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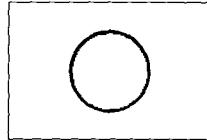
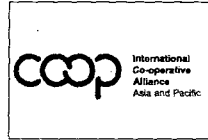
ICA 01255



**ICA/Japan Training Course on  
Fostering Core Leaders of  
Agricultural Co-operatives-2013 (I&II)**



**COURSE REPORT**



**ICA/JAPAN TRAINING COURSE ON  
FOSTERING CORE LEADERS OF  
AGRICULTURAL COOPERATIVES – 2013 (I&II)  
INDIA – JAPAN**

October 03, 2013 - December 14, 2013  
&  
February 01, 2014 - April 11, 2014

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**COURSE REPORT**

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

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BE-1030, Brussels, Belgium

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

**Report of the  
ICA/Japan Training Courses on  
Fostering Core Leaders of Agricultural Cooperatives-2013 (I&II)  
India – Japan  
October 03, 2013 - December 14, 2013  
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February 01, 2014 - April 11, 2014**

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## **REPORT**

of the ICA/Japan Training Courses on  
**Fostering Core Leaders of Agricultural Cooperatives-2013 (I&II)**

India-Japan

October 03, 2013 - December 14, 2013

&

February 01, 2014 – April 11, 2014

Submitted to

**The Ministry of Agriculture, Forestry and Fisheries-MAFF**

Government of Japan

By

**The International Co-operative Alliance**

May 2014



## *Preface*

**T**his is the Report of the **1st & 2nd ICA/Japan Training Courses on “Fostering Core Leaders of Agricultural Co-operatives-2013”**, held in India and Japan, from October 03, 2013 until December 14, 2013 and from February 01, 2014 to April 11, 2014. The International Co-operative Alliance [ICA] expresses its highest appreciation and gratitude to the Ministry of Agriculture, Forestry and Fisheries [MAFF], Government of Japan, for the generous financial assistance and the most active collaborative support extended by the Central Union of Agricultural Cooperatives of Japan [JA-Zenchu], and the Institute for the Development of Agricultural Co-operation in Asia [IDACA], Tokyo, in the execution of this important training activity. The ICA wishes to convey its sincere thanks to its member-organizations in India and Japan and other collaborating agencies and institutions for their assistance, advice, guidance and logistic support in the successful implementation of this training program. The most significant cooperation was provided by, among others, the Institute of Rural Management, Anand (IRMA), The Institute for the Development of Agricultural Cooperation in Asia (IDACA), and other specialized agencies in the field of agriculture in Japan.

The ICA takes this opportunity to thank its member-organizations/Ministry of Agriculture, Forestry & Fisheries of the Governments in the Asia-Pacific Region for sponsoring suitable candidates for participation in this training program, which, I hope, will contribute significantly to the development of agricultural cooperatives as well as enhancing their human resource development base. The overall objective of the training program under this project 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 in the LDCs of Mekong river countries, ASEAN and the South Asian Countries.

The ICA is extremely grateful to Mr. Hiraoka Keiji, Executive Director of the IDACA and his staff members, for conducting Part-II of the program at IDACA and for organizing study visits to important agricultural co-operatives in Japan and taking good care of them. These visits enabled the participants to meet the leaders and members of these successful institutions as well as leaders from the national, Prefectural and primary level agricultural cooperatives.

I would like to commend the sincere efforts made by my colleagues in the Asia-Pacific office, especially, Dr. Chan Ho Choi, the then Regional Director, Mr. Balasubramanian (Balu) Iyer, present 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, 2014



## *Foreword*

**W**ith great pleasure and satisfaction, I am submitting herewith the Report of the **1st & 2nd ICA/ Japan Training Course on “Fostering Core Leaders of Agricultural Cooperatives-2013”** to the Director-General, ICA, for onward formal submission to the Ministry of Agriculture, Forestry and Fisheries [MAFF], Government of Japan. The main focus of the training course was on “Agri-coop Business Management, Leadership and Planning (farm guidance and strengthening of joint collection and shipment), Human Resource Management, Project Management, Marketing Management and Financial Management.

I would like to take this opportunity to express my sincere thanks to the MAFF, Government of Japan, for their continued financial support, the JA-ZENCHU and the Institute for the Development of Agricultural Cooperation in Asia (IDACA) for their active collaboration to ensure successful implementation of this program. My special thanks to Mr. Hiraoka Keiji, 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 Institute of Rural Management, Anand, for making Part-I of the program a grand success. I would also place on record my sincere thanks and gratitude to our member-organizations/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 this 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 2014

**REPORT OF THE ICA/JAPAN TRAINING COURSES ON  
“Fostering Core Leaders of Agricultural Cooperatives-2013 (I&II)”  
India-Japan: October 03, 2013-December 14, 2013  
&  
February 01, 2014 – April 11, 2014**

## **COURSE REPORT**

### **Introduction**

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

The ICA-Asia & Pacific Office is operating from New Delhi since 1960, serves 78 national level organizations from 25 countries, representing over 500 million cooperative members. Main activities include: Coordination of cooperative development efforts within the Region and promotion of exchange and experiences; Project identification, formulation and evaluation; Promotion of the establishment and development of national cooperative apex organizations; and organization of seminars, conferences and technical meetings on specific subjects including support for programs aimed at the involvement of women and youth in cooperative activities.

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

### **Background**

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

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

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



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

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

On the basis of these achievements, a new Training Course on “**Fostering Core Leaders of Agricultural Cooperatives**” was developed and agreed upon for implementation through the ICA for three years, beginning from 2011, with a view to assist fostering of the core leaders of agricultural cooperatives, who are expected to play leading roles in agricultural cooperatives 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 will focus 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 are held each year and there are two parts in each Training Course – Part-I is held at IRMA, Gujarat (India) for about one month and Part-II is held in Japan in collaboration with the Institute for the Development of Agricultural Cooperation in Asia (IDACA) for another one month.

Under this Project, the 1st & 2nd Training Courses on “**Fostering Core Leaders of Agricultural Cooperatives-2013**” were held in **India** and **Japan**. Part-I of the Training Courses was held at New Delhi/IRMA, Gujarat from **18 October 2013 to 18 November 2013 and from 16 February 2014 to 16 March, 2014**. Part-II of the Training Courses were held in Japan in collaboration with the Institute for the Development of Agricultural Cooperation in Asia (IDACA) from **19th November 2013 to 14th December 2013 and from 17th March, 2014 to 11 April, 2014**. The program was funded by the Ministry of Agriculture, Forestry and Fisheries (MAFF), Government of Japan, and implemented by ICA.

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

The Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan contributed funds to the 1st & 2nd ICA/Japan Training Courses-2013, which was followed by a grant for its implementation. The ICA is highly appreciative of the contribution made and grateful to the Government of Japan for this gesture.

#### **Acknowledgements**

In the implementation of the 1st & 2nd ICA/Japan Training Courses in 2013, 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 Institute of Rural Management Anand [IRMA] in Gujarat, India; the Ministry of Agriculture, Department of Agri. & Cooperation, Govt. of India, New Delhi and other ICA Member-Organisations in the Region. The ICA is grateful to its member-organizations.

#### **Administrative Arrangements for the Project**

Mr. Ashok Kumar Taneja, Project Coordinator, ICA/Japan Training Course, was responsible for the conduct of the 1st & 2nd ICA/Japan Training Courses-2013. Both the Training Courses were coordinated and implemented by him for its full duration, under the guidance/direction of Dr. Chan Ho Choi, the then Regional Director [ICA Asia-Pacific] and Mr. Balasubramanian (Balu) Iyer, the present Regional Director (ICA Asia and Pacific).

Part-II of the training programs held in Japan at IDACA were conducted under the direction and guidance of Mr. Hiraoka Keiji, Executive Director of IDACA. Mr. Usui Takeshi, Coordinator (Training), was designated by the IDACA as the Program Co-ordinator for the first Training Course of 2013 and Ms. Eiko Oshita, Coordinator (Training) was the Program Co-ordinator for the second Training Course of 2013.

## Summary of the Time Table

The following is the summary of the time-table for the 1st & 2nd Training Courses of 2013:

### **Time-table for the 1st Training Course of 2013:**

Home Country Assignments (HCAs)	:	03rd October to 17th October 2013
Arrival of Participants in India	:	18th October 2013
Part-I: IRMA Module in India	:	20th October to 17th November 2013
Arrival of Participants in Japan	:	19th November 2013
Part-II: IDACA Module in Japan	:	20th November to 13th December 2013
Departure of Participants from Japan	:	14th December 2013.

### **Time-table for the 2nd Training Course of 2013:**

Home Country Assignments (HCAs)	:	01st to 13th February 2014
Arrival of Participants in India	:	14th February 2014
Part-I: IRMA Module in India	:	16th February to 15th March 2014
Arrival of Participants in Japan	:	17th March 2014
Part-II: IDACA Module in Japan	:	18th March to 10th April 2014
Departure of Participants from Japan	:	11th April 2014.

### **Reporting and Evaluation**

The period from the end of the 2nd Training Course in Japan (April 11, 2014) to the end of May 2014 was utilized to prepare the Course Report and financial statements for submission through the ICA Secretariat in Brussels to the MAFF, Government of Japan.

**EXECUTIVE SUMMARY**

**1st ICA/JAPAN TRAINING COURSE**

**On**

**“Fostering Core Leaders of Agricultural  
Cooperatives-2013”**

**India-Japan: October 03, 2013 - December 14, 2013**

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## SECTION – I

### Executive Summary of the 1st ICA/Japan Training Course on “Fostering Core Leaders of Agricultural Cooperatives-2013”

India-Japan: October 03, 2013-December 14, 2014

A total of 11 participants were selected from among the candidates nominated by the ICA member-organizations/Ministry of Agriculture, Forestry and Fisheries from the following countries – Bhutan-1, Cambodia-1, India-2, Indonesia-1, Lao PDR-1, Myanmar-1, Nepal-1, Philippines-1, Sri Lanka-1 and Vietnam-1. 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 India on the 18<sup>th</sup> of October, 2013. On 19<sup>th</sup> October, 2013, a sightseeing tour was arranged by ICA-AP to Agra to visit Taj Mahal. On 20<sup>th</sup> October, the participants visited the office of the ICA-AP in New Delhi. Dr. Chan Ho Choi, Regional Director, briefed the participants about the ICA's activities. The same day, the participants left for IRMA via Ahmedabad.

#### **Inaugural Session of Part-I of the Program:**

The IRMA module on “**Agricultural Cooperative Business Management, Leadership and Planning**” was inaugurated at the Executive Training and Development Centre (ETDC) of IRMA on 21<sup>st</sup> October 2013.

**Prof. Jeemol Unni**, Director of IRMA, formally inaugurated the program at the Conference Hall of IRMA by welcoming the participants. Prof. Jeemol Unni, Director of IRMA, shared with the group the expansion plans of the Institute. She also urged upon the participants to be actively involved during the sessions to make the best use of this opportunity.

**Mr. Ashok Kumar Taneja**, representative of ICA, in his briefing recalled the long association between IRMA and ICA in conducting programs on such themes and explained about the keen interest and commitment shown by the Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Govt. of Japan, the sponsor of the program. He also gave a brief account of the background of this training course.

**Prof. Hitesh Bhatt**, Coordinator, Management Development Programs (MDP) at IRMA, welcomed the participants and gave them an overview of the Institute, its origin, programs and services. He also briefed them about the facilities at IRMA that they can use during their stay.

After a round of introduction of the program participants, **Prof. Madhavi Mehta**, Coordinator of this part of the program, 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 core leaders in cooperative organizations. She also hoped that the participants would have a wonderful learning experience at IRMA. She thanked the ICA for its continued support and the participants' organizations for sending them to this training program.

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In the afternoon, each participant shared with the concerned faculty member their draft Action Plans, made by them during Home Country Assignments in their respective organizations and in their respective country before joining the Training Course in India. Concerned Faculty Members advised them as to how to improve their Draft Action Plans further.

### Teaching Modules/Faculty

The program was segmented into teaching modules covering different subjects, which were handled by designated faculty members under the overall coordination of Prof. Madhavi Mehta. Prof. Hitesh Bhatt, Prof. Paresh Bhatt, Prof. Preeti Priya, Prof. K.V. Raju, Prof. S.N. Biswas, Prof. Nivedita Kothiyal and Prof. Asmita Vyas constituted the faculty team.

### Detailed Module Designs

The module at IRMA 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 using a project approach. The main topics taught at the Institute were: [01] Governance and Management of Agricultural Cooperatives (GMAC), [2] Business Development Planning (BDP), [3] Leadership and Team Building (L&TB), [4] Financial Accounting, Budgeting and Costing (FABC), [5] Project Planning and Management (PM); [06] Financial Management (FM); [07] Marketing Management (MM); [08] Human Resource Management in Agricultural Cooperatives (HRM), [09] Individual and Group Behavior (IGB), [10] Communication & Presentation Skills (CPS), and [10] Comparative field study visits to primary, district, state and national level cooperative institutions.

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

#### Topic-01

##### **Governance and Management of Agricultural Cooperatives (GMAC)**

[Prof. K.V. Raju] – 07 Sessions of 70 Minutes each

**Focus :** Coop. Principles; Theories of Cooperation; Integrated Package and Services – credit, input, value addition (farm guidance and strengthening of joint collection and shipment); Participatory Decision Making; Design of Cooperatives – membership, Governance and Operations; Approaches – appreciative inquiry and learning, process approaches, new generation cooperatives.

#### Topic-02

##### **Business Development Planning (BDP)**

[Prof. K.V. Raju] – 07 Sessions of 70 Minutes each

**Focus :** Why BDP – Resource mobilization, Business diversification, Enhancing members' participation, Dealing with inactive members, Promote marketing of the village produce, Value-chain management perspectives, Formation of Co-operatives.

How BDP – Stages in the participation of BDP of PACs, Preparation of various sub plans for the business plan, such as credit, input, storage, consumer services, deposits, welfare activities.

BDP in Action – Business Plan and linkages to be established at various levels. Tools for monitoring (quantitative and qualitative information). Performance indicators related to different business activities, management and member participation. Role of various support agencies and their responsibilities.

#### Topic-03

##### **Leadership and Team Building (L&TB)**

[Prof. S.N. Biswas] – 10 Sessions of 70 Minutes each

**Focus :** Attitudes and Values relevant to cooperatives; Effective Cooperative Management through participatory decision-making process; Effective Governance through Cooperative Leadership; Responsibility of Cooperative Leaders (preparation of second line in leadership).

#### Topic-04

##### **Applying Personal Leadership Skills in Professional and Personal Life (PLS)**

[Prof. Hitesh Bhatt] – 06 Sessions of 70 Minutes each

**Focus :** After understanding the concepts of 'Leadership & Team Building' in another module, one has to apply them in professional and personal life for organizational and individual growth. Application of Leadership in organizations becomes evident from Ricardo Semler's book, 'Maverick'. Through Deming's famous 'Red Beads Experiment' participants learn the importance of overcoming the difficulties (Red Beads), of the juniors at the work place, which inhibits their performance and robs

them of their dignity. Through the session on 'Work Life Balance', the participants realize the importance of giving attention to personal, social, and spiritual life along with their professional life for better effectiveness in the workplace and home. Finally, with the help of a number of video clips on Leadership, the participants get motivated to put the Learning to Action. At the end, a little on 'Reflecting Internally' will help the participants take a more proactive stance in various situations.

Topic-05

**Financial Accounting, Budgeting and Costing (FABC)**

[Prof. Asmita Vyas] – 05 Sessions of 70 Minutes each

[Prof. Paresh J. Bhatt] – 05 Sessions of 70 Minutes each

**Focus :** Introduction to financial accounting, Budgeting, variance analysis, Profit and Loss accounting, Balance Sheet, ratio analysis, costing and pricing of products and services in agricultural cooperatives, breakeven analysis, Cost Volume and Profit Relations.

Topic-06

**Project Planning and Management (PM)**

[Prof. Hitesh Bhatt] – 14 Sessions of 70 Minutes each

**Focus :** An overview of Project Management; Project Identification; Project Analysis and Selection; Project Appraisal; Project Implementation; Project Review (Monitoring and Evaluation). PERT/CPM, Planning and Scheduling, Logical Framework Analysis.

Topic-07

**Financial Management (FM)**

[Prof. Asmita H. Vyas] – 08 Sessions of 70 Minutes each

**Focus :** Working Capital Management; Time Value of Money; Estimating relevant cash flows; Financial Criteria for investment decisions in agricultural cooperatives; Importance of member's capital.

Topic-08

**Marketing Management (MM)**

[Prof. Preeti Priya] – 08 Sessions of 70 Minutes each

**Focus :** Market and Competition; Cooperative Marketing Concept; Marketing Mix, Market Intelligence, Product Life Cycle and New Product Development.

Topic-09

**Human Resource Management in Agricultural Cooperatives (HRM)**

[Prof. Nivedita Kothiyal] – 06 Sessions of 70 Minutes each

**Focus :** Selection, Recruitment and Matching Skills and Knowledge with the Role Profile Planning, Development of Employees to meet the requirements of a growing organization.

Topic-10

**Individual and Group Behavior (IGB) –**

[Prof. Madhavi Mehta] – 08 Sessions of 70 Minutes each

**Focus :** Perception, Personality, Personal Effectiveness, Motivation and Conflict.

Topic-11

**Communication & Presentation Skills (CPS)**

[Prof. Madhavi Mehta] – 03 Sessions of 70 Minutes each

[Prof. Hitesh Bhatt] – 03 Sessions of 70 Minutes each

**Focus:** Communication and interpersonal effectiveness; making an effective oral presentation.

## BRIEF PROFILE OF THE FACULTY MEMBERS, IRMA



**Prof. KV Raju** (*kvr@irma.ac.in*), PGDRM (IRMA), joined IRMA in 1994 after having a decade long work experience in the field of development co-operation. He worked with Samakhya and Multi Co-ops' Association enabling farmers organize themselves under co-operative structures to collectively pool, process and market their produce. He assisted them in designing and managing cooperatives through comprehensive business counseling, management training, member education and field based action research activities. His current interests include governance and management of producers' organizations, community based interventions in enhancing livelihoods, social entrepreneurship, and the role of ethical leadership in development co-operation.



**Dr. SN Biswas** (*saswata@irma.ac.in*) (Ph.D.) has over 20 years of experience in teaching, executive training, and consulting. He has been a consultant to several NGOs, government development organizations, co-operatives, educational institutions in the areas of institutional development, executive selection, consumer education, rural banking, etc. He has trained several managers from India and abroad. He has also conducted team building programs in Australia and Afghanistan. He has been a visiting faculty member with many institutions of repute. He has authored several research papers in organizational behavior, human resource management, and rural development management. His present areas of interest are leadership, empowerment and team building.



**Prof. Asmita H. Vyas** (*asmita@irma.ac.in*) is a Fellow of the Institute of Chartered Accountants of India and a law graduate. She has over 15 years of experience in teaching courses in financial accounting and auditing. Taxation and Commercial laws are other areas of her interest. She has been associated with KBS, Vapi, and has served as a visiting faculty at various institutions including the study centres in Gujarat of ICAI of India and ICWA. Prof. Vyas also has exposure to the industry as a chartered accountant. She has presented papers at several national and international conferences.



**Prof. Paresh J. Bhatt** (*paresh@irma.ac.in*) is a Fellow of the Institute of Cost Accountants of India. He is also a Certified Management Accountant from IMA-USA. His core area of teaching is cost and management accounting. He has worked with various industrial organizations in public and private sectors in the areas of finance management, financial accounting, cost and management accounting, management advisory functions under complex and strategic requirements, management of commercial activities and handling of taxation. He has been associated as a visiting faculty member with many prestigious management institutes. Prior to joining IRMA in October 2007, he was General Manager-Finance and Accounts at M/s. UPL EE Ltd., Vadodara.



**Prof. Hitesh Bhatt** (*hiteshvbhatt@irma.ac.in*), B.Tech. (IIT Delhi), M.S. (Georgia Tech). Prior to joining IRMA again in 2010, he was head of the Centre for Management Studies at Dharmsinh Desai University in Nadiad, Gujarat. He has 18 years of industrial experience - of which 8 years is as CEO/ Country Head of large organizations in India and Tanzania. He started his academic career in 1995 with IRMA and since then, he has been involved in teaching, training, and consulting in diverse areas. He has trained in different cadres of persons in a variety of organizations. His current areas of interest are quality management, operations management, project management, individual and organizational effectiveness and developing soft skills.



**Dr. Preeti Priya** (*preeti@irma.ac.in*) holds a Ph.D. in Management from Sardar Patel University, Gujarat. She has developed a comprehensive model to measure private label proneness of consumers in organized retail as part of her doctoral study. Dr. Preeti has around 11 years of experience in academia, research, and industry. Prior to joining IRMA, at Nielsen, she was involved with various market modeling projects related to brand share prediction, decomposition of market shares, marketing mix strategies, retail tracking of modern retail, exit points, tourist centres, etc. Her current research interests are market modeling and analytics, consumer

Nielsen,



choice processes, consumer well-being measurement, brand management and market based solutions for poverty alleviation.



**Dr. Nivedita Kothiyal** ([nivedita@irma.ac.in](mailto:nivedita@irma.ac.in)) holds a Ph.D. in Human Resource Management from Institute of Management, Nirma University of Science and Technology, Ahmedabad. She has over nine years experience in academics, consultancy, research, and training with specialization in human resource management, organizational development, industrial relations, and negotiations. Her research interests include work and employment which include gender issues in management, such as work-life balance, diversity management, including disability, workforce development and intimidation, issues of decent work, and corporate social responsibility and development. She has presented papers at international and national conferences, workshops, seminars, and symposia.



**Prof. Madhavi Mehta**, Coordinator of this Training Course ([madhavi@irma.ac.in](mailto:madhavi@irma.ac.in)), Fellow, XLRI, Jamshedpur, and Academy of HRD, Ahmedabad, has been a researcher, teacher, trainer, and consultant for over 17 years. She has been involved in designing and assessing various HRD systems including performance management and compensation restructuring in NGOs and cooperatives. Organization design and restructuring is another area of her interest. She has conducted/co-ordinated several training programs for enhancing managerial effectiveness and development of HRD systems in co-operatives and development organizations. Her areas of interest include leadership, organization development, capacity building, managerial effectiveness, and HRD.



**Dr. Jeemol Unni**, Director of IRMA ([jeemol@irma.ac.in](mailto:jeemol@irma.ac.in)) holds a Ph.D. and an M.Phil. in Economics. She undertook postdoctoral research at the Economic Growth Centre, Yale University, USA. She was the RBI Chair Professor in Economics at IRMA during 2009-2011. She is on the Board of Governors of Women in Informal Employment, Globalizing and Organizing, UK, and on the editorial board of the Indian Journal of Labor Economics, New Delhi. She was an ILO consultant with the National Commission for Enterprises in the Unorganized Sector, New Delhi. Her research interests are in labor economics, informal sector, education, economics, social policy, and gender. She has several papers and books to her credit.



## SECTION – II

### Comparative Field Study Visits in India

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 India were organized in Delhi/Gujarat State. The participants visited the following institutions:

- **International Cooperative Alliance [ICA] – Asia & Pacific, New Delhi.** The participants visited the office of the ICA-AP on 20th October, 2013. Dr. Chan Ho Choi, Regional Director, ICA-AP, briefed them about the activities of ICA-AP. The ICA-Asia & Pacific Office is operating from New Delhi since 1960, serves 78 national level organizations from 25 countries, representing about 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.
- **Institute of Rural Management, Anand [IRMA], Gujarat:** The participants left New Delhi on 20th October for Anand, Gujarat. They stayed at the campus of the Institute of Rural Management, Anand (IRMA), Gujarat, from 20th October to 16th November 2013. Here they mainly studied the Agri-Coop. Business Management, Leadership & Planning.

The Institute of Rural Management, Anand (IRMA) established in 1979, is the pioneering academic institution in rural management education and research. It is committed to pursuing excellence along with creativity and integrity. The unique strength of IRMA lies in its ability to integrate development and management in all its endeavors and activities. This sets IRMA apart from other management and rural development institutions, which are largely concerned with either management or development, but not with both. IRMA's educational and training programs provide state-of-the-art pedagogically with emphasis on experiential learning. The faculty comprises experienced academicians and practitioners of national and international repute.

- **Sandesar Primary Milk Producers' Cooperative Society Ltd.:** On 21st October, in the evening, the participants visited the Sandesar Primary Milk Producers' Cooperative Society Ltd. and observed its operations. The society was established in 1952. At present, it has 935 members (868 men and 67 women). Average milk procurement per day is 2786 liters. The salient features of the society are as follows – The transparency in collection, quality testing and payment at the village level cooperative society, supply of animal feed at concessional rate to members.
- **AMUL Dairy [Kaira District Co-operative Milk Producers' Union Ltd.,] Anand, Gujarat:** The participants visited the Plant and Office of Amul Dairy on 22nd October 2013. They were briefed by its Public Relation Officer about the activities of Amul Dairy. The participants also observed its Plant in Anand. The role of the Union at the district level is to process milk and other products and the collective marketing by the Gujarat Cooperative Milk Marketing Federation is unique. It was registered on 14th December 1946. Under this union, there are 1176 villages and a total membership of 6,69,546. It has a total milk handling capacity of 2,500,000 liters per day. It has following production units: Dairy Plant, Anand, Food Complex, Mogar, Cheese Plant, Khatraj, Amul Satellite Dairies. It has one Research Centre and one Cattle Feed Factory at Kanjari. It has the following variety of milk and milk products – Amul Fresh Milk, Butter, Cheese, Infant Milk Food, Milk Powers; Sterilized Homogenized Flavored Milk; Sterilized Homogenized Fruit based Milk; Energy Drinks; Curd; Ghee; Butter Milk; Cocoa Products; Cooking Chocolate; Malted Milk Food; Extruded Food; Bread Spread; Table Margarine; Avsar Sweets; Bakery Products, etc.

- **Gujarat Cooperative Milk Marketing Federation (GCMMF):** On 23rd October, the participants visited the office of the Gujarat Cooperative Milk Marketing Federation (GCMMF). Its Public Relation Officer briefed the participants about its activities. GCMMF is India's largest food products marketing organization. It is a state level apex body of the milk cooperatives in Gujarat, which aims to provide remunerative returns to the farmers and also serve the interest of consumers by providing quality products which are good value for money. GCMMF is marketing the milk products under the brand name of AMUL. GCMMF has achieved the 2 billion US\$ milestones. The Federation's network of 45 sales offices ensures that its products reach the remotest parts of the country. The Federation also expanded the export business to major markets in the world. It was established in 1973. 17 District Cooperative Milk Producers' Unions are its members. It has 3.18 million producer members and 16,117 village societies. Its total milk handling capacity per day is 13.67 million liters.
- **Amul Chocolate Plant, Mogar, Anand, Gujarat:** On 28th October, the participants visited the Amul Chocolate Plant at Mogar, near Anand, Gujarat, and observed its operations. Amul has 6 plants at Mogar, such as Chocolate plant, Bread spread plant, Malted Milk food, High Protein foods, Sweet manufacturing Plant & Bakery plant.

Chocolate plant was started in the year 1972 by Dr V Kurien to protect the exploitation of cocoa growing farmers in south India. The cocoa growers of south India were badly exploited by Multinational companies like Cadbury & Nestle etc. They were buying cocoa seeds at very low rates. As there was no buyer of Cocoa, therefore, Dr V Kurien thought of starting Cocoa processing plant to save the interest of farmers in Kerala. But the farmers of Kerala didn't support him to install the chocolate plant there. So, he started the chocolate plant at Mogar and made cocoa collection centers in Karnataka & Kerala to collect cocoa directly from Farmers to remove the middle men/traders of cocoa.

Another reason to start the chocolate plant at Mogar was to utilize the surplus Milk powder in chocolate manufacturing along with cocoa beans. Amul is manufacturing many varieties of chocolates like dark chocolate, Milk chocolate, Almond bar and chocozoo etc., along with institutional chocolates like Milk/Dark choco slabs etc.

There are 170 permanent employees working at Mogar along with 400 casual workers on daily wages.

#### **Self Employed Women's Association (SEWA):**

On 30<sup>th</sup> October, the participants visited the Head Office and facilities created by the Self Employed Women's Association (SEWA). SEWA was started in 1972 by Smt. Elaben Bhatt. It is a single largest union of self employed women in the informal economy. SEWA's presence is in 9 States of India and 14 districts in Gujarat. Its current membership is 13,51,493 in India and 8,26,871 in Gujarat State. Its rural membership is 4,50,146 in 14 districts of Gujarat State. Its urban membership is 3,76,726 in Gujarat State, mainly in Ahmedabad.

SEWA's Goal - Full Employment; (i) security of work, income and food; (ii) Social Security; Healthcare, Childcare; (iii) Insurance and Shelter.

- Self Reliance – Leadership; Assets; Self Sufficiency.

For achieving its goals, SEWA follows an integrated approach.

SEWA's Integrated approach:

- ✓ Demand driven and need based programs;
- ✓ Participatory approach;
- ✓ Coping up with the calamities through long term livelihood security programs;
- ✓ Linkages with markets – Gram Haat, STFC, Design Sewa, Sewa Kalakruti;
- ✓ Livelihood promotion;
- ✓ Capital formation – SEWA Bank, Saving Groups, Self-help Groups;
- ✓ Social Security – Health Care; Child Care; Insurance; Housing;

- ✓ Training – Capacity building trainings, vocational trainings; management trainings, ICT
- ✓ Research and documentation – communication – print/electronic media;
- ✓ Economic & social development – Community Learning Centers and Village Resource Centers.

**Members Profile:**

- Home based workers – working from their homes for a trade contractor, piece rate workers, e.g. Bidi, Agarbatti, ready-made garments, embroidery; etc.
- Vendors or Hawkers – who invest their labor in vending and earn their living;
- Manual laborers and service providers – like agricultural laborers, construction workers, contract laborers, handcart pullers, head-loaders, domestic workers and laundry workers.
- Producers – who invest their labor, skill and resources and take the risk of production and marketing to earn their living, small and marginal farmers, snack makers, etc.

The participants also visited some facilities of SEWA, as follows:

**Shri Mahila Sewa Sahakari Bank Ltd. (SEWA BANK):** Sewa Bank came into being in the year 1974 and was established at the initiative of 4000 self-employed women – each of whom deposited Rs. Ten as their share in the new venture – is an offshoot of the SEWA movement, and today, the very backbone of the parent organization.

While the objectives of SEWA BANK are manifold – from inculcating the habit of saving to providing credit and promoting insurance benefits; as also enabling members to get out of the clutches of unscrupulous money lenders, building their own assets and capital; equipping them with technical and managerial capabilities; and more, the motto has remained the same – to make the poor self-employed, economically strong, safe, sound and self reliant. While the parent organization SEWA brings the self-employed poor women together, thus enabling them to bargain for their just dues and rights, Sewa Bank elevates their status in economic terms.

Today the Sewa bank stands out as the only bank of its kind in the country and is still growing by attempting to reach out to the maximum number of poor women engaged in the unorganized sector. That 96% of all women workers in India are in this sector, speaks of the long journey ahead.

Mission: “Sewa Bank exists to reach to the maximum number of poor women workers engaged in the unorganized sector and provide them suitable financial services for their socio economic empowerment and self development, through their own management and ownership”.

**SEWA ACADEMY:** SEWA Academy is the focal point for all of SEWA's training, capacity-building, research and communication efforts. SEWA Academy functions as its members' “university”, introducing them to formal learning environment.

In a grassroots movement like SEWA, leadership cannot be imposed from above; it must develop from below. And to evoke and inspire such grassroots leadership, education is fundamental, SEWA Academy develops understanding about the lives and work of self employed women and disseminate that understanding to the women themselves, and to policy makers, activists, academics, and the general public. It is in response to these needs that the SEWA Academy, which was working since 1991 was formally registered in 2005 as the Indian Academy for Self Employed Women.

The SEWA Academy's primary objective is to take the SEWA movement forward. It does this in four ways – through training and capacity-building, action-oriented research focusing on SEWA members, and by building strong communication channels, within the organization as well as with the outside world.

Training and capacity-building represents SEWA's systematic efforts at enhancing the capacity of its members to achieve greater personal and organizational development. SEWA Academy conducts many educational programs that reinforce the philosophy and principles of the SEWA movement. The research is designed to portray the reality of self employed workers, the challenges they face and their need for overall policy change.

In addition, it identifies implementation mechanisms and pathways. Communication to develop and strengthen linkages between SEWA members, and the world outside is an important aspect of SEWA Academy's work.

**VIDEO SEWA:** The Gujarat Women's VIDEO SEWA Information and Communication Co-operative Society Ltd. are the first cooperative of its kind in the whole of India of poor, illiterate, working women, which has used technology to empower women from the grassroots. Currently, VIDEO SEWA has seven full time staff who work in all areas of production – script writing, filming, editing, sound recording and audio dubbing. VIDEO SEWA Co-operative's members are self employed workers – vendors, handcart pullers, body workers, garment workers, block printers, dye workers, agricultural laborers, housewives and childcare workers.

Since its inception in 1984, VIDEO SEWA has been working towards bringing technology into the hands of common people and using video as a tool for development communication. It has been instrumental in forging the SEWA ideology, capturing the various facets of the SEWA movement, informing its members, bringing their voices to the fore and initiating changes. It has learned, experienced, assimilated, voiced and also taught others to do the same in the past twenty years. From a modest beginning, VIDEO SEWA now produces professional, broadcast quality video programs. Women workers themselves are the producers, camera and sound persons, editors and shareholders.

**Gujarat State Women's SEWA Co-operative Federation:** Gujarat State Women's SEWA Co-operative Federation is the direct result of SEWA's conviction of women's participation in the Co-operative movement. The federation is a part of a larger family of SEWA sponsored organizations. The Gujarat State Women's SEWA Co-operative Federation was registered in 1992. It is an important milestone in the cooperative movement in Gujarat. The Federation's main task is to ensure the active participation of the poor. Self employed women in the cooperative movement enables them obtain regular work and steady income through the cooperatives. Any primary women's cooperative in Gujarat can become a member of the Federation. It also provides services to its members in cooperative registration and organizing exhibitions. The Federation represents the interest and concerns of the women's cooperatives at the state level with policy makers. Issues, including access to raw materials, marketing and working capital for production, tools/equipment and workplace are raised on behalf of member cooperatives of the Federation.

The main objectives of the Federation are to provide comprehensive training in cooperative education, management and leadership. Its main objectives are – (i) to enhance the economic and the social development of its present and potential members; (ii) to encourage and organize the participation of self employed women in the cooperative movement; (iii) to enhance their skills by providing education and training in entrepreneurship; (iv) to provide advisory services; & (v) to provide training and technical support services to its members.

At present 105 cooperatives are members of the Federation. They can be categorized as follows – Artisan's Cooperatives; Land based Cooperatives; Livestock Cooperatives; Trading Cooperatives; Service Cooperatives and Credit Cooperatives.

**Shop at APMC Market:** With the larger mission of economic empowerment of SEWA women who are engaged in growing vegetables as well as those who are involved in distribution of vegetables, the federation has acquired shop No. 40 at Agriculture Producers Marketing Committee in Jamalpur. It has over 1000 members. It links rural vegetable producers and vegetable vendors by eliminating exploitative intermediaries. This eliminates hidden financial cost charge by the commission agents in the existing system.

It introduced an efficient system of marketing resulting in enhancement of income for both vegetable growers and vendors. It provides support services like technical input, credit facilities and transport facilities.

**SEWA Trade Facilitation Centre (STFC) – "HANSIBA":** STFC is the 'business organization' of the women artisan members of SEWA. Its main objective is to create value for its members by developing, manufacturing, marketing and selling its members' craft through textile based & similar products hence ensuring livelihood security.

STFC Mission:

1. STFC aims to provide its members (shareholders) long term livelihood security by selling the embroideries and craft skills of its members (shareholders).

2. STFC aims to enroll an increasing number of rural artisan women in its membership.
3. STFC aims to become the largest organized producer and seller of handcrafted textile based embroideries in the world.
4. STFC aims to revive and grow the ethnic embroidery skills of its member communities.
5. STFC aims to evolve a business model which balances between the livelihoods and market.

STFC will continuously strengthen its functions and processes to fulfill its missions and to appropriately and timely respond to the ever changing market dynamics.

- **Gambhira Coop. Farming Society, Gujarat:** In the evening of 1st November, the participants visited the office and field of Gambhira Coop. Farming Society. They were briefed about its activities by one of the Directors of the society. Prof. Hitesh Bhatt of IRMA interpreted in English. The participants also met the farmer-members of the Society. Joint farming and collective marketing to maximize the income of the members was an important lesson from Gambhira visit.

Gambhira cooperative farming society, formed in response to a distress situation, was born of small farmers whose individual efforts at cultivation on small private holdings proved unviable. The society was formed in 1953 as a pooled effort on the part of its 176 members who combined 201 acres of private land. Over time, both the area and society membership swelled to 526 acres and 291 members respectively, owing to reclamation and purchase of land along with membership growth. The entire land, pump sets, tube wells, tractors and other assets belong to the society with individual members having no ownership rights either on assets or cultivation decisions.

The land is collectively cultivated by forming 30 small groups with a number of members in each group varying between eight and fourteen. The groups execute the crop plan decided by the Managing Committee in consultation with their group leaders. The society is managed by the Managing Committee, President, Manager and other employees.

- **IFFCO Production Unit at Kalol, Gujarat:** On 2nd November, the participants visited the office and the plant of IFFCO Production Unit at Kalol, Gandhi Nagar, Gujarat. They were briefed and were apprised of the plant's activities, including the activities of CORDET.

Kalol Unit is the first plant of IFFCO which was commissioned in 1974. It was established with the aim of quality fertilizer supply and to give strong growth to Indian agriculture during green revolution and boost to the Indian economy. Kalol Plant has a capacity of 1100 tonnes per day for Ammonia production and 1650 tonne per day for Urea production. Kalol Unit is having Certification for Quality, Safety, Occupational Health and Environment (ISO-9001:2008, OSHAS 18001:2007, ISO-14001:2004). IFFCO Township (Kasturinagar) is ISO-14001:2008 certified.

- **Co-operative Rural Development Trust – CORDET:** IFFCO has created this Trust with a renewed outlook for integrated rural development of villages. To undertake different activities for farming, cattle management, self-employment, water conservation, rural health, educational and youth development activities is the main motive of CORDET.
- **Indian Dairy Machinery Co. Ltd. – IDMC Limited:** Participants visited three units of IDMC on 08<sup>th</sup> November 2013. IDMC was set up in 1979 in the industrial town of Vithal Udyognagar, near Anand, Gujarat, India. Today, it is among the largest project engineering and equipment manufacturing companies in the dairy, beverages, pharmaceutical, healthcare, brewery, food processing, confectionery and industrial refrigeration sectors. In addition, the company has set up a top-of-the line packaging film plant for products such as vegetable oil, coffee, tea, salt, milk powder, sanitary napkins, etc. IDMC provides comprehensive process and project solutions under one roof with in-house equipment manufacturing and process automation facilities, which is best in class. Having completed more than 200 dairy projects, IDMC has emerged as a most preferred choice for providing highly customized solutions for dairy products as wide ranging as liquid milk, aseptic milk, butter, cheese, ice cream, curd, yogurt and paneer.
- **Shri Valsad Co-operative Sugar Mill:** On 9<sup>th</sup> November, in the morning, the participants visited the office and plant of Shri Valsad Sahakari Khand Udyog Mandli Ltd. It was registered under the Cooperative

Societies Act on 01.05.1972. It is located at village Parnera Pardi, District Valsad in South Gujarat. Its initial crushing capacity was 1250 TCD in 1977-78. The capacity of sugar plant was expanded to 2500 TCD in 1988. It was further expanded to 5000 TCD in 1997. As of 31.12.2011, the society has 18,407 Grower Members and 66 Society Members. It has a total membership of 18,473.

- **Amalsad Multipurpose Primary Co-operative Society Ltd.** On 09th November, in the afternoon, the participants visited the complex of Amalsad V.V.K. Sahakari Khedut Mandali Ltd. It was registered on 11th December 1941. Its area of operation is 17 villages. It has 2997 active members and 4937 other members (non-producers). It has an authorized share capital of Rs. 15,00,000 and paid up share capital of Rs. 9,91,200. It has 17 branches. Its main activities are (a) agricultural credit; (b) Agri. Input Supply services; (c) Petrol, Diesel, Oil supply; (d) Marketing of Mango, Chikoo, Paddy, Elephant Fruit, Banana, etc.; (e) Agri. Extension Services, Special fruit Fly Project; (f) Supply of Consumer goods and services, including grocery, cement, textiles, ready-made garments, stationery, departmental store, firecracker, etc. It has consumer stores at 17 locations and Flour Mill at 4. It has been supplying agricultural implements to its members. It owns three godowns with capacity of 1500 M.T., 1000 M.T. and 1500 M.T. respectively.

In addition, the participants visited and observed the activities of Canning Factory (a producers' company), Shree Valsad Co-operative Sugar Mill; Agricultural Produce Marketing Committee (APMC); etc. at Amalsad.

- **ORGANIC HUT – Bhaikaka Krishi Kendra:** On 12<sup>th</sup> November, in the evening, the participants visited the Organic Farm – Bhaikaka Krishi Kendra near Vallabh Vidya Nagar, Anand, Gujarat. The Bhaikaka Krishi Kendra is a 40 acre integrated, holistic Organic & Biodynamic farm that incorporates all aspects of farming like vegetables, cereals, fodder, animals, agro-forestry, water harvesting, orchards, etc. The main focus of the farm is the dairy of nearly 100 animals & the production of a rich variety of fodder to feed these animals. The farm produces about 300-350 liters of milk every day and has been catering to 85 customers and a 500 bed hospital in Vallabh Vidyanagar for the last 25 years. The farm also produces a variety of fruits like chikoo, mango, custard apple, litchi, papaya, mosambi, lime etc. Over 40 different vegetables are grown mostly in the winter months. Carefully designed trenches and ponds ensure that all the rain water is harvested. A variety of cereals and pulses like oats, bajra, barley, wheat are grown.

A prominent goal of the farm is to disseminate the art and knowledge of sustainable farming to small & marginal farmers. The farm also conducts regular training courses in organic and biodynamic farming with the help of renowned experts like David Hogg. The third biennial OFAI (Organic Farming Association of India) conference took place amidst the farm's verdant bamboo groves & hosted over 700 farmers from all over India. This farm has become a pilgrimage for farmers and farming enthusiasts interested in learning about ecologically safe and sustainable methods in farming.

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.

SECTION – III

**CLOSING SESSION AT IRMA**

The valedictory function of the IRMA module on “Agricultural Cooperative Business Management, Leadership and Planning” for the 1st training program on “Fostering Core Leaders of Agricultural Cooperatives” for the year 2013 was held at the Executive Training Development Centre (ETDC) at IRMA, Anand in the afternoon of November 16, 2013. Prof. Hitesh V Bhatt, MDP Coordinator, IRMA, presided over the function. Prof. Madhavi Mehta, Coordinator, IRMA module of the program and faculty members who were part of the program attended besides Mr. A.K.Taneja of the ICA-AP.

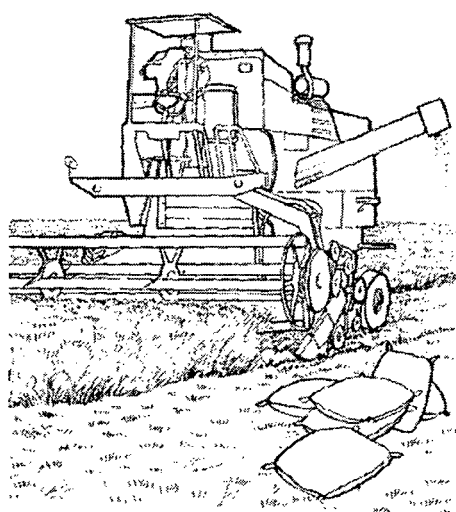
In his brief address Prof. Hitesh Bhatt expressed his sense of contentment at the involvement and interest shown by the participants and the level of comprehension exhibited by the participants. In particular, he appreciated the participants for their high level of engagement with the projects. Prof. Bhatt also thanked the participants, their organizations and ICA-AP for their continued engagement with IRMA through the series of programs. He also acknowledged the involvement of the IRMA team in the successful completion of the IRMA module for the program. Mr. A.K. Taneja expressed satisfaction over the smooth conduct of the program and thanked IRMA as a reliable ally in carrying out the progressive work.

The participants expressed their sense of fulfillment at having been at IRMA and undergoing the module. They also expressed the realization that the true success of the training depended on their own ability to carry forward the learning and implement the same back home in their country.

Prof. Madhavi Mehta, coordinator of the IRMA module of the program acknowledged the keen interest with which the participants involved themselves with various modules and how their departure would create a void at IRMA. She also acknowledged Prof. Michael Cook, University of Missouri for his address to the participants on Governance and Management of Cooperatives.

Prof. Hitesh V Bhatt and Prof. Madhavi Mehta distributed the certificates to the participants on their successful completion of the program.

On 17<sup>th</sup> November, the participants returned to New Delhi in transit to go to Japan. On 18<sup>th</sup> November in the evening the participants left New Delhi for Japan, reaching IDACA, Tokyo on 19<sup>th</sup> November, in the evening.







Participants at the Office of the International Cooperative Alliance, Asia and Pacific, New Delhi, along with Dr. Chan Ho Choi, Regional Director



Dr. Jeemol Unni, Director, IRMA, inaugurating the program at IRMA

Participants at IRMA campus



A group photograph of the participants along with concerned Faculty Members at IRMA



A class room session in progress at IRMA



Prof. Michael Cook, University of Missouri, addressing the participants on Governance and Management of Cooperatives at IRMA



A group session in progress at IRMA



Participants at Amul Dairy, Anand, Gujarat



Participants at Amul Dairy, Anand, Gujarat





Participants during field study visit at Sandesar Primary Milk Producers' Coop. Society Ltd.



M.D. Gujarat Coop. Milk Marketing Federation (GCMMF), briefing the participants



Participants at Mother Dairy, Gandhi Nagar, being managed by GCMMF





Participants at Amul Chocolate Plant, Mogar, Anand, Gujarat



Participants at the Head Office of SEWA in Ahmedabad, Gujarat



A view of SEWA Bank in Ahmedabad, Gujarat



Briefing Session at SEWA Academy in Ahmedabad, Gujarat





Participants at SEWA Trade Facilitation Centre (STFC) – "HANSIBA"



SEWA Shop at Agriculture Produce Market Committee in Ahmedabad, Gujarat



A briefing session at Gambhira Coop. Farming Society, Gujarat



Participants at Gambhira Coop. Farming Society, Gujarat



A group photograph of the participants with office bearers of the Gambhira Society



A briefing session at IFFCO Production Unit at Kalol, Gujarat



Participants at IFFCO Production Unit at Kalol, Gujarat



Participants at Co-operative Rural Development Trust – CORDET at Kalol, Gujarat



Participants being briefed by the representative of Indian Dairy Machinery Co. Ltd. – IDMC Ltd.



Participants at Shri Valsad Co-operative Sugar Mill, Gujarat



Chairman, Amalsad Multipurpose Primary Co-operative Society Ltd. addressing the participants



Participants at the Consumer Store of Amalsad Multi-purpose Primary Co-operative Society Ltd.



Auction of Chikoo (Sapota) at Agriculture Produce Marketing Committee (APMC) at Amalsad



Shipping and Collection Centre of Amalsad Multi-purpose Primary Co-op. Society Ltd.



Owner of ORGANIC HUT – Bhaikaka Krishi Kendra, briefing the participants



Closing session at IRMA



Prof. Madhavi Mehta delivering the 'Certificate of Participation' to the participants at the closing ceremony at IRMA



A group photograph after the closing ceremony



## SECTION – IV

### INAUGURATION OF PART-II OF THE TRAINING PROGRAMME IN JAPAN

#### Inaugural Session

The Part-II of the 1st ICA/Japan Training Course of 2013 was formally inaugurated on 20th November, 2013 by Mr. Hiraoka Keiji, Executive Director of IDACA, and Mr. A.K. Taneja, Manager, ICA-AP, also addressed the inaugural session. Mr. Suzuki Hideya, Manager (GAD), Mr. Terunuma Hiroshi, Overseas Cooperative Development Consultant, Mr. Usui Takeshi, Coordinator of this part of the program from IDACA and other officers of IDACA were present.

Welcoming Mr. Hiraoka Keiji and other senior officers of IDACA, **Mr. A.K. Taneja** congratulated the participants for successfully completing the first part of the training program held in India. 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. Hiraoka Keiji** extended a warm welcome to all the participants for their cooperation during the training course. He expressed his sincere appreciation for Mr. A.K. Taneja of ICA-AP for successfully handling the 1<sup>st</sup> part of the training course in India. He wished the participants a comfortable stay in Japan. He hoped that the participants have made a good relationship with each other and they will gain the required knowledge and experience, which is vital for the core leaders of agricultural cooperatives and farmers' groups. With that objective in mind, the classroom lectures and field visits have been designed by IDACA. He further hoped that the knowledge and experience gained by the participants at IRMA and IDACA will contribute significantly to the development of the participants' ideas for implementation of their Action Plans.

He further said that this was the last fiscal year of the current training project, which started in 2011 for three years. This was the third project, sponsored by MAFF and implemented by ICA in collaboration with IRMA and IDACA during the last more than 25 years.

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

The program included the following components:

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

The following topics were covered under above components:

- Historical development of Japanese Agriculture and Agricultural Cooperatives.
- Organizations and Business Activities of Agricultural Cooperatives.
- Focal Points for Establishing Agricultural cooperatives.
- Distribution System of Agricultural Products and Marketing Business of JAs.
- Functions of Wholesale Market – Marketing and Purchasing Business of JAs
- JAs' Mutual Insurance Business.
- Case Study on Distribution of Agricultural Products in South East Asia
- Human Resource Development of Agricultural Cooperatives and Leadership Reinforcement.

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

**(1) Historical Development of Agricultural Cooperatives in Japan:**

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

At the outset, the resource person gave the Agricultural statistics of Japan – GDP = 481.77 Trillion Yen; Agricultural Gross Production = 8.190 Trillion Yen; Self-sufficiency rate of foods = 39%, Trend of Food Consumption; No. of Farm households; Farmland utilization; Agricultural Management; Land Reforms (Results); Key points of old Agricultural Basic Law (1961); etc. Later he explained “what is Agricultural Cooperative? Characteristics of a Cooperative; Members of Agricultural Cooperatives – who is a regular member and who is an Associate Member? Various types of Agricultural Cooperatives; Outline of Organizations (No. Of Multipurpose Agricultural Cooperatives = 724; No. of Members = 8,673 thousand – Regular Members = 4,932 thousand. Associate Members = 3,741 thousand.; He also explained about the Farm Guidance Activities and Better Living Guidance of JAs;

In the second part of his lecture, he explained the Concepts of an Agricultural Cooperative and its legal basis. Under this theme, he explained the Characteristics of an Agricultural Cooperative – *its Definition; Value: Self-help, self-responsibility, democracy, equality, equity and solidarity.* He also explained the ICA's Principles – Cooperative Identity; What is an ideal agricultural cooperative for farmers?; who can form an agricultural cooperative; who are to be the members of an Agricultural Cooperative; Objectives of an Agricultural Cooperative; who is a Regular Member and who is an Associate Member; Members' Rights and Duties; Relationship between a member and the Agricultural Cooperative; Types of Agricultural Cooperatives; Management of Share Capital; Importance of Audit; etc.

**(2) Organization and Business Activities of Agricultural Cooperatives**

*by Mr. Kenji TAKEUCHI, JA Zen-noh.*

Mr. Kenji TAKEUCHI, in the beginning, said that the Agricultural Cooperatives (JA) is “The Organization of the Farmers, by the Farmers, for the Farmers”. One for All, All for one”. He further said that “Customer is always right”. The bottom line of customer satisfaction is ANZEN (Safety) and ANSHIN (Peace of Mind). The newly emerging middle class has a specific buying policy – Anzen (Safety) and Anshin (Peace of Mind). He further explained the Economic Principle in Capitalism – Principle of Market Mechanism (Price is decided by the supply and demand). He advised to think Globally and Act Locally (Be Global). He also explained about the Facts surrounding Agriculture – Global warming & Desertification caused by Greenhouse Effect Gases (CO<sub>2</sub>, CH<sub>4</sub>); Abnormal Weather Triggered by El Nino, La Nina, IOD (Hurricane, Cyclone, Typhoon, Heavy Rain, Drought, Heat); Production of Bio-Fuel from Grain (Corn, Wheat, Soyabeans Prices in CBOT); World Speculative Money after sub-prime loan issue and security companies' bankruptcies in the USA (WTI, Corn, Wheat, Soyabeans); Big Consumption of Grain in emerging countries – BRICs (Corn, wheat, soyabeans, rice); Bankruptcy of Security Companies – Lehman Brothers, etc. raised worldwide Economic Problems; Financial Issue in EU serious in the world economy (PIIGS); another New Emerging Countries – VISTA; Effects of Global Warming on Farm Products; Increase of population – Food to live; water to drink and for farm products; importance of agriculture and forestry;

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

**(3) Focal Points for Establishing Agricultural Cooperatives***by Mr. Yukio ABE, IDACA*

Mr. Abe distributed and presented two papers – one entitled “Historical Development of Japan’s Agriculture” and another one entitled “Asian Agriculture with a special reference to Japan’s Agriculture”. In the first paper, he covered following topics – Major factors for the agricultural and rural development in Japan; Factors for the development of agriculture & agricultural cooperatives in Japan; Characteristics of a successful cooperative; characteristics of the Japanese people/society; various types of agricultural cooperatives; Salient Features of Japan’s Agricultural Cooperatives (from cradle to graveyard services); Various facilities of Japan’s Agricultural Cooperatives; Extension of Farm Guidance; Marketing Business of JA; Emerging Farmers’Market – Direct Sales Shops; Ethical Values of Cooperatives; What makes a cooperative successful; pre-requisites for the success of a Cooperative;

In his second paper, he gave an overview of the Asian Agriculture Movements with a special reference to Japan’s Agriculture. He explained the similarities between Japan and other Asian countries in Agriculture; Agriculture plays an important role in Asia. Many people are engaged in agriculture – China 64.3%; India 51.8%; Indonesia 41.5%; Vietnam 65.7%; Thailand 45.8%; South Korea 6.8%; Japan 3.0%; Malaysia 15.2%. It was 38% in Japan in 1960. Farm size is very small in Asian countries. He also, in brief, explained the Agricultural Policy in Japan. Agricultural Policy played a big role in the development of Japanese agriculture, and succeeded for farmers to adjust the economic growth.

In addition to his two papers, as above, he told the participants that the difference between the poor countries and the rich ones is not the age of the country. But it is the attitude of the people framed along the years by the education and the culture. On analyzing the behaviour of the people in rich and developed countries, we find that the great majority follow the following principles in their lives – Ethics, as a basic principle; Integrity; Responsibility; Respect to the laws & rules; Respect to the rights of other citizens; Work Loving; Strive for saving & investment; will of super action; punctuality.

In poor countries, only a minority follows these basic principles in their daily life. They are not poor because they lack natural resources or because nature was cruel to them. They are poor because they lack attitude.

Mr. Abe also explained the 21 Rules of Life.

**(4) Distribution System of Agricultural Products and Marketing Business of JA & Functions of Wholesale Market – Marketing and Purchasing Business of JA***by Mr. Koh HARADA, Expert.*

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

**(5) JAs’ Mutual Insurance Business -***by Mr. Kazumi Imao, Research Advisor, JA Kyosai Research Institute.*

Mr. Imao touched and explained the following topics in his presentation – why do we need Insurance ? (The relationship between well-being of mankind and Insurance); Types of Risk and Implementing Entities; Why do Cooperatives engage in Mutual Insurance or Insurance Business ?; JAs Mutual Insurance Business; In addition to the above, he gave a report on the relief activities by JA Group Organizations for the damage caused by 11<sup>th</sup> March Great East-Japan Earthquake and an Epilogue on “Acclaim of Cooperatives from International Organizations”.

**(6) Case Study on Distribution of Agricultural Products in South-East Asia –**

*by Mr. Kiyohide KASUGA, President Sunalfa Development Co. Ltd.*

In his presentation, Mr. Kiyohide Kasuga touched three main topics (1) Promotion of Production, Processing and Export of Agricultural Products; (2) Recycling Agriculture & Organic Farming; and (3) Livestock Waste Composting System. Under first topic – Promotion of Production, Processing and Export of Agricultural Products, he explained the following subjects: (I) Selection of appropriate product (Research; Product Selection; Production; Processing including Packing); (II) Marketing Method (Direct Marketing, Marketing through Agricultural Cooperatives; Organize own marketing facilities; Tying up with commercial firm on contract basis; jointly establish marketing firm with trading company; how to find buyers/importers; logistics; technical guidance; financial assistance; How to secure Human Resources; one crop one village movement (OVOP); (III) Potential Products (Farm Products; Fruits; Animal Products; Others – seeds, seedlings, handicrafts and processed foods. Under second topic – Recycling Agriculture & Organic Farming (Production of clean vegetable by organic fertilizer recycled and produced from wastes), he explained (I) background (production of safe food; preservation of healthy environment; minimize food waste by dehydrating, drying, fermentation, carbonization); (II) Effects of Eco-friendly agriculture (Environmental conservation; converting waste into energy; production of fertile soil and organic farm products; establishment of energy self-sufficiency; training individuals; creating employment; dissolution of economic inequality between urban and rural areas; (III) Garbage Recycling for Compost Production; (III) Organic Farming. Thirdly, he explained about Livestock Waste Composting System (what is composting – aerobic composting; Composted and Uncomposted manure; purpose of composting; Composting Process; Easy Processing System; etc.

In addition, he distributed three more papers. One paper entitled – Direct Marketing of Agricultural Products wherein he explained what is direct marketing? Variety of direct marketing; Reasons why interested in direct marketing; Off-the Farm; What is Pick-your-own or U-Pick; Pick-your-own/U-Pick; Roadside Stand; Farmers' Markets; Direct Sale to restaurants; Home Delivery; E-Sale, etc.

In the second paper which was entitled Export Procedure for Agricultural Products, he briefed about Flow of Export Procedure; Choose Products – among conventional products or produce new products; Find Importers and required standard of the products; What are required standard; Contacting buyers and negotiating; Conclusion of Contract; Preparation for the shipment; Preparation of Shipping Documents; and Payment Terms, etc.

Third paper was on "BIOMASS"- what is Biomass, Resources of Biomass; Variety of Biomass Products; How to convert Biomass Products to Energy; How to make use of Biomass; Characteristics of the ideal energy crop; Barriers for utilizing solid biomass; what is Anaerobic Digestion; Concept of local Bio-energy plant; Benefits of Biogas Projects; Bioenergy – contribution; Problems on Agro Biomass Projects; etc.

**(7) Human Resource Development and Leadership Reinforcement for Farmers by Agricultural Cooperatives**

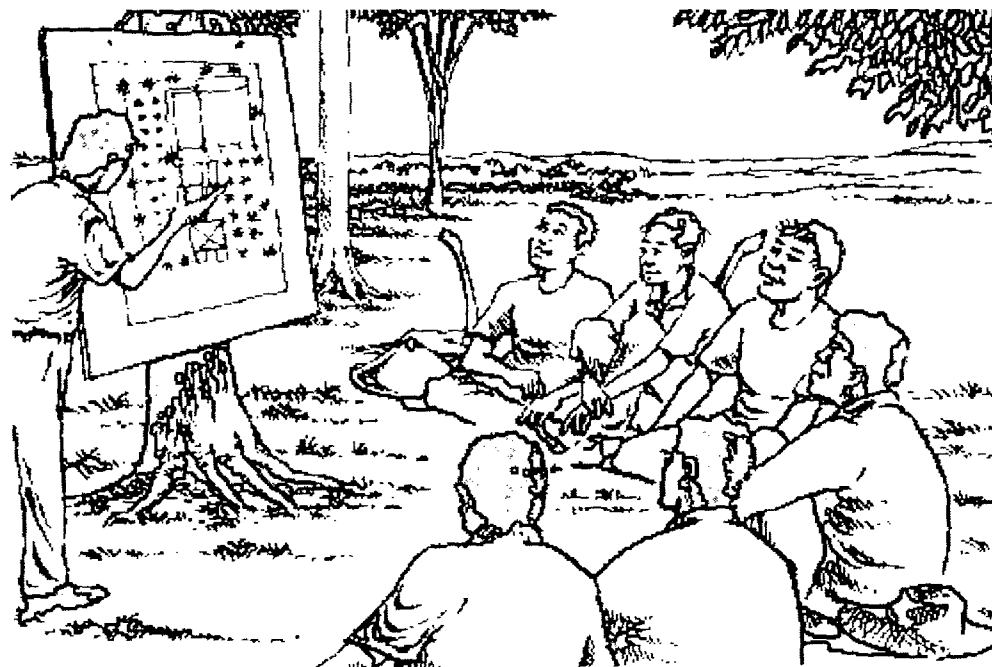
*by Mr. Kazuo Tsukada, former Managing Director, IDACA.*

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

In the second part of his lecture, he explained about the activities of Agricultural Cooperatives for Human Resource Development of farm households: (1) Impacts of the high growth of the Japanese economy in agriculture (Labor force, mainly young people, flowed out from rural area to urban area, resulting in a decrease of the agricultural labor force); (food consumption has drastically changed with increase of the national income). (2) Organizing commodity-wise groups by agricultural cooperatives – (1) Strategies of agricultural cooperatives during the high economic growth period; (2) Purpose of

organizing producers groups (production of farm products at high and uniform quality); (sustainable shipment with large quantities); He also presented case studies of organizing commodity-wise groups.

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



## Brief Profile of Speakers at IDACA



**Mr. Hiroshi TERUNUMA** (terunuma-idaca@j.email.ne.jp)

Hiroshi TERUNUMA joined IDACA in 1979. He has broad experience in fostering agricultural cooperatives in developing countries as well as training courses held in Japan. From 2001 to 2004; just a few years after the Communist regime was brought to an end through the Romanian Revolution in 1989, he was dispatched as a JICA expert to Romania to establish new agricultural cooperatives based on ICA cooperative principles. From 2006 to 2008, he was dispatched for the second time to improve the farm management of farmers through newly established agricultural cooperatives in Rumania. Since 2009, he assumed both the posts of manager of Training Department and Developing Department. Nowadays, he is Overseas Cooperative Development Consultant. He also has vast experience of visiting many Asian countries such as India, Indonesia, Korea, Thailand, Myanmar, Philippines, Laos, Vietnam, Sri Lanka, Mongolia and African countries such as Uganda, Tanzania, Malawi and Ethiopia.



**Mr. Kenji TAKEUCHI** (knj\_takeuchi@nifty.com)

Kenji Takeuchi served for JA Zen-Noh, National Federation of Agricultural Co-operative Associations, national federation responsible for the economic business of JAs, and involved mainly in purchasing the business of JA Group for more than 30 years. After his retirement, he assumed the post of Managing Director at JA Zen-Noh's affiliated company specializing in logistic business and obtained knowledge about theory of economics and experienced gaps between the theory and actual economic business. Also, he engaged in "ASEAN Agricultural Cooperative Project" supervised by the Ministry of Agriculture, Forestry and Fisheries of Japan as a contract employee of JA Zen-chu for about 4 years and delivered lectures on "Economic Business of JAs" in many of ASEAN countries. Incidentally, he wrote a graduation thesis entitled "Dual Structure of Economy and Overseas Chinese in South East Asia" and has broad knowledge and strong interests in South East Asian Countries. Now he is one of the active lecturers here at IDACA.



**Mr. Yukio ABE** (abe-idaca@j.email.ne.jp)

Yukio ABE, formerly Manager, in-charge of training department for a number of years at the Institute for the Development of Agricultural Cooperation in Asia (IDACA), is currently serving as a Overseas Cooperative Development Consultant at IDACA. He has got over 30 years of teaching experience on cooperative development and motivation domains, mainly to participants from developing countries and also to local cooperative personnel. Over the years, he has widely travelled as a JICA expert and also as NGO consultant to impart training to cooperative leaders and government officials in the following foreign countries - Afganistan, Jordan, Palestine, Gaza, Israel, Egypt, Ghana, Bhutan etc. Besides this, he has been invited to a number of international conferences and seminars as resource person by various institutions including the Kasetsart University of Thailand.



**Mr. Koh HARADA** (harada\_kou@nifty.com)

Koh HARADA graduated from Department of Agricultural Economics, Faculty of Agriculture, Tokyo University of Education, in 1961. He joined Zenhanren (National Marketing Federation of Agricultural Cooperatives) and gained much experience in its head office in various departments, such as Farming Section of Agricultural Department, Shibaura Livestock Sales Center of Livestock Department, Poultry Farming Section of Poultry Farming Department, Omiya Livestock Sales Center of Livestock Department, Personnel Department, etc. In March 1972, Zenhanren merged with Zenkoren (National Purchasing Federation of Agricultural Cooperatives) to form JA Zen-noh (National Federation of Agricultural Cooperative Association). In this newly established Federation, he successively held various important posts from 1972 to 1993, such as Section Chief of Marketing Promotion Section of Fruit & Vegetable Department in Tokyo Center of Metropolitan Area Marketing Department, Manager of Horticulture & the Farming Department in Osaka Branch Office, Deputy Manager of Horticulture Department and General Planning & Policy Dept. and Manager of Better Living Dept. In 1993, he assumed the position of Managing Director in JA Zen-noh and served for 3 years. Resigning in 1996, he was appointed as CEO of 2 subsidiaries under JA Zen-noh - Zen-noh Fuel Terminal Inc. and Zen-noh Techno Inc. After resigning from

those companies in 1999, he became the President of JA Distribution Research Institute. In 2002, he retired from the front line of the business world to start his new career as part-time lecturer in Koibuchi Academy (Vocational school to teach about food & agriculture, located in Mito City, Ibaraki Pref.). There, he put his efforts into training young people eager to establish a career in agricultural sector from 2001 to 2009. He also established a nonprofit organization - AICA (Association for International Promotion of Agricultural Co-operatives) in 2003, aiming to support the farmers and agricultural coops in the developing countries by making good use of his rich knowledge and experience.



**Mr. Kazumi IMAO**

Kazumi Imao, former President of the JA Kyosai Research Institute or JKRI, joined Zenkyoren (currently known as National Headquarters of JA Kyosairen or National Mutual Insurance Federation of Agricultural Cooperatives) after graduating from the Faculty of Agriculture at Kyoto University in 1969. After several years of service, he successively held the positions of director in JA Zen-chu and JA Kyosairen. He also has an experience of playing a pivotal role as the executive committee member of International Co-operative and Mutual Insurance Federation or ICMIF and the president Asia & the Oceania Association of ICMIF and presenting his report at ICMIF General Meeting. While he was executive director of JA Zen-chu, he attended ICA Board Meeting on behalf of his president and participated in managerial decision making. Recently, he is delivering lectures as a part-time lecturer at study courses jointly hosted by JKRI and Graduate School of Agricultural and Life Sciences at The University of Tokyo.



**Mr. Kiyohide KASUGA** (kasuga-k@kb4.so-net.ne.jp)

Kiyohide Kasuga received a master's degree in agricultural economics at Tokyo University of Education. He had been in charge of export-import business in trading company under JA Zen-noh (National Federation of Agricultural Cooperative Association). For his overseas experience, he was dispatched to Thailand and had been engaged in export trade of Thai Maize to Japan in cooperation with ACFT. Also, he was dispatched to Australia and had been engaged in export trade of foodstuffs, beef cattle and their meats. After retirement, he established a trading company of his own. In parallel with managing his company, he has been acting as a JICA expert and has been engaged in many projects related to the fostering of agricultural cooperatives and marketing promotion of farm products in Indonesia, Romania and Bangladesh. He also delivered many lectures on marketing promotion of farm products in IDACA.



**Mr. Kazuo TSUKADA** (tuskada.kazuo@sea.plala.or.jp)

Kazuo Tsukada was born in Toyama Prefecture in 1945. After graduation from faculty of Agriculture at The University of Tokyo, he joined JA Zen-chu (Central Union of Agricultural Co-operatives) in 1970 and assumed various important positions such as Manager of Agricultural Affairs Department in 1996, Manager of Measures for Agricultural Basic Policy Department in 1998, and Manager of General Affairs & Planning Department in 1999. From 2002, he took the office as an Executive Director. Upon retirement from JA Zen-chu, he was appointed as Executive Director of IDACA in 2005 and strived in the promotion of cooperative movement in developing countries during his tenure.

## SECTION - V

### COMPARATIVE FIELD STUDY VISITS IN JAPAN [Tokyo, Chiba, Yamanashi and Kanagawa Prefectures]

#### Field Study Visits in Japan

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

- Institute for the Development of Agricultural Cooperation in Asia-IDACA, Tokyo
- Visit to Yamanashi Prefecture.
- Visit to Wholesale Market in Tokyo – Ota Market
- Visit to JA Kanagawa Education Centre
- Visit to JA ZEN-NOH Agricultural Research & Development Centre, Kanagawa Prefecture:
- Visit to Chiba Prefecture – R&D Centre of JA Zen-noh Chiba; Fruits & Vegetables Distribution Centre of JA Zen-noh Chiba; JA Sanmugun-shi; the 1st Collection & Shipment Centre, Naruto Economic Centre; Sanmu Central Collection & Shipment Centre; JA Chiba Midori; Midori-no-Daichi (Direct Sales Shop), Green Home (Collection & Shipment Centre), Fresh Green (Farm Guidance Centre); JA Chiba Prefectural Union; Narita Plant of Furuya Milk Products Co. Ltd.

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

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

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

During the last 50 years, the IDACA has trained more than 5870 participants from 115 countries drawn from Agricultural Cooperative Movements and Governments from different countries of Asia, Latin America and Africa. It has active collaboration with technical assistance programs with the ICA Asia & Pacific.

The participants stayed at IDACA from 19th November to 14th December 2013.

**Visit to Yamanashi Prefecture:** On 26<sup>th</sup> November, 2013, participants visited the Minami-Alps City of Yamanashi Prefecture. The soil in this area contains many rocks, which is not suitable for wet paddy fields. Hence, fruit production (peaches, grapes, Japanese plums, cherries, Persimmons, etc..) is popular in this area. Blessed with advantageous location nearby Tokyo, there are many tourist farms. Because the farm land gets dried very easily, many farmers introduced an irrigation system using sprinklers 50 years ago.

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

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



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

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

Participants also visited A-Coop. Komano Sirane Store and “Roadside Station Sirane” and observed its operations.

**Visit to Wholesale Market in Tokyo:** Early morning the participants visited Ota Wholesale Market in Tokyo on 28th November 2013.

**History:** The very beginning of a Tokyo Market dates back to the days of Tokugawa Ieyasu, when he commenced Edo government; he brought in the fishermen from Tsukuda, Osaka City to Edo to let them purvey seafoods to Edo castle and at the same time gave them permission to sell near the Nihonbashi bridge. The vegetable and fruit markets also developed spontaneously around the same period. After the Meiji Restoration, these markets dwindled under drastic social changes, and under the new Tokyo City Government, private markets were permitted to open, which contributed to the stable supply of daily food necessary for the residents.

However, through the experience of Rice Riots attributed to the rice shortage in social unrest in 1918, the “Central Wholesale Market Law” was enacted in March 1923, which became the governing law for the opening of the public markets nationwide. While the construction plan of the Central Wholesale Markets in Tokyo was under consideration, the Great Kanto Earthquake occurred in September of the same year and the private markets, then operating, suffered devastating damages. The implementation of the construction plan was accelerated, and three Central Wholesale Markets – Tsukiji, Kanda and Koto – were established in 1935, and then Ebara, Toshima, Adachi, Omori, and Shokuniku markets were opened one by one in succession.

After World War-II, the great changes in the environment surrounding the markets with the high growth of the Japanese economy and concentration of urban population in Tokyo in the late 1960s and 70s, resulted in the revision of the Law in the current Wholesale Market Law in April 1971. Under this new law, Tokyo Metropolitan Government opened markets. Itabashi, Setagaya, Kita-Adachi, Tama New Town, Kasai (integrating Koto Market and its 3 branches consolidated). Ohta (integrating Kanda Market, Ebara Market and its Kamata branch and Ohmori Market). For the opening of Flower markets, the flower market section was opened in 1988 in Kita-Adachi Market for the first time and then opened in Ohta, Itabashi, Kasai, Setagaya Markets. Tokyo Metropolitan Government will move forward the market administration policy from the point of view of the citizens as consumers with an aim to realize comfortable Metropolitan life.

#### **Functions of the Central Wholesale Market:**

- **Collection:** A wide variety of produce in vast quantity from all over the country and from abroad is gathered.
- **Fair pricing:** Prices are determined by auction as a basic rule, which means the price will be reasonably determined as the highest bid price will be the price of the goods, reflecting the day’s supply and demand of the goods.
- **Distribution:** Produce gathered is divided into smaller quantities and sizes and sold to a number of stock purchasers.
- **Sound settlement of accounts:** Payment of charges is done quickly and properly under a fixed rule.
- **Reduction in distributing costs:** By buying and selling goods in large quantity at one place, transportation and other costs incurred in distribution can be reduced.
- **Providing information:** Prompt information on what and how much farm and marine products are delivered in the market, as well as on the wholesale prices on the day is valuable, avoiding confusion.

- **Hygiene inspection:** Hygiene checks on the goods are conducted by the Sanitation Inspection Station, and also guidance is given to the dealers to adhere sanitation standard, as required. Efforts are being made in maintaining that foods are checked in reliable conditions, and also in keeping the market facilities clean and sanitary.

**General Information:** Ota Market was built as a general market for farm produce (fruit & vegetables), marine products and flowers in 1981 under the 3rd wholesale market construction plan of Tokyo Prefecture. It integrated the farm produce markets from Kanta, Ebara and Kamata and absorbed the marine products market from Omori, to become a regional wholesale market. The flower market integrated 9 privately operated markets in the Jonan area.

The daily planned handling of farm produce is 3,000 tons, for marine products 300 tons and flowers 2,451 million when converted into cut stalks. The farm produce and flower markets are amongst the largest in Japan in terms of facility scale and handling volume, and are ranked first among the marine products market in Tsukiji Market as a prime market of Japan with a supply area that covers all of eastern Japan.

Many shipping organizations have offices on the premises, which makes distribution information readily available. For visitors, there is a display room and a specially marked course that make the market a familiar part of metropolitan Tokyo.

### **Study Visit in Chiba Prefecture:**

#### **Visit to R&D Centre of JA Zen-noh Chiba:**

On Monday, in the morning of 2<sup>nd</sup> December 2013, participants visited the R&D Centre of JA Zen-noh Chiba. At the outset, the Manager of JA Zen-noh Chiba explained the outline of JA Zen-noh Chiba. Its full name is the Chiba Prefectural Headquarters of National Federation of Agricultural Co-operative Associations. It was founded on March 31, 2001 after JA Chiba Prefectural Economic Federation of Agricultural Cooperatives and JA Zen-noh merged. It has 197 employees. Its main business is, Marketing of Domestic Farm Products; Purchase and Supply of Production Materials and daily necessities; Farm Guidance including Farm Promotion. Its transaction volume is 144 billion 170 million yen (FY 2012). It has 16 business offices and related facilities in and out of Chiba Prefecture (one facility is in Tokyo) – R&D Centre, Fruit & Vegetable Processing Centre, Fruit & Vegetable Distribution Centre, Nan-so federal Agricultural Warehouse, Shin-Minato Agricultural Warehouse, Katori Agricultural Warehouse, Silk Centre, Livestock Market, Closed Strain Swine Maintenance Farm, Agro-Machinery Parts Centre, Awa Broad-area Distribution Centre, Nan-so Broad area Distribution Centre, Katori Broad-area Distribution Centre, LP Gas Filling Station, Tokyo Horticultural Information Centre.

In the second session, the Chief of R&D Centre of JA Zen-noh Chiba, briefed about the activities of R&D Centre and tie-up activities among cooperatives. Research & Development Centre was established in November 1985 for the purpose of “supporting JA’s Farm Guidance Activities” and “Proliferation and Supply of superior seeds and seedlings”. In 2002, R&D Centre embarked on expansion of soil analysis, business and also set out in development and introduction of new cultivation techniques and varieties” striving to promote local production area in close linkage with JA’s marketing strategy. Also, amid drastic changes in each consumption, distribution and production stage, the Centre place a large emphasis on strengthening supports to increase production by offering a proposal on commodities and providing technical guidance and also for providing support for developing green, labor-saving and low cost cultivation techniques. The R&D centre has five major activities – Measures to increase production; provide green, labor-saving and low-cost cultivation techniques; support for JA’s Farm Guidance Activity; Support to secure food safety and create a strong production area and a proposal on commodities.

JA Zen-noh Chiba was in cooperation with Chiba Coop. COOPNET Business Union. JA Zen-noh Group becomes a bridge which connects producers and consumers with safety. They actively promote the production and distribution of safe, reliable and fresh farm products and try to expand its consumption. They protect members’ lives and health and promote regional agriculture to enhance self-sufficiency ratio. It contributes for revitalization of local communities by means of information exchange and development of activities for each other. They support “Local Production for Local Consumption” campaign by developing a network among production areas and regional agriculture. They contribute to wealthy lives of consumers and producers through implementing exchange meeting of production areas, farming experience, food education activity and event activities.

Consumer Cooperative Business Union .COOP NET is a Federation, which is comprised of consumer cooperatives in Tokyo and 7 other prefectures – Chiba Coop., Coop. Tokyo, Saitama Coop., Ibaraki Coop., Tochigi Coop., Coop. Gunma, Coop. Nagano, People's Coop. Niigata and subsidiaries of COOP NET. COOPNET has a total No. of 406.8x10,000 members. Its business turnover is 376.84 billion yen. It has 172 stores and 123 Home Delivery Centres.

The participants also observed the operations of Fruits & the Vegetables Distribution Centre of JA Zen-noh Chiba.

#### **Visit to JA Sanmugun-shi:**

On 3<sup>rd</sup> December, 2013, the participants visited the office of JA Sanmugun-shi. Sambugun-shi Agricultural Co-operative (JA Sambugun-shi) came into being in March, 1995 as a result of the merger among 3 agricultural co-operatives, located in one city, seven towns and one village. At that time, it was one of the biggest co-operatives in Japan. JA-Zenchu (Central Union of Agricultural Co-operatives) settled on a plan of 570 primary agricultural co-operatives in Japan by amalgamation. It was the first accomplishment of a merger in Chiba Prefecture complying with Zenchu plan.

Sambugun-shi area is located over the centre of Kujukuri-plain and a part of Ryoso-plateau at the eastern part of Chiba Prefecture.

The climate of the area is oceanic, warm and much rain-ful affected with warm current of the Pacific Ocean. The average temperature is 14.5 Celcius and the amount of rainfall is 1,592 mm per year.

“Koshihikari”brand is the main product of rice in the area. Recently endeavor to cut down the cost and the labor has been targeted.

Seven items of vegetables (Welsh Onion, Cucumber, Tomato, Carrot, Watermelon, Radish, and Maize) are produced mainly in this area.

JA has a total no. of 23,968 members – (13,957 Regular Members and 10,011 Associate Members).

In the afternoon, the participants observed the activities and operations of the 1<sup>st</sup> Collection and Shipment Centre, Naruto Economic Centre and Sanmu Central Collection and Shipment Centre. The title of the project is “Comprehensive Project to accelerate Agro-production System Reinforcement-1993”. Its construction completed on December 28, 1999. The total cost of the project is 524,160,000 yen (including tax). It has 9 Receiving Lines. Sorting System Utilizing Shape Measuring Camera Grading Machine equipped with 2 rows (2way-use for Cucumber and Eggplant). It has a Box Assembling Machine; Box Packing Equipment; Packaging Equipment; Product Shipping Equipment – Robot Palletizer – two units.

Sanmu Central Collection & Shipment Centre is the largest collection and shipment centre in JA Sanmugun-shi. Centring on the main farm products “Autumn/winter welsh onion”, various farm products are shipped throughout the year. “Sanmu Vegetable Plaza” equipped with vacuum pre-cooling device and cooling storage to keep the quality of vegetables intact. In addition, packing room is also attached in order to cope with various commodities.

#### **Visit to JA Chiba-Midori:**

On 4<sup>th</sup> December, in the morning, the participants visited the office of the JA Chiba-Midori. The President, Managing Director and concerned Managers briefed the participants about the activities of the JA. JA Chiba-Midori is located at the utmost eastern tip of Chiba Prefecture and its business area consists of 3 cities and 1 town. By harnessing rich soil, temperate climate and various geographical features of its jurisdiction, vegetable production is very popular in its area. JA Chiba-Midori handles more than 60 farm products and is nicknamed as “United States of Vegetable” for the size of production area and shipment volume, which are top in Japan. Its business area is Chosi City, Asahi City, Sosa City and a part of Sanbugun Yokoshibahikari Town.

JA Chiba-Midori was established in January 2001. Its Marketing Turnover is 2.95 billion yen and Purchasing Turnover is 9.7 billion yen. Its share capital is 2.1 billion yen. It has 22,732 members. It has 43 officials and 402 employees. JA Chiba-Midori has 2<sup>nd</sup> place in Japan in the horticulture production.

After that, one of the Managers, explained about the 4<sup>th</sup> Agricultural Promotion Plan of JA Chiba-Midori – 2014-2016. There are three basic incentives for Member-Supporting System:-

Protect Food and Ecosystem as a Trustworthy Production Area: (1) Improve accuracy of production record registering; (2) Expand “Pink Flag Campaign” aiming to prevent agro-chemical drift accidents; (3) Expand voluntary inspection of agro-chemical residue.

Create New Cooperative Movement by Collaborations with other organizations: (1) Establish new framework for exchange across regional boundaries; (2) Secure core farmers and work out measures for aging problem; (3) Contribute to the local community through food & agriculture education activities.

Strive in the Development of attractive commodities by grasping production, processing, distribution and marketing in integral manner: (1) Establish a support system for sustainable development; (2) Underpin farm-scale expansion & farm management, sustainability by flexible response to various fund demands and smooth supplying of capital; (3) Promote approach to apprehend production, processing distribution and marketing integrally.

In the afternoon, the participants observed the JA's facilities – Midori-no-Daichi (Direct Sales Shop): It is located at the 1<sup>st</sup> floor of the AEON Shopping Mall inside “Choshi Fresh Vegetable Alley Frech Marche”. It is open all year round from 9.00 hrs to 19.00 hrs. Green Home Choshi” – JA Chiba-Midori; Farm Guidance Centre Asahi “Fresh Green”, JA Chiba-Midori. The integrated collection & shipment and storage facility, including grading facility, which was established by projects of Advanced Agricultural Production, Promotion Measures and Agriculture & Rural Community Revitalization Structure Improvement in 1993, 18 years have passed since the establishment and it became obsolete to use. Therefore, JA implemented a new project for renovation of a grading facility to enhance its functions and to aim at increasing production of high quality cucumber and sales contract business by making use of government subsidy for strengthening agriculture project.

#### **Visit to JA Chiba Prefectural Union:**

On 5<sup>th</sup> December, in the morning, the participants visited the office of the JA Chiba Prefectural Union. Mr. Shimazu, Manager of Agriculture Promotion Department, briefed the participants.

Chiba Prefecture is located on the eastern side of the Tokyo Metropolitan area. Chiba Prefecture borders Tokyo Metropolis and Saitama Prefecture to the north-west of the Edo River and Ibaraki Prefecture to the north of the Tone River. It is surrounded by ocean on its three sides, it has a marine temperate climate and blessed with warm winter and cool summer. It has a population of 6,216,289 persons. It has 2,515,904 households.

JA Prefecture Union has 21 JAs as its members – JA Awa; JA Kisarazu-shi, JA Kimitu; JA Isumi; JA Chosei; JA Sanmugun-shi; JA Ichibara-shi; JA Chiba-Mirai; JA Yachiyo-shi; JA Inba; JA Narita-shi; JA Tomisato-shi; JA Nishi-Inba; JA Ichikawa; JA Toukatsu Futaba; JA Toukatsu Chuo; JA Chiba Toukatsu; JA Katori; JA Sahara; JA Tako-machi; JA Chiba-Midori.

Chiba Prefecture – the “Kitchen for the Tokyo Metropolitan Area” among the national agricultural production, adds up to approximately 8.3 trillion yen, Chiba Prefecture contributes about 400 billion yen and ranks 4<sup>th</sup> in the nation. In vegetable production, Chiba prefecture boasts of 156.8 billion yen and is in the 2<sup>nd</sup> place in national rankings. Its rice production is 73 billion yen and livestock production is 103.4 billion yen. JA Group Chiba considers itself as the “Kitchen for the Tokyo Metropolitan Area” and is striving hard in food production in order to supply safe, reliable and fresh farm products to consumers’ dining table. Among a variety of farm products produced in this prefecture are sweet potato, Japanese pear, white radish, groundnut (with shell unremoved), edamame (green soya beans); turnip; string beans (immature), shungiku (edible garland chrysanthemum), rape blossoms, parsley and stock (flower) ranked No. 1 in national production. In other words, Chiba Prefecture is dubbed as the “Repository of Vegetable”.

#### **Visit to Narita Plant of Furuya Milk Products Co. Ltd.**

In the afternoon of 5<sup>th</sup> December, the participants visited the Narita Plant of Furuya Milk Products Co. Ltd. One of its Managers briefed the participants about the plant operations and showed the plant.

Because Chiba is the prefecture where dairy farming started in Japan, there are still many dairy farmers still active in production. In this plant, they procure most of raw materials, which is high in quality, from these local farmers. By utilizing fresh local raw milk brought into this plant, delicious milk is produced.

Milk from this plant is shipped to supermarkets, schools and 300 sales outlets centering in the Kanto Region. Its products are sold at more than 1,000 supermarkets in neighboring prefectures and consumed in 450 schools during lunchtime within Chiba prefecture. Also, the company offers delivery service of the products for homes of its customers.

#### **Visit to the Education Centre of JA Kanagawa Prefectural Union:**

On the morning of 9<sup>th</sup> December, 2013, the participants visited the Education Centre of JA Kanagawa Prefectural Union. Mr. Kato, Deputy Manager (Trg.) briefed the participants about the Centre's activities.

Establishment of the Education Centre followed by a resolution adopted at the 19<sup>th</sup> Kanagawa Prefecture Meeting of Agricultural Cooperatives as a Project for 20<sup>th</sup> 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 Specialized 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.

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

In the afternoon of 9<sup>th</sup> December, the participants visited the Research and Development Centre of JA Zen-Noh, Kanagawa Prefecture. Mr. OOTAKE Isamu, Management and Education Section, 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 to aim 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 amendments, 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 “member organizations” or “JA's staffs” to these situations. In 1962, Agricultural Technical Centre was established and in 2010 new R&D Centre of Agricultural Research & Development Centre was set-up.

Introduction of Fuel Laboratory of Zen-Noh: Fuel Division is closely related to lives of farmer members. Fuel Division has two businesses – Business of Petroleum, fuel oil (for convenient car life and for farming) and business of LP Gas (for home consumption and for farming). JA has 1552 shops of LPG and it supplies LPG to 51,550 houses.

**SECTION-VI**

**Action Plans Proposed by the Participants**

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

Name of Country : **Bhutan**  
Name of the Participant : **Mr. Sonam**  
Position : **District Chief Agriculture Officer**  
Name of Organization : **District Administration, Chhukha District, Bhutan.**  
Title of the Proposal : **To establish community-based Farm Road Maintenance System in Jungley-Phatsuma villages in the Bongo sub - district.**  
Target Group : **Road Users of Jungley-Phatsuma – 3 villages and 85 households.**  
Implementing Agency : **District Agriculture Office, District Administration, Chhukha.**  
Duration of the Plan : **January 2014 to July 2015.**

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Name of Country : **Cambodia**  
Name of the Participant : **Mr. Ly Sophean**  
Position : **Official of Administration, Planning, Accounting and International Cooperation.**  
Name of Organization : **Department of the Agricultural Extension of GDA, Ministry of Agriculture, Forestry and Fisheries (MAFF), Cambodia.**  
Title of the Proposal : **Improvement of Accounting System of Agricultural Cooperatives in Takeo Province.**  
Target Group: **10 Agricultural Cooperatives in Takeo Province – 3 persons per cooperative who are responsible for accounting process.**  
Implementing Agency : **Department of Agricultural Extension, General Department of Agriculture, Ministry of Agriculture, Forestry and Fisheries, Cambodia.**  
Duration of the Plan : **Six months – July 2014 to January 2015**

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Name of Country : **India**

Name of the Participant : **Mr. Biswa Ranjan Mallick**

Position : **Asstt. General Manager (Sales), Guwahati Zone.**

Name of Organization : **Gujarat Co-operative Milk Marketing Federation Ltd. (GCMMF Ltd.)**

Title of the Proposal : **Promotion of Dairy Sector as Priority Sector in India through facilitation with financial institutions.**

Target Group : **31,83,800 farmers of Gujarat, all member unions of GCMMF Ltd., Anand, Gujarat.**

Implementing Agency : **Policy Makers i.e. Reserve Bank of India, Ministry of Agriculture, Ministry of Finance, India.**

Duration of the Plan : **One Year – January 2014 to December 2014.**

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Name of Country : **India**

Name of the Participant : **Dr. Jeewan Ram Khoja**

Position : **Asstt. Field Manager**

Name of Organization: **Indian Farmers Fertilizer Cooperative Ltd. (IFFCO)**

Title of the Proposal: **Enhancement of cotton production in Patan Taluka through balanced and efficient use of fertiliser.**

Target Group : **Farmers of Patan Taluka, Gujarat.**

Implementing Agency : **IFFCO through 3 Primary Agricultural Cooperative Societies – Matpur, Manpur, Dharnoj.**

Duration of the Plan : **April 2014 to March 2017.**

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Name of Country : **Indonesia**

Name of the Participant : **Mr. Mohammad Hasan**

Position : **Chairman**

Name of Organization : **Salt Farmers Social Community Cooperative, East Java (HMPG – JAWA TIMUR).**

Title of the Proposal : **Increasing the Institutional Management Capacity and Human Resources of Capital Enterprises in Salt Farming Community through the Strategic Plan Program in East Java.**

Target Group : **Members of Salt Farming Community in East Java in 11 Districts.**

Implementing Agency : **Salt Farming Community, East Java (HMPG – JAWA TIMUR).**

Duration of the Plan : **January 2014 to December 2016.**

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**1st TRAINING COURSE OF 2013**

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Name of country : **Lao PDR**

Name of the Participant : **Mr. Vannakone Sisommang**

Position : **Technical Officer**

Name of Organization : **Extension of Agriculture and Cooperative Section, Department of Agriculture and Forestry, Ministry of Agriculture and Forestry, Champassak Province, Lao PDR.**

Title of the Proposal : **Establishment of Model Cooperative to promote Coffee business in Paksong District.**

Target Group : **Five of Coffee Groups in Paksong District, Champasak Province, Lao PDR – (1,200 household Members, 1,300 ha).**

Implementing Agency : **Extension of Agriculture and Cooperative Section, Department of Agriculture and Forestry, Champasak Province, Lao PDR.**

Duration of the Plan : **January 2014 to December 2015**

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Name of Country : **Myanmar**

Name of the Participant : **Ms. May Thu Aung**

Position : **Assistant General Manager**

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

Title of the Proposal : **Promotion of Rural Cooperatives in Maubin Township, Ayarwaddy Region (Delta Area).**

Target Group : **Preliminary selected 3 cooperatives in Maubin Township, Ayarwaddy Region to participate in the project.**

Implementing Agency : **Central Cooperative Society Ltd. (CCS) and Shwe Pyi San Farming & General Trading Cooperative Federation.**

Duration of the Plan : **May 2014 to April 2016.**

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Name of Country : **Nepal**  
Name of the Participant : **Mr. Khagendra Raj Bhandari**  
Position : **Chairman**  
Name of Organization : **District Agriculture Cooperative Federation, Morang, Nepal.**  
Title of the Proposal : **Establishment of Rice Processing Plant at Belbari VDC in Morang District, Nepal.**  
Target Group : **Members of 115 Agriculture Coop. Societies of Morang District.**  
Implementing Agency : **District Agriculture Cooperative Federation Ltd. (DACFL), Belbari VDC, Morang with the coordination of Nepal Agriculture Cooperative Central federation Ltd., Kathmandu (NACCFL).**  
Duration of the Plan : **January 2014 to to June 2016.**

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Name of Country : **Philippines**  
Name of the Participant : **Mr. Eufemicito Richard Javar Javillonar**  
Position : **Branch Manager**  
Name of Organization : **Sta. Cruz Savings and Development Cooperative (SACDECO).**  
Title of the Proposal : **Promotion of Organic-based Rice Cultivation.**  
Target Group : **Members of the Sta. Cruz Savings and Development Cooperative (SACDECO).**  
Implementing Agency : **Sta. Cruz Savings and Development Cooperative (SACDECO).**  
Duration of the Plan : **Two Year Plan (2015 – 2016).**

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**1st TRAINING COURSE OF 2013**

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Name of Country : **Sri Lanka**

Name of the Participant : **Mr. Jayasooriya Mudiyanseelage Vajira Prabhath Jayasooriya**

Position : **Chairman**

Name of Organization: **Galigamuwa Multipurpose Cooperative Society Ltd., Sri Lanka.**

Title of the Proposal : **To provide credits to rubber planters to establish plantations in the new area of 200 hectares in the Galigamuwa Electorate in Kegalle District in Sri Lanka.**

Target Group : **Farmers cultivating rubber trees in Galigamuwa Electorate.**

Implementing Agency: **Rural Banking Section, Galigamuwa Multipurpose Co-operative Society Ltd.**

Duration of the Plan : **1st January 2014 to 1<sup>st</sup> January 2015.**

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Name of Country : **Vietnam**

Name of the Participant : **Ms. Nguyen Thi Hoi**

Position : **Officer**

Name of Organization : **Quang Nam Cooperative Alliance, Vietnam.**

Title of the Proposal : **Enhancing Cooperative Members' Income through Marketing of Diversified Rice Products in Quang Nam Province, Vietnam.**

Target Group : **Nearly 320,000 farmer-members of Agricultural cooperatives of Quang Nam Province, Vietnam.**

Implementing Agency : **Agricultural cooperatives and Union of Agricultural cooperatives with support from Quang Nam Cooperative Alliance.**

Duration of the Plan : **Feb., 2014 to December 2016.**

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## 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 IRMA 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:**

**IRMA Module on “Agri-Coop. Business Management, Leadership & Planning”**

**October 20 – November 17, 2013**

11 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; 1 = Poor**

Module Title	Excellent (5)	Very Good (4)	Good (3)	Fair (2)	Poor (1)	No Response
Use and relevance of the training for you	4	4	1	-	-	2
<b>Program Design:</b>						
a) Extent of coverage	2	7	2	-	-	-
b) Conceptual framework	5	5	1	-	-	-
c) Correlation of my time spent with the learning I had:	5	3	3	-	-	-
d) Orientation of the program	4	6	1	-	-	-
e) Reading material	6	3	2	-	-	-
Overall effectiveness of the program	5	6	-	-	-	-
<b>Module-wise Feedback:</b>						
Governance & Management of Agri. Coops. – 7 Sessions (Prof. KV Raju)	3	5	2	-	-	-
Business Development Planning - 7 Sessions (Prof. KV Raju)	5	4	1	1	-	-

**1st TRAINING COURSE OF 2013**

<b>Module Title</b>	<b>Excellent (5)</b>	<b>Very Good (4)</b>	<b>Good (3)</b>	<b>Fair (2)</b>	<b>Poor (1)</b>	<b>No Response</b>
Leadership and Team Building – 10 Sessions (Prof. S.N. Biswas)	8	3	-	-	-	-
Applying Personal Leadership Skills in Professional and Personal Life (PLS)	11	-	-	-	-	-
Financial Accounting, Budgeting and Costing – 5 Sessions (Prof. Paresh Bhatt)	4	4	3	-	-	-
Financial Accounting, Budgeting and Costing – 5 Sessions (Prof. Asmita Vyas)	4	4	3	-	-	-
Project Planning and Management – 14 Sessions (Prof. Hitesh Bhatt)	11	-	-	-	-	-
Financial Management – 8 Sessions (Prof. Asmita H. Vyas)	5	4	2	-	-	-
Marketing Management – 8 Sessions (Prof. Preeti Priya)	2	7	1	1	-	-
Human Resource Management in Agri- Cultural Coops. – 6 Sessions (Prof. Nivedita Kothiyal)	2	5	2	1	-	-
Individual and Group Behavior –8 Sessions (Prof. Madhavi Mehta)	8	2	1-	-	-	-
Communication & Presentation Skills – 3 Sessions (Prof. Madhavi Mehta)	5	4	1	-	-	-
Communication & Presentation Skills – Writing Action Plan – 3 sessions (Prof. Hitesh Bhatt)	9	2	-	-	-	-
Ice Breaking Session 1 Session (Prof. Hitesh Bhatt)	7	2	-	-	-	2
<b>Field Visits:</b>						
Sandesar Milk Producers' Coop. Society	4	4	1	-	-	2
Amul Dairy, Anand	5	3	2	-	-	1
Gujarat Coop. Milk Mktg. Fedn. Ltd.	5	3	3	-	-	-
IFFCO Kalol Plant, Gandhi Nagar	5	5	1	-	-	-
Mother Dairy, Gandhi Nagar	6	4	1	-	-	-
Gambhira Collective Coop. Farming	6	4	-	1	-	-
Self-employed Women's Assn. (SEWA)	2	5	1	2	-	1
Amul Chocolate Plant, Mogar	5	4	2	-	-	-
Indian Dairy Machinery Co. Ltd. (IDMC)	3	5	2	1	-	-
Valsad Sugar Mill, Valsad	7	3	1	-	-	-
Amalsad Multipurpose Coop. Society	5	4	1	1	-	-

Module Title	Excellent (5)	Very Good (4)	Good (3)	Fair (2)	Poor (1)	No Response
Agriculture Produce Market Committee (APMC)	4	4	2	1	-	-
Bhaikaka Krishi Kendra (Organic Hut)	9	2	-	-	-	-
<b>Support Services:</b>						
Program Office	7	2	1	-	-	1
Accommodation	8	1	2	-	-	-
Food	4	3	4	-	-	-

### IDACA MODULE: 19 November to 14 December, 2013

#### Summary of the Evaluation:

##### Program Coverage:

Out of the 11 participants, 10 said the program coverage was **very good** and 1 said it was **good**. Some participants made the following comments:

- The contents of the training and field visits are very relevant to my profession. Back home, I am an Agriculturist and I work closely with farmers. In Japan, I am honored to listen to many knowledgeable resource persons and I got a chance to see with my own eyes what JA is doing for the benefits of farming community in Japan.
- Got a lot of knowledge about Japan Agricultural Cooperatives.
- A very good initiative by Govt. of Japan to encourage interaction, exchange and impart training to the South and South-East Asian countries to develop agricultural cooperatives and thereby socio-economic condition of these countries.
- Time is very short because Chiba Prefecture alone visit was detailed one. If time is more, more prefectures visit is possible.
- Program was very important and interesting. I can get knowledge from the program.
- Coverage of the program was very useful.

##### Most Beneficial Subject for you:

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

- Historical Development of JA, Focal Points of Establishing JA; Distribution System of Agricultural Products & Marketing Business; HRD of Agricultural cooperatives and Leadership Reinforcement and Field visits;
- Distribution System of Agricultural Products and Marketing Business;
- Visit & interaction with farmer in Yamanashi prefecture; visit & interaction at JAs; Collection, Grading & Shipment Centres; R&D Centre; Tokyo Wholesale Market and briefing on Auctioning System to gain perspective of agriculture in Japan and JAs Role.
- Field Visits to JAs Facilities – Grading, processing, R&D Centre and Direct Sale Shop; Visit to Central Wholesale Market, Ota; Classroom sessions; business activities of Japanese Agricultural Cooperatives; Distribution of Agricultural products in South East Asia; HRD of Agricultural Cooperatives.

- Study visit to Chiba Prefecture. The visit is very important. It gives me a new experience. I can transfer knowledge and technology to my country.
- All subjects are very important for me.
- Field Visits – Ota Market and Chiba Prefecture are most beneficial for me. “Seeing is believing”. It is good to observe these places in my career.
- Distribution and Marketing System of Agricultural Products; Preparation of Action Plans;
- All topics/course are beneficial.
- I love study visits – very interesting. I learnt a lot from that.

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

The replies were:

- Subjects to be added: Visit to Women Association and Youth Association; Visit to few Welfare Centres run by JA to experience hands-on;
- All subjects are very interesting, but Insurance subject for me hasn't valued. Business Management and Project Management may be added.
- A session on JAs Credit Business, which is the highest business in terms of value must be added instead of Insurance business;
- More discussions with progressive farmers in their field to learn more is practical; Visit to JA's hospital may be added; Visit to Fertilizer plants & lecture on it may be added.
- Sightseeing in Tokyo and other places are very nice.
- All subjects are interesting and I can apply them in my organization;
- I would like to visit to Norinchukin Bank because I would like to study JA Credit and Banking System; a subject on Leadership may be added because our training program is on “Fostering Core Leaders of Agricultural Cooperatives”.
- Field Visit to Farmers Commodity Wise groups and Livestock Cooperatives;
- Some time we need more time for making questions to clarify the problems;

**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:

- Way of presentation and material are adequate but there is always room for improvement. Presentation by Mr. Y. Abe was the “best one” for me.
- Lecturers are very good, but some of them don't know English. Therefore, their presentation not easy to understand.
- Presentations by the following Faculty were the best in terms of content, communication and relevance – Mr. Hiroshi Terunuma; Mr. Koh Harada; Mr. K. Kasuga. They covered the topics well, provided time for Q&A and clarified all queries.
- If more English Speaking Lecturers are engaged, it is better to communicate.
- Some language problem to understand each other;

**Study Visits in Ciba Prefecture:** 10 of the 11 participants have expressed their opinion that the study visits to Ciba Prefecture was very good. One said it was good. Some participants have offered the following comments:

- The study visit coupled with few sight-seeing places – Tokyo Bay and Kamogawa Sea World were memorial one. I will cherish that experiment. I felt honored to interact with JA officials and was able to see Grading facilities and cold storage, which are in fact out of bound for others.

- I want to go to visit Vegetable Farm and Livestock Farm;
- Provided insight into the scale, technology, efficiency and expertise in post production, handling, processing and marketing of Japanese agricultural output through JAs mechanism and infrastructure. The visit and interactions with both JA Sanbugun-shi and JA Chiba Midori officials and representatives were on JAs operations at primary level. All the JAs officials and representatives were very sincere, cordial and responsive in their approach in educating us.
- More time may be given to practical visits than classroom introduction. It is easy to understand. "Seeing is believing". Visitors to progressive farmers' field should also be included which is very useful to understand about agriculture.
- JAs in Japan are very exceptional in terms of business, membership, marketing, etc.
- It was very nice. JAs officials were very friendly and we got an explanation as much as we can.
- Study visit supported to my knowledge.
- JA organization is so wonderful.

**Other Observation Tour (1-day observation in and around Tokyo, Yamanashi Prefecture; – Wholesale Market; Edo-Tokyo Museum; the Education Centre of JA Kanagawa Prefecture Union; JA Zen-noh Agricultural R & D Centre):**

09 participants wrote that it was very good while 02 said it was good. Some of them offered comments, as follows:

- Humbled by Mr. Saito and his wife's hospitality; Astonished to visit the Ota Wholesale Market and to know the volume of agri. and marine products transacted. So many people around yet day to day transactions done most efficiently and effectively; Edo-Tokyo Museum – good to know Bhutan and Japan share few similarities cultures. It was a learning experience to visit Kanagawa Education Centre and JA Zen-noh R&D Centre.
- More places should be added to visit like Mount Fuji & Temples;
- Ota Wholesale Market visit provided insight on the scale, technology and efficiency on handling and marketing of agricultural produce. The interaction with Mr. Saito at Yamanashi provided first hand information on farming in Japan and issues of farmers.
- Visit to Direct Sale Shop gave some knowledge.
- I have learnt a lot, especially the importance of marketing techniques from the visit of the wholesale market, Ota.

**Administration and Management:** 10 participants said that it was very good and two said it was good. Following remarks were offered by some of the participants:

- The choice of Resource Persons – right person for right topic. Field visits were well-organized and time management was super.
- Impeccable management efforts by course coordinators & supporting staff. All bookings were done beforehand, all course material was provided in time, all requests and special needs both for training and otherwise were taken care of and attended to. Excellent efforts by Mr. Usui and Ms. Oshita.
- Very punctual; Very disciplined
- All the staff in IDACA most helpful and well understanding people

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

- No issues – rooms were cleaned regularly and bath towels replaced frequently. The Janitor was prompted to see, even our smallest needs taken care of. I felt at home in IDACA.
- Excellent facilities – spacious classrooms; good food, comfortable and functional rooms for stay.

- Following facilities should be supported by IDACA – Toilet, shower; the white color of room lighting; bed bolster.

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

- If you can change the menu twice a week, it is good for participants.
- The meal is delicious, but the menu is not flexible. Sometimes get bored with eating the same kind of food;

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

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

- Need more time to learn and visit; need more time to ask for some information; we are in a hurry during study visits;
- If IDACA support and add a program of visits to the landmark or historical places in Japan, it will be more satisfying for us.
- Increase the time duration of IDACA course, if possible, because the prefecture like Hokkaido is excellent in agricultural technology. But due to short time, impossible to visit; Visit to Direct Sales Shops is also interesting. Interaction with more progressive farmers may be included.
- Include visits to a single purpose coops i.e. dairy coops also in the course.
- A little more time for sight-seeing and window-shopping during field visit may be given;
- Send by e-mail important subjects introduced in Japan to develop our country's cooperatives.





SECTION - VIII

**COURSE CONCLUDING SESSION  
AND AWARD OF CERTIFICATES OF PARTICIPATION**

The concluding session of the 1st ICA/Japan Training Course-2013 was held at IDACA, Tokyo on December 13, 2013. The session was attended by Mr. Toshiyuki SHINADA, Deputy Director, International Cooperation Division, International Affairs Department, MAFF, Mr. Hideya SUZUKI, Manager (GAD) of IDACA, including all his senior staff and Mr. A.K. Taneja, Project Coordinator of the ICA-AP, New Delhi.

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

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

**Mr. Hideya SUZUKI**, Manager (GAD) of IDACA, on behalf of Mr. Hiraoka, Executive Director of IDACA, appreciated the presence of Mr. SHINADA from MAFF, at the closing ceremony. He congratulated all the participants on successful completion of the training course. He was happy that the training course was completed successfully without any trouble. He said that it was not a "closing ceremony", it was "commencement ceremony". You have to start a new vision towards the development of agricultural cooperatives and society in your country. He advised the participants to make good use of their knowledge and information received by them during the training course. He hoped that participants will implement the Action plans they have finalized in IDACA for the development of their organization and society. He further advised the participants to get in contact with IDACA staff, as they have become members of IDACA family. They can visit IDACA's Facebook web site.

**Mr. B.R. Mallick**, the participant from India, extended a vote of thanks on behalf of the participants. He expressed the highest gratitude of all the participants from the ten Asian countries to MAFF for supporting this training course financially. He said, "we gained knowledge and exposure to the functions of JAs (Japan Agricultural Cooperatives) and found it truly professional, technologically advanced and worth emulating".

He also thanked Dr. Chan Ho Choi, Regional Director, ICA-AP, for designing and implementing the training program.

"We also thank all experts, training coordinators – Mr. Usui and Ms. Oshita and all officials and support staff of IDACA for going out of their way in addressing our needs and comfort during our long stay in order to make us feel at home and make the training program successful.

We thank Mr. A.K. Taneja for all constant efforts, care and encouragement he has provided us for the entire course duration. He has been always available and accessible to us. In two months, he has truly become our friend, philosopher and guide.

We also recall the management capsule training program imparted by IRMA, providing us a crash course on management concepts as well as on agricultural cooperatives.

We are sure that this program shall go a long way to develop agricultural cooperatives and socio economic conditions in Asian region.

There is an old saying that "seeing is believing". We return overwhelmed seeing for ourselves the working and the impact of agricultural cooperatives in Japan and it has immensely motivated us to do better in our own fields in our respective countries. We shall try our best to implement our action plans, which we have finalized here".

---

The **Certificates of Participation** from the ICA as well as from the IDACA were awarded to the participants at the end of the concluding session. Mr. Charles Gould, Director-General, ICA and Dr Chan Ho Choi, the Regional Director, ICA-AP, signed the ICA Certificates of Participation while Mr Hiraoka Keiji, Executive Director of the IDACA, signed the IDACA Certificates.

*(After completing the IDACA training program, the participants left Japan for their home countries on 14th December, 2013).*

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Mr. Hiraoka Keiji, Executive Director, IDACA, inaugurating the Japan Segment at IDACA



A group photograph of the participants after the inaugural ceremony



Welcome Lunch being hosted by IDACA after the inaugural ceremony



A class-room session in progress at IDACA



Participants at the Grading Centre of JA Komano in Yamanashi Prefecture



Participants at the Orchard of Mr. Yukihiro Saito in Yamanashi Prefecture



Participants at the Orchard of Mr. Yukihiro Saito in Yamanashi Prefecture



A view of Central Wholesale Market at Ota, Tokyo



Participants at the Wholesale Market, Ota, Tokyo



Participants are being briefed about the R&D Centre of JA Zen-noh, Chiba



Participants at the Farm of R&D Centre of JA Zen-noh, Chiba



Participants at the Lab of R&D Centre of JA Zen-noh, Chiba



Briefing session at Fruit and Distribution Centre of JA Zen-noh, Chiba.





Participants observing facility at Fruit and Distribution Centre of JA Zen-noh, Chiba



Group Photograph of the participants at Fruit and Distribution Centre of JA Zen-noh, Chiba



Briefing session at JA Sanmugun-shi



Participants observing the activities at Collection and Shipment Centre of Naruto Economic Centre





Participants at the Sanmu Central Collection & Shipment Centre



Briefing session at the office of the JA Chiba-Midori



A group photograph of the participants alongwith officials of JA Midori-Chiba



Participants at the Farm Guidance Centre Asahi "Fresh Green" of JA Chiba-Midori



Participants at the Direct Sales Shop of JA Chiba-Midori



Participants observing the operations at the integrated collection & shipment and storage facility, including grading facility centre



Briefing session at the office of the JA Chiba Prefectural Union





Briefing at Narita Plant of Furuya Milk Products Co. Ltd.



Participants at Narita Plant of Furuya Milk Products Co. Ltd.



Briefing session at the Educational Centre of JA Kanagawa Prefectural Union



Group photograph of the participants at the Educational Centre of JA Kanagawa Prefectural Union



Participants observing facilities at JA Zen-noh Agricultural Research & Development Centre, Kanagawa Prefecture



Participants observing the facilities at JA Zen-noh Agricultural Research & Development Centre, Kanagawa Prefecture



A group photograph of the participants at JA Zen-noh Agricultural Research & Development Centre, Kanagawa Prefecture



One of the participants presenting their final Action Plans at IDACA



Closing ceremony at IDACA



Mr. Toshiyuki Shinada, representative of MAFF, giving away the 'Certificate of Participation' to the participants



A group photo of the participants after the closing ceremony at IDACA

**1<sup>st</sup> ICA-Japan Training Course on  
“FOSTERING CORE LEADERS OF AGRICULTURAL COOPERATIVES 2013”  
IRMA Module on ‘Agri-Cooperative Business Management, Leadership & Planning’  
October 20 – November 17, 2013**

**Session Plan**

Date	09:15 – 10:25	10:40 – 11:50	12:05 – 13:15	14:30 – 15:40	16:00 – 17:10
21.10.2013 (Mon.)	Inauguration and Orientation	Ice Breaking Prof. Hitesh Bhatt	C&PS-1	C&PS-2	C&PS-3 Visit to Dairy Cooperative Society, Sandesar
22.10.2013 (Tue.)	L&TB-1	BDP-1	IGB-1	FAC-1	Visit to Amul Dairy
23.10.2013 (Wed.)	L&TB-2	BDP-2	IGB-2	FAC-2	Visit to GCMMF
24.10.2013 (Thur.)	BDP-3	FAC-3	IGB-3	L&TB-3	GMAC-1
25.10.2013 (Fri.)	FAC-4	IGB-4	BDP-4	L&TB-4	IGB-5
26.10.2013 (Sat.)	GMAC-2	BDP-5	GMAC-3	BDP-6	GMAC-4
27.10.2013 (Sun.)	Free				
28.10.2013 (Mon.)	FAC-5	HRM-1	FAC-6	L&TB-5	Visit to Amul Chocolate Plant
29.10.2013 (Tue.)	Workshop on Team Building (Sessions 6-10)				
30.10.2013 (Wed.)	Visit to SEWA				
31.10.2013 (Thur.)	FAC-7	PM-1	PM-2	HRM-2	PM-3
01.11.2013 (Fri.)	FAC-8	PM-4	HRM-3	Visit to Gambhira	
02.11.2013 (Sat.)	Visit to IFFCO, Kalol & Mother Dairy Gandhinagar				
03.11.2013 (Sun.)	Free				
04.11.2013 (Mon.)	PLS-1	PLS-2	PLS-3	Sightseeing	
05.11.2013 (Tue.)	PLS-4	PLS-5	PLS-6	Sightseeing	
06.11.2013 (Wed.)	FAC-9	PM-5	C&PS-4	MM-1	FM-1
07.11.2013 (Thur.)	FM-2	IGB-6	IGB-7	FAC-10	MM-2
08.11.2013 (Fri.)	PM-6	IGB-8	FM-3	PM-7	Visit to IDMC
09.11.2013 (Sat.)	Visit to Valsad Sugar Cooperative, Amalsad Multipurpose Society, APMC				
10.11.2013 (Sun.)	Free				
11.11.2013 (Mon.)	FM-4	MM-3	MM-4	PM-8	MM-5
12.11.2013 (Tue.)	FM-5	MM-6	MM-7	Visit to Sardar Patel Memorial	Visit to Bhaikaka Krishi Kendra
13.11.2013 (Wed.)	FM-6	FM-7	MM-8	HRM-4	PM-9
14.11.2013 (Thur.)	PM-10	PM-11	PM-12	PM-13	HRM-5
15.11.2013 (Fri.)	FM-8	PM-14	C&PS-5	C&PS-6	HRM-6
16.11.2013 (Sat.)	GMAC-5	BDP-7	GMAC-6	GMAC-7	Feedback & Valedictory

Topics/Focus	Sessions	Resource Persons
<b>1. Governance and Management of Agricultural Cooperatives (GMAC)</b> <b>Focus:</b> Coop Principles; Theories of Cooperation; Integrated Package and Services – credit, input, value addition (farm guidance and strengthening of joint collection and shipment); Participatory Decision Making; Design of Cooperatives– membership, Governance and Operations; Approaches – appreciative inquiry and learning, process approaches, new generation cooperatives.	7	Prof. KV Raju
<b>2. Business Development Planning (BDP)</b> <b>Focus:</b> <i>Why BDP</i> – Resource mobilization, Business diversification, Enhancing members' participation, Dealing with inactive members, Promote marketing of the village produce, Value-chain management perspectives, Formation of Cooperatives. <i>How BDP</i> – Stages in the participation of BDP of PACs, Preparation of various sub plans for the business plan, such as credit, input, storage, consumer services, deposits, welfare activities. <i>BDP in Action</i> – Business Plan and linkages to be established at various levels. Tools of monitoring (quantitative and qualitative information). Performance indicators related to different business activities, management and member participation. Role of various support agencies and their responsibilities.	7	Prof. KV Raju
<b>3. Leadership and Team Building (L&amp;TB)</b> <b>Focus:</b> Attitudes and Values relevant to cooperatives; Effective Cooperative Management through participatory decision-making process; Effective Governance through Cooperative Leadership; Responsibility of Cooperative Leaders (preparation of second line in leadership).	10	Prof. SN Biswas
<b>4. Applying Personal Leadership Skills in Professional and Personal Life (PLS)</b> <b>Focus:</b> After understanding the concepts of 'Leadership & Team Building' in another module, one has to apply them in professional and personal life for organizational and individual growth. Application of Leadership in organizations becomes evident from Ricardo Semler's book, 'Maverick'. Through Deming's famous 'Red Beads Experiment' participants learn the importance of overcoming the difficulties (Red Beads), of the juniors at the work place, which inhibits their performance and robs them of their dignity. Through the session on 'Work Life Balance', the participants realize the importance of giving importance to personal, social, and spiritual life along with their professional life for better effectiveness in the workplace and home. Finally, with the help of a number of video clips on Leadership, the participants get motivated to put the Learning to Action. At the end, a little on 'Reflecting Internally' will help the participants take a more proactive stance in various situations.	6	Prof. Hitesh Bhatt
<b>5. Financial Accounting, Budgeting and Costing (FAC)</b> <b>Focus:</b> Introduction to financial accounting, Budgeting, variance analysis, Profit and Loss accounting, Balance Sheet, ratio analysis, costing and pricing of products and services in agricultural cooperatives, breakeven analysis, Cost Volume and Profit Relations.	5 5	Prof. Asmita H. Vyas Prof. Paresh J. Bhatt
<b>6. Project Planning and Management (PM)</b> <b>Focus:</b> An overview of Project Management; Project Identification; Project Analysis and Selection; Project Appraisal; Project Implementation; Project Review (Monitoring and Evaluation). PERT/CPM, Planning and Scheduling, Logical Framework Analysis.	14	Prof. Hitesh Bhatt
<b>7. Financial Management (FM)</b> <b>Focus:</b> Working Capital Management; Time Value of Money; Estimating relevant cash flows; Financial Criteria for investment decisions in agricultural cooperatives; Importance of member's capital.	8	Prof. Asmita H. Vyas
<b>8. Marketing Management (MM)</b> <b>Focus:</b> Market and Competition; Cooperative Marketing Concept; Marketing Mix, Market Intelligence, Product Life Cycle and New Product Development.	8	Prof. Preeti Priya
<b>9. Human Resource Management in Agricultural Cooperatives (HRM)</b> <b>Focus:</b> Selection, Recruitment and Matching Skills and Knowledge with the Role Profile Planning, Development of Employees to meet the requirements of a growing organization.	6	Prof. Nivedita Kothiyal
<b>10. Individual and Group Behavior (IGB)</b> <b>Focus:</b> Perception, Personality, Personal Effectiveness, Motivation and conflict.	8	Prof. Madhavi Mehta
<b>11. Communication &amp; Presentation Skills (CPS)</b> <b>Focus:</b> Communication and inter- personal effectiveness; making an effective oral presentation.	3 3	Prof. Madhavi Mehta Prof. Hitesh Bhatt
<b>12. Field Visits</b>		Mr. Oliver Macwan

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**WRAP-UP SESSION, ICA ASIA & PACIFIC, NEW DELHI**

**November 17 – 18, 2013**

- Nov. 17, Sun.** Return to New Delhi via Ahmedabad;  
Collect baggage from ICA-AP;  
Stay at Hotel Vikram, New Delhi
- Nov. 18, Mon.** Sight-seeing in Delhi in the forenoon  
Farewell Dinner in the evening  
21.00 Lv. Delhi TG 316 00:50\*
- Nov. 19, Tue.** Ar. Narita, Japan TG 676 15:45



**Program of the 1st ICA-Japan Training Course on  
"Fostering Core Leaders of Agricultural Cooperatives" in FY2013**

JAPAN : November 19 – December 14, 2013

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

Month	Date		Program	
November	19	Tue		Arrival of participants
	20	Wed	Orientation/ Opening Ceremony	(L) Historical Development of Japanese Agriculture and Agricultural Cooperatives (Mr. Hiroshi TERUNUMA, IDACA)
	21	Thu	(L) Organizations and Business Activities of Japanese Agricultural Cooperatives (Mr. Kenji TAKEUCHI, Expert)	
	22	Fri	(L) Focal Points for Establishing Agricultural Cooperatives (Mr. Yukio ABE, IDACA)	
	23	Sat	Free	
	24	Sun	Sightseeing in Tokyo	
	25	Mon	Presentation of Draft of Action Plan (1)	Presentation of Draft of Action Plan(2) /Guidance for its Finalization
	26	Tue	(V) Visit JA Member Farmer in Yamanashi Prefecture	cont. Observation of JA's facilities (Grading Center, etc.)
	27	Wed	(L) Distribution System of Agricultural Products and Marketing Business of Agricultural Cooperative & Function of Wholesale Market ~ Marketing and Purchasing Business of Agricultural Cooperative (Mr. Koh HARADA, Expert)	
	28	Thu	(V) Visit to Tokyo Metropolitan Central Wholesale Market (Ohta Market)	(V) Visit to Edo-Tokyo Museum
	29	Fri	Group Discussion and Clarification of uncertain points related to the first half of the Program (Guidance for finalizing Action Plan)	(L) JAs' Mutual Insurance Business (Mr. Kazumi IMAO, JA Kyosai Research Institute Research Adviser)
	30	Sat	Free	
	December	1	Sun	Move to Chiba Prefecture for Study Visit
2		Mon	(V) Observation of the JA ZEN-NOH Chiba R&D Center	(V) Observation of the JA ZEN-NOH Chiba Fruit & Vegetable Collection Center
3		Tue	(V) Visit to JA Sanbugunshi (Primary Coop) ~ Subject: Outline of the JA and its Marketing Plans & Producers' Groups	cont. Observation of the JA's facilities (Collection & Shipping Center, etc.)
4		Wed	(V) Visit to JA Chiba-Midori (Primary Coop) ~Subject: Outline of the JA and its "4th Agriculture Promotion Plan"	cont. Observation of the JA's facilities (Direct Sales Shop, Collection & Shipping Center, etc.)
5		Thu	(V) Visit to JA Chiba Prefectural Union ~Subject: Outline of Agriculture and JAs in Chiba Pref.	(V) Visit to the Narita Plant of Furuya Milk Products Co., Ltd. (Return to IDACA)
6		Fri	(L) Case Study on Distribution of Agricultural Products in South East Asia (Mr. Kiyohide KASUGA, Sunalfa Development Co., Ltd.)	
7		Sat	Free	
8		Sun	Free	
9		Mon	(V) Visit to JA Kanagawa Education Center	(V) Visit to JA ZEN-NOH R&D Center
10		Tue	(L) Human Resource Development of Agricultural Cooperatives and Leadership Reinforcement / Q&A Session to clarify uncertain points before finalizing Action Plans (Mr. Kazuo Tsukada, Former Managing Director of IDACA)	
11		Wed	Preparation of Action Plan	Preparation of Action Plan/Submission of Action Plan
12		Thu	Presentation of Action Plans	Presentation of Action Plans
13		Fri	Presentation of Action Plans	Evaluation Meeting / Closing Ceremony
14		Sat	Leave IDACA for home counties	

**ICA-JAPAN TRAINING COURSE ON  
FOSTERING CORE LEADERS OF AGRICULTURAL CO-OPERATIVES-2013(I)**

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### 1st ICA-Japan Training Course on Fostering Core Leaders of Agricultural Cooperatives-2013



India-Japan: 03 October to 14 December 2013



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**Mr. Mohammad Hasan**  
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**Mr. Vannakone Sisommang**  
Ministry of Agriculture and  
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**Mr. A.K. Taneja**  
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**ICA - Asia and Pacific**

**EXECUTIVE SUMMARY**

**2nd ICA/JAPAN TRAINING COURSE**

On

**“Fostering Core Leaders of Agricultural  
Cooperatives-2013”**

**India-Japan: February 1, 2014 - April 11, 2014**

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## SECTION – I

### Executive Summary of the 2nd ICA/Japan Training Course on “Fostering Core Leaders of Agricultural Cooperatives-2013”

India-Japan: February 1, 2014-April 11, 2014

#### Course Participants:

A total of 11 participants (men and women) were selected from among the candidates nominated by the ICA member-organizations/Ministry of Agriculture, Forestry and Fisheries from the following countries – Bhutan-1, Cambodia-1, India-1, Lao PDR-1, Malaysia-1, Myanmar-1, Nepal-2, Sri Lanka-1, Thailand-1, and Vietnam-1. 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 India on the 14th February, 2014. On 15th February, 2014, a sightseeing tour was arranged by ICA-AP to Agra to visit Taj Mahal. On 16th February, the participants visited the office of the ICA-AP in New Delhi. They were briefed about the ICA's activities. The same day, the participants left New Delhi for IRMA via Ahmedabad.

#### Inaugural Session of Part-I of the Program:

The IRMA module on 2nd ICA-Japan Training Course on “Fostering Core Leaders of Agricultural Cooperatives 2013” was inaugurated at the Executive Training and Development Centre (ETDC) of IRMA on 17 February 2014.

**Prof. Jeemol Unni, Director of IRMA**, formally inaugurated the program at the Conference Hall of IRMA by welcoming all the 11 participants coming from 10 different countries of Asia & Pacific. She highlighted the importance of the role the Agricultural Cooperatives were playing in the developing nations - in the turbulent economic and global environment. She complimented ICA for choosing a very apt theme “Fostering Core Leaders of Agricultural Cooperatives 2013” as the need of the day was leadership at the helm of these cooperatives. She explained how vital it was to strengthen the leaders in order to make cooperatives more beneficial to members, who were increasingly subjected to the vagaries of the market forces. She wished all the participants well. She profusely thanked the management of ICA-AP for conducting a major part of this program at IRMA, Anand, India.

**Mr. Ashok Kumar Taneja, representative of ICA**, in his briefing, recalled the long association between IRMA and ICA in conducting programs on such themes and explained about the keen interest and commitment shown by the Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Govt. of Japan, the sponsor of the program. He also gave a brief account of the background of this training course. He also wished all the participants well and urged them to take the learning from IRMA and apply that to their cooperatives in their country and help thousands of farmers gain in the process.

**Prof. Hitesh Bhatt, Coordinator, Management Development Programs (MDP) at IRMA**, welcomed the participants and gave them an overview of programs, services and facilities at IRMA. He also spoke on behalf of the Coordinator of this part of the program, Prof. Madhavi Mehta, who could not attend the inaugural ceremony, owing to illness. He also thanked ICA for its continued support, and the participants' organizations for sending them to this training program. The Inaugural ceremony ended with everyone introducing themselves.

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In the afternoon, each participant made a presentation of the draft of their Action Plan, made by them during Home Country Assignments in their respective organizations and in their respective countries before joining the Training Course in India. Prof. Hitesh Bhatt advised them as to how to improve their Draft Action Plans.

### Teaching Modules/Faculty

The program was segmented into teaching modules covering different subjects, which were handled by designated faculty members under the overall coordination of Prof. Madhavi Mehta. Prof. Hitesh Bhatt, Prof. Paresh Bhatt, Prof. Preeti Priya, Prof. K.V. Raju, Prof. S.N. Biswas, Prof. Nivedita Kothiyal and Prof. Asmita Vyas constituted the faculty team.

### Detailed Module Designs

The module at IRMA 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 using a project approach. The main topics taught at the Institute were: [01] Governance and Management of Agricultural Cooperatives (GMAC), [2] Business Development Planning (BDP), [3] Leadership (LS), Team Building (TB), [4] Applying Personal Leadership Skills in Professional and Personal Life (PLS), (5) Financial Accounting, Budgeting and Costing (FABC), [6] Project Planning and Management (PM); [7] Financial Management (FM); [8] Marketing Management (MM); [9] Human Resource Management in Agricultural Cooperatives (HRM), [10] Individual and Group Behavior (IGB), (11) Communication & Presentation Skills (CPS), and [11] Comparative field study visits to primary, district, state and national level cooperative institutions.

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

#### Topic-01

##### **Governance and Management of Agricultural Cooperatives (GMAC)**

[Prof. K.V. Raju] – 07 Sessions of 75 Minutes each

**Focus :** Coop. Principles; Theories of Cooperation; Integrated Package and Services – credit, input, value addition (farm guidance and strengthening of joint collection and shipment); Participatory Decision Making; Design of Cooperatives – Membership, Governance and Operations; Approaches – appreciative inquiry and learning, process approaches, new generation cooperatives.

#### Topic-02

##### **Business Development Planning (BDP)**

[Prof. K.V. Raju] – 08 Sessions of 75 Minutes each

**Focus :** Why BDP – Resource mobilization, Business diversification, Enhancing members' participation, Dealing with inactive members, Promote marketing of the village produce, value-chain management perspectives; formation of co-operatives.

How BDP – Stages in the participation of BDP of PACs, Preparation of various sub plans for the business plan, such as credit, input, storage, consumer services, deposits, welfare activities.

BDP in Action – Business Plan and linkages to be established at various levels. Tools for monitoring (quantitative and qualitative information). Performance indicators related to different business activities, management and member participation. Role of various support agencies and their responsibilities.

#### Topic-03

**Team Building (TB)** - [Prof. S.N. Biswas] – 05 Sessions of 75 Minutes each

**Leadership (LS)** – [Prof. Hitesh Bhatt] – 05 Sessions of 75 Minutes each

**Focus :** Attitudes and Values relevant to cooperatives; Effective Cooperative Management through participatory decision-making process; Effective Governance through Cooperative Leadership; Responsibility of Cooperative Leaders (preparation of second line in leadership).

#### Topic-04

##### **Applying Personal Leadership Skills in Professional and Personal Life (PLS)**

[Prof. Hitesh Bhatt] – 06 Sessions of 75 Minutes each

**Focus:** After understanding the concepts of 'Leadership & Team Building' in another module, one has to apply them in professional and personal life for organizational and individual growth.

Application of Leadership in organizations becomes evident from Ricardo Semler's book, 'Maverick'. Through Deming's famous 'Red Beads Experiment' participants learn the importance of overcoming the difficulties (Red Beads), of the juniors at the work place, which inhibits their performance and robs them of their dignity. Through the session on 'Work Life Balance', the participants realize the importance of giving attention to personal, social, and spiritual life along with their professional life for better effectiveness in the workplace and home. Finally with the help of a number of video clips on Leadership, the participants get motivated to put the Learning to Action. At the end, a little on 'Reflecting Internally' will help the participants take a more proactive stance in various situations.

Topic-05

**Financial Accounting, Budgeting and Costing (FABC)**

[Prof. Asmita Vyas] – 05 Sessions of 75 Minutes each

[Prof. Paresh J. Bhatt] – 05 Sessions of 75 Minutes each

**Focus :** Introduction to financial accounting, Budgeting, variance analysis, Profit and Loss accounting, Balance Sheet, ratio analysis, costing and pricing of products and services in agricultural cooperatives, breakeven analysis, Cost Volume and Profit Relations.

Topic-06

**Project Planning and Management (PM)**

[Prof. Hitesh Bhatt] – 12 Sessions of 75 Minutes each

**Focus :** An overview of Project Management; Project Identification; Project Analysis and Selection; Project Appraisal; Project Implementation; Project Review (Monitoring and Evaluation). PERT/CPM, Planning and Scheduling, Logical Framework Analysis.

Topic-07

**Financial Management (FM)**

[Prof. Asmita Vyas] – 08 Sessions of 75 Minutes each

**Focus :** Working Capital Management; Time Value of Money; Estimating relevant cash flows; Financial Criteria for investment decisions in agricultural cooperatives; Importance of member's capital.

Topic-08

**Marketing Management (MM)**

[Prof. Preeti Priya] – 08 Sessions of 75 Minutes each

**Focus :** Market and Competition; Cooperative Marketing Concept; Marketing Mix, Market Intelligence, Product Life Cycle and New Product Development.

Topic-09

**Human Resource Management in Agricultural Cooperatives (HRM)**

[Prof. Nivedita Kothiyal] – 06 Sessions of 75 Minutes each

**Focus :** Selection, Recruitment and Matching Skills and Knowledge with the Role Profile Planning, Development of Employees to meet the requirements of a growing organization.

Topic-10

**Individual and Group Behavior (IGB)**

[Prof. Madhavi Mehta] – 03 Sessions of 75 Minutes each

**Focus :** Personal Effectiveness, Communication and interpersonal effectiveness; making an effective oral presentation.

Topic-11

**Communication & Presentation Skills (CPS)**

[Prof. Madhavi Mehta] – 03 Sessions of 75 Minutes each

[Prof. Hitesh Bhatt] – 03 Sessions of 75 Minutes each

**Focus:** Communication and inter-personal effectiveness; making an effective oral presentation.

## PROFILE OF THE FACULTY MEMBERS, IRMA



**Prof. KV Raju (*kvr@irma.ac.in*)**, PGDRM (IRMA), joined IRMA in 1994 after having a decade long work in the field of development co-operation. He worked with Samakhya and Multi Co-ops' Association enabling farmers organize themselves under co-operative structures to collectively pool, process and market their produce. He assisted them in designing and managing cooperatives through comprehensive business counseling, management training, member education and field based action research activities. His current interests include governance and management of producers' organizations, community based interventions in enhancing livelihood, social entrepreneurship and the role of ethical leadership in development co-operation.



**Dr. SN Biswas (*saswata@irma.ac.in*)** (Ph.D.) has over 20 years of experience in teaching, executive training and consulting. He has been a consultant to several NGOs, government development organizations, co-operatives, educational institutions in the areas of institutional development, executive selection, consumer education, rural banking, etc. He has trained several managers from India and abroad. He has also conducted team building programs in Australia and Afghanistan. He has been a visiting faculty with many institutions of repute. He has authored several research papers in organizational behavior, human resource management, and rural development management. His present areas of interest are leadership, empowerment, and team building.



**Prof. Hitesh Bhatt (*hiteshvbhatt@irma.ac.in*)**, B.Tech. (IIT Delhi), M.S. (Georgia Tech). Prior to joining IRMA again in 2010, he was head of the Centre for Management Studies at Dharmsinh Desai University in Nadiad, Gujarat. He has 18 years of industrial experience - of which 8 years is as CEO/ Country Head of large organizations in India and Tanzania. He started his academic career in 1995 with IRMA and since then, he has been involved in teaching, training, and consulting in diverse areas. He has trained different cadres of persons in a variety of organizations. His current areas of interest are quality management, operations management, project management, individual and organizational effectiveness and developing soft skills.



**Prof. Asmita H. Vyas (*asmita@irma.ac.in*)** is a Fellow of the Institute of Chartered Accountants of India and a law graduate. She has over 15 years of experience in teaching courses in financial accounting and auditing. Taxation and Commercial laws are other areas of her interest. She has been associated with KBS, Vapi, and has served as a visiting faculty at various institutions including the study centres in Gujarat of ICAI of India and ICWA. Prof. Vyas also has exposure to the industry as a chartered accountant. She has presented papers at several national and international conferences.



**Prof. Paresh J. Bhatt (*paresh@irma.ac.in*)** is a Fellow of the Institute of Cost Accountants of India. He is also a Certified Management Accountant from IMA-USA. His core area of teaching is cost and management accounting. He has worked with various industrial organizations in public and private sectors in the areas of finance management, financial accounting, cost and management accounting, management advisory functions under complex and strategic requirements, management of commercial activities and handling of taxation. He has been associated as a visiting faculty member with many prestigious management institutes. Prior to joining IRMA in October 2007, he was General Manager-Finance and Accounts at M/s. UPL EE Ltd., Vadodara.



**Dr. Preeti Priya (*preeti@irma.ac.in*)** holds a Ph.D. in Management from Sardar Patel University, Gujarat. She has developed a comprehensive model to measure private label proneness of consumers in organized retail as part of her doctoral study. Dr. Preeti has around 11 years of experience in academia, research, and industry. Prior to joining IRMA, at Nielsen, she was involved with various market modeling projects related to brand share prediction, decomposition of market shares, marketing mix strategies, retail tracking of modern retail, exit points, tourist centres, etc. Her current research interests are market modeling and analytics, consumer choice processes, consumer well-being measurement, brand management, and market based solutions for poverty alleviation.





**Dr. Nivedita Kothiyal ([nivedita@irma.ac.in](mailto:nivedita@irma.ac.in))** holds a Ph.D. in Human Resource Management from Institute of Management, Nirma University of Science and Technology, Ahmedabad. She has over nine years experience in academics, consultancy, research, and training with specialization in human resource management, organizational development, industrial relations, and negotiations. Her research interests include work and employment which include gender issues in management such as work-life balance, diversity management including disability, workforce development and intimidation, issues of decent work, and corporate social responsibility and development. She has presented papers at international and national conferences, workshops, seminars, and symposia.



**Prof. Madhavi Mehta, Coordinator of this Training Course ([madhavi@irma.ac.in](mailto:madhavi@irma.ac.in))**, Fellow, XLRI, Jamshedpur, and Academy of HRD, Ahmedabad, has been a researcher, teacher, trainer, and consultant for over 17 years. She has been involved in designing and assessing various HRD systems including performance management and compensation restructuring in NGOs and cooperatives. Organization design and restructuring is another area of her interest. She has conducted/co-ordinated several training programs for enhancing managerial effectiveness and development of HRD systems in co-operatives and development organizations. Her areas of interest include leadership, organization development, capacity building, managerial effectiveness, and HRD.



**Dr. Jeemol Unni, Director of IRMA ([jeemol@irma.ac.in](mailto:jeemol@irma.ac.in))** holds a Ph.D. and an M.Phil. in Economics. She undertook postdoctoral research at the Economic Growth Centre, Yale University, USA. She was the RBI Chair Professor in Economics at IRMA during 2009-2011. She is on the Board of Governors of Women in Informal Employment, Globalizing and Organizing, UK, and on the editorial board of the Indian Journal of Labor Economics, New Delhi. She was an ILO consultant with the National Commission for Enterprises in the Unorganized Sector, New Delhi. Her research interests are in labor economics, informal sector, education economics, social policy and gender. She has several papers and books to her credit.



## SECTION-II

### Comparative Field Study Visits in India

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 organization at primary, secondary and national levels.

Study visits to cooperative institutions in India were organized in the Delhi / Gujarat State. The participants visited the following institutions:

- **International Cooperative Alliance [ICA] – Asia & Pacific, New Delhi.** The participants visited the office of the ICA-AP on 16th February 2014. They were briefed about the activities of ICA-AP. The ICA-Asia & Pacific Office is operating from New Delhi since 1960, serves 80 national level organizations from 25 countries, representing about 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.

- **Institute of Rural Management, Anand [IRMA], Gujarat:** The participants left New Delhi on 16th February for Anand, Gujarat. They stayed at the campus of the Institute of Rural Management (IRMA), Anand, Gujarat, from 16th February to 15th March 2014. Here they mainly studied the Agri-Coop. Business Management, Leadership & Planning.

The Institute of Rural Management, Anand (IRMA) established in 1979, is the pioneering academic institution in rural management education and research. It is committed to pursuing excellence along with creativity and integrity. The unique strength of IRMA lies in its ability to integrate development and management in all its endeavors and activities. This sets IRMA apart from other management and rural development institutions, which are largely concerned with either management or development, but not with both. IRMA's educational and training programs provide state-of-the-art pedagogically with emphasis on experiential learning. The faculty comprises experienced academicians and practitioners of national and international repute.

- **Sandesar Primary Milk Producers' Cooperative Society Ltd.:** On 17th February, in the evening, the participants visited the Sandesar Primary Milk Producers' Cooperative Society Ltd. and observed its operations. The society was established in 1952. At present, it has 935 members (868 men and 67 women). Average milk procurement per day is 2786 liters. The salient features of the society are as follows – The transparency in collection, quality testing and payment at the village level cooperative society, supply of animal feed at concessional rate to members.
- **AMUL Dairy [Kaira District Co-operative Milk Producers' Union Ltd.,] Anand, Gujarat:** The participants visited the Plant and Office of Amul Dairy on 18th February 2014. They were briefed by its Public Relation Officer about the activities of Amul Dairy. The participants also observed its Plant in Anand. The role of the Union at the district level in processing milk and other products and the collective marketing of the Gujarat Cooperative Milk Marketing Federation is unique.

It was registered on 14th December 1946. Under this union, there are 1176 villages and a total membership of 6,69,546. It has a total milk handling capacity of 2,500,000 liters per day. It has following production units: Dairy Plant, Anand, Food Complex, Mogar, Cheese Plant, Khatraj, Amul Satellite Dairies. It has one Research Centre and one Cattle Feed Factory at Kanjari. It has the following variety of milk and milk products – Amul Fresh Milk, Butter, Cheese, Infant Milk Food, Milk Powers; Sterilized Homogenized Flavored Milk; Sterilized Homogenized Fruit based Milk; Energy Drinks; Curd; Ghee; Butter Milk; Cocoa Products; Cooking Chocolate; Malted Milk Food; Extruded Food; Bread

Spread; Table Margarine; Avsar Sweets; Bakery Products, etc.

- **Gujarat Cooperative Milk Marketing Federation (GCMMF):** On 19th February, the participants visited the office of the Gujarat Cooperative Milk Marketing Federation (GCMMF). Its Public Relation Officer and Managing Director briefed the participants about its activities. GCMMF is India's largest food products marketing organization. It is a state level apex body of the milk cooperatives in Gujarat, which aims to provide remunerative returns to the farmers and also serve the interest of consumers by providing quality products which are good value for money. GCMMF is marketing the milk products under the brand name of AMUL. GCMMF has achieved the 2.5 billion US\$ milestones. The Federation's network of 45 sales offices ensures that its products reach the remotest parts of the country. The Federation also expanded the export business to major markets in the world. It was established in 1973. 17 District Cooperative Milk Producers' Unions are its members. It has 3.2 million producer members and 16,914 village societies. Its total milk handling capacity per day is 13.67 million liters.
- **Amul Chocolate Plant, Mogar, Anand, Gujarat:** On 20<sup>th</sup> February, the participants visited the Amul Chocolate Plant at Mogar, near Anand, Gujarat, and observed its operations. Amul has 6 plants at Mogar, such as Chocolate plant, Bread spread plant, Malted Milk food, High Protein foods, Sweet manufacturing Plant & Bakery plant.

Chocolate plant was started in the year 1972 by Dr V Kurien to protect the exploitation of cocoa growing farmers in south India. The cocoa growers of south India were badly exploited by Multinational companies like Cadbury & Nesstle etc. They were buying cocoa seeds at very low rates. As there was no buyer of Cocoa, therefore, Dr V Kurien thought of starting Cocoa processing plant to save the interest of farmers in Kerala. But the farmers of Kerala didn't support him to install the chocolate plant there. So, he started the chocolate plant at Mogar and made cocoa collection centers in Karnataka & Kerala to collect cocoa directly from Farmers to remove the middle men/traders of cocoa.

Another reason to start the chocolate plant at Mogar was to utilize the surplus Milk powder in chocolate manufacturing along with cocoa beans. Amul is manufacturing many varieties of chocolates like dark chocolate, Milk chocolate, Almond bar & chocozoo etc., along with institutional chocolates like Milk/Dark chocoslabs etc.

There are 170 permanent employees working at Mogar along with 400 casual workers on daily wages.

- **IFFCO Production Unit at Kalol, Gujarat:** On 22nd February, the participants visited the office and the plant of IFFCO Production Unit at Kalol, Gandhi Nagar, Gujarat. They were briefed and were apprised of the plant's activities, including the activities of CORDET.

Kalol Unit is the first plant of IFFCO which was commissioned in 1974. It was established with the aim of quality fertilizer supply and to give strong growth to Indian agriculture during green revolution and boost to the Indian economy. Kalol Plant has a capacity of 1100 tonnes per day for Ammonia production and 1650 tonne per day for Urea production. Kalol Unit is having Certification for Quality, Safety, Occupational Health and Environment (ISO-9001:2008, OSHAS 18001:2007, ISO-14001:2004). IFFCO Township (Kasturinagar) is ISO-14001:2008 certified.

- **Co-operative Rural Development Trust – CORDET:** IFFCO has created this Trust with a renewed outlook for integrated rural development of villages. To undertake different activities for farming, cattle management, self-employment, water conservation, rural health, educational and youth development activities is the main motive of CORDET.
- **Gambhira Coop. Farming Society, Gujarat:** On 3<sup>rd</sup> March, the participants visited the field of Gambhira Coop. Farming Society. They were briefed about its activities by one of the Directors of the society. The participants also met the farmer-members of the Society. Joint farming and collective marketing to maximize the income of the members was the important lesson learnt from the Gambhira visit.

Gambhira cooperative farming society, formed in response to a distress situation, was born of small farmers whose individual efforts at cultivation on small private holdings proved unviable. The society was formed in 1953 as a pooled effort on the part of its 176 members who combined 201 acres of

private land. Over time, both the area and society membership swelled to 526 acres and 291 members respectively, owing to reclamation and purchase of land along with membership growth. The entire land, pump sets, tube wells, tractors and other assets belong to the society with individual members having no ownership rights either on assets or cultivation decisions.

The land is collectively cultivated by forming 30 small groups with a number of members in each group varying between eight and 14. The groups execute the crop plan decided by the Managing Committee in consultation with their group leaders. The society is managed by the Managing Committee, President, Manager and other employees.

- **The Kamrej Vibhag Co-op. Fruit & Veg. Growers' Society Ltd.** On 7<sup>th</sup> March, the participants visited the office of the Kamrej Vibhag Cooperative Fruit & Vegetable Growers' Society Ltd. Its Manager briefed the participants.

The Kamrej Vibhag Fruit & Vegetable Growers' Society Ltd. was established on 14th January, 1958. Kamrej and some surrounding villages of Surat District are known as the banana belt where a bumper crop of banana is produced. At the beginning, local traders were buying banana from the farmers half the market price and were selling at a very high price and were earning a huge profit. Moreover, the farmers were not getting full weightage of small banana in a bunch. The farmers were exploited on a number of counts. At last, around 11 beleaguered farmers came together and set up a society near Kamrej crossing road.

In no time, the society made a lot of progress and started paying competitive price and full weightage to the produce of the farmers. Now, there are 4359 members in the society which produce banana worth Rs. 130 million. Apart from providing all technical inputs, the society gives loan to the farmers for meeting the huge expenses on banana crop.

Now, the society has taken up other activities into its fold to support the farmers. The society has started selling fertilizer, and it owns a grocery store and a Compressed Natural Gas (CNG) pump. The ripening chambers have also been constructed by the society to ripen banana and sell in the local market.

The society has also tied up with M/s Desai Fruit & Vegetable, a local agency which exports 60% of the total banana. This agency takes care of everything including technical support and transportation and pays a very competitive rate to the farmers. The society has a reserved fund of around Rs. 100 million and other fund of Rs. 50 million.

The society is run by a governing body of 15 members and an elected Chairman. With the formation of the society, the prosperity of the farmers has increased in this area.

- **Amalsad Multipurpose Cooperative Society Ltd.** On 7th March, participants visited the complex of Amalsad Multipurpose Co-operative Society Ltd. Its Secretary briefed the participants. It was registered on 11th December 1941. Its area of operation is 17 villages. It has 2997 active members and 4937 other members (non-producers). It has an authorized share capital of Rs. 15,00,000 and paid up share capital of Rs. 9,91,200. It has 17 branches. Its main activities are (a) agricultural credit; (b) Agri. Input Supply services; (c) Petrol, Diesel, Oil supply; (d) Marketing of Mango, Chikoo, Paddy, Elephant Fruit, Banana, etc.; (e) Agri. Extension Services, Special fruit Fly Project; (f) Supply of Consumer goods and services, including grocery, cement, textiles, ready-made garments, stationery, departmental store, firecracker, etc. It has consumer stores at 17 locations and Flour Mill at 4. It has been supplying agricultural implements to its members. It owns three gardens with a capacity of 1500 M.T., 1000 M.T. and 1500 M.T. respectively.

In addition, the participants visited and observed the activities of Canning Factory (a producers' company), Ganadevi Co-operative Sugar Mill; Agricultural Produce Marketing Committee (APMC); its collection & shipping centre, etc. at Amalsad.

- **Ganadevi Co-operative Sugar Mill:** Ganadevi Sugar Cooperative factory was established in 1962 at Gandevi village in Navsari District of Gujarat. From the capacity to crush 400 metric tonnes of sugarcane coming from the fields of few hundred farmers, it has expanded. Now it has 18,000 farmers as members

and the capacity to crush is 5000 tonnes per day. It had crushed 1.1 million tonnes of sugarcane in 2010-11. The recovery of sugar is a very impressive at 11.5 percent.

- **Amul Dairy Plant, Virar:** On 8th March, participants visited the new and ultra modern plant of Amul Dairy at Virar. Its salient features are as follows:

It has a processing capacity of 50,000 Liters Per day (LPD), Auto Standardization; It has Homogenizer of 50,000 Liters per hour; It has robotic Crate Filling Operations with Traffic Management System – all these features have been introduced for the first time in India. Its other features are as follows – it has a web based Real Time Monitoring System; High Speed Packing Machines (160 ppm); On-line Check Weighers with Dynamic Weight Control on Milk Packing Lines; It has Hot Water Generator in place of Conventional Boiler; Rain Water Harvesting System; Sewage Treatment Plant and Treated Water Re-utilization System; Access Control System. Its Plant's details are as follows – Its handling capacity is 600,000 Liters Per day (expandable to 1 million LPD); 150,000 LPD of Butter Milk Production; 20,000 LPD of Curd/Yoghurt; 125,000 LPD of Ice Cream. It has a milk storage capacity of 10,50,000 Liters.

- **Amul Cattle Feed Plant:** On 11<sup>th</sup> March, the participants visited the Amul Cattle Feed Plant, situated at Kanjari, Dist. Anand. The Cattle Feed Plant of Amul was set up with the assistance of OXFARM under the Freedom from Hunger campaign of Food and Agriculture Organization to produce 50MT of balanced cattle feed. The plant has since then grown in size to become Asia's largest cattle feed plant producing more than 1100MT of feed daily. Amul has plans to further expand its capacity in the coming years. Supply of regular balanced cattle feed has significantly helped farmers to overcome economic losses due to health problems, reduced reproductive efficiency, infertility, etc. The plant today manufactures the following products: Amuldan (Bypass Protein Feed), Calf Starter, Milk Replacer, Mineral Mixer, Medicated Feed, Urea Mineral Molasses Block

In order that the feeds supplied to the farmers are cost effective raw materials are procured during seasons from all over India. The following material form part of various feed manufactured by the plant: Cotton seed extraction, Groundnut extraction, Sunflower extraction, Rapeseed extraction, Maize gluten, Maize oil cake, Goar bhardo, Cotton seed oil cake, Mango seed extraction, Palm kernel extraction, De-oiled rice bran, Rice polish fire, Rice, Jowar, Salt Dicolciom phosphate (D.C.P.), Vitamin AD3, Calcite powder Trace mineral, Molasses etc.

In addition to above program Amul procure and distribute quality fodder seeds like, Lucerne, Jowar, Maize etc. to fulfill the requirement of roughages of the ruminants. For better utilization of fodder, Amul supplies chaff cutters (Suda) to farmers.

As feed constitutes 70 per cent of the cost of milk, reducing the cost of feed while ensuring its nutritive value contributes significantly in improving the income of milk producers. Animal nutrition program Amul has helped a long way the dairy farmers sustaining their dairy farming.

- **Indian Dairy Machinery Co. Ltd. – IDMC Limited:** Participants visited four units of IDMC on 12<sup>th</sup> March 2014. IDMC was set up in 1979 in the industrial town of Vithal Udyognagar, near Anand, Gujarat, India. Today, it is among the largest project engineering and equipment manufacturing companies in the dairy, beverages, pharmaceutical, healthcare, brewery, food processing, confectionery and industrial refrigeration sectors. In addition, the company has set up a top-of-the line packaging film plant for products such as vegetable oil, coffee, tea, salt, milk powder, sanitary napkins, etc. IDMC provides comprehensive process and project solutions under one roof with in-house equipment manufacturing and process automation facilities, which is best in class. Having completed more than 200 dairy projects, IDMC has emerged as a most preferred choice for providing highly customized solutions for dairy products as wide ranging as liquid milk, aseptic milk, butter, cheese, ice cream, curd, yogurt and paneer.

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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.

### SECTION-III

#### CLOSING SESSION AT IRMA

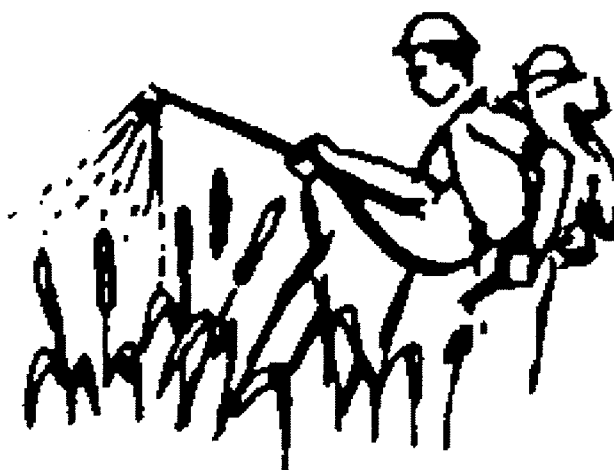
The valedictory function of the IRMA module on “Agricultural Cooperative Business Management, Leadership and Planning” for the 2<sup>nd</sup> training program on “Fostering Core Leaders of Agricultural Cooperatives” for the year 2013 was held at the Executive Training Development Centre (ETDC) at IRMA, Anand in the afternoon of March 14, 2014. Prof. Saswata N Biswas, in-charge Director, presided over the function. Prof. Madhavi Mehta, Coordinator, IRMA module of the program, Prof. Hitesh V Bhatt, MDP Coordinator, IRMA, and faculty members who were part of the program attended besides Mr. A.K.Taneja of the ICA-AP.

Prof. Madhavi Mehta thanked the participants, their organizations and ICA-AP for their continued engagement with IRMA through the series of programs and expressed the hope of continuing this long-standing relationship between IRMA and ICA-AP. She also thanked her colleagues and a IRMA team of employees for their contribution towards successful completion of the program. Mr. Kameshwara Rao, a participant from Malaysia recalled several memories of the training module at IRMA and thanked IRMA for the enriching learning experience. Mr. A.K. Taneja expressed satisfaction over the smooth conduct of the program and thanked IRMA as a reliable ally in carrying out the progressive work.

Prof. Hitesh Bhatt, the MDP coordinator at IRMA, expressed his sense of contentment at the involvement and interest shown by the participants. He thanked the participants, their organizations and ICA-AP for their continued engagement with IRMA through the series of programs. He also acknowledged the involvement of the IRMA team in the successful completion of the IRMA module for the program. He also expressed the need for transfer of learning and implementation of the Action Plans the participants had worked on as essential for the participants to retain the learning.

Prof. Saswata N Biswas, the in-charge Director, IRMA, expressed his sense of satisfaction upon successful completion of the IRMA module. Prof. Biswas also expressed his happiness over the long term association of ICA-AP and IRMA and desired its continuance for time to come. He also suggested that the participants, having been at IRMA for the module, are now ambassadors of IRMA and would spread the work of IRMA and their learning at IRMA.

Prof. Saswata N Biswas and Prof. Madhavi Mehta distributed the certificates to the participants on their successful completion of the program.





Participants at the office of the ICA-AP, New Delhi.



Dr. Jeemol Unni, Director of IRMA, inaugurating the program at IRMA



Class-room session in progress at IRMA.



Participants visited Sandesar Primary Milk Producers' Cooperative Society Ltd. in Gujarat.



Participants at the office and plant of AMUL Dairy, Anand.



The Managing Director, Gujarat Cooperative Milk Marketing Federation (GCMMF) briefing the participants





Participants are being briefed about the Amul Chocolate Plant, Mogar, Anand, Gujarat.



Participants at the office of the Co-operative Rural Development Trust (CORDET)



Participants at the IFFCO Production Unit at Kalol, Gujarat



Participants are being briefed at the Gambhira Coop. Farming Society, Gujarat.



Participants at the office of the Kamrej Vibhag Co-op. Fruit & Vegetable Growers' Society Ltd.



Participants at the office of the Amalsad Multipurpose Cooperative Society Ltd.



Participants at the facilities of the Amalsad MPCS Ltd.



Participants at the Agriculture Produce Marketing Committee (APMC), Amalsad.



Participants at the Ganadevi Cooperative Sugar Mill



Participants at the Amul Dairy Plant, Virar



Participants at the Amul Cattle Feed Plant, Kanjari, Dist. Anand.



Participants at the plant of Indian Dairy Machinery Co. Ltd. (IDMC Ltd.)



Participants at the plant of Indian Dairy Machinery Co. Ltd. (IDMC Ltd.)



Participants busy at a group activity at IRMA



The Closing Session at IRMA



Prof. S. Biswas delivering 'Certificate of Participation' to the participants



A group photograph of the participants along with concerned Faculty Members after the closing ceremony.



Participants at the farewell dinner hosted by ICA at IRMA



Participants during sight-seeing tour in India

## SECTION - IV

### INAUGURATION OF PART-II OF THE TRAINING PROGRAMME IN JAPAN

#### Inaugural Session

The Part-II of the 2nd ICA/Japan Training Course of 2013 was formally inaugurated on 18th March, 2014 by Mr. Hiraoka Keiji, Executive Director, IDACA and Mr. A.K. Taneja, Manager, ICA-AP, also addressed the inaugural session. Mr. Hideya Suzuki, Manager, GAD, Mr. Terunuma Hiroshi, Overseas Cooperative Development Consultant, Mr. Yukio Abe, Overseas Cooperative Development Consultant, Mr. Toru Nakashima, Manager (Training), Ms. Eiko Oshita, Coordinator of this part of the program, Mr. Usui Takeshi from IDACA and other officers of IDACA were present.

While briefing and introducing the training program, **Mr. A.K. Taneja** welcomed Mr. Hiraoka Keiji 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 India. 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. Hiraoka Keiji, Executive Director, IDACA**, extended a warm welcome to all the participants and wished them a comfortable stay at IDACA.

He expressed his sincere appreciation to Mr. A.K. Taneja of ICA-AP for successfully handling the training course and he expected him to support part-II of the program at IDACA. He told the participants that this year, Tokyo had a lot of snow fall and damages were reported in the metropolitan area and nearby prefectures due to snowfall. He further said that the participants would be going to Hiroshima prefecture for a study visit program. Hiroshima is a famous prefecture because it was Atomic bombed for the first time in the world. It is surrounded by the mountainous area and the inland sea and the scenery there is really beautiful. He expected the participants to gain knowledge and experience needed for the core leaders in agricultural cooperatives and farmers' groups. With that objective, IDACA has prepared, informative classroom lectures and field visits in and around Tokyo and other prefectures. He hoped that the program will contribute in developing the participants' Action Plans. He advised the participants to study hard and enjoy their stay at IDACA.

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

The program included the following components:

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

The following topics were covered under above components:

- General Information on Japan – Japanese Society, Culture & Economy;
- Historical Development of Japanese Agriculture and Agricultural Cooperatives;
- Organizations and Business Activities of the Japanese Agricultural Cooperatives;
- Flows from Production of Farm Products to Market and the Role of JAs;

- Distribution System of Agricultural Products and Marketing Business of Agricultural Cooperatives and Functions of Wholesale Market – Marketing and Purchasing Business of Agricultural Cooperatives;
- Importance of Educational Activities in Cooperatives – Based on Experiences in Nepal;
- Case Study on Agricultural Cooperatives in Asian countries;
- Human Resource Development of Agricultural Cooperatives through Member Organizations.

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

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

*by Ms. Eiko Oshita Asstt. Manager, IDACA.*

Under this topic, a brief history of Japan was explained. The participants were also told about the following characteristics of Japan - Basic Information of Japan (Population: 127.5 million; Climate: Temperate Marine Climate with distinct four 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. Toru NAKASHIMA, Manager (Trg.), IDACA.*

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

**3. Organization and Business Activities of Japanese Agricultural Cooperatives:**

*by Mr. Toru NAKASHIMA, Manager (Trg.), IDACA.*

In his presentation, Mr. NAKASHIMA Toru 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.

**4. Distribution System of Agricultural Products and Marketing Business of Agricultural Cooperatives & Functions of Wholesale Market – Marketing and Purchasing Business of Agricultural Cooperatives**

*by Mr. Koh Harada, Ex-Managing Director of JA Zen-noh.*

In this paper, the author explained the following subjects – 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 supermarkets; Management of Supermarkets; Mechanism of Wholesale Markets; Measures taken by Agricultural Cooperatives to distribute Farm Products;



Marketing Business of Agricultural Cooperatives in Japan; Purchasing Business of Agricultural cooperatives in Japan, etc.

In addition, Mr. Harada distributed another paper as Reference Material entitled "The Role of Producers Group (Cooperatives). It explained the viewpoints for Organizing Producers into Group; how to start Business as Retailer; how to organize a cooperative; Share Investment; Fund for Starting a Cooperative; How to procure the fund for the business; Leader of the Cooperative; Qualification for the leader of the cooperative; and what the cooperatives can do ?

## 5. **Flows from Production of Farm Products to Market and the Role of JAs**

*by Mr. Y. Saito, former Executive of JA Zen-noh and Fruits Producer in Yamanashi Prefecture.*

Mr. Saito's lecture was divided into three parts – 1. JA's role in Producing Fruits; 2. Japanese Distribution of Fruits; 3. My Fruit Farming.

In the first part, he explained that following inputs are supplied by the JAs to Farmers, with the result Farmers can grow high quality of fruits – seeds and seedlings; tractor; speed sprayer; truck; sprayer; Cultivator; mower; fuel; fertilizer; agro-chemicals; boxes & packages; tools; etc.

In the second part, he gave an overview of JA's Grading Centre and explained the Fruit Distribution System in Japan. There are three ways of the marketing of fruits in Japan. (1) JA Grading Centre to the Wholesale Market to Super Market or Retailer to the Consumers. (2) From Farmer to JA Roadside Station to Consumers. (3) From Farmers to Consumers through Direct Sales Shops.

The main functions of grading centre are – Sorting and inspection of products (size/sugar content/ coloration/maturity); Packing, Packaging, loading into trucks and shipping of products; Settlement of Accounts. A farmer in JA Komano has to pay a commission of 24% for Peach, 11% for Japanese Plum and 6% for Cherry in order to avail the facility of a Grading Centre.

In the 3<sup>rd</sup> part, Mr. Saito explained the situation at his own farm. Mr. Yukihiro SAITO is a Member Farmer of JA Komano. He is cultivating following products in his Fruit Orchard and Farm Land – Peaches, Grapes, Cherries; Japanese Plums; Persimons, etc. In addition, he cultivates vegetables for his own consumption. Packing for Japanese plums and cherries is done on Mr. Saito's house and he himself brings them to the JA's Grading Centre. Mr. Saito himself is a middle-scale farmer and sometimes his daily harvest exceeds 500 pieces of fruits. In case of large-scale farmers, daily harvest easily surpasses 2000 to 3000 pieces. Measuring sugar content of each fruit, one by one, or sorting fruits into 40 different grades is impossible to be done by these farmers themselves; hence, grading centre plays a vital role in rural areas.

## 6. **Importance of Educational Activities in Cooperatives – Based on Experiences in Nepal -**

*by Mr. Kigasawa Tadafumi, former JICA expert.*

Under this topic, Mr. Tadafumi circulated four papers. He informed that he worked for Central Cooperative Training Centre of Nepal from Oct. 2004 to Oct. 2006. In his lecture, he explained about his experiences in Nepal as a JICA Expert. He also explained the ICA's 7 Principles of Cooperation; How important is education for cooperative members? Development of Japanese Agricultural Cooperative Movement; What are the new Agricultural Cooperatives (JA)? Types of agricultural cooperative education – Education for cooperative members; education for officers; education for staff; education for youth and regional residents. In addition, he explained about the Plan of Kanagawa Pref. Education Centre of Agricultural cooperatives and Implementation of Systematic Cooperative Education.

## 7. **Human Resource Development of Agricultural Cooperatives through Member Organizations -**

*by Mr. Kazuo Tsukada, former Managing Director, IDACA.*

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

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

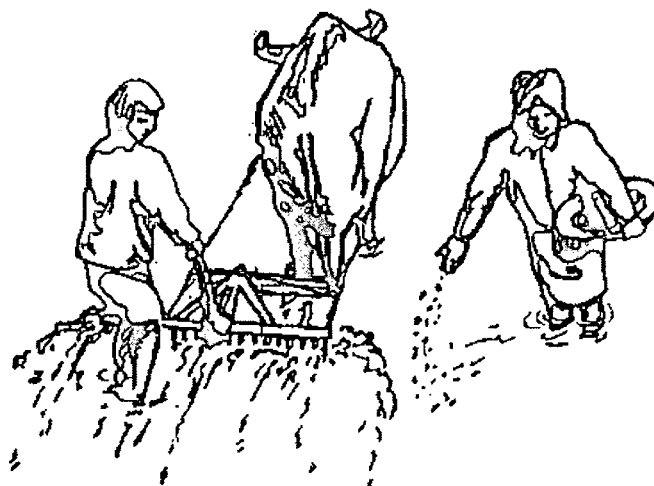
Human resource development of farmers through commodity-wise groups – a key of human resource development is to provide incentives to the target persons. Farmers during the high economic growth are not good at listening to classroom lectures for a long time and they dislike it. Agricultural production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

## 8. Case Study on Agricultural Cooperatives in Asian Countries

by Mr. Yukio ABE, IDACA

Mr. Abe divided his lecture in four parts – (1) he gave an overview of the agricultural cooperatives in Asian countries; (2) He talked about the problems confronting agricultural cooperatives in developing countries centering Asia and the challenges; (3) he explained some factors responsible for the development of agricultural cooperatives in Japan and its characteristics; and (4) he talked about the case studies of some successful cooperatives in Thailand, India and the Phillippines for the future replication in other Asian countries.

In the last part of his lecture, he gave an exercise to be done by the participants in different groups to discuss and present the report on (1) how to improve and strengthen the educational activities for the members and the officials of the cooperatives to get them involved in the cooperatives in a participatory approach; (2) how to strengthen marketing business and guidance for farm management and better living activities with the aim of improving life of members; (3) how to establish sound financial basis by promoting savings, securing the fund for loans and improving the measures against the case of delinquent in loans and how to strengthen the management – how should farmers generate income for share capital ?



## BRIEF PROFILE OF SPEAKERS AT IDACA



**Ms. Eiko Oshita** (oshita-idaca@j.email.ne.jp)

She joined IDACA in 1989 and started working as an assistant coordinator of the training department. Since 1991, she has been in charge of women's training course and gender related issues. She is also responsible for public relations such as issuing IDACA bulletins, management of the homepage and Facebook. In addition, one of her important roles in IDACA is to take care of participants during their stay in Japan.



**Mr. Toru NAKASHIMA** (nakashima-idaca@j.email.ne.jp)

Toru NAKASHIMA is currently a Deputy Manager of the training department at IDACA. He joined IDACA after serving an organization in the field of training for overseas participants as Field Coordinator and Interpreter not only on agriculture-related subjects but also other industries-related, management-related and welfare-related subjects. At the office of IDACA, he is mainly engaged in the training programs, not only of ICA but also of JICA. He has travelled in and out of Japan as a Resource Person and short-term Expert for various kinds of programs - training courses, seminars, conferences and overseas projects.



**Mr. Koh HARADA** (harada\_kou@nifty.com)

Koh HARADA graduated from Department of Agricultural Economics, Faculty of Agriculture, Tokyo University of Education, in 1961. He joined Zenhanren (National Marketing Federation of Agricultural Cooperatives) and gained much experience in its head office in various departments, such as Farming Section of Agricultural Department, Shibaura Livestock Sales Center of Livestock Department, Poultry Farming Section of Poultry Farming Department, Omiya Livestock Sales Center of Livestock Department, Personnel Department, etc. In March 1972, Zenhanren merged with Zenkoren (National Purchasing Federation of Agricultural Cooperatives) to form JA Zen-noh (National Federation of Agricultural Cooperative Association). In this newly established Federation, he successively held various important posts from 1972 to 1993, such as Section Chief of Marketing Promotion Section of Fruit & Vegetable Department in Tokyo Center of Metropolitan Area Marketing Department, Manager of Horticulture & the Farming Department in Osaka Branch Office, Deputy Manager of Horticulture Department and General Planning & Policy Dept. and Manager of Better Living Dept. In 1993, he assumed the position of Managing Director in JA Zen-noh and served for 3 years. Resigning in 1996, he was appointed as CEO of 2 subsidiaries under JA Zen-noh - Zen-noh Fuel Terminal Inc. and Zen-noh Techno Inc. Leaving those companies in 1999, he became the President of JA Distribution Research Institute. In 2002, he retired from the front line of the business world to start his new career as part-time lecturer in Koibuchi Academy (Vocational school to teach about food & agriculture, located in Mito City, Ibaraki Pref.). There, he put his efforts into training young people eager to establish a career in agricultural sector from 2001 to 2009. He also established a nonprofit organization; AICA (Association for International Promotion of Agricultural Co-operatives) in 2003, aiming to support the farmers and agricultural coops in the developing countries by making good use of his rich knowledge and experience.



**Mr. SAITO Yukihiro** (yukihiros333@gmail.com)

After graduating from Meiji University, Faculty of Agriculture, in 1972, he joined the National Federation of Agricultural Cooperative Associations (JA Zen-noh) which is a national organization of economic business of agricultural cooperatives. He has been mainly responsible for the energy sector (oil - LP gas). He was also a member of the LPG import project of JA Zen-noh, and devoted to establishment of over 100 Gas Stations for JA. Then he was seconded as Managing Director or CEO to several subsidiaries of JA Zen-noh. After his retirement, he inherited his farmer's orchard and became a farmer. He produces peach, plum, and cherry in farmlands of about 1 hac in total.



**Mr. Tadafumi KIGASAWA** (afo19040@xb4.so-net.ne.jp)

Tadafumi KIGASAWA was born in Seoul in 1944. He graduated from the Keio University, Faculty of Economics in 1968 and his major was labor laws. In 1969, he joined Kanagawa Prefectural Union of Agricultural Cooperative (JA Kanagawa Prefectural Union). He successively held various posts in Education Department, Education Center, Planning Office, Organizational Management Department, General Affairs & Planning Department and etc. While he worked for the union, he played the central role in giving guidance for introducing performance-based human resource management system to JAs in the prefecture, improving the educational activities for JA's officials and staffs and planning and implementing self-enlightenment and educational activities for farm successors and female farmers. After he retired from the union in 2004, he entered management consultant company; Business Rapport. From 2004 to 2006, he was dispatched to Nepal as a JICA Senior Overseas Volunteer and provided guidance on improving training activities of cooperatives at National Central Cooperative Training Center of Nepal. After he resigned Business Rapport in 2007, he has been actively delivering lectures to IDACA and JICA participants from Asian and African countries centering on Japanese cooperative movement (He specializes in educational activities of cooperatives) and giving individual guidance to participants making use of his experience in Nepal. Recently he has been engaging in various activities to foster farmers' group in developing countries as an expert of JICA and "Love Green Japan" (NPO supporting the development of rural areas in Nepal. The main office is located in Kamakura City, Kanagawa Pref.). His major literary works are as follows, "Importance of Coordination between Personnel Affairs & Education ~from the actual workplace of human resource development ~", "Attempt to Revitalize Education & Training by Challenge Cards" and so forth.



**Mr. Kazuo TSUKADA** (tukada.kazuo@sea.plala.or.jp)

Kazuo Tsukada was born in Toyama Prefecture in 1945. After graduation from faculty of Agriculture at The University of Tokyo, he joined JA Zen-chu (Central Union of Agricultural Cooperatives) in 1970 and assumed various important positions such as Manager of Agricultural Affairs Department in 1996, Manager of Measures for Agricultural Basic Policy Department in 1998, and Manager of General Affairs & Planning Department in 1999. From 2002, he took the office as an Executive Director. Upon retirement from JA Zen-chu, he was appointed as Executive Director of IDACA in 2005 and strived in the promotion of cooperative movement in developing countries during his tenure.



**Mr. Yukio ABE** (abe-idaca@j.email.ne.jp)

Yukio ABE, formerly Manager, in-charge of training department for a number of years at the Institute for the Development of Agricultural Cooperation in Asia (IDACA), is currently serving as a Overseas Cooperative Development Consultant at IDACA. He has got over 30 years of teaching experience on cooperative development and motivation domains, mainly to participants from developing countries and also to local cooperative personnel. Over the years, he has widely travelled as a JICA expert and also as NGO consultant to impart training to cooperative leaders and government officials in the following foreign countries - Afghanistan, Jordan, Palestine, Gaza, Israel, Egypt, Ghana, Bhutan etc. Besides this, he has been invited to a number of international conferences and seminars as resource person by various institutions including the Kasetsart University of Thailand.

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## SECTION - V

### COMPARATIVE FIELD STUDY VISITS IN JAPAN [Tokyo, Hiroshima and Yamanashi Prefectures]

#### Field Study Visits in Japan

During Part-II of the Training Course in Japan, study visits was arranged in Tokyo, Hiroshima and Yamanashi 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 Hiroshima Prefecture – JA Hiroshima Prefectural Union; “Kinsaikan” Direct Sales Shop” run by JA Miyoshi; JA Zen-noh Pearl Rice Milling Factory; Satake Corporation; JA Miyoshi; Hiroshima Miyoshi Winery; Exchange Meeting with members of Hamlet-based Farm Management Corporation and JA Miyoshi Women’s Association; JA Hiroshima-Hokubu; “Clean Culture”(Producers’Corp.); Yoshida General Hospital and Day Care Facility “Nozomi”for the aged people, being run by the JA Hiroshima Welfare Federation; and Hiroshima City Central Wholesale Market.
- Visit to Isonuma Milk Farm and Observation of Road Side Station in Hachioji.
- Visit to Yamanashi Prefecture – Mr. Saito’s Farm

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

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

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

During the last 50 years, the IDACA has trained more than 5800 participants from 115 countries drawn from Agricultural Cooperative Movements and Governments from different countries of Asia, Latin America and Africa. It has active collaboration with a technical assistance program with the ICA Asia & Pacific. The participants stayed at IDACA from 17th March to 11th April 2014.

#### Study visits to Hiroshima Prefecture:

The participants visited Hiroshima Prefecture on 23rd March for a field study. They visited the following places in Hiroshima Prefecture and returned to IDACA, Tokyo on 27th March.

#### Visit to JA Hiroshima Prefectural Union:

##### Outline of Agriculture and Agricultural Cooperatives in Hiroshima Prefecture:

About 70% of commercial farms in Hiroshima are operated as a side business. About 73% of core persons, mainly engaged in farming are aged 65 or over, showing the aging of such persons. A great portion of cultivated land in Hiroshima consists of paddy fields in steep terrain. The average cultivated land area per farm household is only 79 ares. Farms are undergoing a transition from individual farms to farming organizations. As of February 2009, there were 175 community-based agricultural production legal persons.

With its rich variety of weather, Hiroshima is home to a wide range of farming with core sectors being rice, vegetable and fruit cultivation and livestock. Taking advantage of a wide ranging natural environment, Hiroshima produces fruits of many varieties, including apples and mandarins. Ranging from the cold northern upland to the coastal areas and the islands, a wide variety of crops are being grown in Hiroshima using various methods. Blessed with a rich variety of weather, Hiroshima offers rice of many varieties. Vegetables

are grown in a variety of methods such as in plastic greenhouses and other indoor facilities to meet diversifying and year-round needs of consumers.

Hiroshima Prefecture has 13 Multi-purpose JAs – JA Miyoshi; JA Hiroshima-Hokubu; JA Shobara; JA Hiroshima-Shi; JA Hiroshima-Chuo; JA Saeki-Chuo; JA Aki; JA Kure; JA Geinan; JA Hiroshima-Yutaka; JA Onomichi-Shi; JA Fukuyama-Shi; and JA Mihara.

The total membership of JAs in Hiroshima Prefecture is 414,718 (as on March 2013). 161,039 are regular members and 253,679 are Associate Members. JA Hiroshima Prefectural Union has 5,600 employees – 4200 regular employees and 1400 part-time employees.

JA Group Hiroshima has following business activities – Credit; Mutual Insurance; Purchasing and Marketing.

#### **Outline of JA Zen-noh Hiroshima and Pearl Rice Hiroshima (Rice Milling Factory):**

JA is an organization that conducts business activities based on the participation and collective efforts of its members. It has collectively purchased the materials necessary for agricultural production and collectively markets agricultural products under the provisions of the Agricultural Cooperative Association Law. It is also involved in a wide range of business activities, such as those that provide members with products necessary for daily life; credit business, such as saving and loaning; and mutual insurance business that covers life, real estate and car insurance.

The business federations and union at Prefectural level as well as the federations at a national level to ensure that these business activities of primary JAs (multi-purpose JA) are conducted efficiently. The entire organization structured is known as the JA Group at three levels, i.e. primary JA, the Federations at a Prefectural level and the federations at a national level.

In the marketing and supply business, the merger of Prefectural level JA Federations and Zen-noh has been promoted as part of re-organization of the business. Currently, there are 35 Zen-noh Prefectural Headquarters around the country.

The Zen-noh Group is responsible for the marketing and supply business of the JA Group and has established systems that make efficient use of various information, technologies, and goods related to marketing and supply that includes supplying food products to consumers all across the country. Amid changes of business environment under a market economy in the recent years, Zen-noh's role in realizing the true richness of life, i.e. safety and reliability to consumers through food has grown increasingly important. Because it accounts for a major share of food production and supply in Japan, the Zen-noh Group will continue to devote itself to fulfilling this purpose.

JA Zen-noh Hiroshima owns a Rice Milling Factory by the name of Pearl Rice brand "Hiroshima Rice". Participants were shown a flow chart of the inspection system of rice in the rice milling process. It is controlled by the operator to make high quality products. The rice bran layer is removed at the 1<sup>st</sup> machine and on the 2<sup>nd</sup> and the 3<sup>rd</sup> machine. It is removed by friction among the rice. The latest optical sorter equipped with a full color camera and a near-infrared camera. It has a function to remove items that one could not remove. This machine can eliminate broken rice grains and rice bran balls generated during the milling process. Another machine checks the contents of packed product and detects metal if mixed in. This Mill has a robot hand, which can stack up products on pallet not only it shortens the time of shipment but also reduces the danger of load collapse because of its precipice.

#### **Outline of Satake Corporation:**

Satake Corporation is Japan's first power driven rice milling machine manufacturer, which was founded in 1896. Since then, it has been responding to the demands of the times and has contributed to the modernization of the agriculture by developing rice milling machineries, dryers, color sorters which removes foreign objects contaminated in rice and analyzing equipment to contribute to the improvement of rice quality. Today, it has grown to a "Total Food Industry Engineering Company". Its technology ranges from the farm to the table, such as, disinfection for seed rice, growth diagnosis for paddy, "Rinse Free GABA Rice" which is good for health, "Magic Rice" which can be cooked immediately, "Magic Mill" a small household rice milling machine and IH rice cooker to cook delicious rice.

Centering on its past experiences and know-how nourished over one century, it has always provided the cutting edge products not only for rice and wheat, but also in industries, such as industrial machines, environmental machines and food products. Its products are well accepted and cherished over 150 countries worldwide.

Every day it is challenging to stably supply food with the mind of "safety, security, tasty and healthy".

Its scope of business is as follows – Rice Sector; Flour Sector; Food Sector; Environmental System Sector; Industrial Machinery Sector.

#### **Outline of JA Miyoshi:**

JA Miyoshi was established in April 1991 through amalgamation of 7 agricultural cooperatives from a wide area of one city, three towns and three villages. The JA Miyoshi's operational area is located in the central part of the Chugoku District. In the Northern part of the operational area, there are mountain ranges over 700 meters high, forming the Chugoku Mountains, facing Sera Plateau in the South and Kibi highland in the East.

The total land area under operation of JA Miyoshi is 71,000 ha which accounts for 8.4% of the total land area of Hiroshima Prefecture. However, the population in the area under operation is about 54,000 which accounts for only 2% of the total population of the prefecture and thus the depopulation and aging have advanced in the area.

As on March 31, 2013, JA Miyoshi had 20,475 members – 13,034 Regular Members and 7,441 as Associate Members. It has 181 regular employees, 22 full-time employees and 147 part-time employees.

Its share capital is 1.99 billion yen; Savings = 105.07 billion yen; Loans = 24.53 billion yen. Its Marketing business turnover is 3.75 billion yen; Purchasing business turnover = 1.73 billion yen and Mutual insurance holdings = 530.25 billion yen.

#### **Hiroshima Miyoshi Winery:**

Hiroshima Miyoshi Winery Co. Ltd. Was founded in July 1994 with the purpose of vitalization of agriculture and industry of the Miyoshi district. 16 years have passed since it started its business operations as a winemaker and tourist facilities, striving to create serenity place of recreation and relaxation and new local culture.

It made up private vineyard and farm so that it can grow grapes for its wine. It tackles to supply safe and reliable products with pride and joy in order to please the palates of its consumers not only in Miyoshi district but also in all parts of Japan.

Its mission is to produce distinctive wines while cherishing the natural environment of Miyoshi district. It also continue to endeavor by offering services in other facilities, such as, tourist facility, commercial museum, barbecue restaurant where people can taste famous high quality Hiroshima Beef and café "Vine" where they can savor the cuisine with full of local vegetables.

#### **Exchange Meeting with members of Hamlet-based Farm Management Corporation and JA Miyoshi Women's Association:**

JA promote hamlet-based Farm Management Corporation because it is getting difficult for individual farmers to maintain their farm land by themselves due to the high-cost management. Therefore, it is necessary for whole hamlet to cooperate each other to protect farmland and reform effective farm management. The organizational base of JA is a hamlet and the hamlet's collapse leads to JA collapse. It cannot see what happens if JA does not affect regional agriculture positively. To protect agriculture and community is JA's original mission. Therefore, fostering hamlet-based Farm Management Corporation is a proper function of JA.

#### **JA Miyoshi Women's Association:**

At the end of 2012, JA Miyoshi had 5,338 female regular members. Out of these, 1,527 were members of JA Women's Association.

In 2013, JA Women's Association implemented a signature collection campaign and participated in gatherings against TPP. With the result, the Prime Minister formally declared to participate in the TPP negotiations. JA Women's Association is going to campaign against TPP till the last to protect "Food, living and lives in Japan" in cooperation with JA.

In addition, it continuously supported the disaster-stricken area of the Great East Japan Earthquake because there were still many areas which had not been reconstructed yet to its former state.

Under the circumstances, as the first year of the three-year plan of JA Miyoshi Women's Association, it conducted a lot of activities rooted in the area, such as local production for local consumption, food and agriculture education, conservation of environment, and health care activities, etc., based on the slogan of "JA Women, let's become united, live together and hand over to next generation".

Moreover, it started "Women's Seminar" as a place for women in the area to study in order to promote better understanding about JA movement and activities of JA Women's Association.

As for JA Miyoshi Chagrin Kids Club, it implemented Agriculture on-site training, cooking classes (local food, traditional cuisine) to deepen their understanding of importance on food and agriculture and also to foster regionalism in cooperation with JA and community.

#### **Overview of JA Hiroshima-Hokubu:**

According to "Broad-area Amalgamation Conception", promoted among JA Hiroshima Group, JA Hiroshima-Hokubu was inaugurated in April 2005 after amalgamation of "JA Hiroshima-Chiyoda" and "JA Takata" (operation area covers 1 city and a part of a town).

The operational area is located in the northwestern part of the prefecture, where Chugoku Mountain Range stretches out. The area is typical mountainous and hilly wet-paddy production area where depopulation and aging is progressing. JA's organization has 18,556 members. 11,956 are regular members. No. of Member Household is 13,005. Its share capital is 2,493 million yen. Its No. of representatives is 520; No. of officials = 25 and No. of employees = 360. Among 11,956 regular members, approximately 63% are 65 years old or older.

#### **Clean Culture Group and Invigoration of Regional Agriculture:**

Clean Culture Group was inaugurated in April 1992, based on the philosophy of aiming to establish agriculture as an industry in the hilly and mountainous area, realize corporate management (individual management of farm income of more than 5 million yen) and construct a system that can meet diverse demands of consumers and the large volume/speedy distribution".

Based on the concept that reflecting individuals' responsibility and efforts in management is linked to improved management by each individual and to the growth of the overall group, the group believes that management is absolutely the responsibility of the individual, and that the group is a collective body of farmers with the same will.

Clean Culture Group has decided to introduce a joint shipment and preparation facility that makes use of regional labor power, and has built a more efficient system based on a joint shipment and preparation facility by organizing groups of members and introducing advanced preparation equipment.

Currently there are 15 group members, including a corporation. There are 14 individual members – all of whom are full-time farmers, carrying out farm management and who earn most of their income from hydroponic green onions. By age group, there are 5 members in their 20s and 30s; 7 members in 40s and 50s and 2 members in their 60s and 70s. Any farmer can become a member of the group if they participate in joint shipping and sales of hydroponic green onions in Akitakata City, help other members in improving cultivation and management techniques, aim at the group to become a corporate management entity and contribute to the promotion of agriculture in Akitakata City. A corporation (Clean Culture Farm Ltd.) that receives trainees and carries out demonstration of improvements in cultivation techniques as well as production and sales of green onions, etc. is also a group member.



### **JA Hiroshima Welfare Federation – Yoshida General Hospital:**

Based on the cooperative principles, JA Hiroshima Welfare Federation (JA Hiroshima Kouseiren) provides quality medical services and health care to the local community with unified efforts of its medical staff and they also devote themselves in building bright and prosperous society.

The Hiroshima Prefecture Welfare Federation was established on August 3<sup>rd</sup>, 1948. Following services are provided by its hospitals – Medical Treatment; Health Care Services; Welfare Services for elders; etc. Its share capital is 2,680,780,000 yen. It has 2081 employees (240 doctors, 1320 nurses; 346 Medical Technicians; 175 other staff). The hospitals have 1120 beds for hospitalization; 54 beds for medical treatment; 120 beds for mental treatment. Location of HQs of JA Hiroshima Welfare Federation and its General Hospitals are as follows – JA Yoshida General Hospital (Aki-Takata City); JA Hiroshima General Hospital (Hatsukaichi City); JA Onomichi General Hospital (Onomichi City); Headquarters of JA Hiroshima Welfare Federation

The Yoshida General Hospital started in April 1943. In October, 1988, Health care facility for the aged “NOZOMI”, dialysis treatment) started. In June 1992, its new building completed and the no. of beds increased to 365 (220 ordinary and 145 for mental treatment). At present, the no. of permitted beds are 340 (ordinary ward = 162; sub-acute care ward = 4; Recuperation ward = 54; Mental ward = 120).

### **Outline of the Hiroshima City Central Wholesale Market (Chuo Market):**

The Central Wholesale Market was established on October 10, 1949 (moved to the current site on October 12, 1981). Fruits and Vegetables, Seafood and flowers are handled here. Its site area is 242,291 square meters.

The purpose of the market is to stabilize the livelihood of local people. Market stably collects the perishable food indispensable to our daily life, such as vegetables, fruits, seafood and meat and flowers, which enrich our lives from their production areas in and outside of Japan. They then properly price the goods through such means as bidding and deliver them. Hiroshima City has three wholesale markets – Chuo Market for Fruits & Vegetables, Seafood and flowers; Tobu Market for Fruits and Vegetables; and Meat Market. The market is operated through Wholesalers; Intermediate Wholesalers; Authorized buyers; Visiting Buyers; Related Business Operations. The establisher opens the market pursuant to the Wholesale Market Law and supervises it so as to ensure that the maintenance of the facilities, approval and licensing of business and transactions are conducted properly based on operational rules, etc.

### **Visit to Isonuma Dairy Farm:**

On 31<sup>st</sup> March, 2014, in the morning, the participants visited the Isonuma Dairy Farm. The Isonuma Dairy Farm was established by Mr. Masanori Isonuma in Hachioji City, Tokyo, aiming to create a cattle farm where city dwellers can gather freely and develop a harmonious relationship between human and cattle. He has been striving for more than 20 years to create dairy products by making the best use of fresh and delicious milk produced on his farm. Using pure fresh milk of Jersey cattle, which is raised up in the farm with good care and fermenting it gently without homogenization, yogurt (and other dairy products) is produced and sold under the brand name, “Gift from Mother Cattle”.

It is the world’s smallest yogurt factory, which is located on the cattle farm. Best quality milk is processed into yogurt by the owner himself. Other than those Jersey cows, famous for its thick and creamy milk, Brown Swiss cows, Holstein cows, sheep and chicken are bred on this farm. To pursue Animal Welfare” concept and practice recycle farming methods, shells of coffee and cocoa are used for cattle beddings, hence the farm is filled with the aroma of coffee. Used cattle beddings will be fermented and sold as manure fertilizer; “Gyu-no-suke”.

### **Visit to Roadside Station “Hachioji Takiyama”**

#### **Outline of the Roadside Station “Hachioji Takiyama”:**

On the same day, in the afternoon, participants visited the Roadside Station “Hachioji Takiyama”. Roadside Station “Hachioji Takiyama” was registered as a first roadside station in Tokyo on August 10, 2005. It is

located at the intersection with New Takiyama Avenue and Hiyodori tunnel, which runs directly from the central part of Hachioji City. It is a strategic point of traffic. It was set up to provide a good, comfortable resting place and a place for disseminating information about the local area for the road users (or drivers) and also in response to the consumers' demand of safety and reliable food supply, to stabilize agriculture and other local industries through marketing local products, food and drinks. In addition, it contributes creating vigorous community through the exchange between citizens and road users. It has one Interchange hall (hall, restroom, meeting room, information dissemination corner, disaster prevention warehouse); Farm products direct sale shop (farm products, side dish, speciality); and a Restaurant corner.

Preparing for disaster, this facility has a function of temporary evacuation shelter for local people, such as fire-prevention water tank (40t), hand-powered simple well and so on. Besides, it uses propane gas for the kitchen. In addition, the disaster prevention warehouse in Hachioji City is also equipped. In that warehouse, drinking water, emergency provisions, blankets, etc. are stored.

Management of the whole facility is conducted by "Weiza "Nippon Road Promotion Co. Ltd. It was designated by Hachioji City local Government. In the direct sales shop, the shipment cooperative consisting of 130 members was established on May 30, 2006. The restaurant corner is run by private company. Direct Sales Shop is not run by JA but it is run by a shipment cooperative. Aiming at selling locally produced products only, the facility has local products produced in Hachioji. Its business hours are from 9.00 a.m. to 9.00 p.m.

**Visit to Yamanashi Prefecture:** On 2nd April, 2014, participants visited the Minami-Alps City of Yamanashi Prefecture. The soil in this area contains many rocks, which is not suitable for wet paddy fields. Hence, fruit production (peaches, grapes, Japanese plums, cherries, Persimmons, etc.) is popular in this area. Blessed with advantageous location nearby Tokyo, there are many tourist farms. Because the farm land gets dried very easily, many farmers introduced an irrigation system using sprinklers 50 years ago.

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

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

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

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

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

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**SECTION-VI**
**Action Plans Proposed by the Participants**

In view of the experience gained by the participants through classroom lectures, field study visits in India 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 developed 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	:	<b>Bhutan</b>
Name of the Participant	:	<b>Ms. Sangay Choden</b>
Position	:	<b>Agriculture Extension Supervisor</b>
Name of organization:		<b>District Administration, Chhukha District.</b>
Title of the Proposal	:	<b>Promotion of production and marketing of Asparagus by farmers group in Chanachen village, Gelling sub-district, Chhukha District.</b>
Target Group	:	<b>Asparagus Producers of Chanachen village comprising 21 households.</b>
Implementing Agency	:	<b>Agriculture Sector, Sub-district Administration in collaboration with District Agriculture Office.</b>
Duration of the Plan	:	<b>12 months – July 2015 to July 2016.</b>

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Name of Country	:	<b>Cambodia</b>
Name of the Participant	:	<b>Ms. Chan Sreynead</b>
Position	:	<b>Officer of Agricultural Extension</b>
Name of Organization	:	<b>Office of Provincial Department of Agriculture, Ministry of Agriculture, Forestry and Fisheries (MAFF), Cambodia.</b>
Title of the Proposal	:	<b>Improvement of cooperative management by strengthening book-keeping system in agricultural cooperatives in Sesan District, Stung Treng Province.</b>
Target Group	:	<b>50 farmers living in Samkhoury village, Samkhoury Commune, Sesan District, Stung Treng Province.</b>
Implementing Agency	:	<b>Provincial Department of Agriculture, Ministry of Agriculture, Forestry and Fisheries, Cambodia.</b>
Duration of the Plan	:	<b>07 months - June 2014 to December 2014</b>

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**2nd TRAINING COURSE OF 2013**

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Name of Country : **India**

Name of the Participant : **Mr. Rajneesh Pandey**

Position : **Manager (Marketing)**

Name of Organization : **Indian Farmers Fertilizer Co-operative Limited (IFFCO).**

Title of the Proposal : **New Distribution Policy of Fertilizer to Primary Agricultural Cooperative Societies (PACS) in Uttar Pradesh, India.**

Target Group : **Primary Agricultural Co-operative Societies (PACS); RKVY Societies; Multi-purpose Cooperative Societies; State Federation of UP (PCF); UP Cooperative Banks; District Cooperative Bank; other Transportation Cooperatives; Storage Agencies; etc.**

Implementing Agency : **UP Cooperative Department, IFFCO, PCF and UP Cooperative Bank.**

Duration of the Plan : **One year - April 2014 to March 2015.**

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Name of Country : **Lao PDR**

Name of the Participant : **Mr. Vanhphaeng Houangsavanh**

Position : **Head of Agricultural Extension and Cooperatives Section.**

Name of Organization : **Department of Agriculture and Forestry, Vientiane Capital, Ministry of Agri. and Forestry, Lao PDR.**

Title of the Proposal : **Promotion of Organic Farming for Vegetable under the cooperative system.**

Target Group : **Organic Vegetable Production Group of Pak ngum District (Thaxang Village) .**

Implementing Agency : **Section of Agricultural Extension and Cooperatives, Dept. of Agriculture and Forestry, Vientiane Capital, Ministry of Agriculture and Forestry, Lao PDR.**

Duration of the Plan : **Seven Months – 1<sup>st</sup> October 2014 to 30<sup>th</sup> April 2015.**

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Name of Country : **Malaysia**  
 Name of the Participant : **Mr. Kameshwara Rao**  
 Position : **Assistant Manager**  
 Name of Organization : **National Land Finance Co-operative Society Ltd. - NLFCS (Malaysia)**  
 Title of the Proposal : **Implement Network System in all areas of the Society's Business/Activities, linking all departments with Head Office in Kuala Lumpur.**  
 Target Group : **All Employees working with NLFCS.**  
 Implementing Agency : **National Land Finance Co-operative Society Ltd. Malaysia**  
 Duration of the Plan : **21 months – Feb. 2014 to Feb. 2016.**

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Name of Country : **Myanmar**  
 Name of the Participant : **Ms. Khin Lay Naming**  
 Position : **Assistant Manager**  
 Name of Organization : **Central Co-operative Society Ltd. (CCS)**  
 Title of the Proposal : **Improvement of Marketing of Sesame by promotion of cooperatives in Minbu Township, Magwe Region.**  
 Target Group : **Sesame farmers in Minbu Township – 1713 households in 27 villages.**  
 Implementing Agency : **Central Co-operative Society (CCS) and Union of Cooperative Federation (Magwe Region), Project Officers & staff.**  
 Duration of the Plan : **One year – June 2014 to May, 2015.**

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Name of Country : **Nepal**  
 Name of the Participant : **Rajendra Paudyal**  
 Position : **Chairman,**  
 Name of Organization : **Manasalu Multipurpose Cooperative Society Ltd.**  
 Title of the Proposal : **Income generating program of local farmers by adopting competitive agricultural farming system in MMCSL's operation areas.**  
 Target Group : **At least 1000 local residential farmer members of Harisiddi, Badegaun, Thaiba, Siddipur, Tikathali, Lubhu, Godawari, Lamatar area**  
 Implementing Agency : **Manasalu Multipurpose Cooperative Society Ltd.**  
 Duration of the Plan : **One year – May 2014 to April, 2015.**

**2nd TRAINING COURSE OF 2013**

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Name of Country : **Nepal**

Name of the Participant : **Mr. Madhab Prasad Paudel**

Position : **Manager**

Name of Organization : **VYCCU Savings and Credit Cooperative Ltd.**

Title of the Proposal : **Promotion of Processing of Liquid Milk for Diversification of Dairy Products in Gaindakot VDC.**

Target Group : **Dairy Farmers of Gaindakot and surrounding Village Development Committees/Municipalities of Nawalparasi and Chitwan.**

Implementing Agency : **Vijaya Development Resource Centre (VDRC-Nepal).**

Duration of the Plan : **One year – 1<sup>st</sup> July 2014 to 31 June, 2015.**

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Name of Country : **Sri Lanka**

Name of the Participant : **Mr. MMJW Manchanayake**

Position : **General Committee Member**

Name of Organization : **Wennappuwa Multi Purpose Co-operative Society Ltd.**

Title of the Proposal : **Promotion of production and marketing of liquid milk in North Western Province of Sri Lanka.**

Target Group : **Cattle Farmers (10,000) of North Western Province.**

Implementing Agency : **Wennappuwa Multi Purpose Co-operative Society Ltd.**

Duration of the Plan : **One year – May, 2014 to May, 2015.**

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Name of Country : **Thailand**

Name of the Participant : **Mr. Anirut Jansaeng**

Position : **Chief of Policy and Planning Affairs,**

Name of Organization : **Cooperative League of Thailand (CLT).**

Title of the Proposal : **Promotion of Production and Marketing of Cassava Wine as value added product for the Thai Agricultural Cooperatives.**

Target Group : **Five selected most suitable Agricultural Cooperatives with 20,000 individual members who have cassava production activities.**

Implementing Agency : **The Cooperative League of Thailand (CLT) with the support of Provincial Commerce Offices, Provincial Chambers of Commerce, Private wine producers or distributors; Researchers and Experts from Universities or specific agricultural institutions.**

Duration of the Plan : **20 months – July 2014 - November 2015.**

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Name of Country : **Vietnam**

Name of the Participant : **Ms. Phan Ha Van**

Position : **Researcher**

Name of Organization : **The Institute for Cooperative Economy Development, Vietnam Co-operative Alliance (VCA)**

Title of the Proposal : **Orientation to improve quality of soil for rice farmer co-operatives in five provinces of Vietnam for productivity enhancement.**

Target Group : **Rice Co-operatives in 5 provinces – Thanh Hoa, Nghe An, Quang Binh, Quang Tri, Da Nang.**

Implementing Agency : **The Institute for Cooperative Economy Development.**

Duration of the Plan : **One year – May 2014 to April, 2015.**

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## 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 IRMA 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:****IRMA Module on “Agri-Coop. Business Management, Leadership & Planning**

**February 16 – March 15, 2014**

11 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; 1 = Poor**

Module Title	Excellent (5)	Very Good (4)	Good (3)	Fair (2)	Poor (1)	No Response
Use and relevance of the training for you	8	1	-	-	-	2
<b>Program Design:</b>						
a) Extent of coverage	6	4	1	-	-	-
b) Conceptual framework	8	3	-	-	-	-
c) Corelation of my time spent with the learning I had	3	7	1	-	-	-
d) Orientation of the program	8	2	1	-	-	-
e) Reading material	5	5	1	-	-	-
Overall effectiveness of the program	8	1	2	-	-	-

**Module-wise Feedback:**

Governance & Management of Agri. Coops. 6 Sessions (Prof. KV Raju)	4	6	1	-	-	-
Business Development Planning 8 Sessions (Prof. KV Raju)	3	7	1	-	-	-
Team Building (TB) 5 Sessions (Prof. S.N. Biswas)	2	6	3	-	-	-



Module Title	Excellent (5)	Very Good (4)	Good (3)	Fair (2)	Poor (1)	No Response
Leadership (LS) 5 Sessions (Prof. Hitesh Bhatt)	9	2	-	-	-	-
Applying Personal Leadership Skills in Professional & Personal Life (PLS) 6 sessions (Prof. Hitesh Bhatt)	9	2	-	-	-	-
Financial Accounting, Budgeting and Costing – 5 Sessions (Prof. Paresh Bhatt)	1	8	2	-	-	-
Financial Accounting, Budgeting and Costing – 5 Sessions (Prof. Asmita Vyas)	4	7	-	-	-	-
Project Planning and Management 12 Sessions (Prof. Hitesh Bhatt)	9	2	-	-	-	-
Financial Management 8 Sessions (Prof. Asmita H. Vyas)	5	5	-	-	-	1
Marketing Management 8 Sessions (Prof. Preeti Priya)	6	5	-	-	-	-
Human Resource Management in Agri- Cultural Coops. 6 Sessions (Prof. Nivedita Kothiyal)	2	9	-	-	-	-
Individual and Group Behavior 8 Sessions (Prof. Madhavi Mehta)	7	3	1	-	-	-
Communication and Presentation Skills (CPS) 3 Sessions (Prof. Madhavi Mehta )	5	5	1	-	-	-
Communication and Presentation Skills Writing Action Plan (CPS) 3 Sessions (Prof. Hitesh Bhatt)	8	3	-	-	-	-
Win-win Game (GMCA) 1 Session (Prof. Madhavi Mehta)	7	4	-	-	-	-
Ice breaking Session (Prof. Hitesh Bhatt)	8	2	-	-	-	1
<b>Field Visits:</b>						
Sandesar Milk Producers' Coop. Society Amul Dairy, Anand	7	4	-	-	-	-
Gujarat Coop. Milk Mktg. Fedn. Ltd. IFFCO Kalol Plant, Gandhi Nagar	9	2	-	-	-	-
Amul Virar Dairy Gambhira Collective Coop. Farming	8	3	-	-	-	-
Amul Chocolate Plant, Mogar Kamrej Vibhag Coop. Fruits & Vegetables Growers Society Ltd. Kamrej	7	3	1	-	-	-
Amalsad MPCs, Amalsad Ganadevi Sugar Mill, Ganadevi	6	5	-	-	-	-
Agri. Produce Market Committee (APMC) Amalsad	5	6	-	-	-	-
	7	3	1	-	-	-
	4	6	1	-	-	-

Module Title	Excellent (5)	Very Good (4)	Good (3)	Fair (2)	Poor (1)	No Response
Cattle Feed Plant, Kanjari	6	3	2	-	-	-
IDMC Ltd. Vithal Udyognagar	6	1	3	-	-	-
<b>Support Services:</b>						
Program Office	10	1	-	-	-	-
Accommodation	9	2	-	-	-	-
Food	7	2	2	-	-	-

### IDACA MODULE: 17 March to 11 April, 2014

#### Summary of the Evaluation:

#### Program Coverage:

All the 11 participants said the program coverage was **very good**. Some participants had the following comments:

- The whole training was lifetime learning, especially for the beginner like me. The training also gave me a lot of confidence and now I feel that even a small person like me can make a great difference (improvement) in the living standard of my country. Hence, I am very grateful to the ICA and the whole team for mentioning me as one of the participants.
- From the First Day, stay at IDACA was a new and great experience to me. I have learned and have been exposed to new thinking, concepts and action taken in the cooperative sector. The hospitality, support and guidance of all IDACA staff and officials is great. Specifically, Mrs Oshita has put a lot of efforts to feel me comfortable here.
- All the field visits to JA, Farmers' fields, other locations were good and nicely planned. Mr Usui has helped a lot in translating the Japanese concepts in English when we had visited the fields.
- The lectures of faculty and interaction with seniors have enriched my knowledge base and increased the horizon base.
- From the core of my heart and on behalf of my organization IFFCO, I like to thank you all for giving me such a nice experience.
- The lectures and the field visit were good, knowledgeable and fruitful. It would be more interesting if the process could be seen. e.g farmers sending their farm products to road side stations, credit operations, opportunity interacting with farmers (big, medium and large scale).
- I think this training program has covered all the basic essential parts of the cooperatives - Basically promotion of agricultural cooperatives and leadership development. Contents, materials, facilitation skills, time and other related things are fine and excellent.
- I have learned and have been exposed to new thinking, values, culture and about Japan Co-operative sector. All IDACA staff and officials are very helping.
- Field visits to cooperatives, fields and other locations were very good arranged
- Interaction with Faculty and Experts was informative.

#### Most Beneficial Subject for you:

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

- The whole concept of “Cooperative” is very informative for me, but the learning about the financial, human resources, marketing system, the JA method in Japan, etc is new wisdom and helped me to understand more about the cooperative system. As a saying goes, “seeing is believing”, we have also enjoyed a lot of visits to successful cooperatives and also got some hints behind their success. Therefore, overall, the subjects are very educational.
- Marketing Business System; Credit Business in Agriculture Cooperatives; Processing Agricultural Products in Agricultural Cooperatives, Agriculture Cooperative Management; Human Resource Development of Agriculture Cooperatives.
- Formation of Producers group’s within the primary societies by the members which provide them strength to compete against others; Farmers connectivity directly with the consumers is something outstanding which I have never seen in my home country; The enlightened cooperative spirit to work together for a cause and objective has inspired me most; Also the amalgamation of societies and providing them economies of scale is also one major learning and it can be followed in our countries; Achiving quality standards as per the requirement with full dedication and motivation of members and the support of JAs structure from top to the bottom is making things happen in family based farming in Japanese cooperative system.
- Distribution System of Agricultural Products and Marketing Business of Agricultural Cooperatives and Functions of Wholesale Market; Marketing and Purchasing Business of Agriculture Cooperatives; Importance of Educational Activities in Cooperatives “Based on Experiences in Nepal “; Human Resource Development of Agriculture Cooperatives through Member Organizations.
- Importance of Educational Activities in Cooperatives; Human Resource development of Agricultural Cooperatives through member organization.
- Historical Development of Japanese Agriculture and Agricultural cooperatives; Business Activities of Japanese Agricultural Cooperatives; importance of Educational Activities in Cooperatives;
- Case study on cooperative in Asia, All field visit program and study visits, Farm production and marketing, Human resource development in cooperatives; Action plan preparation and presentation; Importance of education activities in cooperatives.
- Amalgamation of cooperatives has increased their profitability and sustainability; Farmers’ groups in cooperative have given strength to the movement; Linkage of farmers with the consumers is very beneficial to farmers and very unique; a Strong Cooperative spirit to work together for one objective has inspired me the most; Human resource development course is very beneficial and new learning for me.
- **Subject on marketing and distribution system:** In this subject, I know the distribution system, how JA helps farmers to find markets and promote and add value to their products. I also have more knowledge about the history of the world and the movement of the market.
- **Subject on Cooperatives in Asia (Mr. Abe):** in this subject, I can have more information about macroeconomic of different countries, as well as the development of economy and co-operative sector in those countries.

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

The replies were:

- Can highlight more on the process and actual workings of the farmers and cooperatives;
- *Planning and Financial Accounting System in Primary Agricultural Cooperatives;*
- Following subjects to be added – Challenges in Agricultural Cooperatives; How and in what condition a cooperative can be established; More issues on multi-purpose cooperatives;
- Some subjects have a lot of repetition. If the module could be prepared in a more focused manner, it will become more interesting.
- To be added – the process of the group function and its decision making; Members’ role and responsibility over the governing body of cooperatives; best practices from different countries sharing experience.

- Process and actual working of the farmers and cooperatives must be increased.
- "Culture and life"- each participant should exchange information about their culture, and also a professor/ official at IDACA should share Japanese culture. Moreover, it is very helpful and interesting to know how people in other countries live and believe, and we can relate it to business.

**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:

- The presentations were very good, however, there is a small communication gap when the lecturer doesn't speak English. But then the translator did a fabulous job connecting the speaker and the listener. I enjoyed every minute of the lecture; even I felt little sleepy sometimes.

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

- The new place, new people and all new but still I enjoyed a week stay at Hiroshima. A bulk of knowledge starting from the history of that place till the present society with the well functioning of Agriculture Cooperatives. And also the countryside of Japan is so beautiful and peaceful that people enjoy there.
- Visit to the Hiroshima bomb museum has actually made me aware about the success of Japan in such a short period of time. When everything was vanished by the bombing in 1945, this country has risen again and reached the sky because of the pain and suffering the people have seen here and this is the trigger point for JAPAN to excel in this world. Japanese People have a sense of responsibility for their country.
- The Hiroshima prefecture visit has actually shown me the working and system followed in cooperatives in JAPAN. Visit to JA myoshi, JA Hiroshima Hakuba are working on the basis of the local needs of members. The farmers have a connectivity, updated information about the market linkage and are doing a great job. Awareness about problems of the Japanese system in which aging and depopulation are very serious issues. Lack of interest of new generations in farming is also an alarming situation. The Japanese government is taking very positive steps for which policy and action have been designed to overcome these problems. I was able to understand through Hiroshima prefecture visit that the liaison between farmer, cooperatives and Government is bringing success to the Japan cooperative movement.

**Other Observation Tour (1-day observation in and around Tokyo - Isonuma Dairy Farm and Roadside Station "Hachioji Takiyama" - Visiting Farmer in Yamanashi Prefecture & Observation of agricultural facilities):** 10 participants wrote that it was very good while 1 said it was good. Following comments were offered by the participants:

- Mr. Saito's experiences sharing session and his own farm visit was so encouraging and inspiring.
- Road side station in Hachioji, direct sale shop and its related services to the people
- Isonuma Milk Farm that was also so productive and effective for us.
- It was an excellent experience observing the Isonuma Milk Farm, which has been in operation successfully for a long time. This Dairy Farm can be defined as a School who gives knowledge about farming.
- We were able to observe the outlet managed by JA Komano in Yamanashi prefecture, which provides agricultural inputs to the farmer-members. I thank Mr. Saito for his clear explanation about the fruit cultivation in Yamanashi prefecture.
- It was a new experience for us to see a roadside station, which is meant for the farmers of the area, consumers and the drivers. Here farmers can sell their products without middlemen or brokers.

**Administration and Management:** Almost all the participants said that it was very good. Following remarks were offered by some of the participants:

- Well organized and timely programmed. It made my stay a nice one at IDACA and so I really want to thank Madam Oshita and her team for the efforts behind it.

- The administration is cooperative and very supportive. The course was managed very nicely to provide good exposure about cooperative system and recreation and sight seeing
- Ms. Oshita, Mr. Usui and Mr. Miyano has taken a very good care of us. It has been a wonderful stay at IDACA.
- Don't have any words for comments in this particular sector, but one thing is that two days of the week like Saturday and Sunday could be utilized to gain some knowledge from different aspects;
- Time management and its performance are so nice. Particularly we have learnt about the management and importance of time from IDACA so far as the management of the training is concern.
- System, effective communication and pre information to the participants are perfect and ourstanding.
- Training management is good. We have good environment of learning, accommodation facilities and food is also good.

**Facilities:** All the participants appreciated the facilities provided by IDACA.

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

- Very Good and I am enjoying Japanese food;
- Meals were very nice and hygienic. Due care was taken for Vegetarians.
- It would be better if the menu could be improved – providing different menus each day for breakfast, lunch and dinner.
- Excellent, delicious, hygienic and tasty food;

**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:

- This training may please be continued.
- In future, chefs should prepare either lunch or dinner on Saturdays and Sundays;
- Time of Training Period should be extended; More field visits and group discussions; Entertainment events must be added; Sharing Experiences from the participants should be included; Time for Presentation of Country Reports should be there;
- Increase the quantity of food for men (it is equal to girls and men).

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

The concluding session of the 2nd ICA/Japan Training Course-2013 was held at IDACA, Tokyo, on April 10, 2014. The session was attended by Mr. Masahito IWAHANA, Deputy Director, International Cooperation Division, International Affairs Department, MAFF, Mr. Hiraoka Keiji, 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. Masahito IWAHANA**, on behalf of MAFF, congratulated all the participants on successful completion of the training course. He expressed his heartfelt gratitude to ASEAN member States as well as people of Asian countries for their support and cooperation after the Great Eastern Japan Earthquake in March 2011. He informed the participants that the affected farmers have kept moving forward step by step since then.

He believed that it must have been very hard for the participants to study abroad because of different climates, food, culture, etc. He further believed that they would play an important role in their respective Agricultural Cooperatives through the knowledge and experience they gained from this training course to produce food, promote sustainable rural development and improve the standard of rural living. Of course, obstacles would come in the way, such as shortage of resources and manpower, but, he advised the participants to take one step forward at a time. He extended his appreciations to ICA and IDACA staff for their good preparation and management of the training course. At the end, he hoped that this training course would build a long-lasting good relationship between participants' countries and Japan. He hoped, by the time, 2019 Rugby World Cup and Tokyo 2020 Olympics take place, Tohoku region, which was destroyed by the Earthquake, would be restored and Japanese agriculture would be developed further.

**Mr. Hiraoka Keiji**, Executive Director of IDACA, thanked Mr. Iwahana for attending the closing ceremony on behalf of MAFF and congratulated all the participants on successful completion of the training course. He said that he was very happy to see that the training program has finished without any trouble. On behalf of IDACA and participants, he expressed his sincere appreciations to the ICA representative for his kind cooperation and devotion to the success of the training course. He said that the course contents were wide and diversifying. Through lectures and study visits, participants have had a deep insight about the working of Japanese Agriculture Cooperatives but perhaps all what the participants have learned from the training course, might not necessarily be relevant to them. But surely, it must have been a precious experience for all participants. He requested the participants to keep in touch with IDACA through e-mail or Facebook. Finally, he wished all the participants success in improving the current situation in their respective countries by making full use of the knowledge and experience they gained through this training course. He wished all the participants a comfortable journey back home.

**Mr. Kameshwara Rao**, the participant from Malaysia extended a vote of thanks on behalf of all the 11 participants. Excerpts of his speech are re-produced below:

"It's my privilege and great honor to represent my dear participating friends from 10 countries to extend a vote of thanks to all those who have contributed to make this 2nd ICA-JAPAN program on "Fostering Core Leaders of Agricultural Cooperatives" a success.

On this blessed evening, we would like to express our warm gratitude to:-

1. The International Cooperative Alliance-Asia Pacific, for their efforts in making this incredible training course a reality.
2. The Ministry of Agriculture, Forestry and Fisheries (MAAF) Japan, who have provided the financial resources and support for organizing this 54-day training program. Not forgetting the JA group, who have given their full support and good hospitality during our field visits – which have proved the concern and grand contribution of Japanese people towards the success of the agricultural co-operatives of Japan.

3. Mr. Ashok Kumar Taneja, who has been a wonderful person, very helpful and understanding throughout the program in India and also in Japan. This has shown his dedication and sincerity to ensure that the program runs successfully.

We, all the participants have been very fortunate enough to have professional facilitators in Japan and also in IRMA India.

Let me take this opportunity to put on record our tribute to the Institute of Rural Management, Anand (IRMA) for the role they played in the first phase of this training program.

Not forgetting the staff members of IDACA, Ms. Osita, Mr. Usui, Mr. Nakashima, Mr. Abey and Mr. Suzuki, who have rendered their professional advice to us during our stay in IDACA Japan.

Dear friends, the knowledge that we have gained from the training program is priceless and precious. Although it is an innovative and comprehensive training program, it has provided us the knowledge of upstream and downstream in cooperative movements in Asia Pacific. We have gained more knowledge from discussions and interaction with experts in different fields. This exchange of ideas and sharing experiences between 10 different organizations from 10 countries have further enhanced our knowledge in cooperative movements.

Today we do appreciate that how great and extra-ordinary and special this program has been, while we are waiting for the moment to receive certificates from the ICA-AP and IDACA. This training program will always be our inspiration to work to a greater height for the benefit and continued sustainability of the co-operative movements towards achieving the national goals of our respective countries.

Last but not the least, my friends, we must thank each other for being a family, helping hand and looking after each other during this program. By not prolonging my speech, I would like to end with a quote :"

"LIFE IS A BOOK WITH DIFFERENT INTERESTING STORIES, WE ARE GLAD THAT ICA-JAPAN TRAINING PROGRAM HAS BEEN A WONDERFULL CHAPTER IN OUR LIFE STORY"

I'm Kameshwara Rao Sukumaran from Malaysia, on behalf of all the participants. Thank you and "Arigato Ghozaimas"

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

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

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Mr. Hiraoka Keiji, Executive Director, IDACA, inaugurating the program at IDACA



A group photograph of the participants along with staff members of IDACA after the opening ceremony.



A class-room session in progress at IDACA



A class-room session in progress at IDACA



A briefing session at the office of the JA Hiroshima Prefectural Union



A briefing session at the office of the JA Hiroshima Prefectural Union





Participants at "KINSAIAN" Direct Sales Shop run by JA Miyoshi



Participants at JA Zen-noh Pearl Rice Milling Factory in Hiroshima Prefecture



Participants at the office of the Satake Corporation in Hiroshima Prefecture



Participants are being briefed by the Chairman of JA Miyoshi



A group photograph of the participants with the Chairman of JA Miyoshi



Participants at Hiroshima Miyoshi Winery



Exchange meeting with members of Hamlet-based Farm Management Corporation and JA Miyoshi Women's Association





A briefing session at the office of the JA Hiroshima-Hokubu



A briefing session at the office of the Clean Culture Group



A visit to the facility being run by Clean Culture Group



Participants at the Yoshida General Hospital being run by JA Hiroshima Welfare Federation



Participants at the Hiroshima City Central Wholesale Market (Chuo Market)



Participants at Isonuma Dairy Farm in Hachioji City



A briefing session at the Roadside Station "Hachioji Takiyama"



Participants at Roadside Station "Hachioji Takiyama"



Participants at the Orchard of Mr. Y. Saito, a Member-Farmer of JA Komano



Participants at JA Green (Production Material shop) being run by JA Komano



Participants at A-Coop. Store (Super Market) being run by JA Komano



One of the participants presenting his final Action Plan at IDACA



A view of closing ceremony at IDACA



Mr. Masahito IWAHANA, representative of MAFF, addressing the participants at the closing ceremony at IDACA



Participants giving away a Memento to Mr. Hiraoka Keiji, Executive Director, IDACA, at the closing ceremony



Mr. Hiraoka Keiji, Executive Director, IDACA, giving away the 'Certificate of Participation' to the participants



Mr. Masahito IWAHANA, representative of MAFF, giving away the 'Certificate of Participation' to the participants



A group photograph of the participants along with dignitaries at the closing ceremony at IDACA



Mr. Kameshwara Rao, participant from Malaysia, presenting a Vote of Thanks at the closing ceremony at IDACA

**2nd ICA-Japan Training Course on  
“FOSTERING CORE LEADERS OF AGRICULTURAL COOPERATIVES 2013”  
IRMA Module on ‘Agri-Cooperative Business Management, Leadership & Planning’**

February 16 – March 15, 2014

Venue: Conference Room, ETDC, IRMA

**Session Plan**

Date	09:00 – 10:15	10:35 – 11:55	12:15 – 13:30	14:30 – 15:45	16:05 – 17:20
17.02.2014 (Mon)	Inauguration and Orientation	Ice Breaking <b>Prof. Hitesh Bhatt</b>	C&PS-1 (HB)	MM-1	HRM-1 <b>Visit to Dairy Cooperative Society, Sandesar</b>
18.02.2014 (Tue)	FAC-1	HRM-2	MM-2	<b>Visit to Amul Dairy</b>	BDP-1
19.02.2014 (Wed.)	FAC-2	HRM-3	MM-3	BDP-2	<b>Visit to GCMMF</b>
20.02.2014 (Thur.)	FAC-3	BDP-3	<b>Visit to Amul Chocolate Plant</b>	HRM-4	BDP-4
21.02.2014 (Fri.)	FAC-4	MM-4	MM-5	HRM-5	HRM-6
22.02.2014 (Sat.)	<b>Visit to IFFCO, Kalol</b>				
23.02.2014 (Sun.)	<b>Free</b>				
24.02.2014 (Mon.)	PM-1	PM-2	PM-3	MM-6	MM-7
25.02.2014 (Tue.)	FAC-5	PM-4	PM-5	IGB-1	MM-8
26.02.2014 (Wed.)	FAC-6	PM-6	PM-7	PM-8	IGB-2
27.02.2014 (Thur.)	FAC-7	BDP-5	IGB-3	PM-9	BDP-6
28.02.2014 (Fri.)	FAC-8	BDP-7	IGB-4	PM-10	BDP-8
01.03.2014 (Sat.)	<b>Workshop on Team Building (L&amp;TB 1-5)</b>				
02.03.2014 (Sun.)	<b>Free</b>				
03.03.2014 (Mon.)	FAC-9	GMAC-1	IGB-5	<b>Visit to Gambhira Collective Farming Society</b>	
04.03.2014 (Tue.)	FAC-10	C&PS-2 (MM)	FM-1	PM-11	PM-12
05.03.2014 (Wed.)	FM-2	C&PS-3 (MM)	GMAC-2	L&TB 6	L&TB 7
06.03.2014 (Thur.)	FM-3	GMAC-3	IGB-6	L&TB 8	GMAC-4
07.03.2014 (Fri.)	<b>Visit to Kamrej Banana Cooperative, Amalsad Multipurpose Society, Gandevi Sugar Cooperative, APMC</b>				
08.03.2014 (Sat.)	<b>Visit to Amul Plant, Virar</b>				
09.03.2014 (Sun.)	<b>Free</b>				
10.03.2014 (Mon.)	FM-4	L&TB 9	L&TB 10	IGB-7	C&PS-4 (MM)
11.03.2014 (Tue.)	C&PS-5 (HB)	PLS-1	PLS-2	FM-5	<b>Visit to Cattle Feed Plant</b>
12.03.2014 (Wed.)	FM-6	PLS-3	PLS-4	<b>Visit to IDMC &amp; Visit to Sardar Patel Memorial</b>	
13.03.2014 (Thur.)	FM-7	PLS-5	PLS-6	FM-8	C&PS-6 (HB)
14.03.2014 (Fri.)	GMAC-5	GMAC-6	GMAC-7	IGB-8	Feedback & Valedictory



Topics/Focus	Sessions	Resource Persons
<p><b>1. Governance and Management of Agricultural Cooperatives (GMAC)</b></p> <p><b>Focus:</b> Coop Principles; Theories of Cooperation; Integrated Package and Services – credit, input, value addition (farm guidance and strengthening of joint collection and shipment); Participatory Decision Making; Design of Cooperatives–membership, Governance and Operations; Approaches – appreciative inquiry and learning, process approaches, new generation cooperatives.</p>	7	Prof. KV Raju
<p><b>2. Business Development Planning (BDP)</b></p> <p><b>Focus:</b><u>Why BDP</u> – Resource mobilization, Business diversification, Enhancing members’ participation, Dealing with inactive members, Promote marketing of the village produce, Value-chain management perspectives, Formation of Co-operatives.</p> <p><u>How BDP</u> – Stages in the participation of BDP of PACs, Preparation of various sub plans for the business plan, such as credit, input, storage, consumer services, deposits, welfare activities.</p> <p><u>BDP in Action</u> – Business Plan and linkages to be established at various levels. Tools of monitoring (quantitative and qualitative information). Performance indicators related to different business activities, management and member participation. Role of various support agencies and their responsibilities.</p>	8	Prof. KV Raju
<p><b>3. Leadership and Team Building (L&amp;TB)</b></p> <p><b>Focus:</b> Attitudes and Values relevant to cooperatives; Effective Cooperative Management through participatory decision-making process; Effective Governance through Cooperative Leadership; Responsibility of Cooperative Leaders (preparation of second line in leadership).</p>	5 5	Prof. SN Biswas Prof. Hitesh Bhatt
<p><b>4. Applying Personal Leadership Skills in Professional and Personal Life (PLS)</b></p> <p><b>Focus:</b> After understanding the concepts of ‘Leadership &amp; Team Building’ in another module, one has to apply them in professional and personal life for organizational and individual growth.</p> <p>Application of Leadership in organizations becomes evident from Ricardo Semler’s book, ‘Maverick’. Through Deming’s famous ‘Red Beads Experiment’ participants learn the importance of overcoming the difficulties (Red Beads), of the juniors at the work place, which inhibits their performance and robs them of their dignity. Through the session on ‘Work Life Balance’, the participants realize the importance of giving importance to personal, social, and spiritual life along with their professional life for better effectiveness in the workplace and home. Finally, with the help of a number of video clips on Leadership, the participants get motivated to put the Learning to Action. At the end, a little on ‘Reflecting Internally’ will help the participants take a more proactive stance in various situations.</p>	6	Prof. Hitesh Bhatt
<p><b>5. Financial Accounting, Budgeting and Costing (FAC)</b></p> <p><b>Focus:</b> Introduction to financial accounting, Budgeting, variance analysis, Profit and Loss accounting, Balance Sheet, ratio analysis, costing and pricing of products and services in agricultural cooperatives, breakeven analysis, Cost Volume and Profit Relations.</p>	5 5	Prof. Asmita H. Vyas Prof. Paresh J. Bhatt
<p><b>6. Project Planning and Management (PM)</b></p> <p><b>Focus:</b> An overview of Project Management; Project Identification; Project Analysis and Selection; Project Appraisal; Project Implementation; Project Review (Monitoring and Evaluation). PERT/CPM, Planning and Scheduling, Logical Framework Analysis.</p>	12	Prof. Hitesh Bhatt
<p><b>7. Financial Management (FM)</b></p> <p><b>Focus:</b> Working Capital Management; Time Value of Money; Estimating relevant cash flows; Financial Criteria for investment decisions in agricultural cooperatives; Importance of member’s capital.</p>	8	Prof. Asmita H. Vyas

Topics/Focus	Sessions	Resource Persons
8. <b>Marketing Management (MM)</b> <b>Focus:</b> Market and Competition; Cooperative Marketing Concept; Marketing Mix, Market Intelligence, Product Life Cycle and new Product Development.	8	<b>Prof. Preeti Priya</b>
9. <b>Human Resource Management in Agricultural Cooperatives (HRM)</b> <b>Focus:</b> Selection, Recruitment and Matching Skills and Knowledge with the Role Profile Planning, Development of Employees to meet the requirements of growing organization.	6	<b>Prof. Nivedita Kothiyal</b>
10. <b>Individual and Group Behaviour (IGB)</b> <b>Focus:</b> Perception, Personality, Personal Effectiveness, Motivation and conflict.	8	<b>Prof. Madhavi Mehta</b>
11. <b>Communication &amp; Presentation Skills (CPS)</b> <b>Focus:</b> Communication and inter- personal effectiveness; making an effective oral presentation.	3 3	<b>Prof. Madhavi Mehta</b> <b>Prof. Hitesh Bhatt</b>
12. <b>Field Visits</b>		<b>Mr. Oliver Macwan</b>



## WRAP-UP SESSION, ICA ASIA & PACIFIC

### NEW DELHI

March 15 – 16, 2014

- March 15, Sat.** Return to New Delhi via Ahmedabad;  
Collect baggage from ICA-AP;  
Stay at Hotel Vikram, New Delhi
- March 16, Sun.** Sight-seeing in Delhi in the forenoon  
Farewell Dinner in the evening  
20.00 Lv. Delhi TG 316 01:00\*
- March 17, Mon.** Ar. Narita, Japan. TG 676 15:45



**Tentative Program of the 2nd ICA-Japan Training Course on  
“Fostering Core Leaders of Agricultural Cooperatives” in FY2013**

JAPAN : March 17 - April 11, 2014

**Institute for the Development of Agricultural cooperation in Asia (IDACA)**

Month	Date	Program	
March	17	Mon	Arrival of participants
	18	Tue	Orientation/ Opening Ceremony Ice-breaking session Japanese Society, Culture & Economy (IDACA)
	19	Wed	(L) Historical Development of Japanese Agriculture and Agricultural Cooperatives (IDACA Mr. T. Nakashima) (L) Organizations and Business Activities of Japanese Agricultural Cooperatives (IDACA Mt. T. Nakashima)
	20	Thu	(L) Distribution System of Agricultural Products and Marketing Business of Agricultural Cooperative & Function of Wholesale Market ~ Marketing and Purchasing Business of Agricultural Cooperative (Mr. K. Harada)
	21	Fri	Presentation of Draft of Action Plan (1) Presentation of Draft of Action Plan(2) /Guidance for its Finalization
	22	Sat	Sightseeing in Tokyo
	23	Sun	Move to Hiroshima Prefecture
	24	Mon	(V) Visit to JA Hiroshima Prefectural Union Subject: Outline of the Agriculture and JAs in Hiroshima Pref. (V) Observation of JA ZEN-NOH's Facilities (Rice milling factory), Satake Corporation (Rice milling machine manufacturing Co.)
	25	Tue	(V) Visit to JA Miyoshi (Primary Coop) Subject: Relationship between members and JA Observation of the JA's facilities and exchange meeting with JA member organizations
	26	Wed	(V) Visit to JA Kita Hiroshima (Primary Coop) Subject: JA's activities rooted to the area Observation of the JA's facilities (Visit to producers' group, joint collection and facility, etc.)
	27	Thu	(V) Whole sale market in Hiroshima City Sightseeing in Hiroshima City (Return to IDACA)
	28	Fri	Group Discussion on the issues related to the first half of the Program Presentation of result of group discussion
	29	Sat	Free
	30	Sun	Free
April	31	Mon	(V) Visit to Isonuma Milk Farm (V) Observation of Road Side Station in Hachioji
	1	Tue	(L) Flows from Production of Farm Products to Marketing and the Role of JA (Mr. Y. Saito) cont.
	2	Wed	(V) Visit to Mr. Saito's farm in Yamanashi Prefecture Observation of JA's facilities (Grading Center, etc.)
	3	Thu	(L) Importance of Education Activity in Cooperatives~ Based on Experiences in Nepal (Mr. T. Kigasawa) cont.
	4	Fri	(L) Human Resource Development of Agricultural Cooperatives through Member Organizations (Mr. K. Tsukada) cont. (Clarification to questions on the whole training)
	5	Sat	Free
	6	Sun	Free
	7	Mon	(L) Case Study on Agricultural Cooperatives in Asian Countries (IDACA Mr. Y. Abe)
	8	Tue	Preparation of Action Plan Preparation of Action Plan/Submission of Action Plan
	9	Wed	Presentation of Action Plans Presentation of Action Plans
	10	Thu	Revision of Action Plans/Submission of Action Plan Evaluation Meeting / Closing Ceremony
11	Fri	Leave IDACA for home counties	

2<sup>nd</sup> ICA-JAPAN Training Course on  
“Fostering Core Leaders of Agricultural Co-operatives-2013”

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India-Japan: 01 February to 11 April 2014



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**Mr. J.W.M. Manchanayake**  
Mudiyanselage  
WENNAPPUWA  
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**Mr. Anirut Jansaeng**  
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**Ms. Phan Ha Van**  
Vietnam Cooperative  
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**Mr. A.K. Taneja**  
Manager, ICA/JTC  
ICA - Asia and Pacific





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

The International Cooperative Alliance (ICA) is an independent non-government association that unites, represents and serves the cooperatives worldwide. Founded in London on 18th August 1895 by the International Cooperative Congress, the ICA, is headquartered in Brussels. ICA is a member-based organization with

national and international cooperative organizations in more than 93 countries. ICA's four offices in Africa, the Americas, Asia & Pacific and Europe, together, serve more than 267 member organizations, representing one billion cooperative members around the world.

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

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



## **IDACA**

The INSTITUTE FOR THE DEVELOPMENT OF AGRICULTURAL COOPERATION IN ASIA [IDACA] was established on July 8, 1963 with funds raised among agricultural cooperatives, led by Central Union of

Agricultural Cooperatives of Japan (JA-Zenchu) and also with the support of the Government of Japan.

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

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



The Institute of Rural Management Anand (IRMA), established in 1979, is the pioneering academic institution in rural management education and research. It is committed to pursuing excellence along with creativity and integrity. The unique strength of IRMA lies in its ability to integrate development and management in all its endeavours and activities.

This sets IRMA apart from other management and rural development institutions, which are largely concerned with either management or development, but not with both. Today, IRMA is recognised not only as an

institution of excellence in teaching and research, but also acknowledged for having successfully created the new discipline of rural management. This path-breaking approach of IRMA is being emulated by other institutions in India and abroad.

IRMA's educational and training programmes provide state-of-the-art pedagogy with emphasis on experiential learning. The faculty comprises experienced academicians and practitioners of national and international repute. IRMA has world class state-of-the-art infrastructure, fully computerised activities, excellent library, 24-hour internet connectivity and lush green campus providing tranquil ambience for learning.



**COOPERATIVE ENTERPRISES BUILD A BETTER WORLD**

