Giving them an opportunity to have any vision of the future is very important, because many rural people, who face a difficult situation of livelihood suffer from not only lack of money, but also lack of vision of the future. A clear vision for the future will encourage them to launch into a new action plan of improvement.

In the last activity of the workshop, the developing process from the present situation to make the vision into a reality, will be considered through theater workshop methods. The participants will experience the various advantages of theater workshop methods for rural community development.



SECTION - V
COMPARATIVE FIELD STUDY VISITS IN JAPAN
[Tokyo, Hyogo, Kanagawa and Yamanashi Prefectures]

Field Study Visits in Japan

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

- Institute for the Development of Agricultural Cooperation in Asia-IDACA, Tokyo
- Visit to Yamanashi Prefecture – Mr. Saito's Farm
- Visit to Hyogo Prefecture – JA Hyogo Prefectural Union; JA Awaji-Hinode, Extension Office,
- Farmers' house;
- JA Hyogo-minami, observation of facilities, the Central Wholesale Market, etc.
- Visit to the office of the JA Zenchu, Tokyo
- Visit to JA Yokohama Prefectural Union's Training Centre

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

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

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

During the last 53 years, the IDACA has trained about 6000 participants from 110 countries drawn from Agricultural Cooperative Movements and Governments from different countries of Asia, Latin America and Africa. It has active collaboration with a technical assistance program with the ICA Asia & Pacific.

The participants stayed at IDACA from 16th March to 04th April 2015.

Visit to Yamanashi Prefecture: On 20th March, 2015, participants visited the Minami-Alps City of Yamanashi Prefecture. 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. Because the farm land gets dried very easily, many farmers introduced an irrigation system using sprinklers 50 years ago.

Participants visited the orchard and house of Mr. Yukihiro SAITO, a Member Farmer of JA Komano. He is cultivating following products in his fruit orchard and farmland – Peaches, Grapes, Cherries; Japanese Plums; Persimons, etc. In addition, he cultivates vegetables for his own consumption. Packing for Japanese plums and cherries is done on Mr. Saito's house and he himself brings them to the JA's Grading Centre.

After that, the participants visited the Grading Centre of JA Komano. The main functions of grading centre are as follows – Sorting and inspection of products; Packing, packaging, loading into trucks and shipping of products and settlement of accounts. Following commission fee is charged by JA Komano for the above functions – Peach = 24%; Japanese Plum = 11%; Cherry = 6%. Commission fee includes grading charges, facility use fee; transportation cost; JA's commission fee, etc.

Mr. Saito himself is a middle-scale farmer and sometimes his daily harvest exceeds 500 pieces of fruits. In case of large-scale farmers, daily harvest easily surpasses 2000 to 3000 pieces. Measuring sugar content of each fruit, one by one, or sorting fruits into 40 different grades is impossible to be done by these farmers themselves; hence, grading centre plays a vital role in rural areas.

JA Komano came into being on 1st April 1995, with the merger of 8 primary agricultural cooperatives – JA Yamanashi Hatta, JA Shirane, JA Hyakuta, JA Nishino, JA Kai-yutaka, JA Wakakusa-cho, JA Kushigata-machi and JA Yamanashi-kosai. It covers 6 municipalities – Hatta Village, Shirane Town, Ashiyasu Village, Wakakusa Town, Kushigata Town and Kosai Town (now known as Minami-alps city).

Participants also visited JA Green (Production Material shop) and A-Coop Store (Super Market), and Direct Sales Shop, being run by JA Komano, and observed its operations.

Study visits to Hyogo Prefecture:

The participants visited Hyogo Prefecture during 24th and 27th March, for a field study. They visited the following places in Hyogo Prefecture and returned to IDACA, Tokyo on 27th March.

Visit to JA Hyogo Prefectural Union:

Outline of Agriculture, Forestry and Fishery Industries in Hyogo Prefecture:

Hyogo Prefecture faces the Sea of Japan to the North and the Seto Inland Sea (Pacific Ocean) to the South with the Chugoku mountain range in the centre, extending to the East and West. Hyogo Prefecture possesses a diverse natural environment unparalleled in other prefectures. The Prefecture is comprised of five regions that have historically shaped distinctive and unique landscape, nature and culture (LNC): Settu (Kobe-Hanshin), Harima, Tajima, Tamba, and Awaji.

There are many agricultural, forestry and fishery products with top ranking in Japan in terms of shipment. Among the major agricultural products are brewer's rice, black soyabean, onions, fig, carnation, and among the marine products is snow crab, whitebait. In particular, Kobe beef and Akashi sea bream are recognized nationally as famous brands.

While Hyogo Prefecture possesses areas, such as the Awaji region, where agriculture, forestry, and fishery industries have been thriving, it is a consumption oriented prefecture that includes the heavily populated Kobe-Hanshin region.

Current state of agricultural production:

The prefecture occupies an important position as the centre of food production in the Keihanshin urban zone. Looking at the composition ratio of the agricultural output value, rice, vegetables and livestock account for a larger proportion than the national average. There are approximately 43,000 water storage reservoirs in the prefecture, the largest number in the country.

"2020 Vision of Agriculture, Forestry & Fishery in Hyogo Prefecture (2020 Vision)":

The local government should implement the policies along with a plan for steady promotion of agriculture, forestry and fishery industries in Hyogo Prefecture.

Educational Activities for officials and employees of JA by JA Hyogo Prefectural Union:

Without educational activities, there is no continuance and development of cooperative movement. Education Department of JA Hyogo Prefecture Union conducts following trainings:

1. Education for Members;
2. Education for officials – it aims at obtaining advanced knowledge and management skill, which is necessary to become a worthy officer, as a capable leader of JA movement, and also as a CEO of JA;
3. Education for employees – it aims at the enhancement of fundamental and professional ability of employees in response to comprehensive business and diversification of members' needs.

Visit to JA Awaji Hinode:

Outline of JA Awaji Hinode:

JA Awaji Hinode was established in October 1993 by merging 6 primary JAs (JA Sumotoshi, JA Tsunahigashi, JA Ura, JA Hokudancho, JA Awajichinomiya, and JA Awajigoshiki) in Sumoto and Awaji cities in Awaji Island, Hyogo prefecture. Later on, in January 2006, name of the JA has changed to JA Awaji Hinode.

In the operational area, the farmland is 5000 ha., which accounts for about 7% of the Prefectural land area. The agricultural income is 12.7 billion yen, which accounts for 9% of the Prefectural income.

From the Northern part of the middle part of Awaji island, its operating area, is blessed with temperate climate of the Seto inland sea, and faces Osaka Bay in the East and Harima sea in the West. It is also rich in natural environment.

In this area, Awaji Japanese veal (Awaji beef/Awaji calves) is produced, which is an origin of branded beef, such as the world famous Kobe beef along with other beef, such as Tajima beef and Matsuzaka beef. In addition to beef production, agricultural and livestock products centering on rice, onion, carnation, orange and strawberry and so on are known as Awaji branded products nationwide.

It has 16,206 members (9,721 regular members and 6485 Associate Members). It also has 49 commoditywise groups – Vegetable group, Fruit tree group, Fruit group, Flower group, Livestock group and another group. The JA has 22 officials and 297 employees.

The main business of JA is as follows:

Credit business; Mutual Insurance Business; Purchasing Business; Marketing Business; Automobile Business; Fuel Business; Farm Machinery Business; Livestock Business; Utilization Business; Farming related Consultation Business; and Welfare Business.

Visit to Farmer's House:

Before briefing at JA, the participants visited the house of one farmer, Mr. Hirohata, for interaction. Mr. Hirohata was born on 29th March 1972. He started farming in 2012. His total operational area is 230 a. He has three full time workers. He has one Tractor, one Fertilizer distributor, one Mulch film spreader, one Lettuce packing Machine, a small truck, drying room for onions, etc. He has been producing following crops in his field – Paddy rice, onion, lettuce, watermelon, etc.

After the briefing at JA, the participants visited another progressive young farmer for interaction. His name is Mr. Yamaguchi. He was born in 1976. He started farming in 2012. His total operational area is 323 a. He has 4 workers – two full time and two part time workers. He is producing following crops in his field – Paddy rice, Onion, Lettuce, Green Pepper, etc. He has one Tractor, Fertilizer distributor, Mulch film spreader, Lettuce packing Machine, a small truck, drying room for onions, a workroom. He is vice-Chairperson of Producers' Group of JA Awajihinode and Chairperson of Sumoto Agricultural Youth Council.

Visit to Ikeda Collection Centre:

After that, the participants visited the Ikeda Collection Centre of JA. Its main business is grading of onions, collection and shipment of fruit and vegetables. It also has drying facility and a cold storage and pre-cooling facility. It has a Rice Centre, a Warehouse and a Seedling Centre. In Fiscal Year 2014, its trading volume was 381,068,000 yen.

Visit to JA Hyogo Minami:

Outline of JA Hyogo Minami:

JA Hyogo Minami was established on 1st April 2001 by merging of 7 primary agricultural cooperatives of the nearby areas. It has 54,139 members, of which regular members account for 26% and Associate members 74%. The JA has 457 regular employees and 292 part-time & temporary employees. It has following facilities – Three Petrol Stations; Two Real Estate Business Centres; Three Nursing Care Centres; Three Funeral Halls and its related stone company; One Wire broadcasting station; One Farm Machinery Centre;

Two Country Elevators; Three Rice Centres; One Low Temperature warehouse; Five Economic & Farm Guidance Centres; Seven Direct Sale Shops (Farming); One Distribution Centre; 15 Branch Offices; and one Main Office.

Agricultural Promotion Activities:

In order to protect better farming and better living of members, JA Minami is grappling with agricultural promotion activities, aiming at the development of affluent regional society through agriculture to promote regional agriculture. The activities are as follows – (1) Activities for ensuring safe and assured production of farm products; (2) Fostering of hamlet farm management groups and supports for them; (3) Activities for the promotion of the Chisan Chisho campaign (Local consumption from local production); (4) Heart to heart activities to familiarize consumers with agriculture; (5) Activities for the promotion of the Food Education; (6) Activities to resolve the problem of abandoned farmland and also to foster farm successor; (7) Activities to promote exchange between crop farmer and live stock farmer; Information on the contribution to the regional community.

After briefing, the participants observed the activities of Direct Sales shop “Farming shop Yahata” and Farmin’s Farm Field (vegetable production managed by corporation invested by JA). After that the participants observed the women group’s agro-processing activities “Kitchen Mama” and “Potager de moule”.

Participants also visited the home of Mr. Kanagawa, former Director of Extension Department in Hyogo local Government and observed life of urban residents.

Visit to Kobe Central Wholesale Market:

Outline of the Kobe Central Wholesale Market:

The Kobe Central Wholesale Market was established in 1932 as the fifth Central Market in Japan. Food processing factories, refrigerated storage and multistory parking had been constructed between 1955 and 1970. The wholesale and intermediate wholesale areas were reconstructed between 1985 and 1989. There are four wholesalers (Fruit and vegetables = 1; fishery products = 3; fresh produce = 2; processed products = 1. There are 107 Intermediate wholesalers: Fruit and vegetables = 58; vegetables = 36; fruit = 22; fishery products = 49; fresh produce = 29; processed products = 20. There are 23 authorised buyers: (Fruit and vegetables = 15; fishery products = 8;

Roles of the Central Wholesale Market:

- Consolidating and splitting up shipments;
- Wholesalers purchase fresh produce from domestic and international producers to stock in the market;
- Intermediate wholesalers sort and process the produce as necessary;
- Price formation (evaluation);
- Wholesalers and intermediate wholesalers evaluate products and decide on a price according to the amount of produce shipped on the day, the previous day’s market condition, quality of the produce, weather, and the levels of consumer spending;
- Financial settlements;
- Payment for sales can be made promptly.

Outline of Food Hygiene Inspection Office:

Kobe food hygiene inspection office inspects every food, which distributes through central and eastern market of Kobe Wholesale Market. In addition, surveillance and guidance for food hygiene as well as sanitary education inside the central wholesale market are conducted.

Following Hygiene inspection activities are conducted:

Physical and scientific inspection – chemical residue for vegetables and fruits (pesticide, germicide, herbicide).

Food additives (preservative, sweetener, bleach, color former, fungicide, sterilizer) for delicatessen, fish paste products, confectioneries, other processed products, imported fruits.

Environmental contamination substances (PCB, mercury) for marine products.

Other tests (synthetic antibacterial, shellfish poison) for cultured fish and shellfish, bivalves.

Germ inspection (Micro organism test): Number of germs (Indicator to show how much food is contaminated by germs) for delicatessen, fish paste products, confectioneries, other processed products, fresh vegetables.

Colon bacillus (Indicator to show how much food is contaminated by bacteria causing food poisoning) for delicatessen, fish paste products, confectioneries, other processed products, fresh vegetables.

Intesbibrio (bacteria causing food poisoning, especially for fish and shellfish) fresh fish and shellfish, vegetable pickles.

Others, such as E.coli, staphylococcus aureus, salmonellosis, O157 for delicatessen, fish paste products, confectioneries, other processed products, fresh vegetables.

Sanitary education – Food sanitary lecture is conducted mainly designed for sales people operating inside the wholesale market.

Guidance tour on the food hygiene day – distribute brochures to operating facilities inside the market on the day of food hygiene.

Visit to the office of the Central Union of Agricultural Co-operatives - JA-Zenchu:

On 30th March, in the afternoon, the participants visited the office of the Central Union of Agricultural Cooperatives – JA-Zenchu. Mr. Kouichi Noguchi, International Cooperation Division, briefed the participants about its activities.

JA-Zenchu (Central Union of Agricultural Cooperatives) is an apex body of Japan's agricultural cooperative movement, representing the interests of Japanese farmers, JA's (agricultural co-operatives) and business federations (JA Group).

The basic objective of JA-Zenchu is to contribute to the sound development of the activities of the JA Group through formulating the common guidelines and programs of their activities as well as through promoting implementations of these programs by the member organizations.

In order to attain these objectives, JA-Zenchu plays various functions, in collaboration with its members consisting of 47 Prefectural Unions of Agricultural Co-operatives throughout the country, including management guidance, auditing, farm policy lobbying and public relations activities for JAs and their business federations. It also provides education and training services to members and officials of those organizations.

In the international field, JA-Zenchu is engaged in many activities to improve the economic and social conditions of farmers and communities, as well as strengthening cooperation among agricultural co-operatives and farmers' organizations in the world, while serving as an active member of the International Co-operative Alliance (ICA) and the World Farmers' Organization (WFO) to represent the interests of Japanese farmers and the JA Group.

JA-Zenchu also makes continuous contributions to the development of agricultural co-operative movements in developing countries by itself and through its affiliated international training centre, named IDACA (The Institute for the Development of Agricultural Cooperation in Asia). The aim of this Institute is to provide training opportunities for leaders of agricultural co-operative organizations in developing countries.

JA (Japan Agricultural Co-operative) is organized throughout the country, based on the principle of mutual cooperation, with the purpose of promoting farming and living of its individual members. To this end, JAs are engaged in various activities including farm guidance, marketing of farm products, supplying of production inputs, credit and mutual insurance businesses, while they are referred to as "multi-purpose agricultural co-operatives". Almost all of the farmers in Japan join the respective JA as regular members, while non-farmers (local residents) as associate members are increasingly affiliated with JAs to enjoy their services, such as credit and mutual insurance.

At present, a total number of JAs in Japan is 693. They have a total of 4,720,274 regular members and 4,973,581 associate members. They have 239,942 employees/officers.

Visit to the Educational Centre of JA Kanagawa Prefectural Union:

On 1st April, 2015, the participants went to the Education Centre of JA Kanagawa Prefectural Union. It's Manager, Mr. Kato, briefed the participants about the Centre's activities.

Kanagawa Prefecture has a population of 9 million. It is the union of 13 JAs and 5 Federations. In the JA Group in Kanagawa Prefecture, there are 330,000 members and 8,000 employees. The Education Centre's total budget is of 107 million yen. 45 million yen comes through the fees for the training and 62 million yen is being contributed by the JAs to the Prefecture Union. In this education centre, only 8 staff members are working. Last year, this education centre trained about 4,000 employees.

Establishment of the Education Centre followed by a resolution adopted at the 19th Kanagawa Prefecture Meeting of Agricultural Cooperatives as a Project for 20th anniversary of enactment of Agricultural Cooperative Law. All JAs and the Business Federations at prefecture level contributed the funds and the Centre was completed in 1969. The main purpose of its establishment was to improve the capacity of officials and employees for more advanced JA business; Kanagawa Prefectural Union of Agricultural Cooperatives assumes responsibility for management of the Education Centre. The cost of the education programs is covered by the fee charged for participation and the administrative cost is covered by the budget of the JA Kanagawa Prefectural Union.

Following Training Programs are offered at the Education Centre:

Training for officials – Basic Program and Specialised Program; Training for Employees – Basic Training, Training by Position, Training for Managers, Training for General Employees, Training by Business for newly assigned employees, Training by Business for currently assigned employees; Training by Specific Subjects – Basic Training, Training for Financial Planners and Training for Qualification Exam., etc.

Mr. Kato also explained the evaluation system of the training courses and its follow-up.



SECTION - VI

Action Plans Proposed by the Participants

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

Name of Country : **Bhutan**

Name of the Participant : **Mr. Luda Wangdi**

Position : **Senior Extension Supervisor II**

Name of organization: **RNR-Agriculture Extension Centre, Chokhor Geog, Bumthang Dzongkhag, Ministry of Agriculture & Forests, Royal Government of Bhutan.**

Title of the Proposal : **Formation of Potato Growers Group in Kharsa Chiwog for joint marketing of agricultural products.**

Target Group : **60-80 households in Kharsa Chiwog.**

Implementing Agency : **Geog Agriculture Extension Supervisor, supported by Department of Agriculture, Marketing and Cooperatives, Ministry of Agriculture and Forests, Royal Govt. of Bhutan.**

Duration of the Plan : **1st November 2015 to 30th March 2016.**

Name of Country : **Cambodia**

Name of the Participant : **Mr. Ung Sundeth**

Position : **Officer**

Name of Organization : **Department of Agricultural Cooperative Promotion of General Department of Agriculture (GDA), Ministry of Agriculture, Forestry and Fisheries (MAFF), Cambodia.**

Title of the Proposal : **To increase livelihood for Agricultural Coop. Members of Chet Borey District, Kratie Province, through improved business activities.**

Target Group : **1086 farmers living in Bosleav Leu village, Bosleav Community, Chet Borey District, Kratie Province.**

Implementing Agency : **Department of Agricultural Cooperative Promotion, General Department of Agriculture, Ministry of Agriculture, Forestry and Fisheries, Cambodia.**

Duration of the Plan : **06 months - July 2015 to January 2016.**

2nd TRAINING COURSE OF 2014

Name of Country : **Cambodia**

Name of the Participant : **Mr. Phon Kim**

Position : **Officer**

Name of Organization : **Svay Rieng Provincial Department of Agriculture, Planning and Accounting Office.**

Title of the Proposal : **To improve the marketing of farm products of farmers living in Svay Chrum District, Svay Rieng Province.**

Target Group : **Farmers living in 5 communes, such as Tasous, Kralko, Angtaso, Svay Ang and Svay Yea commune, in Svay Chrum District, Svay Rieng Province, (approximately 49 Leaders and supervisory committee members in 9 Agricultural Cooperatives).**

Implementing Agency : **Department of Agricultural Cooperative Development (DAC), Ministry of Agriculture, Forestry and Fisheries, Cambodia.**
- **Svay Rieng Provincial Department of Agriculture (PACPO, PDA);**
- **BPAC Project (supported by JICA with Experts).**

Duration of the Plan : **06 months - June to December 2015.**

Name of Country : **Lao PDR**

Name of the Participant : **Mr. Khamla Thammachack
Mr. Vilayhong Ounphachanh**

Position : **Technical Staff**

Name of Organization : **Department of Agriculture Extension and Cooperatives, Ministry of Agri. and Forestry, Lao PDR.**

Title of the Proposal : **To improve the organization and activities of maize production groups in Boumlao village (Houn district, Oudomxay Province) Lao PDR.**

Target Group : **214 Farmers of Maize Production Group of Boumlao village, Houn District, Oudomxay Province .**

Implementing Agency : **Department of Agriculture Extension and Cooperatives, DGRV Organization and Houn DAFO.**

Duration of the Plan : **12 Months – May 2015 to May 2016.**

Name of Country : **Myanmar**

Name of the Participant : **1. Ms. Wai Thwe Tun
2. Ms. Cho Cho Hlaing**

Position : **1. Assistant Manager
2. Senior Office Assistant**

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

Title of the Proposal : **Promotion for the enhancement of crop production of farmer members of Zaw Ti Ka Agricultural Production Cooperative Federation in Thongwa Township, by supplying water and farm machineries.**

Target Group : **2167 households in 30 villages of Thongwa Township;**

Implementing Agency : **Zaw Ti Ka Agricultural Production Cooperative Federation (Yangon Region).**

Duration of the Plan : **One year – January to December, 2016.**

Name of Country : **Nepal**

Name of the Participant : **Mr. Chandra Prasad Dhakal**

Position : **Member, Board of Directors,**

Name of Organization : **National Cooperative Federation of Nepal (NCF), Nepal.**

Title of the Proposal : **Market Intervention for economic benefits of vegetable farmer-members of Bishal Multipurpose Cooperative Ltd. (BMCL), Bardghat, Nawalparasi.**

Target Group : **100 vegetable farmers in 10 groups.**

Implementing Agency : **Bishal Multipurpose Cooperative Ltd. (BMCL), Bardghat, Nawalparasi, Nepal.**

Duration of the Plan : **Two years – July 2015 to June 2017.**

2nd TRAINING COURSE OF 2014

Name of Country : **Vietnam**
Name of the Participant : **Mr. Dinh Hong Thai**
Position : **Chairman**
Name of Organization : **Ninh Binh Provincial Cooperative Alliance**
Title of the Proposal : **Mushroom Value Chain Development for Agricultural Cooperatives in Ninh Binh Province.**
Target Group : **268 Agricultural Cooperatives (15,500 farmers) in Ninh Binh Province.**
Implementing Agency : **Ninh Binh Provincial Cooperative Alliance.**
Duration of the Plan : **One year – July, 2015 to June, 2016.**

Name of Country : **Vietnam**
Name of the Participant : **Ms. Ngo Le Thuy**
Position : **Manager of Administration Department.**
Name of Organization : **Southern Centre for Support and Development of Cooperatives, Small and Medium Enterprises.**
Title of the Proposal : **Enhancing Functions of Agricultural Cooperatives in Southern Province of Vietnam, on the line of Japan's Agricultural Cooperatives' Model.**
Target Group : **3 Agricultural Cooperatives in Binh Thuan, Dong Nai, Tay Ninh.**
Implementing Agency : **Binh Thuan Cooperative Alliance, Dong Nai Cooperative Alliance, Tay Ninh Cooperative Alliance and Socencoop and JICA (training and providing guidance).**
Duration of the Plan : **March to December, 2015.**

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

- A Summary

Introduction

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

Evaluation Objectives

The main objectives of the Evaluation were to:

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

Summary of the Evaluation:

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

February 25 – March 15, 2015

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

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

PROGRAMME FEEDBACK

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

2nd TRAINING COURSE OF 2014

3	Overall effectiveness of the program	1	8	1	-	-
Module-Wise Feedback						
1	Historical Development of Thai Coops by Dr. Asanee Ratanamalai, CLT	3	5	2	-	-
2	Briefing by CAD to learn Coop. Finance	1	7	2	-	-
3	Briefing at CPD to learn Thai Coops and Role of Government	3	7	-	-	-
4	Briefing at ACFT – Agri. Coop. Federation of Thailand.	-	6	4	-	-
5	Briefing at Kasesart Univ. To learn its support to coop. development	4	5	1	-	-
6	How to organize Coop. By Dr. Asanee Ratanamalai	5	5	-	-	-
7	Cooperative Principles and Coop. Education by Dr. Asanee Ratanamalai	6	3	1	-	-
8	Coop. Development & Legal Basis by Dr. Preecha Sitdhikornkrai	1	7	2	-	-
9	Overview of Coops in Korat	4	4	2	-	-
10	Case Study of Cooperatives	3	4	3	-	-
11	Management Planning, Business Planning and Marketing	2	4	4	-	-
12	Basic Accounting & Financial Control	1	3	6	-	-
Field Visits						
1	Visit to CPD	4	4	2	-	-
2	Visit to ACFT	5	3	2	-	-
3	Visit to Kasesart Univ.	2	6	2	-	-
4	Visit to Small size Coop.	4	4	2	-	-
5	Visit to Vocational Group (OVOP)	2	5	2	-	1

6	Visit to medium size coop.	4	4	2	-	-
7	Visit to large size coop.	4	4	2	-	-
Support Services						
1	Program Office at CLT	4	5	1	-	-
2	Accommodation at CLT	6	2	2	-	-
3	Food at CLT	5	4	1	-	-
4	Program Office at Korat	5	4	1	-	-
2	Accommodation at Korat	5	3	2	-	-
3	Food at Korat	4	3	3	-	-

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

1. Pocket money should be provided more than 300 Baht per day.
2. Presentations should be in English and not in Thai.
3. Indoor sports facility at CLT is necessary. Some computers should be provided for the participants at CLT.
4. As far as possible, direct flights should be given.
5. The training program should be in cooler days in Thailand. Not in summer days.
6. CPD/CAD could come to CLT for briefing.
7. Lessons learnt from Thailand are very useful for me and I got a lot of valuable knowledge. All facilities provided for us are excellent and I had a great time in Thailand.

In addition, some of the comments/suggestions were offered verbally by the participants. They are:-

1. Lighting in the rooms and bathrooms at CLT Hostel is not sufficient;
2. Hot Water with Green Tea/Black Tea should be available at CLT;
3. Only Thai channels are visible on TV. Satellite TV channels should be available at CLT Hostel;
4. At least one or two English Newspapers should be available.
5. Geysers (hot water) in the bathrooms of the Institute at Korat is desirable.
6. Mosquito repellent should be provided in each room of the participants at CLT and Centre 05.
7. Many stray dogs were noticed in the campus of Centre 05 at Korat. Please ensure that they do not attack any foreign participant.
8. Microphone or Collar Microphone must be used by the Lecturers at CLT and Centre 05.

IDACA MODULE: 17 March to 11 April, 2014

Summary of the Evaluation:

Program Coverage:

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

- Some example of bylaws of primary coops should be provided to gain clear knowledge.
- It is great because I have a chance to study JA.
- I got a new knowledge and I know the farmers of other country and coop. activities.
- We got a practical knowledge; discussions with farmer-members; history and management and by-laws of JAs were very good.
- Program was reasonably good. Harmonious combination of theory and practice.

Most Beneficial Subject for you:

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

- Field visit experience, like fruit plant management, Direct Sales Shop. Hydroponic activities, Green house activities and how the Japanese society developed cooperatives.
- Organization and business activities of JAs; Self-development by coaching method; Method learning and practice of Participatory Rural Development.
- The training course is very important for Agricultural Cooperatives of my country.
- Methods of any Lecturer are useful for me; Self-development by coaching method; Method learning and practice of Participatory Rural Development; Marketing System to transfer the commodities of farmers.
- Marketing System is good.
- Marketing, Grading system, wholesale market, etc.
- Marketing and Purchasing business of JAs; Wholesale Market; JAs facilities, Direct Sales Shop; Information System; Farm Advisors;
- Large scale cooperatives; Cooperative service; Credit/Insurance Business; input supply; well qualified management of cooperatives; Government is concerned with farmers' problems.

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

The replies were:

- Provide case studies/detail of one cooperative in any prefecture from starting to present situation to know how it has progressed or how it faced difficulties in their business ;
- Sales Management should be given more time.

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

- Need to add some hours for self-development by coaching method and PRA. And JA Zen-chu and Education Centre may be requested to come to IDACA to have maximum lecture time.
- Every Lecturer is useful for me. I can bring the method of teaching to my country to improve my skill because I am a responsible trainer at my work place.

Study Visits in Hyogo prefecture: All participants have expressed their opinion that the study visits to Hyogo Prefecture was good or very good. Some participants have offered the following comments:

- For senior participants like Director, CEO, Secretary, visit to Wholesale Market is O.K., so that they can plan it at the Department level. For technical staff, like us, visit to Direct Sales shop, is necessary for implementation in the field.
- I could understand more about the Extension Worker's importance in upgrading the farmers' skill.
- We got a lot of knowledge and some techniques from a study visit in Hyogo Prefecture.

Other Observation Tour (1-day observation in and around Tokyo - Visit to Mr. Saito's farm in Yamanashi Prefecture): 05 participants wrote that it was very good while 05 said it was good. Following comments were offered by the participants:

- Management of fruit plant with a perfect way of managing, pruning, fruit thinning, fruit processing is laudable.
- I came to know the farmers' livelihood in reality.
- Visit to Mr. Saito's farm and house is very interesting and memorable.

Visiting JA Zen-chu:

- Journey itself took 2 hours to reach the JA Zen-chu. For future course, invite them to IDACA or combine the visit program with Education Centre.
- We could know that JAs activities are successful and farmers have full trust on JAs.
- JAs in Japan are very successful and reliable organization for their members.
- Meeting at JA Zen-chu is too short. Some information is not fully exchanged.

Visiting JA Kanagawa Prefectural Union's Training Centre:

- Short presentation, but we got important information how they plan for JA group.
- Training system is really useful for farmers or for extension staff. I wonder if we have this type of facility.
- Their training programs are excellent and they provide a lot of training courses for officials, managers, staff and so on. I like their teaching methods and training courses.

Administration and Management:

1) Management of the Training Course by IDACA:

Almost all the participants said that it was excellent, very good or good. Following remarks were offered by some of the participants:

- We had enough time to field visit, but still need time in the field to gain their experience.
- All of resource persons/experts and staff of IDACA are skillful, helpful and kind-hearted.

Facilities: All the participants appreciated the facilities provided by IDACA. Some offered the following comments:

- If possible, provide a TV to update the news in each room.

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

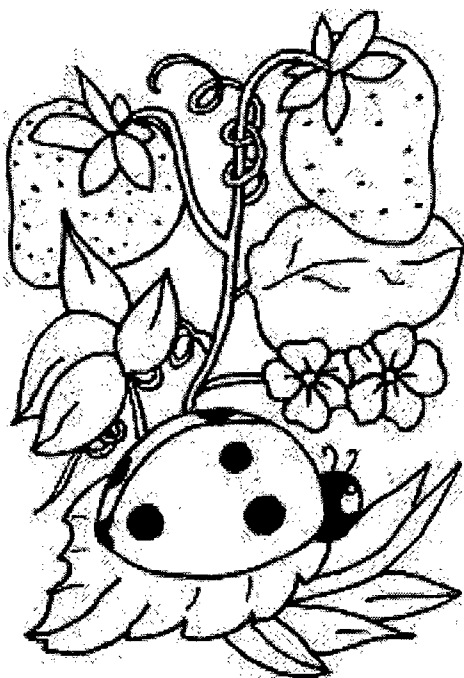
- Need to reduce salt, which I think was more for me.

- Should prepare meals for participants on weekends too.
- Should change some breakfast because it is always the same.

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

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

- Provide more time for Action Plan Presentations. We need to express more our feelings.
- Request to provide some financial support to implement the Action Plans; ICA-AP or IDACA to see how the participants are implementing the action plans in reality in the field. Refresher course for the participants may be introduced after 3-5 years of training course. Presentation of country background paper should be introduced at the start of the training course.
- Some activities should be associated with the Action Plan of the participants; Organize cultural and sports exchanges between participants and IDACA staff.



SECTION - VIII
COURSE CONCLUDING SESSION
AND AWARD OF CERTIFICATES OF PARTICIPATION

The concluding session of the 2nd ICA/Japan Training Course-2014 was held at IDACA, Tokyo, on April 03, 2015. The session was attended by Mr. Toshiyuki Shinada, Assistant Director, International Cooperation Division, International Affairs Department, MAFF, Mr. Konno Masahiro, Executive Director of IDACA, including all his senior staff, and Mr. A.K. Taneja, Project Coordinator of the ICA-Asia Pacific, New Delhi.

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

Mr. Toshiyuki Shinada, on behalf of MAFF, congratulated all the participants on successful completion of the training course. He expressed his heartfelt gratitude to IDACA and ICA-AP for conducting this course successfully. He believed that it must have been very hard for the participants to study abroad because of different climate, food, culture, etc. He further said that the Agricultural Cooperatives play an important role to produce food, promote sustainable rural development, and improve the standard of rural living. Each participant is expected to play a central role in their respective agricultural cooperatives through experience and knowledge they gained in the training course. There would be many obstacles, such as shortage of resources and manpower in every country, however, he advised the participants to consider well from a long-term point of view and take one step at a time. He hoped that all participants will keep in touch with each other and encourage each other to promote agricultural cooperatives in their respective countries.

Mr. Konno Masahiro, Executive Director of IDACA, expressed his sincere appreciation to Mr. Shinada for attending the closing ceremony on behalf of MAFF and congratulated all the participants on successful completion of the training course. He also thanked Mr. Taneja of ICA-AP for his contribution to this training course. He said, there is a saying, "the ocean started from a drop of rain". Collected drops of rain make a small stream, gradually, they form a big stream and stream form a river and it further flows into the ocean. The cooperative development is following the same process. Cooperative Movement starts when one person stands up alone with the firm confidence of the power of cooperative to support weaker people. Agricultural Cooperative Movement in Japan started more than 100 years ago from a small movement and the movement has grown as a big movement, as is seen today. He believed that by utilizing the knowledge and experience gained through this training course, each participant will be as a drop of rain and play an important role as a core leader to make a big stream in his/her cooperative movement. He hoped that something would be changed in the cooperative movement of the participants by implementing their action plans after they returned to their home countries.

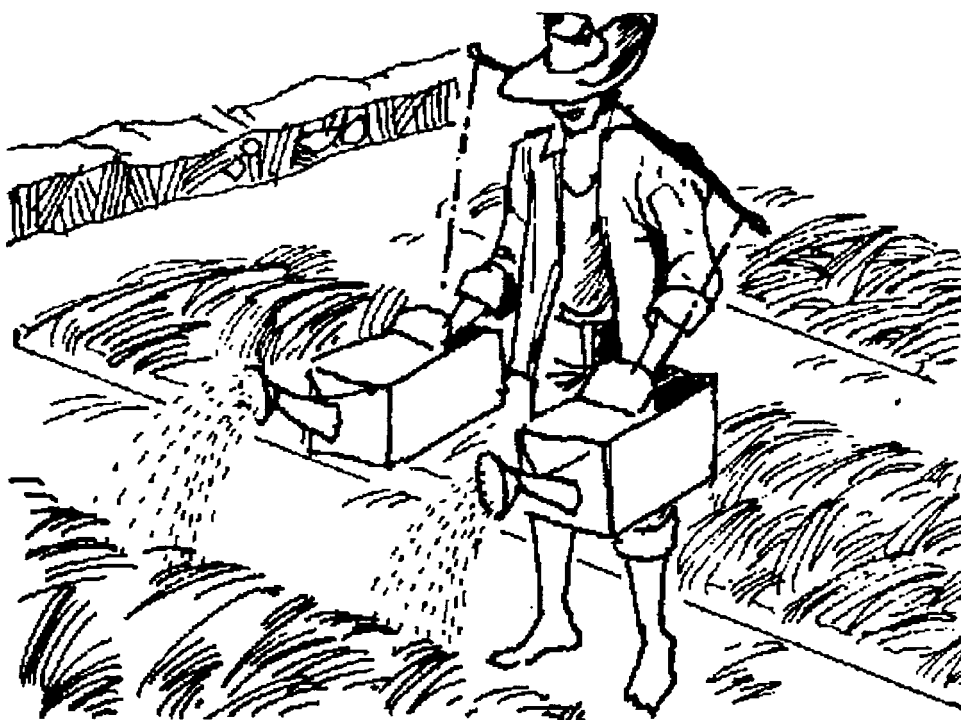
He expressed his sincere gratitude to MAFF and ICA-AP for offering this wonderful opportunity of training to fellow participants. He requested the participants to keep in touch with IDACA through e-mail or Facebook. Finally, he wished all the participants a success and a comfortable journey back home.

Mr. Chandra Prasad Dhakal, the participant from Nepal extended a vote of thanks on behalf of all the 10 participants. Excerpts of his speech are re-produced below:

We have learned many things from Thailand and Japan that are relevant to our country. Though Japan is a mountainous country, yet, due to the hard work of Japanese people, the country has reached on top in Asia. The training course was made in such a way that everyone of us has enjoyed a lot. Many of us have learned a lot of new things and I hope we will implement some of the lessons to improve the cooperative movement of our respective countries. The field visits were inspiring for all of us, like the Management of fruit trees, hydroponic activities and the farmers' activities, in general. A visit to farmers' house made us more clear about how Japanese people live. The food we enjoyed in Japan was a remarkable thing. We have learned punctuality. He thanked all concerned for organizing this training course and he hoped that such trainings will contribute a lot in the development of cooperative movement in their respective countries.

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

(After completing the IDACA training program, the participants left Japan for their respective home countries on 04th April, 2015).





Mr. Konno Masahiro, Executive Director of IDACA inaugurating the program at IDACA.



A group photograph of the participants after the inaugural ceremony.



A class room session in progress at IDACA.



Mr. Abe Yukio, IDACA, delivering lecture at IDACA



Mr. Kazuto Katakura, Research Institute for Rural Community and Life, delivering lecture at IDACA.



Mr. Shinichi Koyama, Research Institute for Rural Community and Life, delivering lecture at IDACA.



Ms. Eiko Oshita, IDACA, delivering lecture at IDACA.



Mr. Takafumi Miyake, Shanti Volunteer Association delivering lecture at IDACA



Mr. Terunuma Hiroshi, IDACA, delivering lecture at IDACA



Mr. Kazuo Tsukada, former Executive Director, IDACA delivering lecture at IDACA



Participants at the Farm of Mr. Yukihiro Saito in Yamanashi Prefecture



Mr. Saito briefing the participants about his farm land.



Participants interacting with Mrs. and Mr. Saito at their house.



A group photograph of the participants with Mrs. & Mr. Saito in front of their house.



Participants visited JA Green shop being run by JA Komano, Yamanashi prefecture



Participants at the A-Coop. Store, being run by JA Komano, Yamanashi prefecture



Participants at the Direct Sales Shop, being run by JA Komano, Yamanashi prefecture



Manager of JA Hyogo Prefecture Union briefing the participants.



A group photograph of the participants with officials of JA Hyogo Prefecture Union.



Participants with Mr. Hirohata, a young farmer, at his house



Participants interacting with Mr. Hirohata



A group photograph of the participants with Mr. Hirohata.



President of JA Awaji Hinode addressing the participants.



Managing Director of JA Awaji Hinode briefing the participants about JA's activities.



A group photograph of the participants with officials of JA Awaji Hinode



Participants interacting with another young progressive farmer Mr. Yamaguchi at his workshop.



A group photograph of the participants with Mrs. & Mr. Yamaguchi at his house.



Participants at the Ikeda Collection Centre, being run by JA Awaji Hinode.



Manager of Economic Federation of JA Hyogo Minami, briefing the participants.





Participants observing facilities of JA Hyogo Minami



Participants observing facilities of JA Hyogo Minami



Participants at the Direct Sales Shop – Farming Shop “Yahata”.



Participants observed the women group’s agro-processing activities “Kitchen Mama” and “Potager de moule”.



Participants visited the home of Mr. Kanagawa, former Director of Extension Department in Hyogo local Govt. and observed life of urban resident



Officers of Extension Department of Hyogo Local Government briefing the participants about the activities of Kobe Central Wholesale Market



Participants at the briefing session of Food Hygiene Inspection Office at Kobe Central Wholesale Market.



A group photograph of the participants with officials of Hyogo local Govt. who have administrative control over Kobe Central Wholesale Market.



Mr. Kouichi Noguchi, International Cooperation Division, JA-Zenchu, briefing the participants at the office of the JA-Zenchu in Tokyo, Japan.



Mr. Kato, Manager of Education Centre of JA Kanagawa Prefecture Union, briefing the participants about the Centre's activities.



A group photograph of the participants with officials of the Education Centre.



Participants presenting their final Action Plan at IDACA.



A view of Closing Ceremony of the program at IDACA. Mr. Toshiyuki Shinada, representative of MAFF, presided over the ceremony



'Certificate of Participation' were distributed to all the participants



'Vote of Thanks' was presented by Mr. Chandra Dhakal – a participant from Nepal



A group photograph of the participants with dignitaries at the Closing Ceremony

2nd ICA-Japan Training Course on "Fostering Core Leaders in Agricultural Cooperatives"

25 February to 15 March 2015

CLT/CPD Module : THAILAND

Dates		Forenoon	Afternoon
Feb. 25	Wed	Arrival of participants	
26	Thur	Join the Ceremony of National Cooperative Day	- Inauguration Ceremony/Orientation - Welcome Dinner
27	Fri	Historical Development of Thai Coops by Dr. Asanee CLT	How to organize a coop by Dr. Asanee
28	Sat	Cooperative Principles and Coop Education by Dr. Asanee	Coop development & Legal Basis by Associate Prof. Juthatip Patrawart
Mar. 1	Sun	Sight-seeing of Bangkok	Cont'd..
2	Mon	Visit to CPD to learn Thai coops and roles of government	Visit to CAD to learn the coop finance
3	Tue	Visit to ACFT	Observation of Farmer Shop-KU
4	Wed	Public Holiday/Bangkok City Sightseeing	
5	Thur	Review and Discussion	
6	Fri	Move to Nakornratchasima (Korat)/Orientation/Overview of Coops in Korat	
7	Sat	Overview of Coops in Korat	Case Study of Coop
8	Sun	City tour in Korat	
9	Mon	Visit to small size coop	Visit to vocational group (OVOP)
10	Tue	Visit to medium size coop	Cont'd..
11	Wed	Visit to large size coop	Cont'd..
12	Thur	Management Planning	Business Planning and Marketing
13	Fri	Basic accounting & financial control	Leave for Bangkok
14	Sat	Review and Evaluation	Closing ceremony
15	Sun	Prepare to leave for Japan	Leave Bangkok for Japan
16	Mon	Arrival of participants in Japan	IDACA

**2nd ICA-JAPAN Training Course on
“Fostering Core Leaders of Agricultural Cooperatives 2015
Program at Korat**

6 March 2015

- F.N. - Leave from CLT
- Lunch at restaurant
- Leave for the 5th Cooperative Technology Transfer Center
- A.N. - Orientation
- Stay overnight at the 5th Cooperative Technology Transfer Center

7 March 2015

- F.N. - Overview of Coop. in Korat
- Coffee Break
- Overview of Coop. in Korat
- Lunch
- A.N. - Case Study of Coop.
- Coffee Break
- Case Study of Coop. (contd.)
- Stay overnight at the 5th Cooperative Technology Transfer Center

8 March 2015

- F.N. - City tour
- Lunch at training center
- A.N. - City tour cond.
- Stay overnight at the 5th Cooperative Technology Transfer Center

9 March 2015

- F.N. - Leave for Baan Sumrit Community Cooperative Ltd., (Small Size Coop.)
- Visit for Baan Sumrit Community Cooperative Ltd.,
- Lunch at Coop.
- A.N. - Visit Sufficiency Economic Learning Center
- Stay overnight at the 5th Cooperative Technology Transfer Center

10 March 2015

- F.N. - Leave for Lamplaploeng Agricultural Cooperative Ltd., (Medium Size Coop.)
- Visit Lamplaploeng Agricultural Cooperative Ltd.,
- Lunch at restaurant
- A.N. - Visit Coop's Facilities and visit group under coop.
- Stay overnight at the 5th Cooperative Technology Transfer Center

11 March 2015

- F.N. - Leave for Pimai Agricultural Cooperative Ltd., (Large Size Coop.)
- Visit Pimai Agricultural Cooperative Ltd.,
- Lunch at restaurant
- A.N. - Visit Pimai Stone Castle
- Visit Coop's Facilities and visit group under coop.
- Stay overnight at the 5th Cooperative Technology Transfer Center

12 March 2015

- F.N. - Basic Accounting & Financial control
- Lunch
- A.N. - Business Planning, Marketing Planning
- Stay overnight at the 5th Cooperative Technology Transfer Center

13 September 2014

- F.N. - Management Planning
- Lunch
- A.N. - Leave for Bangkok
- Arrived CLT Bangkok



**Program of the 2nd ICA-Japan Training Course on
"Fostering Core Leaders of Agricultural Cooperatives" in FY2014**

JAPAN : March 16 - April 04, 2015

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

Month	Date	Morning Session 09:30 - 12:00	Evening Session 01:30 - 4:00	
March	16	Mon.	Arrival of Participants	Opening Ceremony / Orientation
	17	Tue.	(L) Outline of Japanese culture and society (Ms. Eiko Oshita)	(L) Historical Development of Japanese Agriculture, Agricultural cooperatives (Mr. Yukio Abe)
	18	Wed.	(L) Organization and Business Activities of Japanese Agricultural Cooperatives (Mr.Hiroshi Terunuma)	
	19	Thu.	(L) Self development by coaching method (Mr.Takashi Miyake)	
	20	Fri.	(F) Visit to Mr. Saito's farm in Yamanashi Prefecture	cont. Observation of JA's facilities (Grading Center, etc.)
	21	Sat.	Sightseeing in Tokyo	
	22	Sun	Free	
	23	Mon.	(L) Presentation of Draft of Action Plan (Mr. Hiroshi Terunuma / Mr. Yukio Abe)	(L) Human Resource Development of Agricultural Cooperatives through Member Organizations (Mr. Kazuo Tsukada)
	24	Tue.	Leave for Hyogo from Takao	Visit to Pref. Union
	25	Wed.	Visit to JA Awaji-hinode	Visit to Extension office and to farmer's house
	26	Thu.	Visit to JA Hyogo-minami	Observation of facilities
	27	Fri.	Visit to the central wholesale market	Return to Tokyo
	28	Sat.	Free	
	29	Sun	Free	
30	Mon.	(L) Group Discussion and Reviewing Study visit to Hyogo Pref.	(V) JA Zen-chu	
31	Tue.	(L) Method learning and practice of participatory rural development (Mr. Kazuto Katakura / Mr. Shinichi Koyama)		
April	1	Wed.	(V) JA Yokohama prefectural union's Training center	(V) Kamakura temple and JICA Yokohama center
	2	Thu.	(Practice) Individual Guidance for Preparation of Action Plan	(Practice) Individual Guidance for Preparation of Action Plan
	3	Fri.	(Practice) Presentation of Action Plan	Evaluation Meeting / Closing Ceremony
	4	Sat.	Departure of participants	

**2nd ICA-JAPAN Training Course on
“Fostering Core Leaders of Agricultural Co-operatives-2014”**

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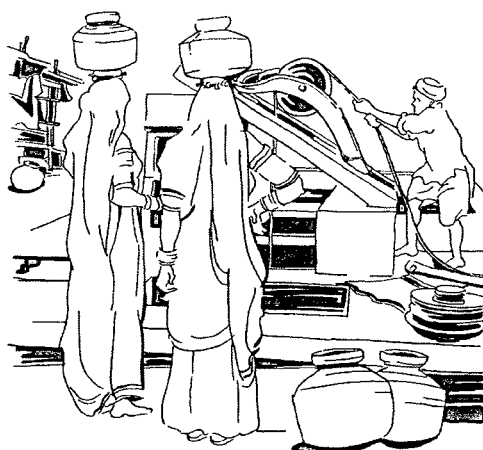
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Thailand-Japan: February 25 to April 04, 2015



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