

ICA-Japan Training Course on
“Fostering Core Leaders of
Agricultural Co-operatives 2015”

Thailand-Japan: 01 February to 09 April 2016

**General Information and
Course Programme**

ICA-JAPAN Training Course on
“Fostering Core Leaders of Agricultural Co-operatives-2015”
Thailand-Japan: 01 February to 09 April 2016

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ASIA AND PACIFIC**

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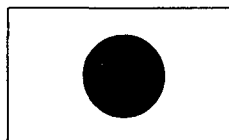
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'Fostering Core Leaders of Agricultural Co-operatives-2015'
Thailand – Japan: 01 February to 09 April 2016**

General Information and Course Programme

01 INTRODUCTION

The International Co-operative Alliance (<http://www.ica.coop>) is a non-profit international association established in 1895 to advance the co-operative social enterprise model. The Alliance is the apex organisation for co-operatives worldwide, representing 290 members across 95 countries (figures as of December 2015). The members of the Alliance are national level co-operative federations and individual co-operative organisations.

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

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

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

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

The ICA-Asia and Pacific Office is operating from New Delhi since 1960, serves 88 national level cooperative organizations and individual cooperative organisations from 27 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.

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-2015” will be held in Thailand and Japan. Part-I of the Training Course will be held in Thailand from February 14 to March 13, 2016. 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 March 14 to April 09, 2016.

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 16 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 01 to April 09, 2016 in three phases and at different locations, as described below:

Home Country Assignments [HCAs] - February 01-13, 2016:

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 14 - March 13, 2016

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 14 - April 09, 2016

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

NOUVO CITY HOTEL

No. 2, Samsen Soi 2, Samsen Road,
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IDACA – The Institute for the Development of Agricultural Co-operation in Asia [IDACA HOSTEL]

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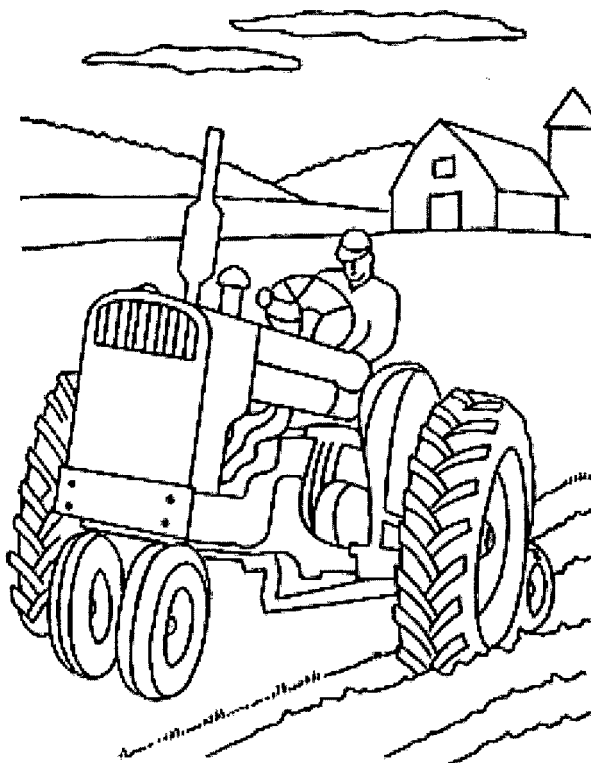
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**ICA-JAPAN TRAINING COURSE ON
“Fostering Core Leaders of Agricultural Co-operatives-2015”**

Thailand-Japan: 01 February to 09 April 2016

SUMMARY OF THE COURSE PROGRAM

Date	Activity	Location
01-13 February 2016	Home Country Assignments	In respective country of the participant
Thailand portion of the Program -- 14 February to 13 March, 2016		
14 February 2016 (Sunday)	Arrival of Participants in Bangkok	Stay in Bangkok
15 February 2016 (Monday)	Inauguration/Orientation	Stay in Bangkok
16 February-29 Feb., 2016	Sessions/Field Study visits in and around Bangkok	Stay in Bangkok
01 March 2016 (Tuesday)	Move to Nakornratchasima (Korat) by road. Orientation in the afternoon	Stay at CPD's Training Centre at Korat
02-10 March, 2016	Sessions/Field Study Visits in and around Korat	-do-
11 March 2016 (Friday)	Review and Discussions in the forenoon and Closing ceremony in the afternoon at Korat	-do-
12 March 2016 (Saturday)	Move to Bangkok by road	Stay in Bangkok
13 March 2016 (Sunday)	Leave for Japan by TG 642 at 23.55 hrs.	
Japan portion of the Program – 14 March to 09 April, 2016		
14 March 2016 (Monday)	Arrival at NARITA at 07.35 hrs. – Inauguration / Orientation in the afternoon	Stay at IDACA
15 March – 07 April 2016	Sessions / Field Study Visits	Stay at IDACA
08 April 2016 (Friday)	Evaluation / Closing at IDACA	Stay at IDACA
09 April 2016 (Saturday)	Departure from IDACA to home country	

**ICA-JAPAN TRAINING COURSE ON
“Fostering Core Leaders of Agricultural Co-operatives-2015”**

Program in Thailand: February 14 to March 13, 2016

Dates/Months		Forenoon	Afternoon	Venues
February 2016				
14	Sunday	Arrival of participants		Hotel
15	Monday	Opening Ceremony / CLT & Orientation (Program) by Mr. A.K Taneja	Historical Development of Thai Cooperative/Course Orientation by Dr. Asanee Ratanamalai and Mr. Pradit Machima	CLT/Hotel
16	Tuesday	Lecture on “How to organize a cooperative” by Dr. Asanee Ratanamalai	Lecture on “Cooperative principles and cooperative education” by Dr. Asanee Ratanamalai	Hotel
17	Wednesday	Lecture on “Cooperative Development and Legal Bases” by Dr. Seni Kumsook	Lecture on “Leadership and Team Building” by Dr. Tienake Titapongpattana	Hotel
18	Thursday	Lecture on “Member participation” by Dr. Tienake Titapongpattana		Hotel
19	Friday	Governance and Management of Agricultural Cooperatives by CLT		
20	Saturday	Business Development Planning by CP All		CP All
21	Sunday	Sightseeing in Bangkok		Bangkok
22	Monday	Visit to Pasan Kasikit Agri. Coop – Samutsakhon Province		Hua Hin
23	Tuesday	Visit to Tayang Agri. Coop – Petchaburi Province		
24	Wednesday	Visit to CPD	Visit to CAD	CPD/CAD
25	Thursday	Visit to ACFT	Visit to ACCU	ACFT/ ACCU
26	Friday	100 Years Ceremony by CLT	International Seminar by CPD	
27	Saturday	Participation in International Seminar (Cont.)		CLT
28	Sunday	Prepare for Group Discussion/Free		Hotel
29	Monday	Group Discussion/Presentation		Hotel
March 2016				
1	Tuesday	Move to Korat	Orientation	Korat
2	Wednesday	Overview of Coops in Korat	Case Study	Korat
3	Thursday	Visit to Lamplapleong Agri. Coop Ltd. (Medium Size)		Korat
4	Friday	Visit to Pimai Agri. Coop Ltd. (Large Size)		Korat
5	Saturday	Visit to Naklang Farmer Group (Outstanding Farmer Group)	OTOP Group (Pottery Village)	Korat
6	Sunday	Korat Sightseeing		Korat
7	Monday	Visit to Wang Nam Keaw Non-chemical horticulture in Land reform Area Coop Ltd. (Small Size)	Farm visit (Coop member)	Korat
8	Tuesday	Visit to Pimai Dairy Coop Ltd. (small)	Visit to Baan Samrit Community Service Coop Ltd. (small)	Korat
9	Wednesday	L- Basic Accounting & Financial control	Management Planning	Korat
10	Thursday	Summarized (Field Visit) by CPD		Korat
11	Friday	Review/Evaluation by Dr. Asanee Ratanamalai	Closing Ceremony by CPD	Korat
12	Saturday	Move to Bangkok		Hotel
13	Sunday	Departure of participants to Japan		

ICA-JAPAN TRAINING COURSE ON
"Fostering Core Leaders of Agricultural Co-operatives-2015"

Program in Japan: March 14 to April 09, 2016

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

Date	Day	Forenoon	Afternoon	Place of stay
Mar.14	Mon	Arrival of the participants	Orientation / Inauguration	IDACA
15	Tue	Country Report	Individual Interview	IDACA
16	Wed	L. Outline of Agriculture	L. History of Agricultural Cooperative	IDACA
17	Thu	L. Organization and Business of Agricultural Cooperatives	L. Agricultural Cooperative and legal bases	IDACA
18	Fri	(L) Self development by coaching method (Mr.Takashi Miyake)	Cont.	IDACA
19	Sat	Visit to Central Wholesale Market, Tokyo	Cont.	IDACA
20	Sun	Free	Free	IDACA
21	Mon	F. Move to field study visit	Cont.	-Kofu
22	Tue	F. Visit to Mr.Saito's farm	F. Visit to JA	IDACA
23	Wed	L. Marketing Business	L. Marketing business	IDACA
24	Thu	L. Management of JA	L. Management of JA	IDACA
25	Fri	L. Business Planning	L. Business Planning	IDACA
26	Sat	Free		IDACA
27	Sun	Free		IDACA
28	Mon	F. Lv. for field study visit	Briefing at Pref.Union	-Fukushima
29	Tue	F. Visit to JA (Farm Guidance)	Marketing facilities	-Fukushima
30	Wed	F. Visit to JA (Management)	Better living and welfare activities	-Fukushima
31	Thu	F. Facilities of Federations	Exchange with employees / officials of JA.	-Fukushima
Apl. 1	Fri	Return to Tokyo		IDACA
2	Sat	Free		IDACA
3	Sun	Free		IDACA
4	Mon	(L)Participatory Rural development (Mr.Kazuto Katakura / Mr. Shinichi Koyama)	Cont.	IDACA
5	Tue	(F) Educational activities At JA Yokohama Pref. Union Education Center	Cont.	IDACA
6	Wed	(L)Case study on agricultural cooperative development I	Contd. (II)	IDACA
7	Thu	Preparation of Action Plan	Preparation of Action Plan	IDACA
8	Fri	Presentation of Action Plan	Evaluation/Closing	IDACA
9	Sat	Departure of the participants		

**2nd ICA-JAPAN TRAINING COURSE ON
“FOSTERING CORE LEADERS OF AGRICULTURAL CO-OPERATIVES-2015”**

LIST OF PARTICIPANTS

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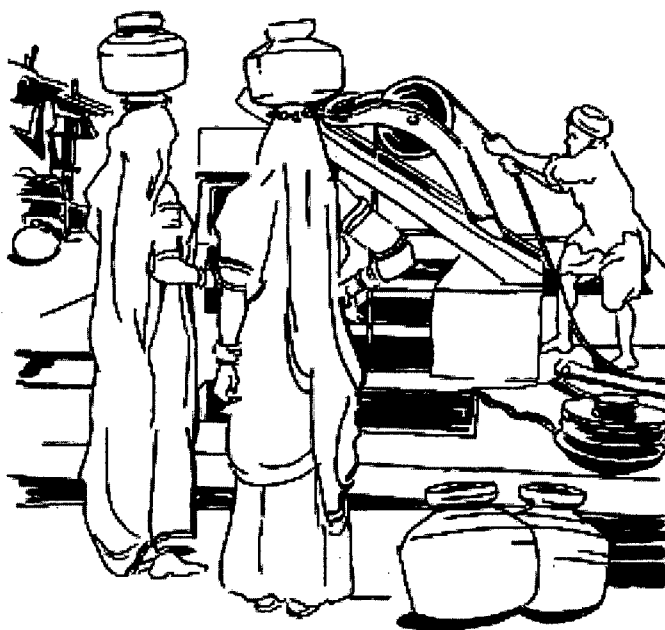
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Mr. Ashok Kumar Taneja

Manager (Admin.)

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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.

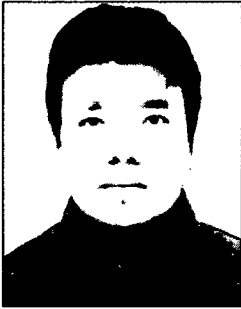
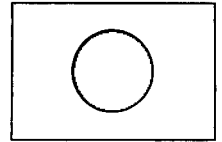
Seventh Principle: Concern for the Community: Co-operatives work for the sustainable development of their communities through policies approved by their members.



PARTICIPANTS

ICA-Japan Training Course on 'Fostering Core Leaders of Agricultural Co-operatives-2015'

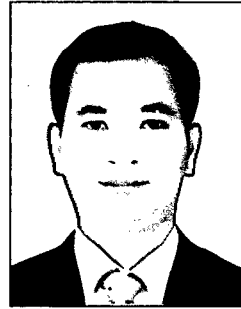
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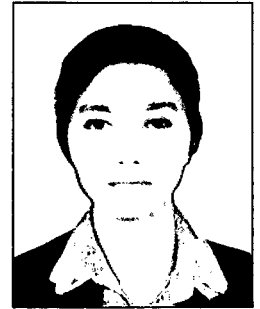
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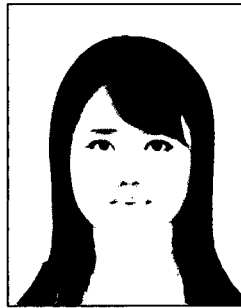
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Producers' Coop.,
Lao PDR



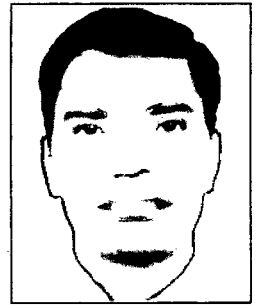
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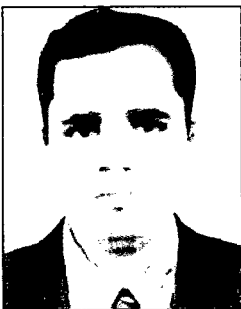
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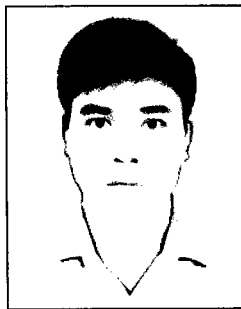
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Nguyen Trung Dien
Director, Lua Vang Service &
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Mr. A.K. Taneja
Manager, ICA/JTC
ICA - Asia and Pacific



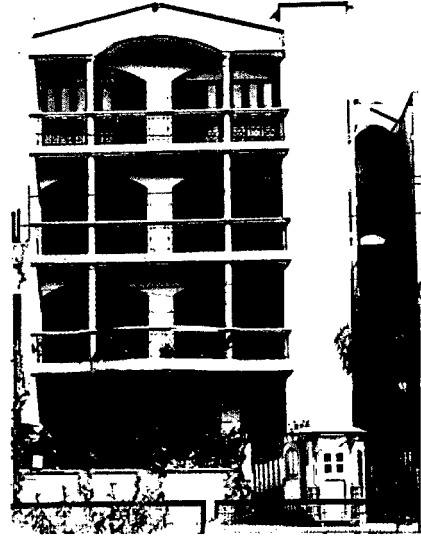
**International
Co-operative
Alliance**
Asia and Pacific

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 95 countries. ICA's four offices in Africa, the Americas, Asia and Pacific and Europe, together, serve more than 290 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 88 national level organizations from 27 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.

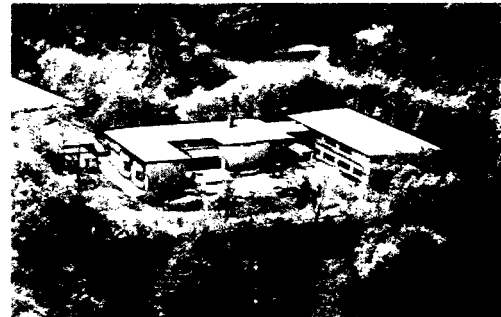
The ICA enjoys Category-I Consultative Status with the United Nations Economic and Social Council [UN/ECOSOC] and has active working relations with UN and other international organizations.



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.

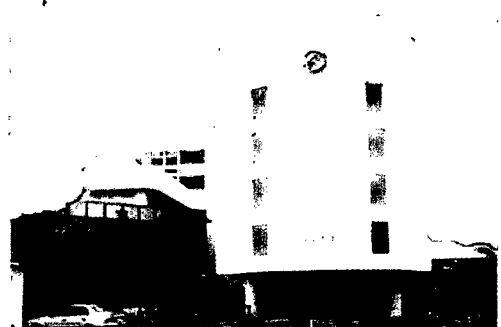
The Institute, established on the basis of the recommendations of the First Asian Agricultural Co-operative Conference held in Tokyo in April 1962, imparts training to overseas agricultural cooperators.

During the last 50 years, the IDACA has trained about 5,900 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.

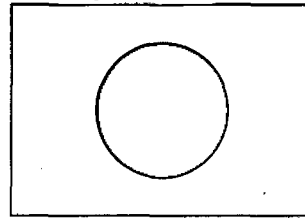
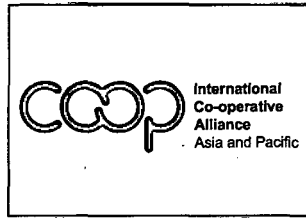


THE CO-OPERATIVE LEAGUE OF THAILAND [CLT] is the apex organization of cooperative movement in Thailand. It is a non-profit organization with the main functions to promote and develop all co-operative affairs throughout the kingdom. It was established under the Cooperative Act on 26 February 1968. By 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

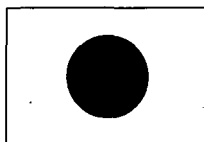


ICCA-Japan Training Course on “Fostering Core Leaders of Agricultural Co-operatives 2015”

Thailand-Japan: February 14 to April 9, 2016



COURSE REPORT



**ICA/JAPAN TRAINING COURSE ON
FOSTERING CORE LEADERS OF
AGRICULTURAL COOPERATIVES – 2015
THAILAND – JAPAN**

February 14 to April 9, 2016

COURSE REPORT



Global Office: International Co-operative Alliance, Avenue Milcamps 105,
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ICA-Asia and Pacific: 9 Aradhana Enclave, R.K. Puram, Sector 13,
New Delhi-110066, India

**Report of the
ICA/Japan Training Course on
Fostering Core Leaders of Agricultural Cooperatives-2015
Thailand – Japan**

February 14 to April 9, 2016

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REPORT

of the ICA/Japan Training Course on
Fostering Core Leaders of Agricultural Cooperatives-2015
Thailand-Japan

February 14 to April 9, 2016

Submitted to

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

By

The International Co-operative Alliance
June 2016



Preface

I am pleased to present the Report of the ICA/Japan Training Course on, "Fostering Core Leaders of Agricultural Co-operatives-2015," held in Thailand and Japan from February 14 to April 9, 2016.

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

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

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

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

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

Charles Gould
Director-General

International Cooperative Alliance [ICA]
Brussels, Belgium

May, 2016



Foreword

It is with great pleasure and satisfaction, we submit the Report of the ICA/Japan Training Course on “Fostering Core Leaders of Agricultural Cooperatives-2015.” The focus of the training course was on the basics of organizing agricultural cooperatives, better organizational management and improvement of the business systems. The classroom trainings were reinforced with visits to successful agricultural cooperatives and supporting institutions in Japan and Thailand.

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

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

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

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

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

May 2016

Contents

COURSE REPORT	1
SECTION-I Executive Summary	5
SECTION-II Field Study Visits in Thailand	11
SECTION-III Closing Session in Thailand	20
SECTION-IV Inauguration of Part-II of the Training Program in Japan	21
SECTION-V Field Study visits in Japan	27
SECTION-VI Action Plans Proposed by the Participants	34
SECTION-VII End-of-the-Course Evaluation – Suggestions and Recommendations – A Summary	40
SECTION-VIII Course Concluding Session and Award of Certificates of Participation	46
Annex-I Course Program	49
Annex-II Course Participants	51

**REPORT OF THE ICA/JAPAN TRAINING COURSE ON
“Fostering Core Leaders of Agricultural Cooperatives–2015”
Thailand-Japan: February 14 to April 9, 2016**

COURSE REPORT

Introduction

The International Co-operative Alliance (<http://www.ica.coop>) is a non-profit international association, established in 1895 to advance the co-operative social enterprise model. The Alliance is the apex organization for co-operatives worldwide, representing 291 members across 98 countries (figures as of April, 2016). The members of the Alliance are national level co-operative federations and individual co-operative organisations.

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

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

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

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

The ICA-Asia and Pacific Office is operating from New Delhi since 1960, serves 91 national level co-operative organizations and individual co-operative organizations from 27 countries, representing over 500 million cooperative members. *Main activities include: Co-ordination of co-operative development efforts within the Region and promotion of exchange and experiences; Project identification, formulation and evaluation; Promotion of the establishment and development of national co-operative apex organizations; and organization of seminars, conferences and technical meetings on specific subjects including support for programs aimed at the involvement of women and youth in co-operative activities.*

Background

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

At the completion of the 20th training program under the theme “Strengthening Management of Agricultural Cooperatives in Asia”, a training course on “Enhancement of Farmers' Income and Poverty Reduction

through Co-operatives” had been developed and agreed upon for implementation through the ICA in 2006, with focus on the strengthening of farm guidance methods, joint collection, shipment, safety and improvement in quality of farm products aimed at increasing farmers’ income as a new development for the training course.

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

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

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

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

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

JAPAN (MAFF) – ASEAN NEW PROJECT:

On completion of last training course in the above series in 2013, it 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 were to promote the process of economic integration in 2015. To cope with this, Cambodia, Lao PDR, Myanmar and Vietnam (CLMV), which are lagging behind in developing agricultural co-operatives, need to organize agricultural co-operatives and farmers’ groups to sustain development of agricultural production, to secure farm households’ income by strengthening the competitive power of marketing agricultural products.

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

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

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

Under this new series, the Training Course on “Fostering Core Leaders of Agricultural Co-operatives-2015” was held in Thailand and Japan. Part-I of the Training Course was held in Thailand from February 14 to March 13, 2016. Part-II of the Training Course was held in Japan in collaboration with the Institute for the Development of Agricultural Co-operation in Asia (IDACA) from March 14 to April 09, 2016.

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

The Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan, contributed funds to the ICA/Japan Training Course-2015, which was followed by a grant for its implementation. The ICA is highly appreciative of the contribution made and grateful to the Government of Japan for this gesture.

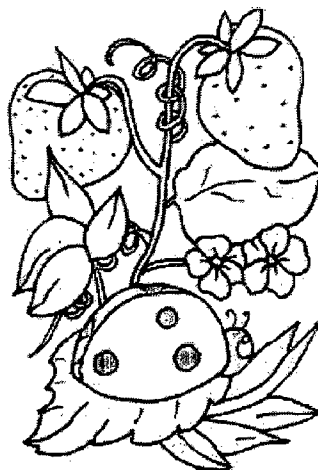
Acknowledgements

In the implementation of the ICA/Japan Training Course in 2015, the ICA received full support and cooperation from the JA-Zenchu, the International Cooperation Division of the Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan; the Institute for the Development of Agricultural Cooperation in Asia [IDACA] in Japan; the Co-operative League of Thailand (CLT), the Co-operative Promotion Department (CPD) of Thailand and other ICA Member-Organisations in the Region. The ICA is grateful to its member-organizations.

Administrative Arrangements for the Project

Mr. Ashok Kumar Taneja, Project Coordinator, ICA/Japan Training Course, was responsible for the conduct of the ICA/Japan Training Course-2015. The Training Course was coordinated and implemented by him for its full duration, under the guidance/direction of Mr. Balasubramanian (Balu) Iyer, the Regional Director (ICA Asia and Pacific).

Part-II of the training program held in Japan at IDACA was conducted under the direction and guidance of Mr. Masahiro KONNO, Executive Director of IDACA. Mr. Terunuma Hiroshi and Mr. Abe Yukio, Overseas Co-operative Development Consultants, were designated by the IDACA as the Program Co-ordinators for the Training Course of 2015.



Summary of the Time Table

The following is the summary of the time-table for the Training Course of 2015:

Home Country Assignments (HCAs)	:	February 01 to 13, 2016
Arrival of Participants in Thailand	:	February 14, 2016
Part-I: CLT/CPD Module in Thailand	:	February 14 to March 13, 2016
Arrival of Participants in Japan	:	March 14, 2016
Part-II: IDACA Module in Japan	:	March 14 to April 08, 2016
Departure of Participants from Japan	:	April 09, 2016.

Reporting and Evaluation

The period from the end of the Training Course in Japan (April 09, 2016) to the end of May 2016 was utilized to prepare the Course Report and financial statements for submission through the ICA Secretariat in Brussels to the MAFF, Government of Japan.



SECTION – I

Executive Summary of the ICA/Japan Training Course on “Fostering Core Leaders of Agricultural Cooperatives-2015”

Thailand-Japan: February 14 to April 9, 2016

Course Participants:

A total of 16 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-2, Cambodia-3, Lao PDR-3, Myanmar-3, Nepal-2, and Vietnam-3. A list of Course participants is placed in **Annex-II**.

After having completed their Home Country Assignments at their respective organizations and in their respective countries, all the participants got together in Bangkok, Thailand, on February 14, 2016.

Inaugural Session of Part-I of the Program:

The CLT/CPD module of ICA-Japan Training Course on “Fostering Core Leaders of Agricultural Co-operatives 2015” was inaugurated at the Nouvo City Hotel on February 15, 2016, in the morning.

Dr. Kok Donsumran, Chairman of The Cooperative League of Thailand (CLT), formally inaugurated the program at the Nouvo City Hotel, Bangkok, in the presence of the following – Mr. Panuwat Na Nakornpanom, Director, Planning, Cooperative Promotion Department (CPD) of Thailand, Mr. Masahiro KONNO, Executive Director, Institute for the Development of Agricultural Co-operation in Asia (IDACA), Mr. Sutus Chan-Ngaib, Deputy 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 Co-operatives”, as the need of the hour is leadership at the helm of these co-operatives. He gave a brief account of co-operative movement of Thailand. He said he knows how vital it was to strengthen the leaders of agricultural cooperatives in order to make co-operatives more beneficial to members. He hoped that all the participants would learn something from the co-operative movement of Thailand and, in turn, Co-operatives of Thailand will also learn some good practices from their respective participants.

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

Mr. Panuwat Na Nakornpanom, Director, Planning Division, Co-operative Promotion Department, addressed the participants on behalf of his Director General, Dr. Vinaroj Supsongasuk, who could not come due to his sudden official engagement. After welcoming the participants, he said that they very well realize the importance of agricultural co-operatives, particularly capacity building of co-operative personnel and leaders in ASEAN and South Asian regions. The Royal Thai government has been paying great attention to the development of agricultural co-operatives. He said that CPD's vision is to develop co-operatives and farmers' groups and keep them strong. In view of this, the training module and program prepared by CPD, will benefit all the

participants and they would have a chance to share experiences among themselves for the development of co-operatives in their respective countries. He hoped that some useful knowledge to be 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. Masahiro KONNO, Executive Director of the Institute for the Development of Agricultural Co-operation in Asia (IDACA), expressed his sincere appreciation to the ICA-AP, Co-operative Promotion Department (CPD) of Thailand, the Co-operative League of Thailand (CLT) and the Government of Japan for their cooperation in organizing this training course. He said that this training course was newly developed under the collaboration with Ministry of Agriculture, Forestry and Fisheries (MAFF), Govt. of Japan and ICA-AP for the purpose of Strengthening Capacity Building of developing countries in Asia, for three years. He explained the purpose of organizing the 1st part of the training course in Thailand. He further said that 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. Sutus Chan-Ngiab**, Deputy 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. Masahiro KONNO**, Executive Director, IDACA, for his presence in the inaugural ceremony. He also thanked the participants and their organizations for nominating them for this training course. He assured the participants that they would enjoy their stay in Thailand. CLT staff has made elaborate arrangements for successful implementation of the training course in Thailand. He urged upon the participants to transfer the knowledge they will gain in Thailand and Japan to their colleagues back home.

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

Main sectors of Thai Economy are Private Sector, Government Sector, Farmer Institutions/Cooperative Sector. Farmer Institutions include Cooperatives; Farmer Groups and Community Enterprises; There is 3-tier system in Agricultural Cooperatives in Thailand – National Level, Provincial Level and District Level. There are 7,093 cooperatives in Thailand whose combined membership is 11,275,804. There are 4,130 Farmer Groups, whose membership is 600,985. There are 10,982 Community Enterprises Groups. Following is the business of Agricultural Cooperatives in Thailand – Credit Business; Deposit Business; Marketing/Trade Business; Purchasing/Collection Business; promotion and Services Business. 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).

Teaching Modules/Faculty

The program was segmented into teaching modules covering different subjects – Historical Development of Thai Cooperatives; How to organize a Cooperative; Cooperative Principles and Cooperative Education; Cooperative Development and Legal Basis, Leadership and Team building, Member Participation, Business Development Planning, Governance and Management of Agricultural Cooperatives, etc. Briefing about Cooperative Audit Department of Thailand; briefing about Cooperative Promotion Department of Thailand; briefing about Agricultural Cooperative Federation of Thailand (ACFT); briefing about the ACCU; Overview of Cooperatives in Korat; Case Study of Cooperatives; briefing about vocational group (OVOP); 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 in the CLT/CPD Module, is as follows. Soft and hard copies of these papers were distributed among participants.

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

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

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

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

In his presentation, Dr. Asanee illustrated some steps to establish a cooperative – Find out whether or not there is a need for establishing a cooperative in the village? Are present business needs satisfactory? Can they be improved? If the preliminary survey indicates that a prima facie need is there to establish a cooperative, then the proponents must conduct an Economic Analysis of the would be business venture; Feasibility study should be conducted to ensure whether the setting up of a cooperative would stand a chance of success; If economic analysis and feasibility studies give positive results, then they should carry out a Prospective Membership survey. If enough prospective members are in favour of setting up a cooperative, then a General Meeting should be called. If the motion to organize a cooperative is carried out, an Interim Management Committee should be nominated. The Interim Management Committee should draft the necessary legal documents – An Organization Agreement; Articles of Incorporation; bylaws; etc. These legal documents must be presented at the Government's office of the Cooperative Registrar. This action will give the cooperative a formal legal status.

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

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

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

In the present socio-economic situation in ASEAN, a 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 administration and operation fail to emphasize on the cooperative philosophy, which aims at better living conditions of the members, cooperative ideals, which mainly emphasize on self help and helping together.

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

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

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

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

Cooperative Education : Cooperative Education ("Co-op") is an academically focused program, which allows students or the first year staff in the workplace to have an opportunity to obtain professional work experience while still in college and start their work with the companies, factories, or cooperatives. It is a unique opportunity for students, new staff who are 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. Seni Kumsook*

In his presentation, Dr. Seni Kumsook, touched upon following topics from the Cooperatives Act B.E. 2542. According to the new Act, the Minister of Agriculture and Cooperatives shall have charge and control of the execution of this Act, and shall have the power to appoint competent officials and issue ministerial regulations

for the purpose of carrying out this Act. The Act is divided into 10 parts. Part-I shows the General Provision of the Act. Part II deals with Supervision and Promotion of Cooperatives. Part III explains about the formation and Registration of Cooperatives; Part IV explains "Liquidation". Part V is about Amalgamation of Cooperatives; Part VI tells Division of Cooperatives; Part VII tells about Cooperative Federations; Part VIII explains about the functions of the Cooperative League of Thailand; Part IX deals in "Farmers Groups"; Part-X tells about penalties.

The reason for the proclamation of this Act was that the Cooperatives Act B.E. 2511 had been in force for a long time. Several provisions of the Act were not conducive to the development of cooperatives to catch up with the competition in the present day business system. In addition, the Cooperatives Act B.E. 2511 embodies too, the provisions concerning farmers' groups which should be improved concurrently. It was, therefore, appropriate to upgrade wholly the law on cooperatives by setting the cooperative system on a one kind cooperative basis, i.e. in a cooperative the liability of a member of which is limited to the amount of shares held by him. Furthermore, in order to develop cooperatives soundly with respect to the supervision and promotion of cooperative affairs, the National Cooperative Development Board is institutionalized for the purpose of advising to the Government the ideas concerning policies and guidelines for the promotion and development of cooperatives. There are also provisions on the Cooperative Development Fund for the purpose of giving financial assistance to the cooperatives, and provisions for the improvement of the number of members and the term of office of the board of directors of the Cooperative League of Thailand. In addition, the provisions on farmers groups are improved in order for them to develop into cooperatives systematically. Also, the provisions on penalties are to be made more appropriate.

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

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

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

Leadership Process Model – understanding where power comes from ;

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

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

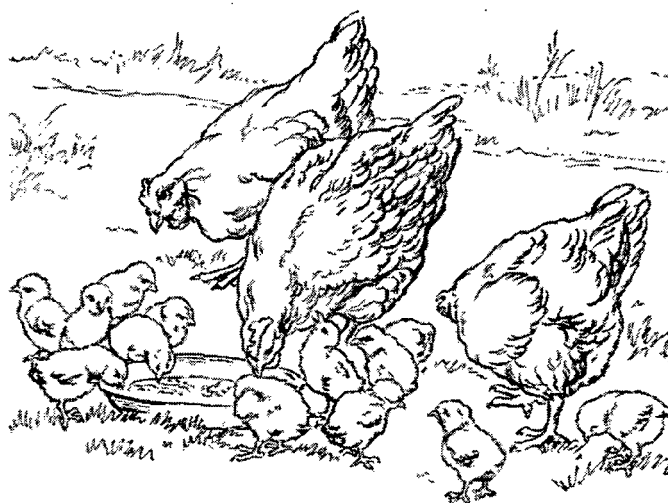
Leadership skills: To be successful in your career, regardless of your title or position, focus on developing your leadership skills. Effective leaders can add value simply by being present on teams. They are inspirational and motivating. They know the right things to say to people to help them understand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

Business Development Planning – by *Dr. Monruedee Chantharat, Lecturer, Faculty of Innovative Agricultural Management, PANYAPIWAT Institute of Management, Nonthaburi, Thailand.*

Panyapiwat Institute of Management (PIM) is an institution of higher education founded with the funding from CP ALL, Pic. With the certification of academic standing by the Ministry of Education under recommendation of the Higher Education Committee, PIM has offered fully accredited bachelor and master degree programs since 2007, as well as doctoral degree program since 2012. PIM's learning management focus on work based education, in which students are encouraged to learn from workplace, based on DJT

Model (Deutsch-Japan-Thailand). As a Corporate University with excellence academic outstanding, PIM provides students the opportunity to learn from work with CP ALL subsidiaries and business alliances in Thailand and around the world in order to ensure students' professional experience. Consequently, PIM graduates are fully equipped with academic excellence and professional skills after graduation.

Business Development Planning's Basic Competencies require four potential analysis – (1) **Business Potentials** - Demand and Supply, Market accessibility potential, Management potential, Risk Assessment, Economic Return, Demand and Supply – Demand of the Market, Total market, Ability of Owner, Supply capability; Market accessibility potential – image and reputation advantage, Network; Management Potential – Adaptation, Ready for competition, Efficiency enhancement, Cost reduction, Quality enhancement, Value addition; Risk Assessment – What can be risks ? Market changes, customer behavior changes, Technology changes, the ability to cope with uncertainty; Economic Return – Investment worthiness; (2) **Production Potential** – Location (Logistics), Agricultural system (subsistence agriculture, Agro-industry, Food and renewable energy), Production capability (creating competitive advantage, harvesting period, low cost, Plant diseases and pests, responding customer's needs ? Following the business trend (carbon footprint, water footprint, Agricultural Environment control, MRL, VHT, GAP, G-Gap, etc.); (3) **Technology Potential** – Agricultural Input Technology (Plant varieties), Quantity, Quality, Specification, Cost of Production, Pesticide and Herbicide); Production Technology (suitable technology with the agricultural system, technology, which can meet the standard and requirement, technology transferring, technology and modern system acceptance); Machinery Technology (ability to use new system); Post-harvest Technology (pre-treatment, pest and disease control, freshness maintenance, fresh production distribution – fresh, good looking); Innovation Creation (Key innovation, which can lead business to success); (4) **Management Potential** – HR Staff Capacity (Smart Ag-HR for Smart Ag, Recruiting, Maintaining); Business System Management (Strategic Planning and implementation, Risk assessment and control, Meet all standards and regulations, Verification); Information System Management (Market Information, Customer needs, competitor's information, price and cost Information, standard, laws and regulations, Modern technology and innovations, News);



SECTION – II

Field Study Visits in Thailand

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

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

Field Study Visits in and around Bangkok:

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

On Friday, the 19th February, 2016, participants visited the office of the Agricultural Cooperative Federation of Thailand (ACFT). Its General Manager briefed the participants.

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

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

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

Prasarn Kasikit Agricultural Cooperative Ltd.

On February 22, 2016, in the forenoon, the participants visited the office of the Prasarn Kasikit Agricultural Cooperative Ltd. The cooperative was established in 1941 with a small group of 108 small farmers with a share capital of 82,000 Baht. At present, it has nearly 400 individual members. The Prasarn Kasikit Agricultural Cooperative Ltd. is located in the Ban Paew District, Samutsakorn Province. It has two sub-districts, namely Lak Sam and Ban Paew. The main occupation of the people here is growing young coconut, lemon, fish and raising shrimp, making coconut sugar and processing dry fish. At present, the cooperative has 11 Board Members and 5 staff members. The cooperative has 3 sections, namely Credit Section, Financial and Accounting Section and Service and Welfare Section. It has a share capital of 10.4 million Baht, reserved fund = 13.8 million Baht and net profit 222,605.20 Baht (as of March 2015). It has following business activities – Credit Business, Purchasing Business, Marketing business, etc.

Laksong Agriculture Women Group:

In the afternoon of February 22, 2016, the participants visited the work place of Laksong Agriculture Women Group. It is a SME – Small and Medium Enterprise with 30 members. Out of this, 15 are Executive Members and one staff member. All are local people. It is a 20 year old group. The main occupation of the people of

this area is to grow Aloe Vera. This group is adding value to the Aloe Vera, by making its juice and sell it. Another company is exporting their products to neighboring countries, like Lao PDR, Cambodia, Vietnam, etc. This Laksong area comes under OTOP – one village one product. Its annual turnover is 15 million Baht and net profit comes to one million Baht.

Tha Yang Agricultural Cooperative Ltd.

On February 23, 2016, in the forenoon, the participants visited the office and workplace of Tha Yang Agricultural Cooperative Ltd. Tha Yang Agricultural Cooperative Ltd. was registered in 1966. Initially, it had 12 groups of 360 families. At present, the cooperative has 2,800 members/household with 63 groups. Its share capital is 26.1 million Baht, reserved fund = 52.8 million Baht. Its main tasks are as follows – To collect members' agricultural products, to supply inputs and consumer goods to members, to give credit to members for agricultural purposes, to receive deposits from members, to give better prices to the members of their agricultural products through the Central Wholesale Market. The cooperative has following business activities – Deposit Business, Credit Business, Marketing Business, Welfare Activities.

The Cooperative has also launched many projects for promotion of agricultural production and for marketing purpose, as follows – Beef Raising; Growing Hygienic Vegetables; Growing Hom Thong Bananas and Kai Bananas with non-toxic for export; To manufacture organic fertilizer; providing farm equipments; to provide occupation promotional activities for women's groups, etc.

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 February 24, 2016, in the morning. Mr. Saner Choojun, 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 by the Cooperative Act, Land Allocation for Livelihood in Cooperative Land Settlements, and other related laws.
2. To support registration, promotion, advice, supervision of cooperatives and other assignments ordered by the Registrar.
3. To promote, support, develop and protect the cooperative system;
4. To promote, propagate ideology, principles and practices of cooperative to cooperative personnel, farmer groups and the public.
5. To study, analyze, and conduct researches oriented to effective cooperative development, organizational management, and business operations of cooperatives and farmer groups for economic and social strength.
6. To study, analyze and suggest the guidelines of cooperative development to the National Cooperative Development Board.
7. To study and analyze demand of cooperative products and build the business networks between cooperatives and national and international private sectors.
8. To promote and support finance, information technology, technology, and other resources suitable for operations of cooperatives and farmer groups.

9. To take other actions that are prescribed as authority and function of Cooperative Promotion Department or assigned by the Ministry of Agriculture and Cooperatives or the Cabinet.

Cooperative Audit – briefing by CAD:

On February 24, 2016, in the afternoon, the participants visited the office of the Cooperative Auditing Department (CAD). Mr. Mongkol Puangsri, Expert on Auditing, representing the Director-General of CAD, Ministry of Agriculture and Cooperatives, briefed the participants on Cooperative Auditing.

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

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

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

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

Visit to the office of ACCU:

On 25th February, in the afternoon, the participants visited the office of the ACCU – Asian Confederation of Credit Unions in Bangkok. Ms. Elenita V. San Roque, Chief Executive Officer, briefed the participants. ACCU is the regional Trade Association, Development Agency, Foundation, Digital Finance Services Group for Credit Unions. Its mission is to improve lives of people through credit unions. Its vision is integrated and sustainable credit union networks in Asia. ACCU has 13 regular members, 16 affiliate members, 69 supporter members, 34,679 No. of Credit Unions, whose total assets are of USD 130 billion. There are 46.9 million members of credit unions in 22 countries. It outreaches 11.1 million low-income members.

ACCU (Asia) mission is to work in partnership with members to strengthen and promote credit unions as effective instruments for the socio-economic development of people in Asia through conduct of training and dispatch of experts. National Federation's mission is to ensure the sustainable growth of an integrated

network of credit unions, enabling them to provide quality service that improves the lives of people. Credit Unions at village level – their mission to provide quality financial services that improve lives of people.

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

On March 01, 2016, the participants left Bangkok for the 5th Cooperative Technology Transfer Centre at Korat, Nakhon Ratchasima province, Thailand. They stayed at the Centre from 1st to 11th March 2016.

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

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

Following topics were covered at the Centre:

Overview of Cooperatives in Korat (Nakhon Ratchasima Province):

Mr. Dusit Thongta, Director of the Centre 5, CPD, gave an account of cooperatives in Korat. According to his paper, Nakhon Ratchasima Province has 32 districts and it has a population of 2.6 million. There are 185

Cooperative Societies – Agricultural Cooperatives (124); Fishery Cooperative Society (3); Land Settlement Cooperatives (2); Consumer Cooperatives (6); Service Cooperatives (23); Saving Cooperatives (21); and Credit Union Cooperatives (6). There are 181 Farmer Groups and 262 Women Groups. 17% of population in Nakhon Ratchasima are members of Cooperatives or Farmers' Groups. There are 34 very large cooperatives; 51 large cooperatives; 45 medium cooperatives and 11 small cooperatives. Pimai Agricultural Cooperative Ltd. is one of the most successful cases of cooperatives in Korat because it has a complete range of services; Good active members; Visionary leadership; Consumer Distribution Centre; Participation of Tung Samrit Area Cluster.

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

by Mr. Samart Noiboonna, Director, Cooperative Promotion Group 1, NakhonRatchasima Provincial Cooperative Office.

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

- Members lack knowledge on cooperatives;
- Lack of participation;
- Lack of capital in small cooperatives;
- The newly established cooperatives need help from other agencies rather than helping themselves on Cooperative Principles;
- Board of Directors expect benefits from Cooperatives;
- Leaders of Cooperatives lack management knowledge and skill;
- Corruption in some cooperatives downgraded the reliability of cooperatives;
- IT system is not introduced in all cooperatives;
- Cooperative networking is not yet complete;
- Cooperatives (Agri. Coops) need help from Government;
- Cooperatives' infrastructure management is inefficient;
- The pricing of agricultural products must also be based on market prices;
- Government agencies lack interest to support cooperatives;
- Education level of members is an obstacle in development of cooperatives.

Management of Agricultural Cooperatives

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

Mr. Dusit Thongta, in his presentation, touched upon the following subjects – Problem of Farmers (lack of funds, high prices of materials, 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 for the success of cooperatives; etc.

Strategic Planning and Management Activity

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

First of all, 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 Agricultural Cooperatives – Man, Money, Management, Material. A cooperative is comprised of Members, BoD, Inspector and Management Section. What is Cooperative Fund (1) Internal Funds – Share capital; Reserved fund; other funds and net profit. (2) External Fund (Loan; and Deposit). He also explained what is POLC (Planning, Organising, Leading, and Controlling)? Management Concept (Good Governance; Team Work; Strategic Plan; Technology; Internal Control).

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.

At the end, Mr. Dusit asked the participants to explain the current situation of cooperatives in their respective countries. Participants, in countrywise groups, prepared the overview of cooperative movement in their respective countries and presented it one by one. They gave the SWOT analysis of their cooperative movement – strength, weakness, opportunities, threat and how to solve the problems.

The Basic Accounting for Cooperatives' Businesses

by Mr. Serm Udornvise, Cooperative Auditor, Provincial Cooperative Audit Department, Nakhon Ratchasima.

Mr. Udornvise distributed two papers entitled (i) Cooperative Accounting, in which he explained the Business type of cooperatives – Credit Business; Purchasing Business; Collection Business; Agricultural Processing and Production Business; and Service and Agricultural Extension Business. He also explained in his paper that accounts are divided in 5 categories – Assets; Liability; Capital; Revenue; and Expenses.

In his second paper, he explained the internal control system in Agricultural Cooperatives – Accounting Control; Administrative Control and Specifications Control. He further explained the guidelines for Accounting Control; Guidelines for controlling Law, Policy and Regulation Compliance; Guidelines for Financial Control; Guidelines for Credit Business; Guidelines for controlling Purchasing Business; Guidelines for controlling Collection Business; Guidelines for Processing Business; Guidelines for Services and Agricultural Extension Business; Guidelines for controlling Deposits; Guidelines for controlling Investments; Guidelines for controlling Real Estate and Facilities; and Guidelines for controlling Members and Share Capital.

Field Study Visits in Korat, Nakhon Ratchasima, Thailand

Visit to Pimai Agricultural Cooperative Ltd.

On March 03, the participants visited the office and facilities of Pimai Agricultural cooperative Ltd. Its Manager, Mrs. Parnchaya Boudsantae, briefed the participants. It was established and registered under Cooperative Act 1968 on November 15, 1974 with 2,232 initial members and 22 groups. At present, the Cooperative has 11,328 regular members and 794 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 Account Section, and General Administration Section.

Its share capital is 299.96 million Baht; reserve fund is 59.61 million Baht; Deposits = 556.50 million Baht.

The cooperative has Credit business worth 831.10 million Baht; purchasing business = 288.00 million Baht; Paddy Rice Collecting Business = 280.00 million Baht; Marketing Business (Paddy Rice) = 261.50 million Baht; Processing business = 62.21 million Baht; The above figures are as on 31 March 2015.

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

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

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

Wang Nam Keaw Non-Chemical Horticulture Cooperative Ltd.

On March 04, 2016, the participants visited the office-cum-Learning Centre for Local People's Development of the Wang Nam Keaw Non-Chemical Horticulture, in Land Reform Area, Cooperative Ltd. Mr. Amnat Maiyotk Lang, Chairman of the Cooperative, briefed the participants. The cooperative started setting up non-chemical horticulture group in October 1998 and after receiving the award of a Royal Initiative Agriculture non-toxic Project, the Group established a cooperative and was registered under Cooperative Act 1968 on April 27, 2000. At present, the Cooperative has 260 members.

It has 15 Board Members and 5 staff members. Its share capital is 0.85 million baht, reserved fund = 0.74 million baht and operating funds = 8.49 million baht. These figures are as of 31 December 2014. The society has Credit business worth 0.91 million baht; Collecting business (vegetables) = 7.5 million baht and Purchasing business (fertilizer, seeds, straws, etc.) = 0.97 million baht. The cooperative has many activities, as follows: It provides training to members and local people on Processing of recycled paper; Bio-fermented water; Moulding organic fertilizer, planting in non-toxic vegetables, the incinerator pollution, soil-cement bricks, etc. The cooperative also gives training on General purpose cleaners, alternative healthy medicines; shampoo/soap; renewable energy (bio-diesel, jatropa), processing healthy food, and on environmental protection.

Naklang Farmers' Group:

Participants visited the office of the Naklang Farmers' Group on 5th March 2016, in the morning, in Sung Noen district of Ratchasima Province. Its Chairman briefed the participants. Naklang is a sub-district. Its population is 80,000. The Group was registered on 21st August 1973. The group has 271 members. Its annual business turnover is 11.76 million baht. It has 7 Board Members. There is no paid staff. All members manage the Group. It has following businesses – Credit, Savings, Processing and Purchasing.

Dan Kwian Pottery Village :

On 5th March 2016, in the afternoon, the participants visited the Learning Centre of Dan Kwian Pottery Village. Dan Kwian, is the name of a village that is 15 kilometers south-east of NakhonRatchasima. It is located in Tambon Dan Kwian, Chokchai District. This village is situated on the bank of the river moon. The travellers or merchants, would normally camp at the village on the way to Korat. This was their last resting village before reaching Korat. During their stops, the travellers or merchants would collect raw clay from the bank of the river moon for making earthen pots, vases, jars, ceramic tiles, etc. The clay of this village is well known for its ability to form shapes and in the firing process. It is not easily broken. 80% of this village's

household do pottery business. They still use traditional methods in making ceramics, i.e. shaping the articles by hand and spinning the articles by hand and spinning the potter's wheel by legs.

Visit to Baan Sumrit Community Service Cooperative Ltd. (Small sized agri. coop)

Baan Sumrit is a group covering 4 villages with 740 households. Its population is 2,896 people. On 7th March, in the afternoon, the participants visited the office of the Baan Sumrit Community Service Cooperative Ltd. It was established and registered under Cooperative Act 1968 on November 25, 2010 with 128 initial members. At present, the cooperative has 767 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. The society has just started its purchasing business also. Its share capital is 16.69 million Baht and Reserved Fund is 3.46 million Baht. Volume of cooperative business (credit business) is 14.15 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. to learn the importance of supporting oneself without aids or borrowings. Its land area is 2 sq. hectares. On this land, they do rice farming, fish farming, fruit farming, etc. It has 300 coconut trees; 400 banana trees; 150 guava trees, 25 mango trees, 12 tamarind trees, 3 ponds of fish. Average income from this farm land is 10,000 Baht per month. It is a model for other cooperative societies.

Visit to Pimai Dairy Cooperative Ltd.

On March 07, in the morning, the participants visited the office of the Pimai Dairy Cooperative Ltd. Its Chairman and Manager briefed the participants about its activities.

The Pimai Dairy Cooperative Ltd. was registered on 22 March 1991 under "Farm Activities Development of Dairy Farm Project" with 100 initial members and 500 dairy cows. A collection of raw milk was 4-5 tons/day. At present, the cooperative has 183 members and 5443 cows. And a collection of milks is 32 tons/day. As of 31 March 2014, the cooperative's share capital was 37.75 million Baht; Reserved Fund = 16.02 million Baht. Business of cooperative consists of (i) Collection of raw milk; (ii) Purchasing Business; (iii) Production of animal feed; (iv) Credit Business; (v) Services & Farm Guidance; (vi) AEC Project. Its volume of cooperative business is as follows – Credit Business = 3.41 million Baht; purchasing business (agri. Material, animal feed, etc.) = 36.63 million baht; Collection business = 10.04 million Baht; Animal feed processing business = 74.79 million Baht. The cooperative has a nursery centre where they look-after the young animals. The cooperative buys the young calves @ Baht 75/- per kg. and after 2-3 years, they sell the grown up animals either to its owners or other farmer members at a higher price, fixed by the cooperative.

Visit to Lam Plaploeang Agricultural Cooperative Ltd.

The participants visited the society premises and its facilities on 8th March 2016. 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 31 staff members. Its total membership is 2,125 – 1,725 regular members and 356 associate members.

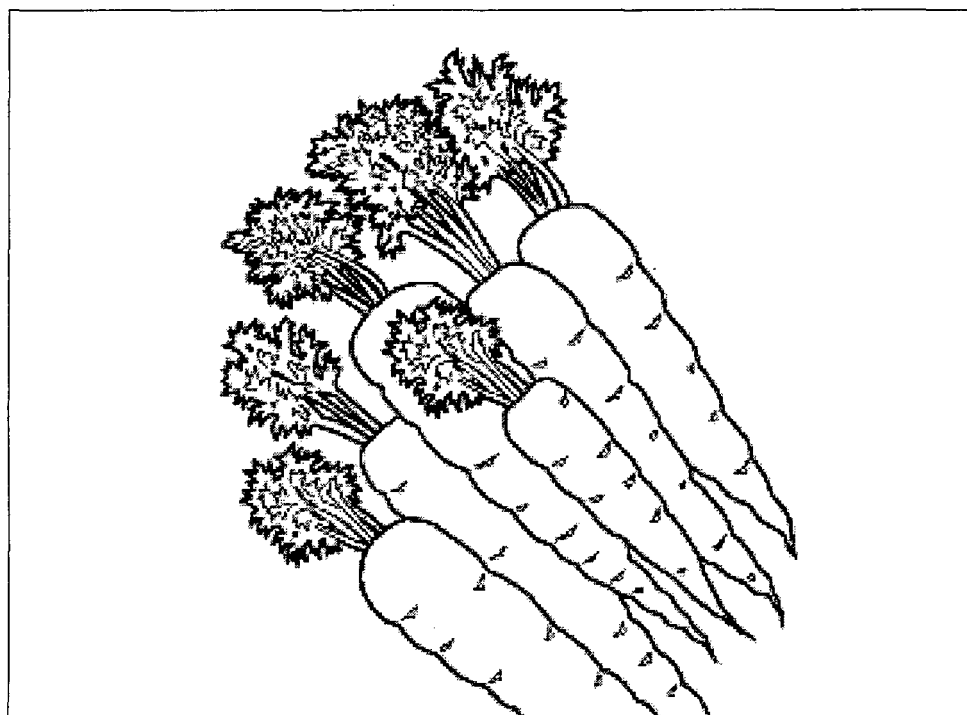
The operational area of the society covered 3 districts – Pakthongchai, Chokchai, and Muang Nakhon Ratchasima. The Society encourages members to take part in its business on a self-help and mutual help basis. The Cooperative performs following functions – Credit business; Purchasing business; Marketing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

Its share capital is 86.57 million Baht; Reserve Fund is 12.26 million Baht; Deposit is 99.41 million Baht.

In the morning, the participants observed the activities of Farmers' Market and Consumer Store, being run by the cooperative. After briefing in the office, the participants went to see the facilities of the cooperative, a

swine raising hut, a biogas plant, etc. After that, the participants went to see a Vocational Group, being run by one of its members. The owner has been producing and marketing mushrooms.

On 11th March, in the morning, Dr. Asanee took a Review Session. He revised the contents of his lectures for summary. In the afternoon, the closing session of CLT/CPD Module took place at the meeting room of the Cooperative Technology Transfer Centre 5 in Nakhon Ratchasima Province. Mr. Panuwat Na Nakhonpanom, Director of Planning Division, CPD, was the chief guest. On 12th March, in the morning, the participants left Centre 5 for Bangkok, reaching CLT in the afternoon.



SECTION – III

Valedictory Session at Korat

The valedictory function of the CLT/CPD module on “Agricultural Cooperative Business Management, Leadership and Planning” for the training program on “Fostering Core Leaders of Agricultural Cooperatives” for the year 2015 was held at the meeting room of the Cooperative Technology Transfer Centre 5 of CPD in NakhonRatchasima Province, in the afternoon of March 11, 2016. Mr. Panuwat Na Nakhonpanom, Director of Planning Division, CPD, presided over the closing ceremony, in presence of Dr. Asanee Ratanamalai, Course Director, CLT, Mr. Dusit Thongta, Director of Centre 5, Ms. Saovanee from CPD, Bangkok, and the staff of Centre 5 who were attached to the program attended, besides, Mr. A.K.Taneja of the ICA-AP.

While welcoming the participants and invited guests, **Mr. Dusit Thongta** said that the participants were able to attend the 1st part of the training course in Bangkok, Samutsakorn, Phetburi and Nakhonratchasima provinces of Thailand. He further said that the Cooperative system was a key factor to develop a socio-economic situation in the country. The human resource development was one of the key pillars to support cooperative development of the region. He hoped that the part-I of the training course would give valuable sto the participants and it will help them in developing the cooperative system in their respective countries.

In his brief address **Mr. Panuwat Na Nakhonpanom** congratulated the participants for successful completion of part-I of the Training Course in Thailand. He appreciated ICA-AP and IDACA for the involvement of CPD in this important training course. He hoped that the participants must have learned from their study visits to small, medium and large sized cooperatives and observation of women group activities, supported by cooperatives. He further hoped that the participants would take back some useful experiences to their respective home countries for sustainable development of farmer institutions and agricultural cooperatives. He also thanked MAFF, IDACA and ICA-AP for their engagement with CLT/CPD. He wished the participants a comfortable journey to Japan.

Before his speech at the closing ceremony, Mr. Panuwat Na Nakhonpanom distributed the “Certificate of Participation” to the participants on their successful completion of the program in Thailand.

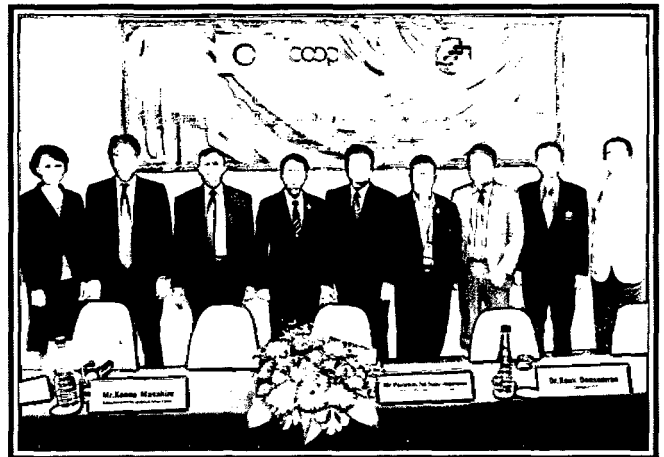
Mr. A.K. Taneja expressed satisfaction over the smooth conduct of the program and thanked CLT/CPD as a reliable ally in carrying out part-I of the Training Course in Thailand.

Dr. Asanee Ratanamalai, Course Director, CLT, spoke on behalf of CLT at the closing ceremony. He said that whatever information the participants had received from Thailand and Japan regarding agricultural cooperative development, they should analyze it for replication and adoption in their respective home countries. He wished the participants all success in their endeavor to combat poverty alleviation and to assist the poor farmers to have a better living standard.

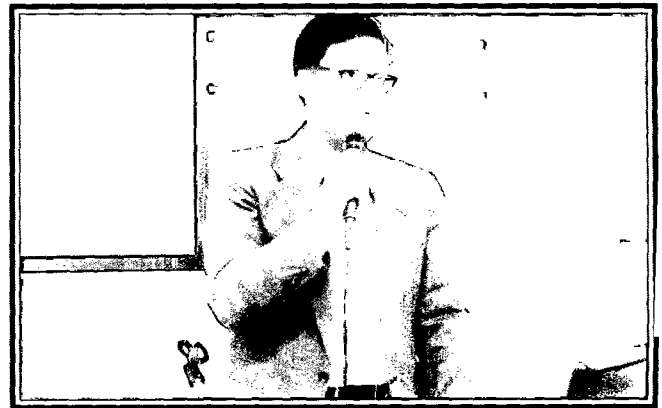
Mr. Krishna Prasad Paudel, a participant from Nepal, proposed a vote of thanks, on behalf of all the participants. He said, “we have gained more education from classroom teachings and field visits. Really, the cooperative movement in Thailand is a model for the ASEAN region, especially in the agriculture sector.” He further said, “We found that innovation, creativity, productivity are major strengths of Thai Cooperatives. He congratulated the CLT on successful completion of 100 years of cooperative movement in Thailand. He further thanked CLT, CPD for organizing such a fruitful training course. He also thanked all resource persons and the cooperatives, the participants visited during study visits and got their kind hospitality. He assured that we would be going to follow the learning and best practices being followed in Thailand in our respective countries. He also thanked ICA-AP, IDACA and MAFF for organizing such an excellent training course.

On 13th March, (Sunday), in the evening, the participants left Bangkok for Japan, reaching IDACA, Tokyo on 14th March, in the forenoon.

Inauguration: Glimpses of the Inaugural Ceremony of Part-I of the Training Course in Bangkok, Thailand.



Resource Persons delivering lectures in Bangkok, Thailand.



Classroom session in progress



Participants at the office of the Agricultural Cooperative Federation of Thailand Ltd. (ACFT). Mr. Sirichai Orsuwan, President of ACFT, briefed the participants.



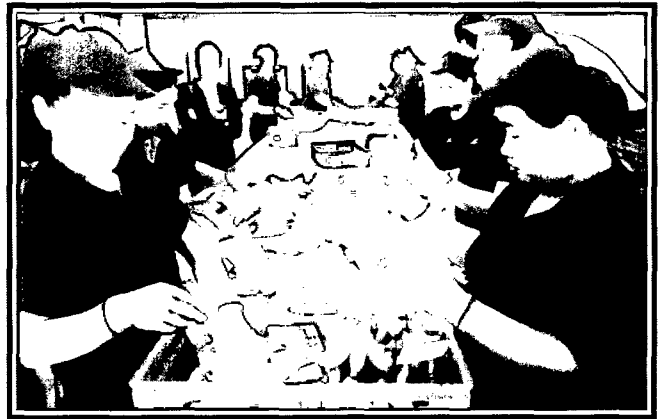
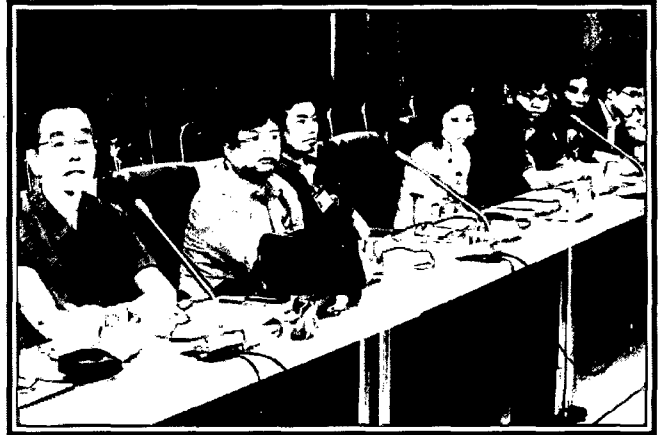
Participants at the office of the Prasarn Kasikit Agricultural Cooperative Ltd. Its Chairman briefed the participants



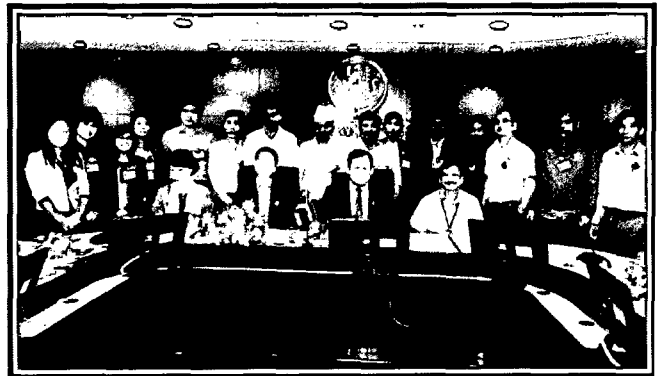
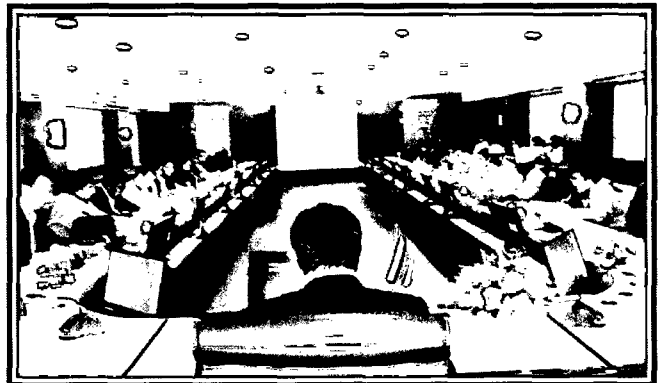
Participants at the office of the Laksong Agriculture Women Group. Its Chairperson briefed the participants.



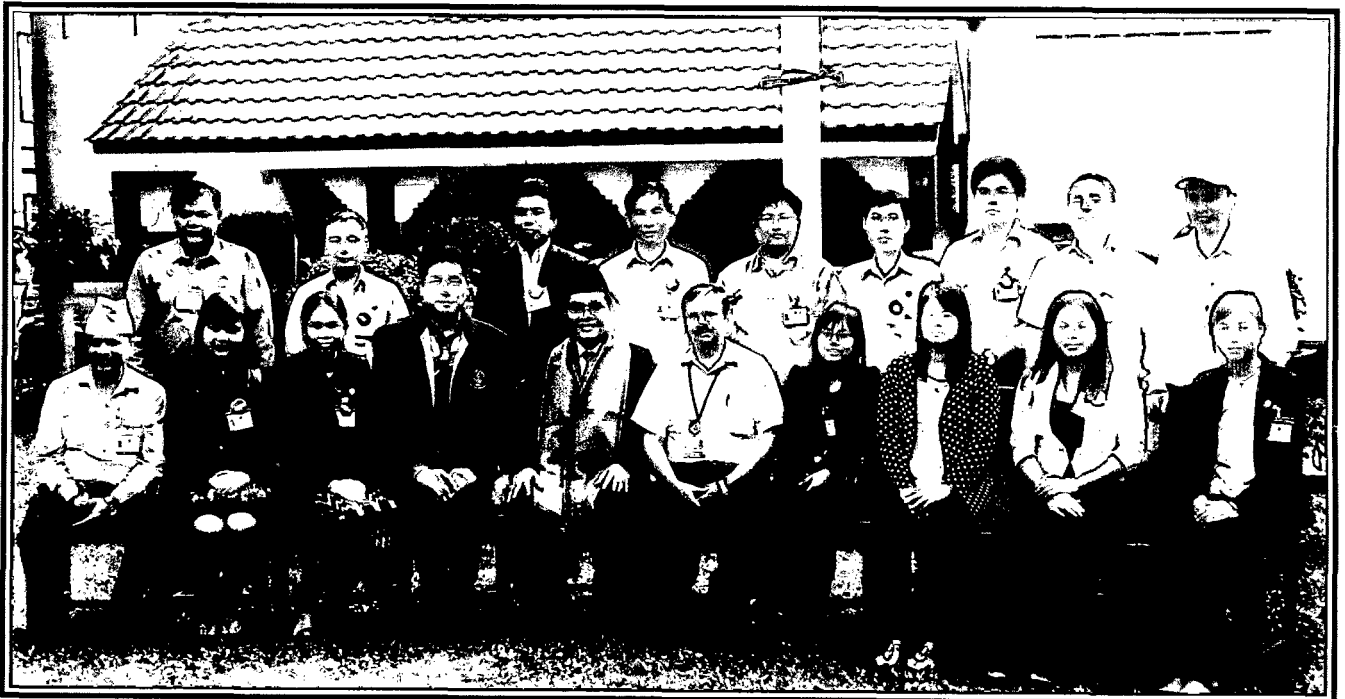
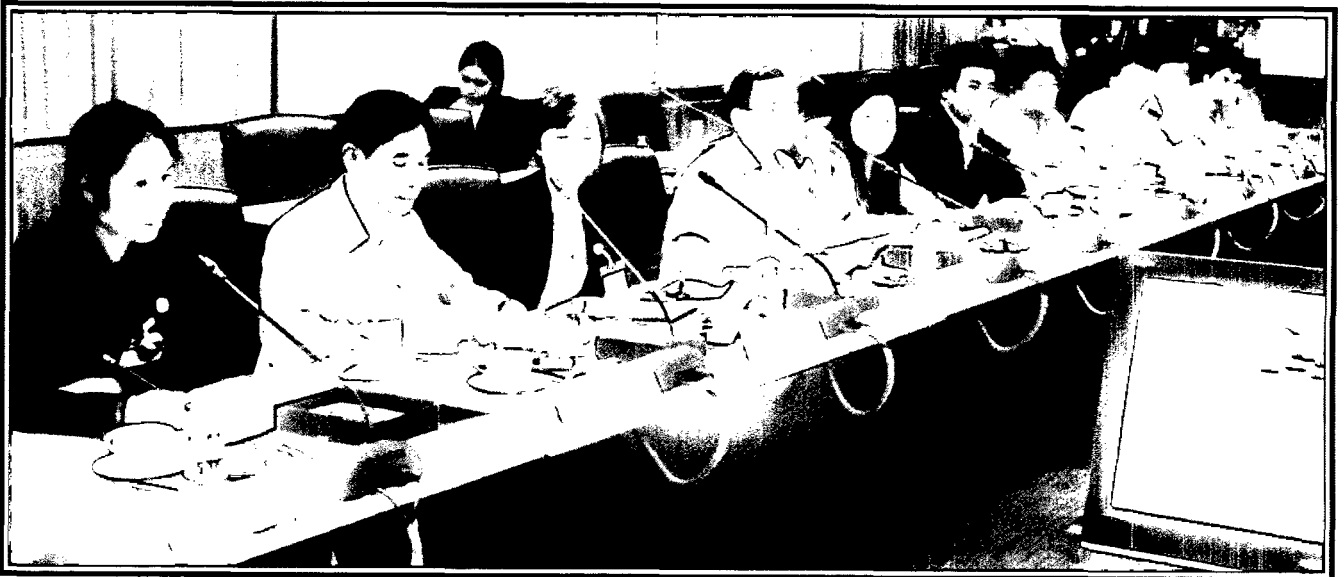
Participants visited the office and workplace of the Tha Yang Agricultural Cooperative Ltd. Its General Manager briefed the participants and showed its facilities.



Participants visited the office of the Cooperative Promotion Department, Ministry of Agriculture and Cooperatives, Bangkok. Mr. Saner Choojun, Dy. Director General, CPD, briefed the participants.



Participants at the office of the Cooperative Auditing Department, Ministry of Agriculture and Cooperatives. Mr. Mongkol Puangri, Expert on Auditing, representing the Director-General of CAD, briefed the participants on Cooperative Auditing.



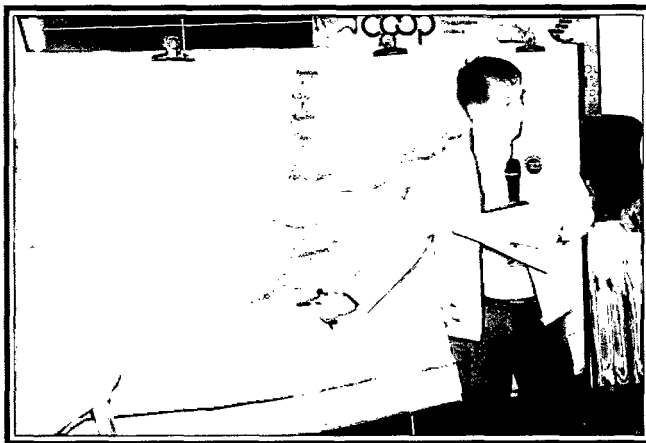
Participants visited the office of the Asian Confederation of Credit Unions (ACCU) in Bangkok. Its Chief Executive Officer, Ms. Elenita V. San Roque, briefed the participants.



Participants arrived at Cooperative Technology Transfer Centre 05 of Cooperative Promotion Department.



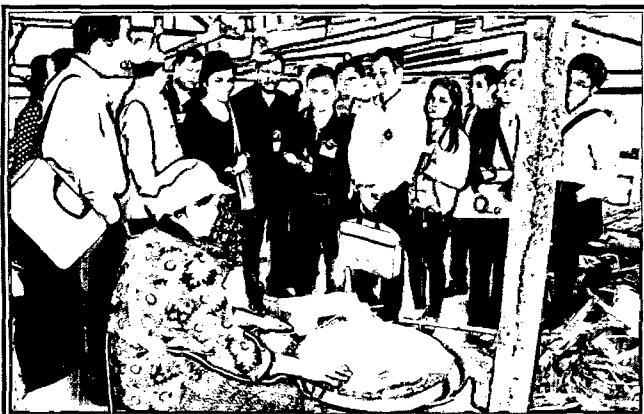
Resource Persons delivering the lectures at Cooperative Technology Transfer Centre 05.



Participants in a Group Discussion at Cooperative Technology Transfer Centre 05.



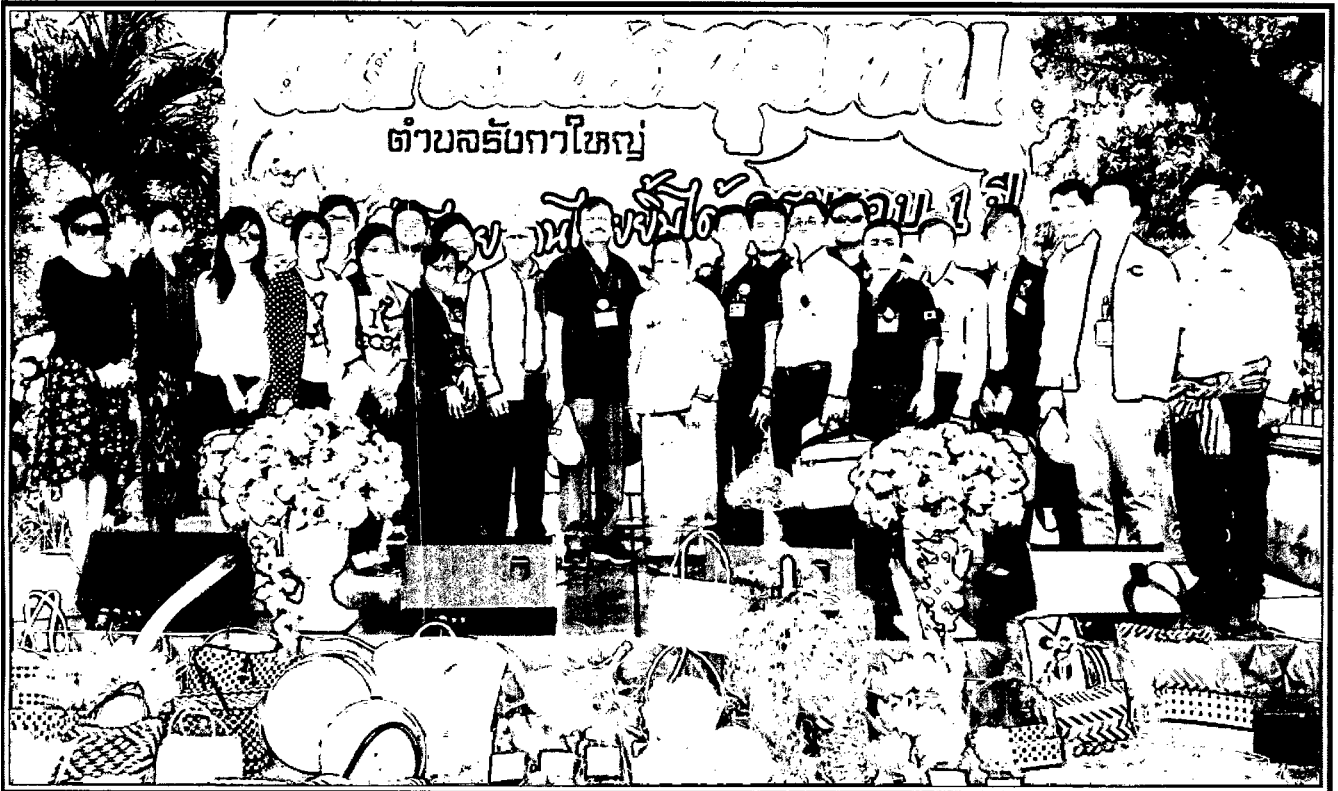
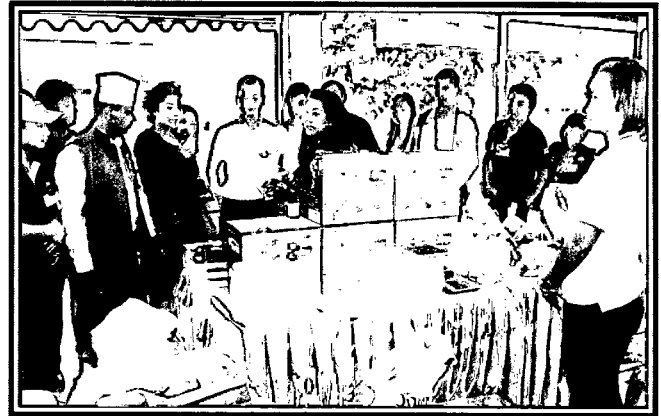
Participants visited the office of the Pimai Agricultural Cooperative Ltd. Its Manager, Mrs. Parnchaya Boudsantae, briefed the participants and showed its facilities, including the work of Women Group, who are members of the Pimai Agricultural Coop. Ltd.



Participants observing the facilities of the Pimai Agricultural Cooperative Ltd.



Participants observing the facilities of the Pimai Agricultural Cooperative Ltd.



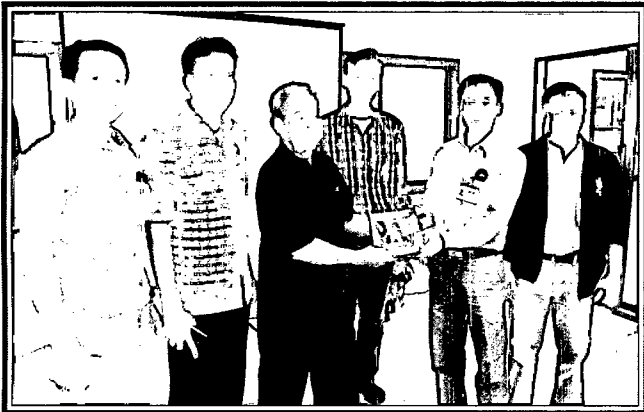
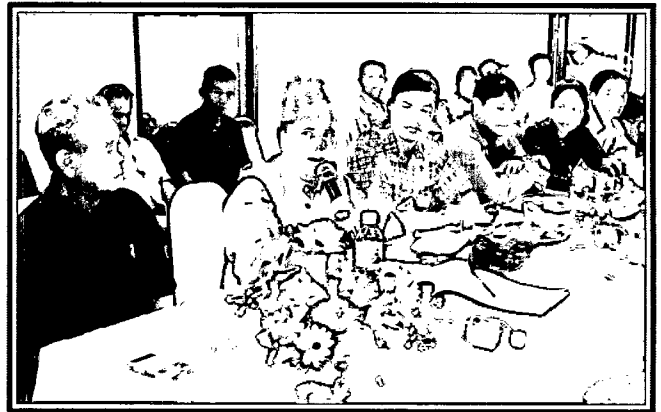
Participants visited the office-cum-Learning Centre for Local People's Development of the Wang Nam Keaw Non-Chemical Horticulture Cooperative Ltd. in Land Reform Area. Its Chairman Mr. Amnat Maiyotk Lang briefed the participants. Participants also visited the Farm land of one of its members.



Participants observing the facilities of the Wang Nam Keaw Non-Chemical Horticulture Cooperative Ltd.



Participants visited the office of the Naklang Farmers' Group in Sung Noen District of Ratchsima Province. Its Chairman briefed the participants.



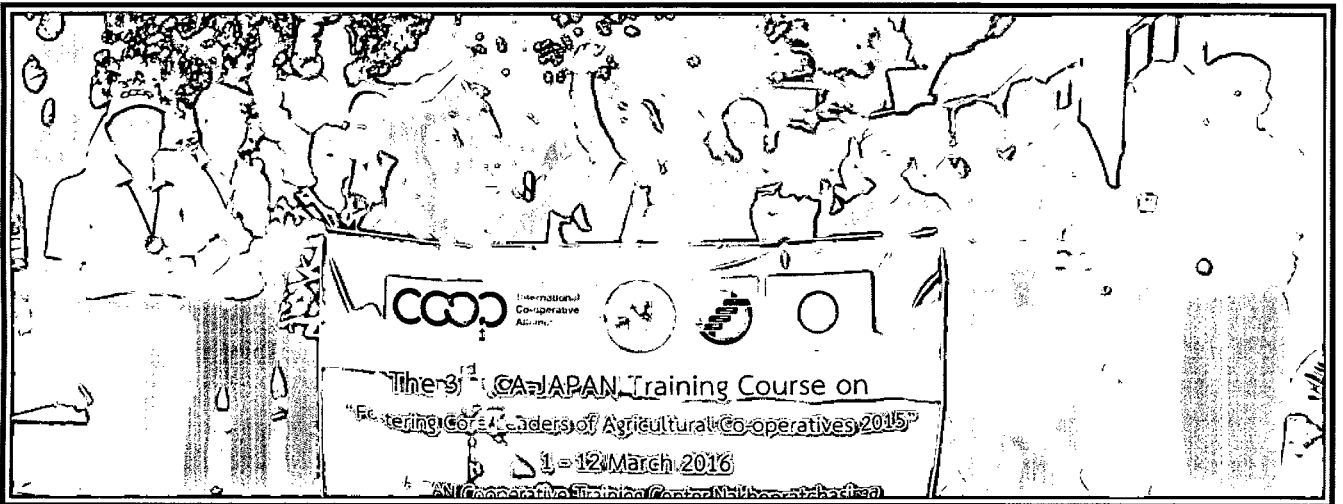
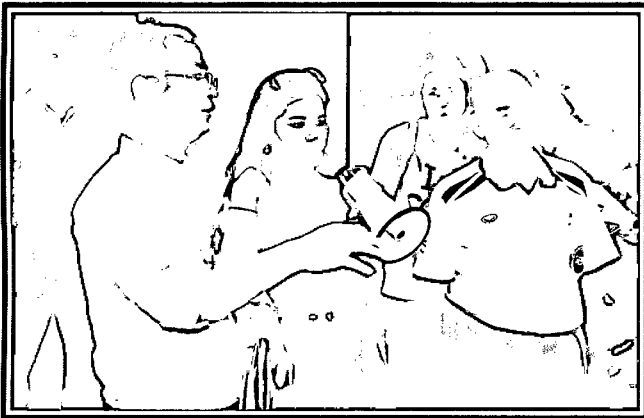
Participants at the Dan Kwian Pottery Village.



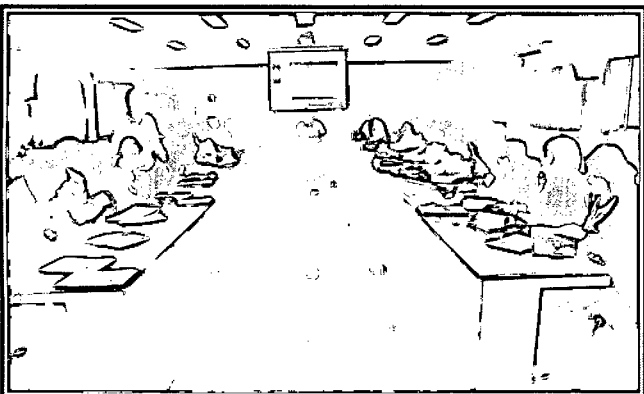
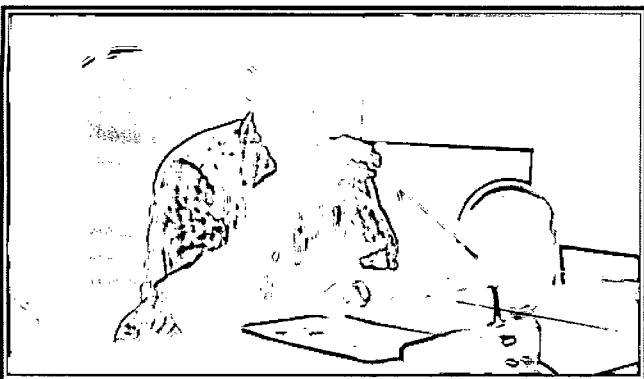
Participants visited the office of the Baan Sumrit community Service Cooperative Ltd. It is a small sized single purpose cooperative. Its Chairman briefed the participants.



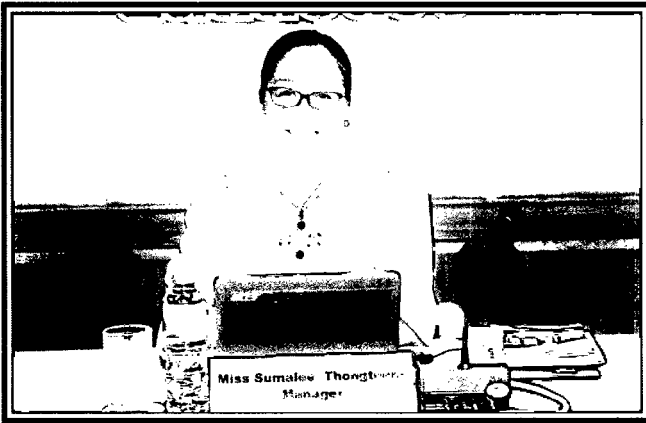
Participants visited the site of the Sufficiency Economy Centre. It is a learning centre for young farmers. Its Chairman briefed the participants.



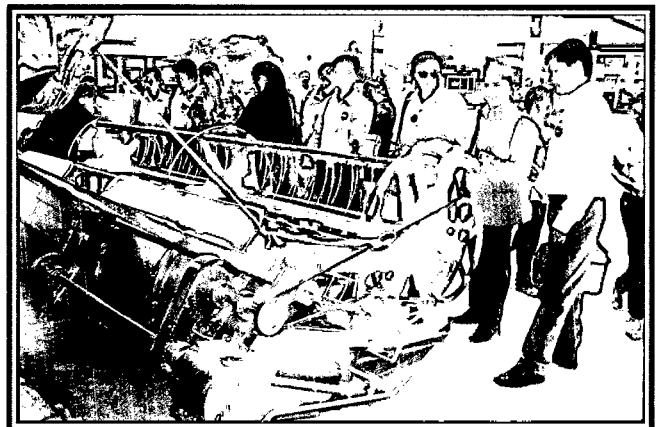
Participants at the office of the Pimai Dairy Cooperative Ltd. Its Chairman briefed the participants. Participants also visited the Nursery of animals.



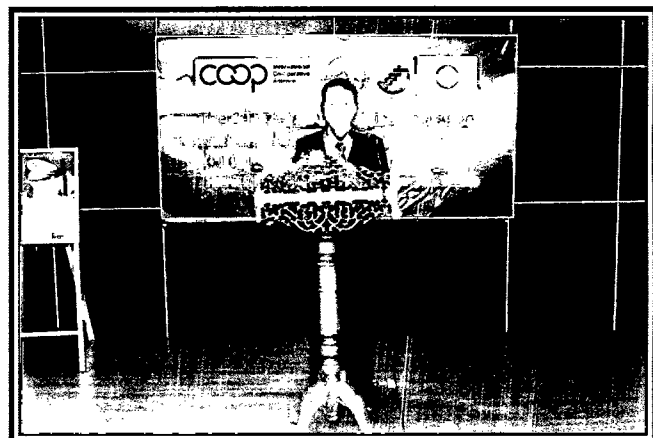
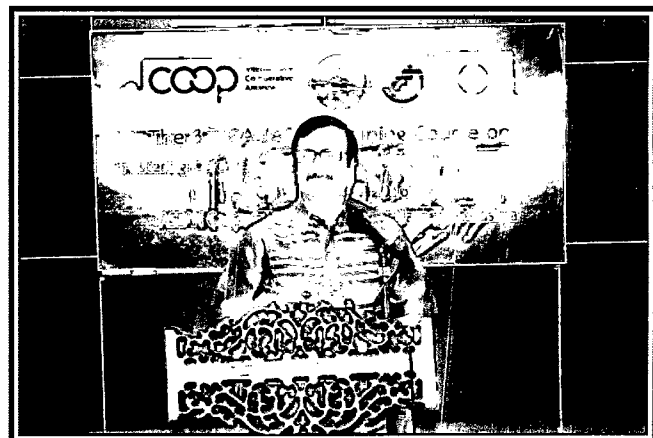
Participants at the office of the Lam Plaploeng Agricultural Cooperative Ltd. Its Manager, Ms. Sumalee, briefed the participants and showed its facilities, including the activities of women's group, a member of the cooperative.



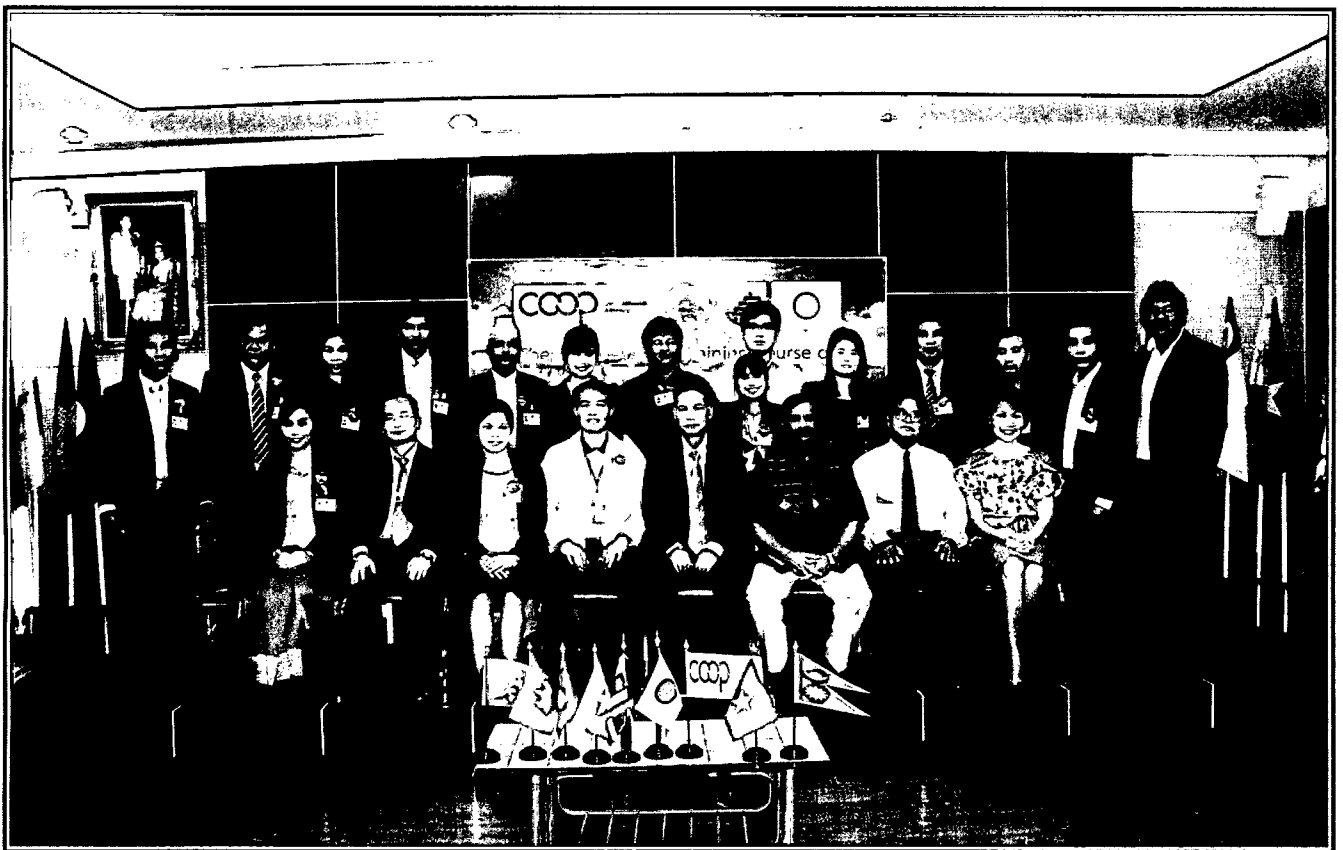
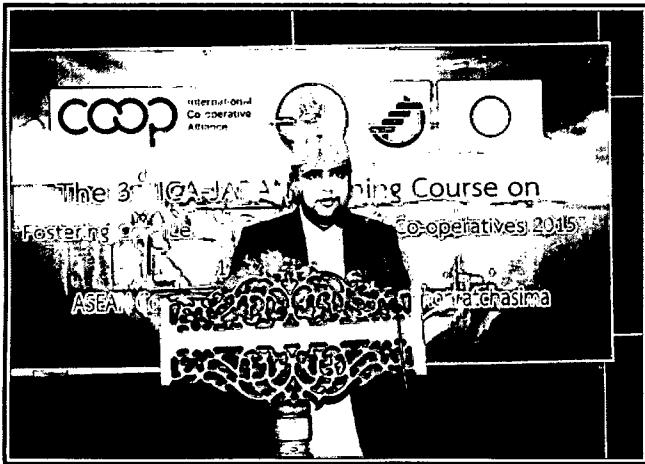
Participants observing the facilities of the Lam Plaploeang Agricultural Cooperative Ltd.



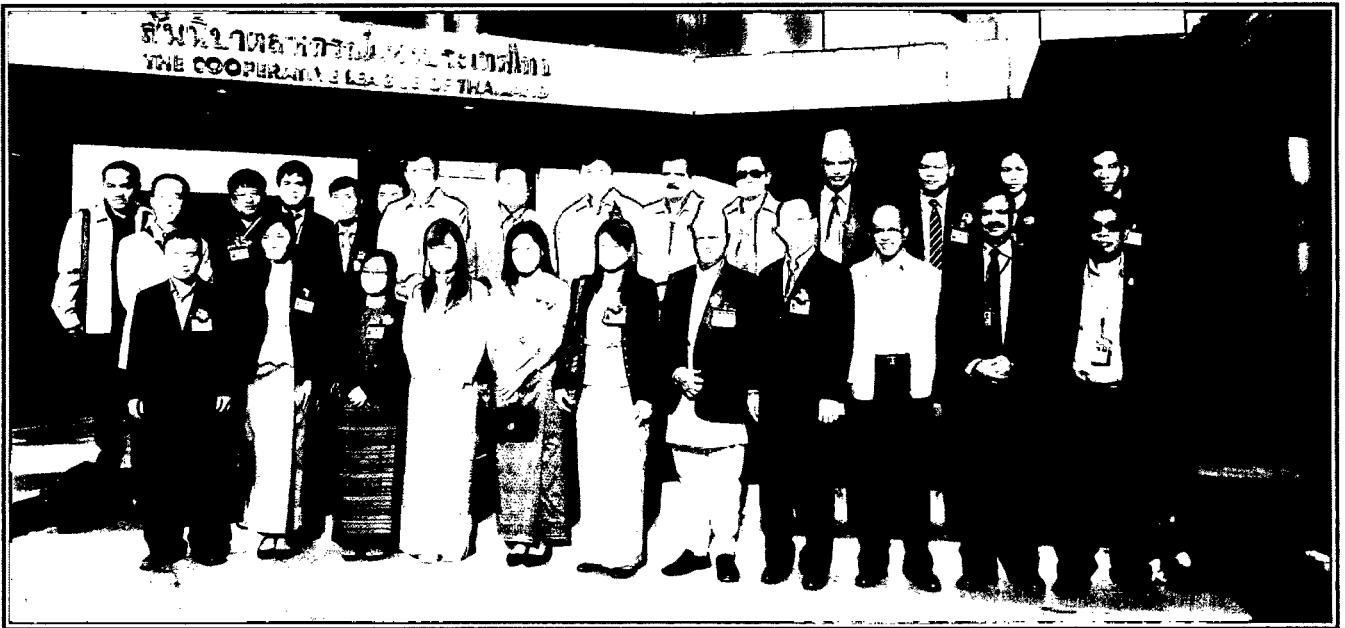
Closing Ceremony of Part-I of the Training Course took place at the Cooperative Technology Transfer Centre 05 at Korat. Some glimpses of the closing ceremony.



Glimpses of the closing ceremony. The participants were awarded Certificates of Participation.



Participants along with Mr. Li Chunsheng, President, ICA Asia-Pacific, Mr. Balu Iyer, Regional Director, ICA Asia-Pacific, attended the National Cooperative Day of Thailand, at CLT Campus on February 26, 2016.



SECTION - IV

INAUGURATION OF PART-II OF THE TRAINING PROGRAMME IN JAPAN

Inaugural Session

The Part-II of the ICA/Japan Training Course of 2015 was formally inaugurated on 14th March, 2016 at IDACA by Mr. Masahiro KONNO, Executive Director, IDACA and Mr. A.K. Taneja, Manager, ICA-AP, also addressed the inaugural session. Mr. Hideya SUZUKI, General Manager, Mr. Toru NAKASHIMA, Manager (Training), Mr. Hiroshi TERUNUMA, Overseas Cooperative Development Consultant, Mr. Yukio ABE, Overseas Cooperative Development Consultant, Ms. Eiko OSHITA, Mr. Takeshi USUI and other officers of IDACA were present.

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

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

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

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

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

The program included the following components:

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

The following topics were covered under above components:

- General Information on Japan – Japanese Society, Culture & Economy;
- Historical Development of Japanese Agriculture and Agricultural Cooperatives;
- Organization and Business Activities of the Japanese Agricultural Cooperatives;
- Self Development by coaching methods;
- Agricultural Cooperatives and legal basis;
- Financial Management and Auditing of JA;
- Farm Guidance System of JA;
- Marketing Business of JA;
- Educational Activities of JA;
- Business Planning of Agricultural Cooperatives;
- 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

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: 127.3 million; Prefectures, Regions and Cities (47 prefectures and 8 regions), 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 (665); Business of Multi-purpose Agricultural Cooperatives; Joint Purchasing System; Facilities operated by Primary Cooperatives; Guidance-related features of Multi-purpose Agricultural Cooperatives; etc.

3. Special Speech by Mr. Choe OKUNO, President, JA-ZENCHU

Mr. Choe OKUNO, President, JA-ZENCHU, came all the way to IDACA to interact with the participants of the training course. He delivered a speech on this occasion. Excerpts of his speech are as follows:

“I was born in Ise City of Mie Prefecture as a son of a rice growing farmer. When I was an elementary school student, there was an agricultural cooperative, but its main business was to collect savings. There were only two employees, who were in charge of savings and accounting work. Members of Youth Association of JA were voluntarily working for blending fertilizer and delivering to the members. In order to sell products of members, JA needed employees, who would exclusively engage in marketing business and officials of JA

made efforts to find employees by asking their members' families. In order to develop business of cooperative, it is necessary to have capable employees and for that purpose, share capital is very important. Objective of cooperative is to provide services to members, which can't be done by individual members."

4. 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) Fostering of Commercial Farmers through Agricultural Cooperatives – some case studies in Japan. 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 second paper "Concepts of Agricultural Cooperative and its legal basis", Mr. Terunuma explained the Characteristics of Agricultural Cooperative; Objectives of Agricultural Cooperative; Regular Member and Associate Member; Members' Rights and Duties; Relationship between member and Agricultural Cooperatives; Types of Agricultural Cooperatives; Management of Share Capital; Statute of Agricultural Cooperative; Bylaw; Eligibility and Election of Directors, Duties of Directors. President of Agricultural Cooperatives; Auditors; Duty of Auditors; Importance of Audit; Procedures for establishment of Agricultural Cooperative, Union and Business Federation.

In his third paper on "Fostering of Commercial Farmers through Agricultural Cooperatives", he explained two case studies of Primary Agricultural Cooperatives of Japan – one is Vegetable Processing by JA Agatsuma and second case study is "Revitalization of Regional Community" by JA Kanra-Tomioka.

JA Agatsuma is located in Gunma Prefecture, Nakanojo Town. It has 1,000 m or more mountain area. It produces paddy, vegetable, livestock, mushroom, sericulture (mixed farm management). It has a 5 year plan for regional agriculture development – key strategic commodities; mushroom culture; sericulture; pig raising; vegetable; flowers and ornamental plants. Its key to success of the processing business is as follows – sale of processed products at their own direct-sale shop (50%); contract production by member farmers; processed foods can sell by spending one year; no contract sale with private super-market; the minimum investment for processing plants. Its products are pickled vegetable products; bottled mushroom; health supplement drink; tea; healthy foods (rice porridge, ice cream, candy, and others).

JA Kanra-Tomioka was established in March 1995 by the amalgamation of 5 JAs – Multipurpose agricultural cooperatives. It has 6,578 regular members and 7,321 Associate members (as on Feb. 2013). It has Paddy field = 1,107 ha; Upland field = 3,701 ha; Orchard = 561 ha. It has Full-time households = 708, part-time I = 596, Part-time II = 2741. The major products were silk and konnyaku. More than 70% of the land area is mountain and forests. Farmland is located in the elevation from sea level between 115m to 900m. Increase of idle farmland and increase of aged population. Challenges of the Agricultural Cooperative were – (1) In 1995, JA launched "Plan for Rehabilitation of Regional Economy by Agriculture" and also JA formulated regional agriculture promotion plan – "Vegetable Land – Village of Radish". (2) 108 commodities were to be produced and marketed through various channels. They formed direct sale group on the model farm management pattern. 1500 members joined direct-sale shop shipping group. They also provided technical support to aged farmers and female farmers. They adopted new system – collection system, packaging system, bar code, supply throughout the year. In spring, the farmers produce cucumber, strawberry, honewort, others. In summer, tomato, carrot, kidney beans, sweet corn, eggplant, pepper, onion, water melon, pumpkin,

sunflower, lily, gentia, etc. In Autumn: carrot, radish, grape, cabbage, sweet potato, fig, chilly, persimmon others, aster, chrythunsimom, etc. In winter: shiitake and other mushrooms, cabbage, taro, walsh onion, lettuce, broccoli, kiwi, tulip, etc. Their major marketing channels are – Direct sale shop (Farmers Market) in the region; Sales at in-shop (rented space of super market); Route sale within the prefecture; mixed negotiation advance order transaction system; and gift delivery sale.

5. 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 with 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.

6. Farm Guidance Activities of JA in Japan

by Mr. Akihiro TAKAHASHI, Farm Advisor, JA Utsunomiya.

The objectives of Farm Guidance Activities are to help contribute to the development of regional community through maintenance and expansion of agricultural production in the local area as well as to provide guidance on farming techniques and management improvement in an effort to conduct farming activities of members in an efficient way. In order to increase quality of farm products and also to upgrade farming techniques of production groups, farm guidance staff and technical advisor provide relevant guidance and information to farmers by making regular visits to farmers. Following are some of the Farm Guidance Activities – Guidance on Management and production techniques; Formulation of regional plan; Land Consolidation; Organizing groups, like regional hamlet association aimed at making effective use of machines and facilities; Management of organization for production and Marketing strategies; and Maintain quality of products at high quality as marketing strategies. Some of the concrete activities to be carried out are – Forecasting of outbreak of pest and insects; Introduction of new varieties; Introduction of new techniques; Conduct on-site study meeting on cultivation etc., conduct meeting on analysis of soil testing; conduct meeting on management analysis; etc.

In his presentation, Mr. Takahashi explained the roles of Farm Advisor and his tasks; Guidance structure for farm advisors; Quality and abilities of Farm Advisors; Necessary goods for Farm Advisors; etc. He also tried to make a demonstration of farming tools which he normally uses

7. Financial Management and Auditing of JA

by Mr. Nobuharu KUBO, Executive Director, National Association of Mutual Relief for Employees of Agriculture, Forestry and Fisheries Organizations.

In his presentation, Mr. Kubo explained the Theory of Audit – why conduct audit ? With the objective of securing reliability in financial statements that are prepared in order for an entity to report on the state of business operations to stakeholders, independent experts acquire and assess audit evidence according to audit standards to determine whether the statements comply with generally accepted accounting principles and whether the state of finances, management performance and cash-flow are appropriately and legally displayed, and they report on their findings to users of the financial statements. He further explained the need for preparation and disclosure of financial statements; Necessity for audit of financial statements. He also explained what are balance sheet and profit and loss statement ? What is the Share Capital and Reserves ? What is JA Disclosure System ? JA Account disclosure materials consist of the following three types – Documents (Business Report, Balance Sheet, Profit and Loss statement, Plan for the appropriation

of surplus or plan for the disposal of losses, Annexed detailed statements, Department profit and loss statements, etc.) submitted in ordinary general meetings; Documents submitted to administrative agencies; and Documents for general public inspection (disclosure magazine). He also explained the Types of Audit – Audit can either be conducted as internal audits, which are implemented within organizations, or external audits, which are implemented by external experts who are independent of the organizations concerned. He further elaborated the types of Audit by Central Union by Objectives (Audit of Financial Statements, etc., General Audit); Role and System of Audit by Central Union.

8. Distribution System of Farm Products and Marketing/Purchasing Business of Agricultural Cooperatives in Japan

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

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

9. Method learning and practice of Participatory Rural Development

by Mr. Kazuto KATAKURA, Research Institute for Rural Community and Life, and Mr. Koji NAKATA, Training Institute of Overseas Agricultural Development Association.

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

“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 it. 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 for improvement.

In the last activity of the workshop, the developmental 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.

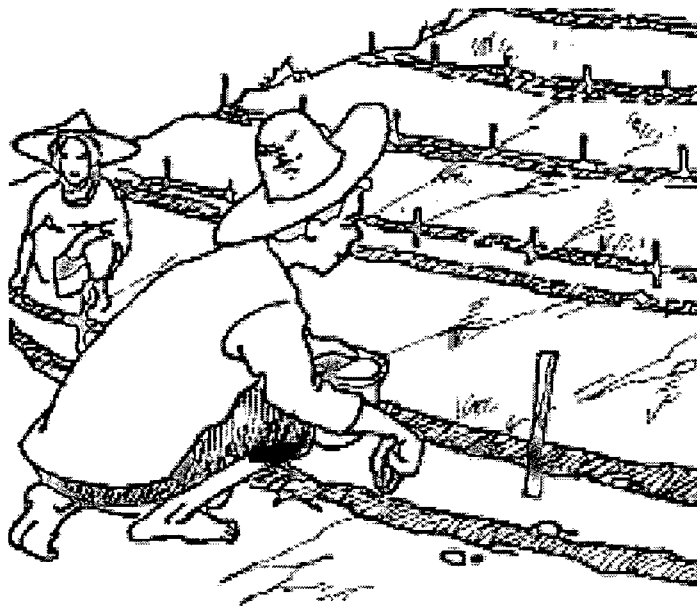
Application of participatory approach to rural development: Participatory development has been recognized as an important alternative to conventional methods on technical aid for developing countries among

international donor agencies or NGOs since 1980s. Japanese international donor agencies, like JICA, have also come to accept this concept for the planning and implementation of projects since late 1990s. However, the international trends and practices of some NGOs have not yet adequately established the kind of approaches that should be adopted for the people living in the project site. Only very recently a participatory approach practiced by the agricultural extension service during the post-war Japan has attracted considerable attention of Japanese researchers and experts engaged in community development of developing countries. This is not the usual way of general agricultural extension, but a method used in a livelihood improvement program. The program has had a philosophy and a way of life, which stresses self-critical awareness and commitment to the rural people. They tried to make short visit around nearby hamlet in order to give participants an exposure to the structure and functions of the village.

10. Management Plan of Agricultural Cooperatives

by Mr. Hiroshi TERUNUMA, Cooperative Development Consultant, IDACA.

The objective of Mr. Terunuma's paper "Management Control" is to achieve economic benefit for members. In his presentation, Mr. Terunuma stressed upon the importance of Planning. He explained the procedure for formulation of long-term Management Plan – Farm Management Plan of member farm households; Income Target and Marketing Plan of Farmers; Items of a long-term farm management plan of individual farm households. He further explained as to how to formulate the Total Farm Management Plan – Commodity-wise Farm Guidance Plan; Plan for Establishment of Production Facilities; Plan for supply (purchasing) of production materials; Business plan of agricultural cooperatives. He also explained Joint Marketing System; Joint Purchasing System; Mutual Control System; Financial Administration in Agricultural Cooperatives, etc.



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

Field Study Visits in Japan

During Part-II of the Training Course in Japan, study visits were arranged in Tokyo, Tochigi, Mie 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 Tochigi Prefecture – JA Utsunomiya
- Visit to Mie Prefecture – JA Mie Prefectural Union and various facilities run by JA ZEN-NOH Mie prefectural head quarter; JA Ise, JA Iga-Hokubu,
- Farmers' house;
- Visit to Kanagawa Prefectural Union's Training Centre
- Visit to JA ZEN-NOH Agricultural Research and Development Center
- Visit to the office of the JA Zenchu, Tokyo

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 and Pacific.

The participants of the training course of 2015 stayed at IDACA from 14th March to 09th April 2016.

Visit to JA Utsunomiya:

On 21st March, 2016, in the afternoon, the participants left IDACA for Utsunomiya city in Tochigi Prefecture. They visited the Head Office of JA Utsunomiya on 22nd March, in the morning. Its Managing Director, Mr. Shigehisa ICHIMURA, briefed the participants about JA's activities.

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

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

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

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

After briefing, the participants visited the facilities of JA Utsunomiya – Romantic Village (Roadside Station), Farmers' Market, Input Supply shop, etc. The participants also observed the Nursery Facility, owned by JA Zen-noh. The Chief of the Seedling Centre, Mr. SUZUKI briefed the participants. The Centre has 9 full-time employees, 22 part-time workers and 13 seasonal workers. JA Zen-noh sells good quality seedling of eggplant, tomato and strawberry to members. They sell estimated 2 million seedling in each season.

The participants also visited the Green House of Mr. KOZUKA, a member farmer of Tomato and Rice Producer Group of JA Utsunomiya. His son is also in the same business. The participants interacted with them.

Immediately after, they visited the Green House of Mr. IKEDA, who is the leader of Strawberry Producers' Group of JA Utsunomiya. The participants also interacted with him and asked many questions.

Study visits to Mie Prefecture:

The participants visited Mie Prefecture during 28th March and 1st April, 2016.

Basic Data of Mie Prefecture: Mie Prefecture is located in the eastern part of the Kii Peninsula. Diverse regional climatic conditions under complex topography created with plain area, basin area and mountainous area are observed as the characteristics of the prefecture.

The total population of Mie Prefecture is 1,813,335, as on Feb. 1, 2016. Its land area is 5,774.39 sq.km. Tsu City is the capital of the Prefecture. There are 14 cities and 15 towns in Mie prefecture.

Visit to Mie Prefectural Union:

Outline of Agriculture and Agricultural Cooperatives in Mie Prefecture:

Agricultural production of the prefecture is in the middle rank in Japan. Therefore, agriculture is placed as an important industry for the local economy, while most of the production has depended on part-time farmers.

Areawise main agricultural products are grown as follows - vegetable, greenhouse strawberry and tomato production centering rice in the Ise area to mountainous area, tea production in the Suzuka mountainous area and Nansei area, flowers and ornamental plants in Suzuka and Tsu areas, citrus fruits in Nansei and Higashi-kii areas and beef cattle production in Matsuzaka and Iga areas.

JA Mie Prefectural Union comprise of following 12 JAs – JA Mie-Kita, JA Zuzuka, JA Tsuage, JA Mie-Chuo, JA Ichishi-Tobu, JA Matsuzaka, JA Takigun, JA Ise, JA Tobashima, JA Iga-Hokubu, JA Iga-Nanbu, JA Mie-Nanki. JA Mie Prefectural Union performs following functions – Guidance, Public Relation, Agricultural Policy Legislative Activities, Auditing, Education and Training.

Visit to JA Ise:

Outline of JA Ise:

JA Ise was established on 1st April 1988. It has 25,191 members (14,428 regular members and 10,763 Associate Members). At the end of the last fiscal year, its paid-up share capital was 4.4 billion yen. It has following officials – Representative Director Chairman (1, part-time); representative Director President (1, full-time), Managing Director (3, full time), Directors (26, part-time), Representative auditor (1, part-time), Full time Auditor (1, full time), Auditor (6, part-time), Non-member auditor (1, part-time). JA has 631 employees.

Following facilities are owned by JA Ise – Branch Office (16), Satellite shops (15), Economic Business Key Station (4), Green Coop. (shop for agri. Inputs – 11), Farm Machinery centre (5), Funeral Ceremony hall (3), Day Care Centre for aged people (2), Gift centre (Hanakago 1), Travel Centre (1), Consumer Store (A-Coop, JA shop 18), Rice Centre (Drying rice 8), Paddy seedling nursery centre (6), Green tea processing centre (1), Grading centre (4), Flower shipping facility (1), Welsh onion packaging centre (1), Country elevator (silo for rice 1).

Following business activities are conducted by JA Ise – Farm Guidance, Marketing business, purchasing business, savings, loans, deposits, securities, Simple Post Office Account, Long Term Mutual Insurance Policies enforced at the end of the fiscal year, Medical Insurance Policies enforced for hospitalization, Nursing Care Insurance Policies enforced, Pension Type Insurance Policies enforced, New contract of short-term insurance, warehouse business, Joint Use facility business, other special account business, better living activities, Tourism business, Nursing care welfare business, housing land supply business.

JA Ise has following member-organizations – Women’s Association (1088 members), New Advance Order Group (559 members), Pension Receivers Group (20,361 members), Ise Hokubu Youth Association (11 members), JA Ise Strawberry Group (102 members), JA Ise Cabbage Group (40 members), JA Ise Tomato group (20 members), JA Ise Tamaki Grape Group (19 members), JA Ise Tamaki Persimmon Group (114 members), Tamaki Pear Group (11 members), JA Ise Shiitake (Black Mushroom) Group (7 members), JA Ise Misono Cucumber Group (4) members, JA Ise Omata Pear Group (7 members), JA Ise Vegetable Promotion Group (65 members), JA Ise Aquaculture Group (3) members, JA Ise Welsh (Green) Onion Group (32 members), JA Ise Rendaiji Persimmon Group (54 members), Tamashiro Strawberry Women’s Group (23 members), Omata Strawberry Women’s Group (12 members), Ise Flower Club (4 members), Cosmos group (8 members), JA Ise Autumn Bell Flower Group (5 members), JA Ise Rose Group (9 members), JA Ise Chrysanthemum Group (14 members), JA Ise Western Flower Group (8 members), Open Field Vegetable Group (17 members), Nabana (Rape seed Flower) Group (21 members), Watarai Tea Joint Marketing Group (9 members), Omiya Tea Group (23 members), Nanaho Wagyu Group (Domestic Cattle) (16 members), Marugo Citrus Group (108 members), Japanese Plum Group (49 members), JA Ise Blue Return Form Tax Filing Group (258 members).

Participants also observed following facilities owned by JA Ise: (1) JA Ise Welsh Onion Package Centre – it has Washer, Weighing Machine, binder; Wrapping and package machine, pre-cooling facility. (2) JA Ise Flower Collection and Shipping Centre. Its major facilities are Reception of flowers; Packaging and Inspection; Wagon for carrying flower; pre-cooling facility before shipping. (3) Ise Hokubu Production Material shop (Hanyoko-cho); (4) JA Ise Hokubu Paddy Seedling Nursery centre. (5) JA Ise Tamashiro Cereals Drying and Storage Facility (Country Elevator) – its major facilities are Truck Scaler; Crushing Machine for rice for feed; Solor sorter; Cooling facility of the silo.

Visit to JA Iga-Hokubu:

Outline of JA Iga-Hokubu:

Iga City was established by the amalgamation of 6 municipalities in November 2014 and its population is 96,000. It comes under Mie Prefecture. Iga is also popular as the origin of Iga-ryu Ninjutsu or Ninja. Iga City is located in the basin surrounded by mountains in 4 dimensions, having a typical climate of basin, hot and highly humid in the summer and very cold in the winter season. The area is blessed with clean water springs from the mountains and it makes one of origins of rivers to form the Yodo River, which is flowing through

Osaka area. The gap of temperature between morning and evening and clean water creates good conditions for the growth of agricultural products and the area is popular as tasty rice producing area since the Edo era (17th century). Many varieties of agricultural products, such as Iga rice, Iga beef, Japanese pear, grape, asparagus, fig, black mushroom, rape blossoms, soy bean and wheat are produced in the area.

JA Iga-Hokubu has 13,279 members (8510 regular members and 4769 Associate Members) at the end of 2014. It has 533 employees (290 regular employees, 96 temporary employees, 147 short-term contracts and part-time employees). It has a total marketing turnover of 5,146,147,000 Yen.

JA Iga-Hokubu has following member-organizations – Hamlet Farm Households Associations (291 associations), Youth and Middle Age Association (31 persons), Yamadanishiki Rice (variety for Sake) Producers Group (42 persons), Paddy Farming Group (336 persons), Rice and Wheat Production Management Group (930 persons), EM (Effective Micro-organism) Rice Producers Group (17 persons), Grape Producers Group (29 persons), Asparagus Producers Group (52 persons), Persimmon Producers Group (21 persons), Shiitake Mushroom Producers Group (7 persons), Strawberry Producers Group (9 persons), Tea Producers Group (1) person, Somen (noodle) producers group (1 person), Rape Blossoms Producers Group (55 persons), Japanese Pear Producers Group (16 persons), Direct-sale shop shipping group (480 persons), Agriculture and Future Class (24 persons), Domestic Beef Cattle Feeding Group (23 persons), Women’s Association (284 persons), New Advanced Order Joint Purchasing Group (458 Hans, 666 persons), Four Seasons Group (39 persons), Irodori group (11 persons), Assets Management group (58 persons), Group for Pension Receivers through JA accounts (11,686 persons), Gourmet Group (169 persons), Golf Friendship Group (174 persons).

Following facilities are owned by JA Iga-Hokubu – Head Office (1), Farm Management, Better Living Centre (8 – 6 are located at branch offices), Computer Centre (1), Fureai Shop (29), Branch Offices (7, including above), Farm Machinery Centre (1), Farm Machinery Workshop (4), A-Coop Store (1), JA Mart (2), JA Shop Ayama (1), Fuel Centre (1), Gasoline Station (4), Iga Rice Mill Centre (1), Yasuragi centre (1), Assets Management Centre (1), Tourism Centre (1), Distribution Centre (1), Car Service Centre (1), Compost Manure Centre (2), Country Elevator (2), Rice Centre (5), Seedlings Centre (5), Seeds Centre (1), Asparagus Grading Centre (1), Community Room (1), Government designated Warehouse (1), Coin Rice Milling Machine (1),

Visit to Asparagus Grading Centre

The participants also visited and observed the Asparagus Grading Centre. One of the Managers of JA Hokubu, Mr. NAWATE, explained the functions of the Grading centre.

Visit to Direct Sales Shop “Toretate-ichi Hizokko”

Participants also visited the direct sales shop “Toretate-ichi Hizokko”. Before observation, Mr. NAWATE explained the workings of Hizokko – its Activity Plans for promotion of Regional Agriculture, Promotion of horticultural production for selling at direct sales shops, the movement of “local production for local consumption” and the 6th industrialization of agriculture, Management Policy of Fresh Market Hizokko, its Tasting Section, Food and Agriculture Exchange Room, Activities for Safety and Reliability, etc. He also explained about the regulations for operation of the Farmer’s Market, like what commodities to be sold at the shop, who are eligible shippers, what is the selling method, what are the working hours of the market, procedures for registration of shippers, what is the commission for consigned sales, account settlement for consigned products, etc. and who decides selling price and labelling, what is the procedure for carrying in and carrying out of commodities, rules for suspension of shipment and dispelling members, what are the measures for claims and return of commodities. Mr. NAWATE also explained JA Iga-Hokubu Farmers’ Market Regulations for Production, Manufacturing and Shipping – production and shipping of agricultural products; Production and shipping of flowers; Manufacturing and shipping of processed foods, Manufacturing and shipping of handicrafts, Shipping and assorting methods; inspection of chemical residues, etc. He further explained JA Iga Hokubu Farmers’ Market Regulations for Shippers Association.

Observation of JA's shop "Ayama" and direct sales shop in a supermarket (AEON/Max Valu)

Participants also visited JA's processing unit "Ayama". Here Iga branded beef is used for seasoning of rice. Next, the participants visited and observed the activities of direct sales shop in Super Market (AEON/Max Valu).

Visit to Hokusei Green Tea Centre run by JA ZEN-NOH Mie prefecturai headquarter

Green Tea is cultivated at the following areas – Hokusei town, Komono town, Kameyama city, Seki town, Kui city, Seiwa village, Taki town, Matsuzaka city, Misugi village, Watarai town, Omiya town, Iidaka town, Iinan town, Miyagawa village and Odai town. The Green Tea Centre provides Farm guidance to the producers of green tea. It helps them in the marketing of their products and processing of their products. It has a retail shop (direct sales shop). It also runs campaigns for sales promotion. The centre owns following facilities – office, retail shop, auto-refrigerator, refrigerator, processing, stock room, etc.

Observation of Fertilizer and Agro-chemical section of JA Zen-noh in Mie Prefecture:

The participants also observed the activities of Fertilizer and agro-chemical section of JA Zen-noh. Its Director Mr. NISHIMURA explained the functions of the facility. This facility was established in April 2002 as a base of fertilizer and agro-chemical business in Mie prefecture. The warehouse was also built for storing agro chemicals. There is another warehouse in Mie-nanki area. It conducts shipment to all the JAs in Mie prefecture. From the middle of January to end of February is the busiest time for delivering agro chemicals to farmers. It has 20 employees. The Fertilizer and Agro-chemical section has been selling electricity power since February 2014. It has set up its own power panels. 574 solar battery module was installed on the rooftop of the warehouse. The annual power generation is 138 MW and they are sold to Chubu Electric Power Co. This project was started as one of the "solar power supporting projects by making use of agricultural facilities of JA", which JA Zen-noh promoted for use of recycling energy along with the Fixed Purchasing Price program, which started in July 2012.

The Fertilizer and Agro-chemical section has wide-area Soil Analysis Centre in Mie Prefecture. There are 9 regions in Japan. It was established as National Wide-area Soil Analysis centre for two purposes – one is for efficient use of fertilizer and reduce costs for fertilizer application and the other is for improvement of soil analysis system and also strengthening collaboration among JA group. It secures analytical capability of 10,000 items in each centre per year.

Observation of activities of Pearl Rice Centre:

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

Adjoining the Pearl Rice Centre, there is a LP Gas facility, being run by JA Zen-noh. The participants also observed this facility.

Visit to the Educational Centre of JA Kanagawa Prefecturai Union:

On 4th April, 2016, the participants went to the Education Centre of JA Kanagawa Prefecturai Union. Its Manager, Mr. Osamu KATO, briefed the participants about the Centre's activities.

Kanagawa Prefecture has a population of about 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 under 41 training programs.

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.

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

On 6th April, in the forenoon, the participants visited the office of the Central Union of Agricultural Cooperatives – JA-Zenchu. Mr. Chikara SATO, 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. At present, a total number of JAs in Japan is 665. They have a total of 4,720,274 regular members and 4,973,581 associate members. They have 239,942 employees/officers.

As Mr. Sato spent about 6-7 years in Vietnam, as an expert of JICA on cooperative development, he briefed the participants about the Agricultural Cooperative Project in Vietnam. He explained the History of Vietnamese Cooperative Movement, Vietnamese National Policy on Agricultural Cooperatives and JICA's support to it; JICA's assistance policy to the Rural Development sector; Status of agricultural Cooperatives in Vietnam. He further explained about the Project for enhancing functions of Agricultural Cooperatives in Vietnam (Phase I and II). He further explained the National Policy of Vietnam.

Visit to JA ZEN-NOH Agricultural Research & Development Centre, Kanagawa Prefecture:

In the afternoon of 6th April, the participants visited the Research and Development Centre of JA Zen-Noh, Kanagawa Prefecture. Mr. Isamu OTAKE, Manager of the Centre briefed the participants.

The role of the R & D Centre is to supply materials and equipment needed for agricultural production and necessities of daily life; Development of new variety, Development of new pesticides; Inspection of handling goods; Technical Training and Exercises; R & D Centre of Zen-noh spreads over an area of 27,440 square meters. It has a Solar System or PV system aimed at the promotion of an eco-friendly environment. Zen-noh Agricultural Research & Development Centre has following sections – General Management and Coordination Section – in charge of the general affairs and the management and coordination of R & D centre; Agricultural Products Development Section – develops a new variety, cultivation technology and processed products, using domestic agricultural and livestock products; Fertilizers Research Section – surveys of Fertilizers (including materials), soil amendements, nursery soil which Zen-noh deals, develops new fertilizers, effective fertilizer application and soil testing technology; Pesticides Research Section – it has 3 keywords – Low-cost, Labor-saving, Security; Pesticide Residue Inspection Section – supports the sales business of JA Group by certifying the safety; Fuels Research Section – it has two main functions – provide technical

training and exercises; and products inspection and quality control; Consumer Goods Q.C. Section – working on developing and inspecting A-coop Mark products for supporting customers better living; and Agricultural Materials, Machinery and Facilities Department – develops and spreads best products to meet the diversified needs and demands for higher function and provide training and guidance for members to these situations. In 1962, Agricultural Technical Centre was established and in 2010 a new R&D Centre of Agricultural Research & Development Centre was set-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 : **1. Mr. Sonam Wangdi**
2. Mr. Ugyen Tshering
Position : **Marketing Assistant**
Name of organization: **Department of Agricultural Marketing and Cooperatives (DAMC), Ministry of Agriculture and Forest, Royal Government of Bhutan.**
Title of the Proposal : **Upgrading of Farmers' Groups to Cooperatives.**
Target Group : **15 matured farmers' groups of Renewable Natural Resources (RNR sectors) of Bhutan.**
Implementing Agency : **Department of Agriculture, Marketing and Cooperatives, Ministry of Agriculture and Forests, Royal Govt. of Bhutan.**
Duration of the Plan : **1st July 2016 to 31st December 2016.**

Name of Country : **Cambodia**
Name of the Participant : **1. Mr. Sim Boramy**
2. Ms. Sorn Sophoan
Position : **Official**
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 : **Capacity Building of Agricultural Cooperatives in Sambo village for making their own business plan.**
Target Group : **200 farmers who live in Sambo Village, Sopheas Commune, Steung Trang District, Kampong Cham province.**
Implementing Agency : **Department of Agricultural Cooperative Promotion, General Department of Agriculture, Ministry of Agriculture, Forestry and Fisheries, Cambodia and Kampong Cham Provincial Department of Agriculture.**
Duration of the Plan : **05 months - July 2016 to November 2016.**

Name of Country : **Cambodia**

Name of the Participant : **Ms. Moun Sina**

Position : **Official**

Name of Organization : **Office of Agricultural Cooperative Promotion, Provincial Department of Agriculture, General Department of Agriculture, Ministry of Agriculture, Forestry and Fisheries, Cambodia.**

Title of the Proposal : **To increase the profit of members and enhancement of power of Roluos Meas Agriculture Cooperative in Takeo province.**

Target Group : **355 Members and Farmers of Agricultural Cooperative in the commune of Roluos Meas in Roluos village Thiea Prachum Commune , Koh Andeth district, TaKeo province.**

Implementing Agency : **Office of Agricultural Cooperative Promotion, Provincial Department of Agriculture.**

Duration of the Plan : **12 months – June, 2016 to May 2017.**

Name of Country : **Lao PDR**

Name of the Participant : **1. Ms. Douangmany Phaphiboun
2. Mr. Somsavang Insixiangmay**

Position : **1. Head of Role and Auditing Unit
2. Marketing Unit**

Name of Organization : **1. Department of Agriculture Extension and Cooperatives, Ministry of Agri. and Forestry, Lao PDR.
2. Cow raising group, Kernneua**

Title of the Proposal : **To improve the organization and upgrading of cow raising groups in Kernneua, (Thoulakhom district Vientiane province, Lao PDR)**

Target Group : **63 farmers of Cow raising groups of Kernneua village, Thoulakhom district, Vientiane province, (small cattle production group).**

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

Duration of the Plan : **12 Months – April 2016 to March 2017.**

Name of Country : **Lao PDR**
Name of the Participant : **Mr. Bounheuang Vongmanykhoun**
Position : **Administrative & Financial Manager**
Name of Organization : **The Boiaven Plateau Coffee Producers Cooperative CPC – P.O.Box 614, Ban Lak Meuang, Pakse, Champassak Province, Lao P.D.R**
Title of the Proposal : **To expand the membership of CPC to the coffee producers of Nongyateung village.**
Target Group : **About 30 families of coffee farmers in the Village of Nongyateung, Paksong district.**
Implementing Agency : **The Bolaven Plateau Coffee Producers Cooperative (CPC).**
Duration of the Plan : **36 Months – June 2016 to May 2019.**

Name of Country : **Myanmar**
Name of the Participant : **1. Ms. Wah Wah Nu
2. Ms. Mai Zarni Win
3. Ms. Thet Thiri Oo**
Position : **1. Manager
2. Assistant Manager
3. Supervisor**
Name of Organization : **Central Co-operative Society Ltd. (CCS) and Union of Cooperative Federation of Nay Pyi Taw.**
Title of the Proposal : **To increase the production of paddy, bean and pulses by utilizing quality seeds in Tha Htay Kone Village.**
Target Group : **300 households in Tha Htay Kone village in Pyimana Township.**
Implementing Agency : **Nay Pyi Taw Union of Cooperative Federation (Mandalay Region) & Central Cooperative Society (CCS).**
Duration of the Plan : **One year – May 2016 to April, 2017.**

Name of Country : **Nepal**
Name of the Participant : **Mr. Krishna Prasad Paudel**
Position : **Chairperson,**
Name of Organization : **Hatemalo Saving and Credit Cooperative Ltd., Simara, Bara, Nepal.**
Title of the Proposal : **Development of Commercial Goat-farming in Gadhimai Municipality, Bara District, Nepal.**
Target Group : **Farmers of Low income group in Gadhimai Municipality.**
Implementing Agency : **Hatemalo Saving and Credit Cooperative Ltd., Simara, Bara, Nepal.**
Duration of the Plan : **Two years – July 2016 to June 2018.**

Name of Country : **Nepal**
Name of the Participant : **Mr. Shiva Kumar Dangi**
Position : **Member, Board of Directors,**
Name of Organization : **National Cooperative Federation of Nepal (NCF), Nepal.**
Title of the Proposal : **Development of Kamdhenu Dairy Co-operatives in Six Districts of Nepal.**
Target Group : **371 Dairy Farmers of the Dairy Co-operative Societies (Sunsari, Morang, Dhankutta, Terathum, Jhapa & Ilam Districts).**
Implementing Agency : **Kamdhenu Dairy Co-operative Ltd., Itahari-24, Sunsari, Nepal**
Duration of the Plan : **One year (02 June 2016 to 02 May 2017).**

Name of Country : **Vietnam**
Name of the Participant : **Mr. Nguyen Van Huy**
Position : **Staff of the Policy and Development Cooperative Department.**
Name of Organization : **Vietnam Cooperative Alliance (VCA).**
Title of the Proposal : **Formulation of Guidelines for the internal credit activity of agricultural cooperatives in Vietnam.**
Target Group : **Lua vang agricultural and services cooperative (in Bac Giang province) and Dong Hoa agricultural cooperative (in Ha Nam province).**
Implementing Agency : **Vietnam Cooperative Alliance.**
Duration of the Plan : **(Two years) - May 2016 to April, 2018.**

Name of Country : **Vietnam**
Name of the Participant : **Mr. Le Van Tuyen**
Position : **Head of the Planing and Promotion Department.**
Name of Organization : **Tay Ninh Cooperative Alliance.**
Title of the Proposal : **Improvement of mango's quality for Xoai Thanh Bac Cooperative in Tay Ninh province**
Target Group : **100 farmers of Xoai Thanh Bac Agricultural cooperative in Tay Ninh province.**
Implementing Agency : **Tay Ninh Cooperative Alliance.**
Duration of the Plan : **One year – April, 2016 to March, 2017.**

Name of Country : **Vietnam**

Name of the Participant : **Mr. Nguyen Trung Dien**

Position : **Director.**

Name of Organization : **Lua Vang Agricultural and Service Cooperative Alliance.**

Title of the Proposal : **Strengthening the supply chain of the high quality Mong cai piglet”**

Target Group : **40 member household of Lua Vang Agricultural and Service Cooperative Alliance.**

Implementing Agency : **Lua Vang Agricultural and Service Cooperative Alliance.**

Duration of the Plan : **Two years – July, 2016 to June, 2017.**



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 14 – March 13, 2016

16 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 (✓) in the appropriate column]				
		Excellent [5]	Very Good [4]	Good [3]	Fair [2]	No Response [1]
1	Use and relevance of the training for you	7	9	-	-	-
2	Program design					
	a) Extent of coverage	5	10	1	-	-
	b) Conceptual framework	5	10	1	-	-
	c) Correlation of my time spent with the learning I had	7	7	2	-	-
	d) Orientation of the course	5	8	3	-	-
	e) Reading material	1	10	5	-	-
3	Overall effectiveness of the program	4	10	2	-	-

Module-Wise Feedback						
1	Historical Development of Thai Coops by Dr. Asanee Ratanamalai, CLT	8	7	1	-	-
2	Briefing by CAD to learn Coop. Finance	2	12	2	-	-
3	Briefing at CPD to learn Thai Coops and Role of Government	5	10	1	-	-
4	Briefing at ACFT – Agri. Coop. Federation of Thailand.	1	14	1	-	-
5	Briefing at ACCU	5	9	1	1	-
6	How to organize Coop. By Dr. Asanee Ratanamalai	10	6	-	-	-
7	Cooperative Principles and Coop. Education by Dr. Asanee Ratanamalai	9	7	-	-	-
8	Coop. Development & Legal Basis by Prof. Seni Kumsook	-	6	7	3	-
9	Leadership & Team Building by Dr. Tienake Tiyaopongpattana	11	5	-	-	-
10	Member Participation by Dr. Tienake Tiyaopongpattana	10	6	-	-	-
11	Business Development Planning by CP ALL	9	7	-	-	-
12	Governance and Management of Agricultural Cooperatives by Mr. Na Nakorn Panuwat, CPD	1	10	5	-	-
13	Overview of Coops in Korat	5	10	1	-	-
14	Case Study of Cooperatives	-	11	5	-	-
15	Management Planning, Business Planning and Marketing	4	10	2	-	-
16	Basic Accounting & Financial Control	1	2	12	1	-
Field Visits						
1	Visit to CPD	8	8	-	-	-
2	Visit to ACFT	5	8	3	-	-
3	Visit to ACCU	8	5	2	1	-
4	Visit to Small size Coop.	3	10	3	-	-
5	Visit to Pasan Kasikit Agri. Coop.	3	13	-	-	-
6	Visit to Tha Yang Agri. Coop.	7	8	1	-	-
7	Visit to Vocational Group (OTOP)	3	13	-	-	-
8	Visit to medium size coop.	6	9	1	-	-
9	Visit to large size coop.	5	11	-	-	-

Support Services						
1	Program Office at CLT	9	6	1	-	-
2	Accommodation at Nouvo City Hotel	7	6	3	-	-
3	Food at Nouvo City Hotel	2	5	3	5	1
4	Program Office at Korat	9	7	-	-	-
5	Accommodation at Korat	8	4	4	-	-
6	Food at Korat	8	6	2	-	-

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

1. Dr. Asanee is the best teacher, but he has to use modern technology.
2. Dr. Seni Kumsook had not prepared about the subject matter.
3. Dr. Samrat did not give a clear picture about the subject - Basic Accounting & Financial Control.
4. Regarding Basic Accounting & Financial Control, the presenter should add a case study to make the participants understand easily.
5. Program schedule was tight.
6. CAD should provide more information on the auditing system as to how to use the software.
7. CAD functions have given us good knowledge as to how to adopt and prepare for transparent cooperatives.
8. Functions of CPD in the light of cooperative development in Thai context is really worth learning. We would like to request our Govt. to adopt this technique to help our cooperatives.
9. In the ACCU's presentation, some part does not relate to the actual situation in Cambodia.
10. Internet connection at Korat was not up to the mark. Participants were unable to prepare assignments and connect to the family.
11. Visit to some of the failure cooperatives should also be planned, which will help us to plan our future strategic plan of activities.
12. Good Governance and Management aspects have to match the situation of that cooperatives/farmers' groups in different countries. Most of the Thai model would fit in.
13. Coops in Nakhon Ratchsima province are functioning well and they are devoted to their plan, mission, vision and objectives.
14. Visit to cooperatives (Agri. Dairy & Farmers'group) are worth visiting and learning.
15. Good that we got a chance to learn on Cooperative Management with regard to both Thai context and our own context. The problems addressed in Thai context are almost similar and therefore, management model will suit us and help us to plan better.
16. In future training courses, following subjects - business planning, book-keeping & record, auditing techniques, farming bylaws must be included.
17. The program was well structured and the contents and visits are very much appreciated.

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. Wi-fi Internet connection at Centre 5 in Korat should be fixed well.
3. Geysers (hot water) in the bathrooms of the Institute at Korat is desirable.
4. Mosquito repellent should be provided in each room of the participants at CLT hostel and Centre 5.
5. Many stray dogs were noticed in the campus of Centre 5 at Korat. Please ensure that they do not attack any foreign participant.

IDACA MODULE : 14 March to 09 April, 2016

Summary of the Evaluation:

Program Coverage:

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

- It would be nice and helpful if Business Development Plan is included in the course.
- Spent a long time on study visit of cooperatives. Should be near the accommodation.
- This program gives me more understanding and experience about cooperatives.

Most Beneficial Subject for you:

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

- Farm Guidance of JA.
- Marketing Business.
- Self Development by coaching Methods
- Leadership qualities, Participatory leadership approach, Field Visits.
- Business Planning of Agricultural Cooperatives. .
- Visit to Central Union of Agricultural Cooperatives and case study on Vietnam.
- Society and Culture in Japan, Management Plan of Agricultural Cooperatives, Concepts of Agricultural Cooperatives and its legal basis; Financial Management and Auditing; History of Agricultural Coos. In Japan.
- Marketing, Direct Sales shops, etc.

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

The replies were:

- The Accounting was found not that relevant. Too detailed.

- Visit to wholesale market should be added
- Following subjects should be added – Credit business, saving and deposits in the cooperative; Training on how to make an Action plan.
- Overall Cooperative Movement in Japan, should be added.

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:

- Mr. Abe's lecture is very good.
- Mr. Takafumi Miyake and Mr. Abe's presentation was very interesting
- Sometimes, the lecture is too fast. Cannot catch some explanation
- More examples should be added.
- We had little difficulty in getting into long lecture session. The Lecture should be simplified with more practical work rather than explanation (Accounting Section, in particular).

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

- We are much impressed with effective farm guidance, mass production with quality by farmers, mechanization and high techniques used.
- Processing Unit of JA is a great value addition to commodities to make lunch boxes.

Other Observation Tour (1-day observation in and around Tokyo - Visit to Utsunomiya Agricultural Cooperative in Tochigi Prefecture on March 22): 9 participants wrote that it was very good while 7 said it was good. Following comments were offered by the participants:

- Idea of Farmers' Market was very good.

Visiting JA Zen-chu (JA Central Union), JA Zen-noh Research and Development Centre (April 6): 10 participants said that the visit was very good, while 6 said it was good. Following comments were offered by some participants:

- I liked the idea to use local material to process commodities.
- More information should be added about JA Zen-noh.
- We saw that JA Zen-noh's products – food, daily necessities, are safe and of good quality.

Visiting JA Kanagawa Prefectural Union's Training Centre: 11 participants wrote that the visit to the Educational Centre was very good, while 5 said, it was good. Following comments were offered by the participants:

- Course Syllabus should be in English medium also.

Administration and Management:

1) Management of the Training Course by IDACA:

13 participants said that it was very good and 3 said it was good.

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.

- Cleanliness, washing and transportation facilities were very good.
- It would be better if tea and coffee is available on holidays (morning and evening).

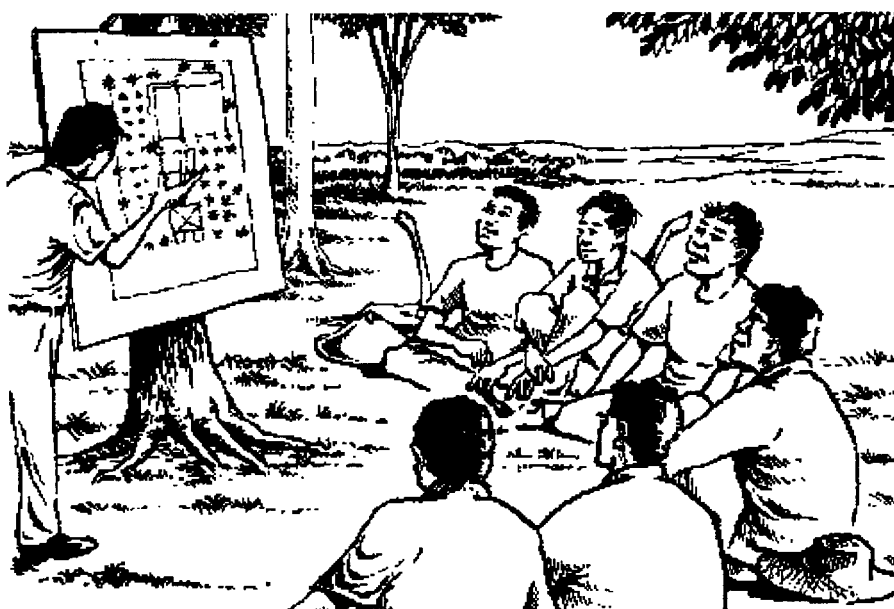
Meals: All the participants appreciated the food provided at IDACA. Some comments were received, as follows:

- If some spicy food can be added, it would be better.
- Should rotate the items of meal every day, if possible.

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 our feelings more.
- Field visits were only to the JAs. If possible, visit to some Govt. organizations and farmers' groups would be very useful because these visits would give us real situations in the field and also would learn the relationship with govt. and the JAs and local government.
- Would like to request for one more participant from Bhutan in order to build capacity of our developing cooperatives.
- Wholesale Market is an important part of Marketing Channel in Japan. If possible, should arrange the program for a field visit to wholesale market for next training course.
- JAs should explain about the problems that cooperatives faced and how they solved them.
- IDACA should change the light in rooms because it is not enough.



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

The concluding session of the ICA/Japan Training Course-2015 was held at IDACA, Tokyo, on April 08, 2016. The session was attended by Mr. Masahito IWAHANA, Deputy Director, Overseas Investment and Cooperation Division, International Affairs Department, MAFF, Mr. Balu Iyer, Regional Director, ICA-AP, Mr. Masahiro KONNO, Executive Director of IDACA, including all his senior staff, and Mr. A.K. Taneja, Project Coordinator of the ICA-Asia Pacific, New Delhi.

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

Mr. Balu Iyer, in his closing remarks, congratulated the participants for successfully completing the training course. He advised the participants to implement their Action Plans in a time bound manner. Every year, ICA-AP and IDACA visit two countries in order to meet with ex-participants to follow-up on their Action Plans. Participants who had implemented the plan successfully were those who had thought through their project well in terms of implementation, budget and support. Initiative taken on the part of the participant was also an important factor. He further said, "You should not only implement your action plan, but also share your experiences of the training with your colleagues in your office, field, etc. I encourage you to keep in touch with other participants, IDACA and ICA; write articles on your training, as to what you did and learned from this Training Course. ICA-AP would like to publish your articles in its Annual Activity Report, which goes to more than 300 cooperators in the world. I met with ex-participants of this training course in many countries. Many now occupy senior positions. One day, you will also reach that position. You are the future leaders of cooperatives. I am grateful to MAFF for continuing this program for the benefit of cooperators from least developed and developing countries in Asia. I have requested MAFF to support this type of programs through ICA-AP, as this is very important. The importance of this course is evident from the fact that the President of JA-Zenchu, Mr. Choe OKUNO, came to share his experience with you." Mr. Balu wished all the participants the very best in their future endeavors.

Mr. Masahito IWAHANA, on behalf of MAFF, congratulated all the participants on successful completion of the training course. He expressed his profound gratitude to IDACA and ICA-AP for conducting this course successfully. He thought that it was not easy for the participants to study abroad because of different climates, food, culture, etc. But, he said he was sure that the participants were inspired by the experiences. 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 through the training course. There would be still many invisible walls in front of the participants, however, he believed that the participants will be able to overcome the difficulties and become a bridge that will link their country to Japan and to other nations. 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. Masahiro KONNO, Executive Director of IDACA, expressed his sincere appreciation to Mr. Balu Iyer, Regional Director, ICA-AP and Mr. Iwahana, Deputy Director, MAFF, for attending the closing ceremony on behalf of ICA and 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 thought that this training had provided the participants from 6 different countries, a good opportunity to share valuable experience with each other and exchange views on common problems regarding agricultural cooperatives. He strongly believed that each participant will play an important role, as a core leader, for promoting the cooperative movement in his/her respective country by utilizing the knowledge and experience gained through this training course in Thailand and Japan. He further advised the participants that merely making action plan was not a final goal of this training course. The most important thing was to take action based on their plan. He hoped that something would be changed in the cooperative movement if the participants implemented their action plans after they returned to their home countries.

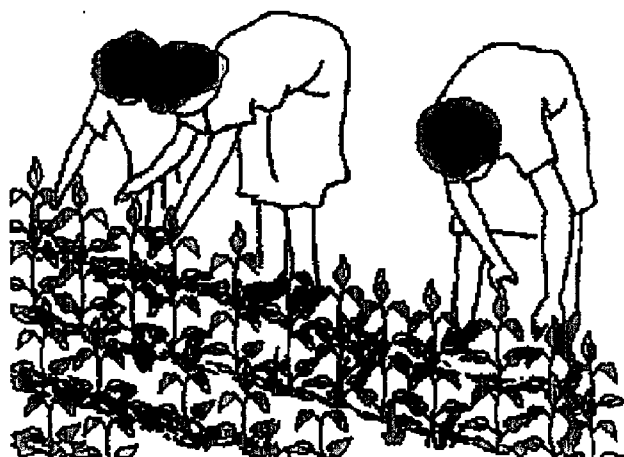
He expressed his sincere gratitude to MAFF and ICA-AP for offering this wonderful opportunity of training to fellow participants. He requested the participants to keep in touch with IDACA through e-mail or Facebook. Finally, he wished all the participants a success and a comfortable journey back home.

Mr. Sim Boramy, the participant from Cambodia extended a vote of thanks on behalf of all the 16 participants. Excerpts of his speech are re-produced below:

“On behalf of 16 participants from 6 countries including Bhutan, Cambodia, Lao, Vietnam, Myanmar, Nepal, and myself would like to thank ICA Asia-Pacific for selecting us to participate in the training course on the Fostering Core Leader of Agricultural Cooperative 2015. We extend our deep gratitude to the Ministry of Agriculture, Forestry and Fisheries for financially supporting this training program. Please let me also take this opportunity to express my thanks to Mr. Terunuma, Mr. Abe, Ms. Tayama, and all the lecturers from JA Zenchu, JA Zen Noh for their teaching, facilitating and sharing their experiences and knowledge with us on the Cooperative Movement, Farm Guidance, Marketing Business, and Financial Management and so on. We have gained more education from the classroom and field visits of selected areas in Thailand and Japan. Also, we never forget to express our most profound thanks and deep gratitude to Mr. Taneja, Project Coordinator from ICA-AP, who has worked and stayed with us since the first day of this program, for his helpful guidance and facilitation”.

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. Balu Iyer and Mr. Masahiro KONNO, respectively. Mr. Charles Gould, Director-General, ICA and Mr. Balasubramanian (Balu) Iyer, Regional Director, ICA-AP, signed the ICA Certificates of Participation while Mr Masahiro KONNO, Executive Director of IDACA, signed the IDACA Certificates.

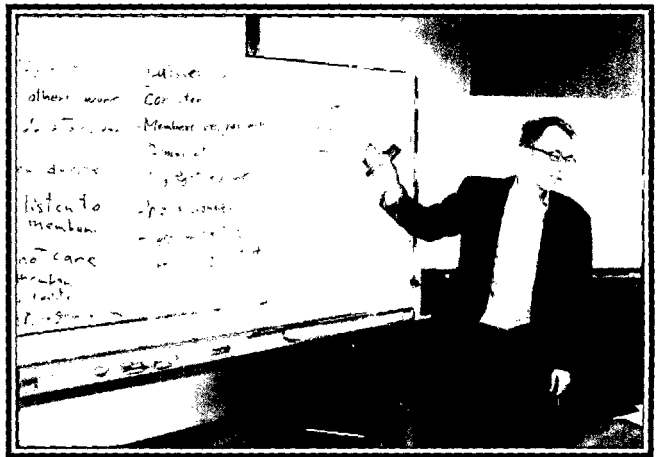
(After completing the IDACA training program, the participants left Japan for their respective home countries on 09th April, 2016).



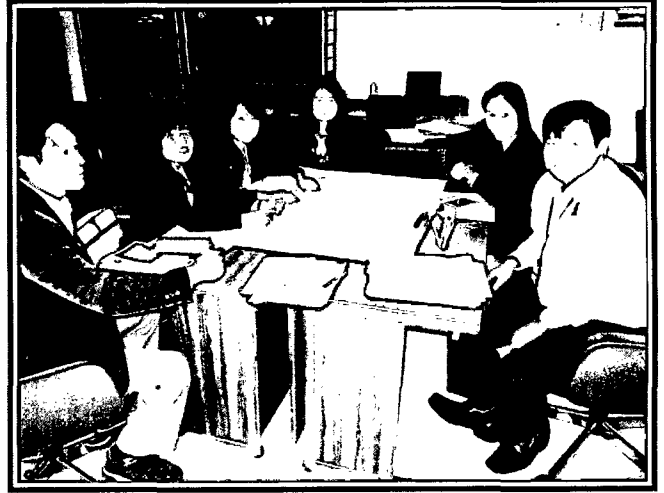
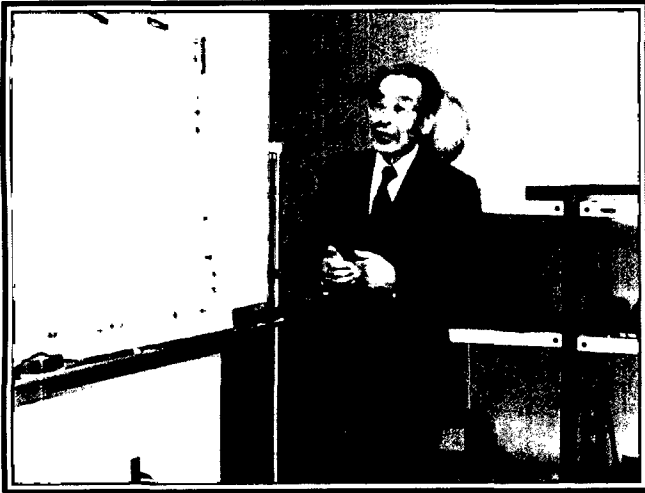
Glimpses of Inaugural Ceremony of Part-II of the Training Course at IDACA.



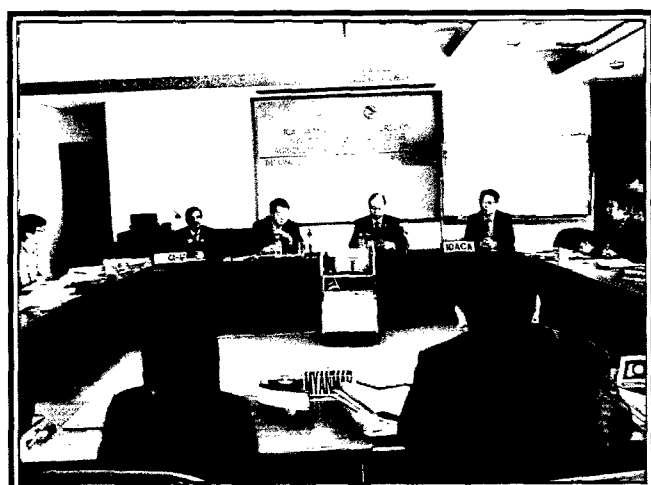
Resource Persons delivering lectures at IDACA.



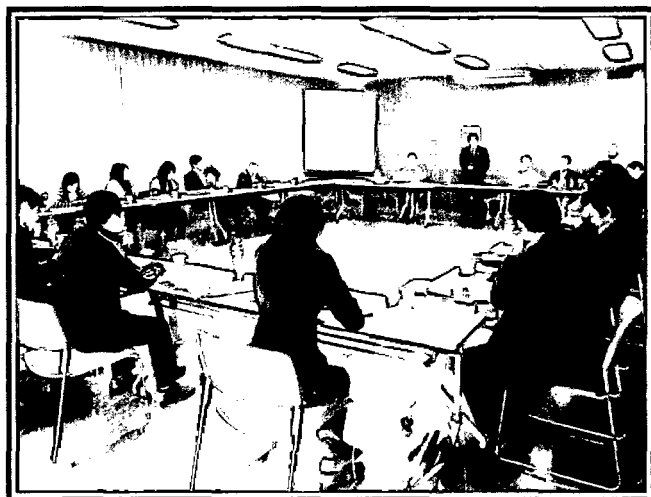
A classroom session in progress



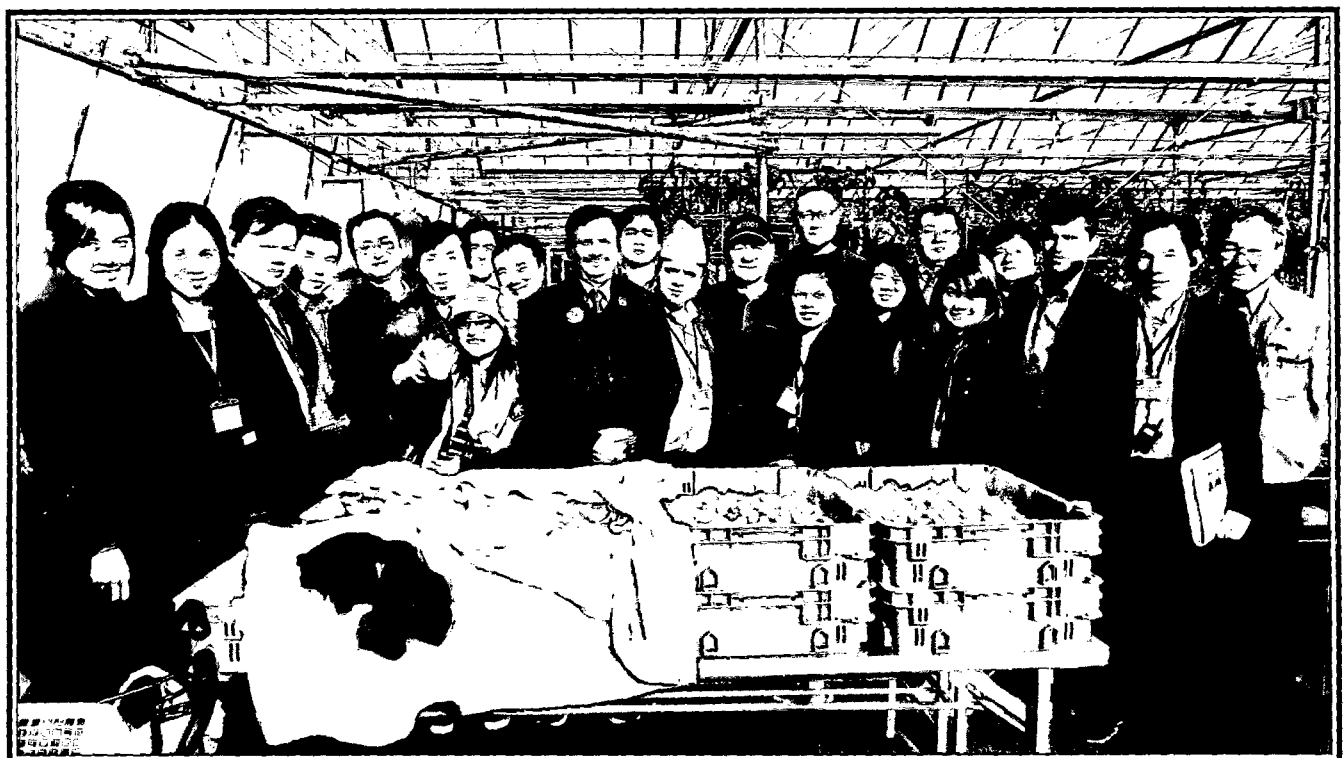
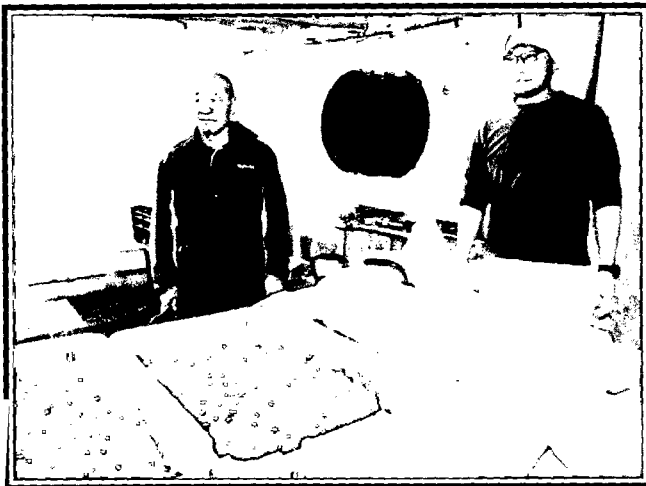
Mr. Choe OKUNO, President, JA-ZENCHU, came to IDACA to interact with the participants.



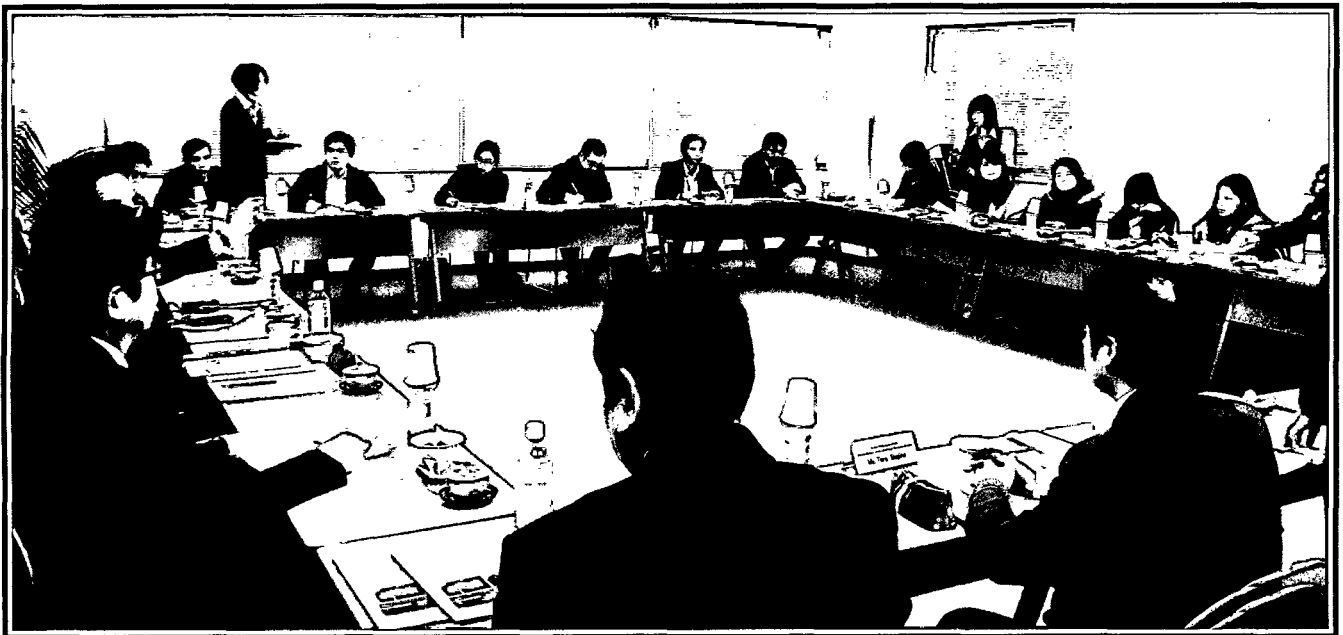
Participants visited the Head Office of the JA Utsunomiya in Tochigi Prefecture. Its Managing Director, Mr. Shigehisa ICHIMURA briefed the participants and showed its facilities.



Participants interacting with member-farmers of JA Utsunomiya in Tochigi Prefecture.



Participants at the office of the Mie Prefectural Union. Its Executive Director briefed the participants.



Participants visited the office of the JA Ise in Mie Prefecture. Its Chairman briefed the participants and showed its facilities.



Participants observing the facilities of the JA Ise in Mie Prefecture.



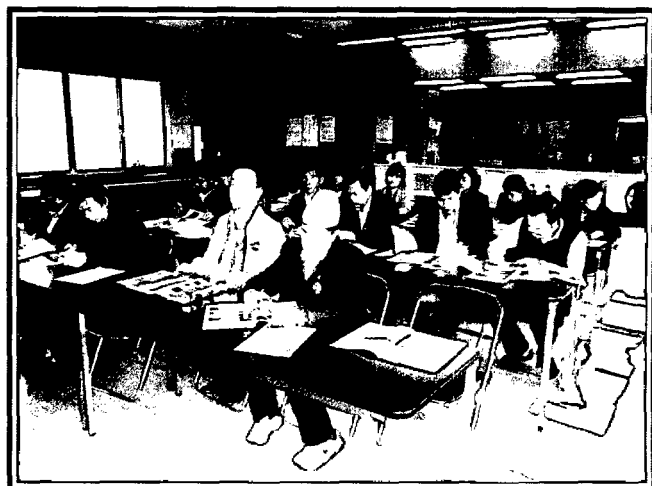
Participants visited the Asparagus Grading Centre, Direct Sales Shop "Toretate-ichi Hizokko", JA's shop "Ayama" and Direct Sales Shop in a supermarket (AEON/Max Valu) under JA Hokubu in Mie Prefecture.



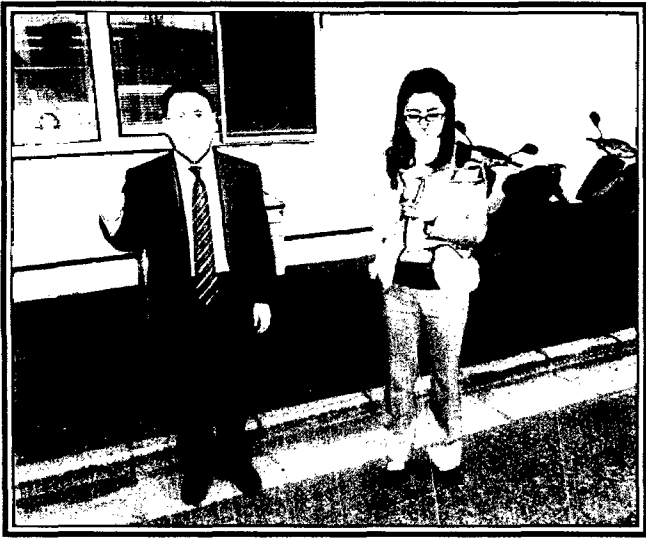
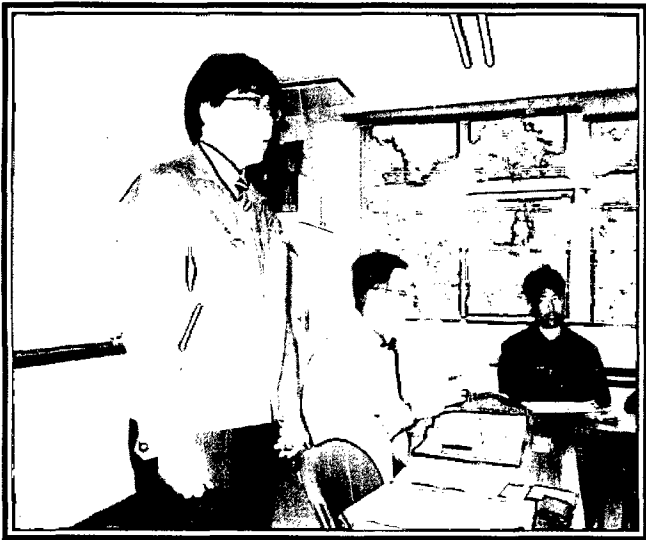
Participants observing the facilities of JA Hokubu in Mie Prefecture.



Participants observed the facilities of JA Zen-noh, Mie Prefecture – Hokusei Green Tea Centre, Fertilizer and Agro-chemical section, Pearl Rice Centre, LP Gas distribution centre.



Participants taking notes at the JA Zen-noh, Mie Prefecture – Hokusei Green Tea Centre, Fertilizer and Agro-chemical section, Pearl Rice Centre, LP Gas distribution centre.



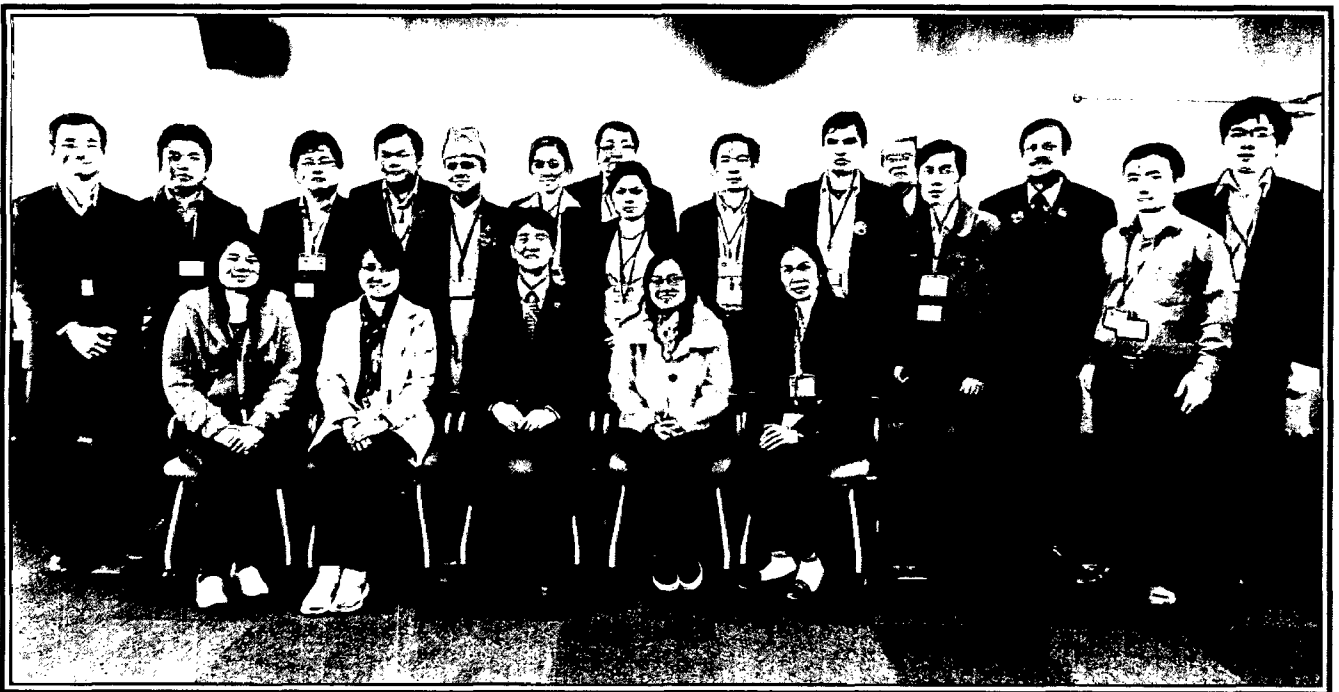
Participants visited the Educational Centre of JA Kanagawa Prefectural Union. Its Manager, Mr. Osamu KATO briefed the participants.



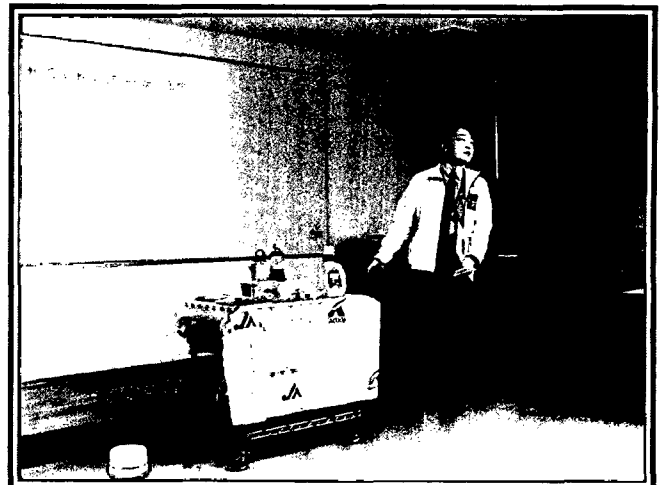
Participants at KAMAKURA



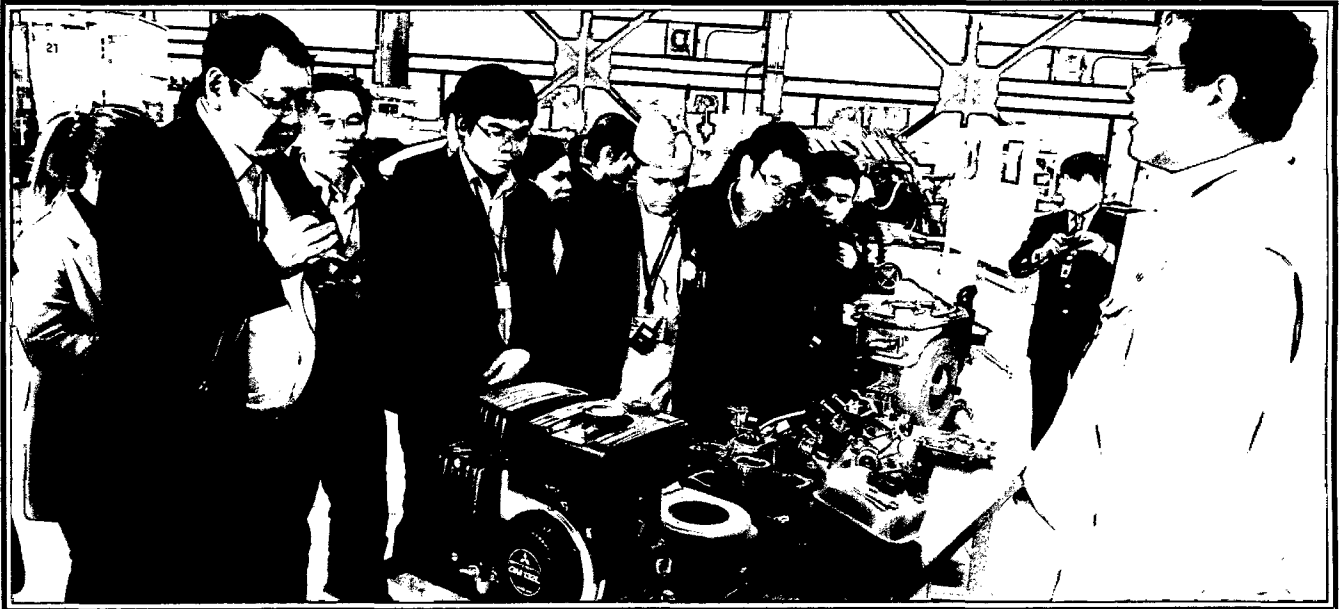
Participants visited the Head Office of JA-Zenchu in Tokyo. Mr. Chikara SATO, International Cooperation Division, briefed the participants about the Agricultural Cooperative Project in Vietnam.



Participants visited the Research and Development Centre of JA Zen-noh, Kanagawa Prefecture. Its Manager, Mr. Isamu OTUKE briefed the participants and showed its facilities.



Participants observing the facilities of the R & D Centre of JA Zen-noh, Kanagawa Prefecture.



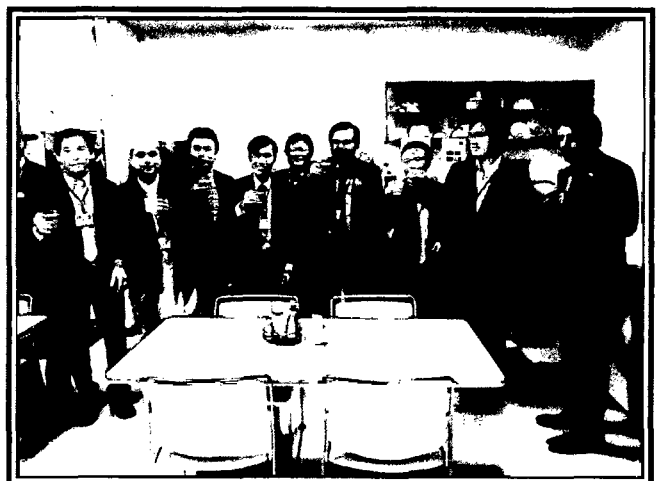
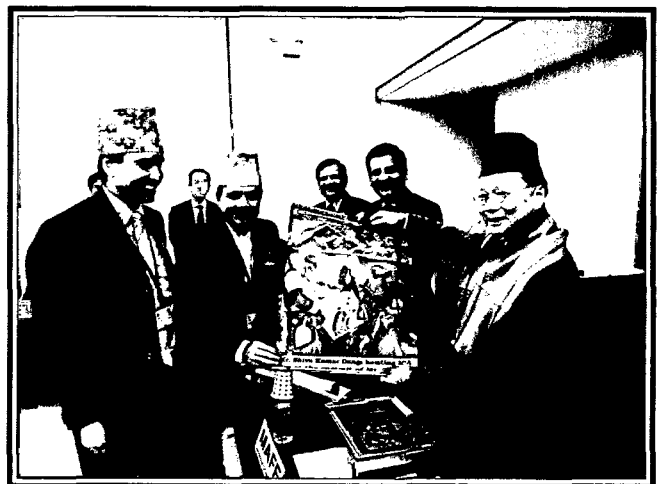
Participants presented their final Action plans, prepared by them during the training course in Thailand and Japan.



Participants presenting their final Action plans, prepared by them during the training course in Thailand and Japan.



Glimpses of the Closing Ceremony of Part-II of the Training Course at IDACA. Mr. Masahito IWAHANA, representative of MAFF, Mr. Balu Iyer, Regional Director, ICA-AP, Mr. Masahiro KONNO, Executive Director, IDACA attended the closing ceremony.



Group photo of the participants at the Closing Ceremony at IDACA.



IDACA hosted a party in honor of the participants.



**ICA-Japan Training Course on
“Fostering Core Leaders of Agricultural Cooperatives-2015”**
Nouvo City Hotel, Bangkok and Nakornratchasima Province, Thailand
February 14 to March 13, 2016

PROGRAM

Date/Month		Forenoon	Afternoon
February			
14	Sun.	Arrival of participants	
15	Mon.	Opening Ceremony and Course Orientation by Mr. A.K. Taneja, ICA-AP.	Historical Development of Thai Cooperatives by Dr. Asanee Ratanamalai
16	Tues.	Lecture on “How to organize a Cooperative” by Dr. Asanee Ratanamalai	Lecture on “Cooperative Principles and Cooperative Education” by Dr. Asanee Ratanamalai
17	Wed.	Lecture on “Cooperative Development and Legal Bases” by Dr. Seni Kumsook	Lecture on “Leadership and Team Building” by Dr. Tienake Tiyapongpattana
18	Thur.	Lecture on “Member Participation” by Dr. Tienake Tiyapongpattana	
19	Fri.	Visit to ACFT	
20	Sat.	Visit and Lecture on “Business Development Planning” by CP All	
21	Sun.	Sightseeing in Bangkok	
22	Mon.	Visit to Pasan Kasikit Agri. Coop – Samutsakhon Province	
23	Tues.	Visit to Tha Yang Agri. Coop – Petchaburi Province	
24	Wed.	Visit to CPD	Visit to CAD
25	Thur.	Lecture on “Governance and Management of Agricultural Cooperatives” by CPD	Visit to ACCU
26	Fri.	National Cooperative Day of Thailand at CLT campus.	Lunch and Sight-seeing in Bangkok
27	Sat.	Sightseeing – Local Floating Market	
28	Sun.	Free	
29	Mon.	Group Discussions/Presentation – Dr. Asanee Ratanamalai	
March			
1	Tues.	Move to Korat – Orientation in the afternoon	
2	Wed.	Overview of Coops in Korat	Case Study
3	Thur.	Visit to Lamplapleong Agri. Coop Ltd. (Medium Size)	
4	Fri.	Visit to Pimai Agri. Coop Ltd. (Large Size)	
5	Sat.	Visit to Naklang Farmer Group (Outstanding Farmer Group)	OTOP Group (Pottery Village)
6	Sun.	Korat Sightseeing	
7	Mon.	Visit to Wang Nam keaw Non-chemical horticulture in Land reform Area Coop Ltd. (Small Size)	Farm visit (Coop. member)
8	Tues.	Visit to Pimai Dairy Coop Ltd. (small)	Visit to Baan Sumrit Community Service Coop Ltd. (small)
9	Wed.	Lecture on “Basic Accounting & Financial Control”	Lecture on “Management Planning”
10	Thur.	Summarized (Field Visit) by CPD	
11	Fri.	Review/Evaluation by Dr. Asanee Ratanamalai	Closing Ceremony at Centre 05 by CPD
12	Sat.	Move to Bangkok & Farewell Dinner by CLT	
13	Sun.	Packing & Preparation to visit Japan - Departure of participants to Japan at 19.00 hrs.	

**ICA-Japan Training Course on
Fostering Core Leaders of Agricultural Cooperatives in FY 2015**

Program in Japan

Date		Forenoon	Afternoon
March 14	Mon	Arrival of the Participants	Orientation
15	Tue	Country Report	Individual Interview on Action Plan
16	Wed	(L) Japanese life and culture (Ms.Eiko Oshita)	(L) Outline of Agriculture (Mr.Yukio Abe)
17	Thu	Special Speech by President of JA ZENCHU (Mr. Choe Okuno) (L) Organization and Business activities of Agricultural Cooperatives (Mr. Hiroshi Terunuma)	(L) Agricultural Cooperative and legal bases (Mr.Hiroshi Terunuma)
18	Fri	(L) Self development by coaching method (Mr. Takafumi Miyake)	Cont.
19	Sat	Visit to Central Tokyo	Cont.
20	Sun	Free	Free
21	Mon	(L) Farm Guidance of JA (Mr. Akihiro Takahashi)	Cont.
22	Tue	(F) Visit to JA Utsunomiya	(F) Visit to JA Utsunomiya
23	Wed	(L) Marketing Business (Mr. Koh Harada)	(L) Marketing business
24	Thu	(L) Management of JA and Audit (Mr. Nobuharu Kubo)	Free discussion with Mr. Kubo (Management)
25	Fri	(L) Participatory Rural Development (Mr.Kazuto Katakura / Mr. Koji Nakata)	Cont.
26	Sat	Free	
27	Sun	Free	
28	Mon	(F) Lv. for field study visit	Briefing at Pref.Union
29	Tue	(F) Visit to JA Igahokubu (Farm Guidance)	Marketing facilities
30	Wed	(F) Visit to JA Ise (Management)	Better living and welfare activities
31	Thu	(F) Facilities of Federations	Exchange with employees/officials of JA
April 1	Fri	Return to Tokyo	
2	Sat	Free	
3	Sun	Free	
4	Mon	(L) Business Planning of Agricultural Cooperative (Mr. Hiroshi Terunuma)	Cont.
5	Tue	(F) Educational activities at JA Kanagawa Pref. Union Education Center	Cont.
6	Wed	(F) JA-Zenchu Case study of Vietnam by Mr. Sato Chikara	Visit to JA Zen-noh R & D Centre, Kanagawa Prefecture.
7	Thu	Preparation of Action Plan	Preparation of Action Plan
8	Fri	Presentation of Action Plan	Evaluation/Closing
9	Sat	Departure of the participants	

Note: L = Lecture, F = Field study visit

**ICA-JAPAN Training Course on
“Fostering Core Leaders of Agricultural Co-operatives-2015”**

Course Participants

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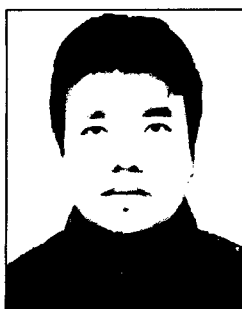
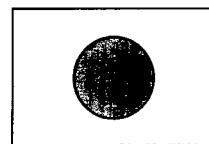




PARTICIPANTS

ICA-Japan Training Course on 'Fostering Core Leaders of Agricultural Co-operatives-2015'

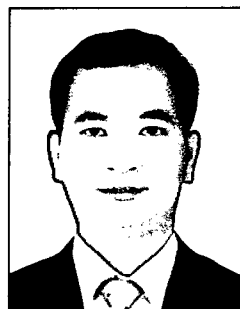
Thailand-Japan: February 14, to April 9, 2016



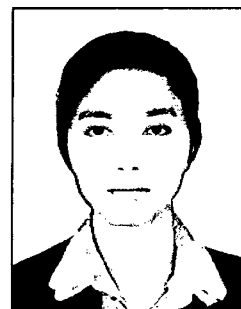
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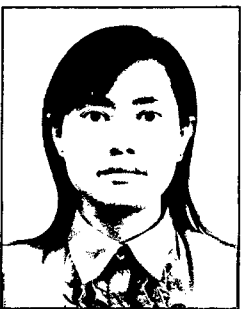
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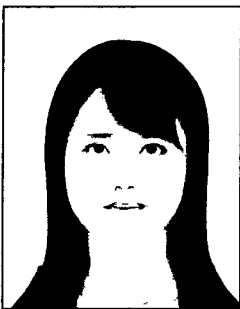
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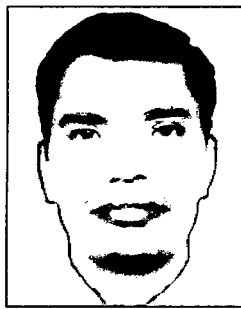
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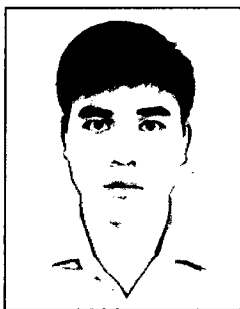
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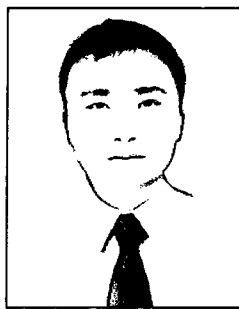
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