



**STRENGTHENING MANAGEMENT OF
AGRICULTURAL COOPERATIVES IN ASIA.
- Report of the 10th Course**



**ICA-JAPAN AGRICULTURAL COOPERATIVE
MANAGEMENT TRAINING PROJECT FOR ASIA**

**ICA-JAPAN TRAINING COURSE FOR
STRENGTHENING MANAGEMENT OF AGRICULTURAL
COOPERATIVES IN ASIA**

REPORT

**of the Tenth Training Programme held
in India, Malaysia and Japan
October 18 1995 - April 20 1996**

by

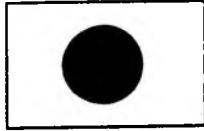
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Project Director**



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**10th ICA-Japan Training Course for Strengthening
Management of Agricultural Cooperatives in Asia**
held in India, Malaysia and Japan.
October 18 1995-April 20 1996
- A Report

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10TH TRAINING PROGRAMME
India-Malaysia-Japan
October 18 1995-April 20 1996

submitted to:

The Ministry of Agriculture, Forestry
and Fisheries (MAFF)
Government of Japan

by the

International Cooperative Alliance

June 1996

PREFACE

THIS report is the result of the successful implementation of the Tenth ICA/ Japan Training Course for Strengthening Management of Agricultural Cooperatives in Asia, held in India, Malaysia and Japan, October 18 1995- April 20 1996. The International Cooperative Alliance places on record its highest appreciation of the financial contribution made by the Government of Japan in the Ministry of Agriculture, Forestry and Fisheries (MAFF) 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 Cooperation in Asia (IDACA), Tokyo, in the execution of this important activity. The Alliance is most grateful to its member-organisations in India, Malaysia and Japan and our other collaborating specialised institutions for their help, advice, guidance and logistic support in the successful implementation of this training programme.

The Alliance is thankful to its member-organisations for sponsoring candidates for participation in this long-term training programme, which, I hope, would contribute significantly to the development of agricultural cooperatives as well as meeting some of their human resource development needs. The Course is keyed to the development of the technical capacities and capabilities of managers besides stressing on the concept of 'value addition' in agro-processing aspects with a view to achieve higher economic returns to the farmer-members. Over the years, the training course has earned a high level of acceptability among the managers of agricultural cooperatives in the Asian Region.

The ICA is extremely grateful to Mr Yoshitada Nakaoka, Managing Director of the IDACA for conducting the Part-II of the programme at IDACA and for organising study visits to agricultural cooperatives in Japan during which time the participants were able to meet with the leaders and members of agricultural cooperatives besides visiting the national, prefectural and primary level agricultural cooperatives.

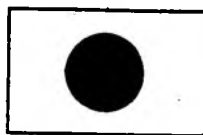
I take this opportunity of commending the sincere efforts made and deep involvement of my colleagues in our Regional Office for Asia and the Pacific, especially Mr Daman Prakash, Project Director and Mr AH Ganesan, Programme Officer, in organising and conducting this programme in a professional and satisfactory manner.

Bruce Thordarson
Director-General

International Cooperative Alliance
Geneva. Switzerland

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**TENTH (10TH) ICA-JAPAN TRAINING COURSE FOR STRENGTHENING
MANAGEMENT OF AGRICULTURAL COOPERATIVES IN ASIA**

India – Malaysia – Japan

October 18 1995 – April 20 1996

R E P O R T

1. EXECUTIVE SUMMARY

The Tenth ICA/Japan Training Course for Strengthening Management of Agricultural Cooperatives in Asia was held in India, Malaysia and Japan, from October 18, 1995 to April 20, 1996. The Programme was conducted with the financial assistance provided by the Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Government of Japan and was executed by the International Cooperative Alliance (ICA) as per agreement reached between the two Organisations. The first part of the training course was held in India at the ICA Regional Office, New Delhi, and at the Institute of Rural Management, Anand (IRMA) followed by study visits in and around New Delhi and in Gujarat and Maharashtra States of India. A two-day Workshop on Management Techniques for Processing and Marketing Societies was held at the Vaikunth Mehta National Institute of Cooperative Management (VAMNICOM), in Pune.

The first part of the training course was organised from 18th October 1995 to 28th December 1995 in collaboration with ICA member-organisations in India and in technical collaboration with the Institute of Rural Management, (IRMA), Vaikunth Mehta National Institute of

Cooperative Management (VAMNICOM) and cooperative organisations in the States of Gujarat and Maharashtra.

Part-I of the training course in India was followed by a National Follow-up Review Workshop of former participants from Malaysia and study visits programme to agricultural cooperatives in Malaysia from December 18 to December 28, 1995. The follow-up workshop and the field study visits in Malaysia were organised with the active collaboration of the ICA Member-Organisation, Angkasa, and the Cooperative College of Malaysia.

The National Follow-up and Review Workshop for former participants from Malaysia was held on 19th December 1995 at the Cooperative College of Malaysia, Petaling Jaya, Kuala Lumpur, Malaysia, as a part of the Tenth course programme. Status papers were presented by the participants on the latest position of implementation of their projects or reasons for not implementing them.

The Institute for the Development of Agricultural Cooperation in Asia (IDACA), Japan, was represented by a team of three staff members each both at the Inauguration of the Training Course in New Delhi in October 1995 and at the Follow-up Review Workshop and Study Visits in Malaysia in December 1995. The first three member team to India was headed by Mr Tutsuro Oikawa, General Manager and comprised Mr Yukio Abe, Programme Coordinator and Ms Yukie Aoki, Finance Officer, of IDACA. The second team to Malaysia was led by Mr Tokizo Takagi, Assistant General Manager and consisted of Mr Yukio Abe and Ms Chizuko Kogure, Programme Coordinators of IDACA.

After the Malaysian programme, the participants returned to their home countries to undertake Home Country Assignments in their respective countries from 29th December 1995 to 19th February 1996. During this period participants were engaged in the actual preparation of a project proposal on the basis of earlier discussions held within the country and on the basis of training imparted to them at IRMA. All the 15 participants prepared viable project proposals which were subsequently appraised by the participants themselves as a group and by the resource persons during Part-II of the Programme in Japan.

On completion of the Home country assignments, the participants travelled to Tokyo, Japan, and arrived in Tokyo on 20th February 1996, for attending the Project Appraisal Sessions (PAS) and to study the cooperative management practices followed in agricultural cooperatives in Japan at the IDACA, Tokyo. The eight-week programme at IDACA from 21st February to 20th April 1996 included study visits to agricultural cooperatives in Fukuoka and Yamagata Prefectures in Japan, besides getting acquainted with a variety of national level cooperative federations in Tokyo and holding discussions with managers, leaders and members of agricultural cooperatives in Japan.

The training course in Japan concluded with an End-of-the-Course Evaluation and awarding of Certificates of Participation to the participants. The participants left for their home countries on 20th April 1996.

2. BACKGROUND

The launching of the ICA Management Training Project for Agricultural Cooperatives in Asia was the result of successful negotiations between the Central Union of Agricultural Cooperatives of Japan (JA-ZENCHU), a member-organisation of the ICA, and the Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Government of Japan on the need for strengthening agricultural cooperative activities in the Asian region through leadership training in new approaches in management practices. The ICA, an international non-governmental organisation, was chosen by the MAFF as the most suitable international organisation for bringing about these changes in cooperative functioning. Within the United Nations system, the ICA enjoys Category-I status with the UN Economic and Social Council (UN-ECOSOC). The ICA has affiliates in 101 countries with 225 national organisations and nine international organisations serving over 730 million individual members. The ICA Regional Office for Asia and the Pacific (ICA ROAP), operating from New Delhi since 1960, serves 62 national level organisations from 26 countries and the ACCU, representing over 470 million individual members.

Justification

Agriculture is by far the most important economic activity in almost all countries of the Asian and Pacific Region contributing to the highest percentage of their GNP. Agriculture is also the source of livelihood for majority of the population in the Region. However, agricultural productivity is subject to violent fluctuations due to its heavy dependence on monsoon and damages caused by natural disasters. Measures taken for prevention of damages to agricultural crops are inadequate and systems for disaster compensation are ad hoc and generally not effective.

Agricultural cooperatives are functioning, in one form or another, in almost all the countries of the Asia-Pacific Region. Started mostly with government initiative or as a result of projects supported through bilateral or multilateral agencies, each country has evolved her own pattern for organisational structure and functioning of these cooperatives. One thing common to all, however, is the existence of small and marginal farmer-members depending entirely for their livelihood on the meagre income from small holdings. The present role of the cooperatives in providing a suitable infrastructure which can help add value to primary produce, except in a few cases, where agro-processing has been undertaken with positive results, is far from satisfactory.

Although there is a large number of cooperative organisations in the Region with a variety of success spectrum, there are still management problems interlaced with lack of membership participation in the business affairs of these cooperatives. There is a heavy participation and administrative influence of governments in the functioning of cooperatives due to excessive pressure on these institutions to serve state policies and programmes. As a result, cooperative institutions in several Asian countries are more aligned to the state policies rather than catering to the needs and requirements of their basic owners and constituents, i.e. the members. The staff and board members of cooperatives also lack managerial skills mainly due to inadequate training opportunities available within their respective environments. Due to limited resources

available at the command of primary and secondary level cooperatives it has been difficult for them to sponsor their staff for training at higher level training institutions within the country or abroad. Besides, the management leaders have very little opportunities to interact with their counterparts in other countries. Their understanding and appreciation of cooperative operations remains limited to their home environments. The need is to expand their horizons of understanding with a view to improve the quality of management of their own cooperative institutions. The ICA has been providing such opportunities in a limited way to some selected managers and policy-makers. Such opportunities and exposures are considered absolutely essential if the staff and board members have to play fruitful roles in the business aspects of cooperative institutions.

Despite all the drawbacks in their present-day functioning, cooperatives are the best suited agencies for agricultural development in the Asian Region. To a great extent they are indispensable for accelerating the development in general and agriculture in particular. The remedy lies in streamlining their activities in a manner in which they could increase their own resources and improve their technical and managerial capabilities to safeguard the interests of their members to a maximum possible extent. Successful examples of cooperatives which have taken such initiatives are not lacking. Such streamlining would be possible only if the leadership responsible for cooperative promotion and development and for managing their day-to-day operations is responsive to the needs and aspirations of the farmers. Of special importance to cooperative functioning is the leadership provided by managerial and technical personnel competent to ensure maximum economic advantages to the producers. The ICA Management Training Project for Agricultural Cooperatives in Asia and the Pacific is geared to help in creating such leadership in the regional countries.

3. PROJECT OBJECTIVES

Development Objective

The overall objective of the Project is "to help

strengthen and improve agricultural cooperative performance in the Asia-Pacific Region in order to bring about a qualitative improvement in cooperative services to member-farmers at the grass-roots level. The overall aim is to help increase member's income, help improve his standard of living and ensure active member participation in the business and operations of agricultural cooperatives."

Immediate Objectives

- i. To examine the present organisational structure of agricultural cooperatives in Asia and the Pacific Region and discuss on the basis of results obtained so far and the applicability of an integrated cooperative system for a more effective and result-oriented development process;
- ii. To introduce various forms of improved managerial practices in cooperative functioning supported by backward, forward and horizontal linkages at appropriate levels;
- iii. To introduce business planning for value addition through cooperative management with special reference to decisions on location, capacity, budgeting, investment, costing and in evolving pricing policies;
- iv. To evolve a project-oriented development approach in cooperatives, and introduce methods for project preparation, appraisal, implementation, monitoring and evaluation;
- v. To study working of multipurpose, single-purpose and commodity-based cooperatives and examine the applicability of their experience in the participating countries;
- vi. To study various ways of resource mobilisation for cooperative development; and
- vii. To induct managerial personnel in farm guidance and better living activities for cooperative member-farmers in order to increase farm productivity and ensure their welfare and greater participation in cooperative activity.

4. ACKNOWLEDGEMENTS

In the implementation of the Tenth training course, the ICA has received full support and excellent cooperation from the Central Union of Agricultural Cooperatives of Japan (JA-ZENCHU), a member organisation of the ICA; 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, Gujarat (IRMA), India; the Vaikunth Mehta National Institute of Cooperative Management in Pune, (VAMNICOM), India; the National Cooperative Union of India (NCUI); the State Cooperative Union in Maharashtra in India; the Angkasa and the Cooperative College of Malaysia, and other ICA member-organisations and numerous other cooperative and other institutions in the Region and from resource persons recruited for the programme. The ICA is thankful to the leaders, managers and members of agricultural cooperative organisations in India, Malaysia and Japan who most willingly received the participants and provided them with information and advice on their operations.

5. THE TENTH YEAR OF THE PROJECT

During the decade of ten years, the Project has trained 150 managerial personnel, both men and women, working in middle-level to senior level positions in agricultural cooperatives or in other apex level organisations from thirteen Asian countries, i.e. Bangladesh, China, India, Indonesia, Iran, Korea, Malaysia, Myanmar, Pakistan, the Philippines, Sri Lanka, Thailand and Vietnam. In exceptional cases, officials working with government departments or agencies closely associated with planning for cooperatives or cooperative development were accepted for the training course. By and large, a majority of the candidates had a direct relationship with activities aimed at serving the farmer-members of agricultural cooperatives. Most of the candidates had already received in their home countries the basic training related to cooperative principles and the managerial and financial aspects of agricultural cooperatives. Only a very small number of these candidates had the opportunity earlier to study or observe cooperative activities outside their national environments.

The activities of the project received considerable attention and publicity in the regional countries and has generated keen interest among ICA member-organisations to the extent that in the meeting of the ICA Regional Council for Asia and the Pacific, repeated suggestions have been made over the past few years for increasing the number of seats in addition to the fifteen candidates now trained annually.

A Resolution was passed by the Top Level Asian Cooperative Agricultural Leaders, held in Tokyo in November 1995, appreciating the funding support by the Government of Japan and requesting further extension of the Project for some more years, beyond the present ten year period, to derive maximum advantage of the training by the movements in the region.

Considering the size of cooperative organisations, number and structure of agricultural cooperatives in the Asian Region and the volume of their business, the number of fifteen candidates appears to be too small and inadequate. However, given the proper encouragement for country-based follow-up

training programmes on similar lines, it is possible to generate a chain reaction within individual countries to create an atmosphere for applying the management approaches and techniques introduced through the project and to derive full benefits through improvement of capabilities of increased number of managerial personnel on similar lines.

Throughout the training programme, during these ten years, the emphasis has been on discussions based on live conditions related to grass-roots level cooperative activity. The participants were continuously exposed to experiences in various types of cooperatives in different countries through case studies and by visits to many such cooperatives in eight countries viz. India, Indonesia, Malaysia, Thailand, Japan, Republic of Korea, the Peoples Republic of China and Sri Lanka.

Enormous volume of documentation has been generated for the training courses during the past ten years. These documents, case studies and working papers had been repeatedly tested and found to be of considerable value before they were used in this training programme in India and Japan. The documents prepared for field study visits in India, Indonesia, Malaysia, Japan, Thailand, China, the Republic of Korea and Sri Lanka have further enriched the accumulated knowledge and information material prepared for these training courses. In addition to this, publications like the "Agricultural Cooperatives in Japan" and "Agricultural Cooperatives in the Republic of Korea" have been published by the ICA ROAP as an additional input into the documentation and reference material generated as a result of the project activity.

6. PROJECT FUNDING

The positive decision of the Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Government of Japan to contribute funds to the ICA for the Tenth year of the Project was followed by a grant for its implementation. The financial contribution made by MAFF has gone a long-way to help improve the skills and capacities of managers who are managing their agricultural cooperatives in the Region. The ICA is grateful to the Government of Japan for this gesture.

7. ADMINISTRATIVE ARRANGEMENTS FOR THE PROJECT

Dr Daman Prakash, appointed by the ICA Head Office as Project Director, continued to work as Project Director for the tenth course. The Implementation of the Project Plan of Action was steady and the objectives set for the Project were fully and satisfactorily achieved. Supporting staff to assist the Project Director in administrative and financial matters was provided by the ICA Regional Office for Asia and the Pacific (ICA ROAP). Mr A.H.Ganesan, who had worked with the Project since its commencement, continued to work with the Project as its Programme Officer.

8. PROJECT IMPLEMENTATION SCHEDULE

The following implementation plan was prepared for the Project:

a) Planning Phase: July 01- October 17, 1995

- Developing curricula and syllabi including planning of technical session modules, field visits and national follow-up review workshops in consultation with the Institute of Rural Management, Anand; Vaikunth Mehta National Institute of Cooperative Management, Pune; the Maharashtra State Cooperative Union, Pune; and the National Cooperative Union of India, New Delhi.
- Planning the field study visits programmes in India and Malaysia and the National Follow-up and Review Workshop in Malaysia, in consultation with the ICA member-organisations.
- Sending invitations to ICA member-organisations to nominate candidates for the tenth course and to former participants from Malaysia to attend the national follow-up and review workshop.
- Identification and recruitment of resource persons.
- Preparation of case studies and related documentation.

- Selection of participants and finalising arrangement for their travel and accommodation.
- Consultations on project implementation with the JA Zenchu, IDACA in Japan and member-organisations in India and Malaysia.
- Practical arrangements for organising the first part of the course in India and Malaysia.
- Financial arrangements for the training course.

Implementation Phase : October 18, 1995-April 20, 1996

- Part-I of the Course in New Delhi, including study visits in India
October 18, 1995 - December 18, 1995

Field Study Visits and National Follow-up and Review Workshop, Malaysia
December 19 - 28, 1995
- Home Country Assignment for actual preparation of project proposals by the participants in their own countries
December 29, 1995 - February 19, 1996
- Part-II of the Training Course, including Project Appraisal Sessions at IDACA, Japan.
February 20 - April 18, 1996
- Final Evaluation and Closing Session in Tokyo
April 19, 1996
- Departure of Participants to their respective countries, April 20, 1996

9. COURSE PROGRAMME

Based on the Project Implementation Schedule and after holding consultations with the ICA, MAFF and IDACA the day-to-day programme was finalised. The programme as followed is placed as Annexe-I.

10. REPORTING AND EVALUATION

April 21-June 30, 1996

The period from the end of the training course to the end of the Project period was used to prepare the work report and financial statements for submission through the ICA Head Office in Geneva to the MAFF, Government of Japan, and to review the Project activities with the ICA authorities, JA-Zenchu and MAFF in Japan and other concerned organisations.

11. NATIONAL FOLLOW-UP AND REVIEW WORKSHOP-6

KUALA LUMPUR, MALAYSIA

December 19, 1995

Based on the experience and usefulness of holding five national follow-up workshops during earlier years for former participants from the Republic of Korea, India, Sri Lanka, Thailand, and Indonesia as part of the seventh, eighth and ninth training course programmes, one national follow-up and review workshop was planned and held for former participants from Malaysia during the tenth training course period in close collaboration with the ANGKASA, and the Cooperative College of Malaysia. The national follow-up workshop helped to assess the probable areas of success and the problems faced by the project promoters, and helped in the exchange of views with the former participants. The National Follow-up and Review Workshop on Management of Agricoops was organised on 19th December 1995 at the Cooperative College of Malaysia in Petaling Jaya, Kuala Lumpur. All the nine former participants from Malaysia were invited to share their experiences with the tenth course participants. Out of nine invited, five former participants attended the Workshop.

The Workshop was organised with the following objectives:

- i. To enable the former participants to get together and exchange notes on their experiences with regard to their work and implementation of their projects, prepared by them during their training:
- ii. To exchange notes with the current course participants and to interact with them on problem areas encountered by them in the implementation process and how to enlist the support and cooperation of their sponsoring organisations;
- iii. To discuss the methods and techniques employed by them in the implementation of their projects; and
- iv. To have a dialogue with the ICA officials and their sponsoring organisations to suggest areas of improvement in the training programme itself.

12. COURSE PARTICIPANTS

Based on the nominations received, selection of candidates was finalised. Fifteen persons were selected from Bangladesh (1), China (1), India (2), Indonesia (1), Republic of Korea (2), Malaysia (1), Myanmar (1), Pakistan (1), Philippines (1), Sri Lanka (2), Thailand (1) and Vietnam (1). All the participants attended the training course for its full duration. A list of participants together with their upto date addresses is placed at Annexe-II.

13. LOCATION OF TRAINING ACTIVITIES

Part of the sessions of the Part-I of the Tenth course were held in the Conference Hall of the ICA ROAP in New Delhi and at the campus of the Institute of Rural Management, Anand. A two-day workshop on Management of Cooperative Marketing and Processing Activities was conducted on December 06-07, 1995 at the Vaikunth Mehta National Institute of Cooperative Management in Pune. Study visits were arranged to cooperatives in and around New Delhi, and in the States of Gujarat and Maharashtra.

15. PART-I OF THE TRAINING COURSE

Part-I of the training course was held in India including study visits in a few states in India.

Programme Inauguration

The Tenth training course for Strengthening Management of Agricultural Cooperatives in Asia was formally inaugurated at the ICA Regional Office for Asia and the Pacific on Wednesday, 18th October, 1995, by His Excellency Mr Seiji Kojima, Charge de Affairs (Minister) in the Embassy of Japan in India. The Inaugural session was attended by a large distinguished audience of cooperators from different national level organisations in Delhi. The inaugural session was also addressed by Mr G.K.Sharma, ICA Regional Director for Asia and the Pacific; Mr Tutsuro Oikawa, General Manager, Institute for the Development of Agricultural Cooperation in Asia (IDACA), Japan; Mr B.D.Sharma, Chief Executive of the National Cooperative Union of India and Dr Daman Prakash, Project Director.

Formally inaugurating the training course, Mr Kojima 'commended the ICA for organising this useful training programme' and 'was gratified to see an impressive participation of faculty and trainees in this programme'. Highlighting the achievements of agricultural cooperatives of Japan and the variety of innovations that were introduced in his country, to enable the Japanese farmers to achieve a high volume of agricultural produce, Mr Kojima urged the participants to take advantage of their visit to Japan to study and learn from the experiences. In this era of rapid expansion of industries and emerging new high-growth sectors of the economy, the agricultural sector is facing a serious challenge. Mr Kojima said, the 'experience of Japanese agricultural cooperatives in tackling these issues would be of great value and relevance to the participants. Wishing the course and the participants a great success, Mr Kojima assured that the Japanese Government viewed the activities of the ICA as a contributory factor to the development of agricultural cooperation in Asia.

The inaugural session was presided over by Mr G.K.Sharma, ICA Regional Director for Asia and the Pacific. Welcoming the Chief Guest and the participants, Mr Sharma thanked the Government of Japan and the JA-Zenchu for their continued support to this Project. He recalled the early affiliation of the Indian and Japanese Cooperative Movements to the membership of the ICA and the close collaboration the ICA ROAP has with the Japanese Cooperative Movement. He advised the participants to study thoroughly and observe closely the experiences of both the cooperative movements of Japan and India and their management systems. He wished the participants a fruitful and successful training course in the coming months.

Extending the fraternal greetings on behalf of the Institute for the Development of Agricultural Cooperation in Asia (IDACA), Japan, Mr Tutsuro Oikawa, General Manager, said the close collaboration existing between the ICA and IDACA during the last many years have been beneficial for both the institutions and to the cooperative movement in the region in general. Mr Oikawa welcomed the participants to the course and said that during their visit to Japan, they will have lot to learn from the experiences of the Japanese Cooperative Movement and extended a warm welcome to them to IDACA. Mr Oikawa thanked the Ministry of Agriculture, Forestry and Fisheries (MAFF) for the continued assistance for this particular training course and the ICA for successfully implementing it.

Dr Daman Prakash, Project Director, welcomed the Chief Guest, the officials of IDACA, the participants, and the distinguished cooperators present at the inauguration. He said that the agricultural cooperatives in Japan are highly developed and are professionally managed. They provide a large number of social and economic services to the members. Participants will have an opportunity to study the cooperative management practices in Japan as well as those of India and Malaysia. 135 managers working at different levels of cooperative organisations have so far been trained under this programme. With the 10th course participants, a total of 150 persons would have received training. Dr Prakash expressed his sincere appreciation to the Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Government of Japan for their continued cooperation and support in the

implementation of the Management Training Project and hoped that this support would continue in the future.

Mr B.D.Sharma, Chief Executive of the National Cooperative Union of India, welcomed the participants to India on behalf of the Indian Cooperative Movement. He expressed his appreciation and gratefulness to the Government of Japan and the Cooperative Movement and the ICA for the training and development of managers of agricultural cooperatives from developing countries to make the movements stronger in the Region. He requested the Government of Japan to extend this very useful training programme for some more years to come, beyond the present phase of ten years, to give continued training support to the agricultural cooperative movements in the developing countries of Asia.

CHRONOLOGY OF ICA-JAPAN COURSES HELD DURING 1986-87 TO 1995-96

<i>Course No.</i>	<i>Dates</i>	<i>Countries where courses held</i>	<i>Participating Countries</i>
01	Nov 01 1986- May 03 1987	India, Thailand, Japan, and Rep. of Korea	Bangladesh, China, India, Indonesia, Korea, Malaysia, Philippines, Sri Lanka and Thailand
02	Oct.26 1987- May 10 1988	India, Thailand, Japan and Rep. of Korea	Bangladesh, China, India, Indonesia, Korea, Malaysia, Philippines, Sri Lanka and Thailand.
03	Oct 24 1988- May 07 1989	India, Thailand, Japan, and Peoples Rep. of China	Bangladesh, China, India, Korea, Malaysia. Pakistan, Philippines, Sri Lanka and Thailand
04	Oct 23 1989- May 10 1990	India, Thailand, Japan and Rep. of Korea	Bangladesh, China, India, Korea, Malaysia. Pakistan, Philippines, Sri Lanka. and Thailand.
05	Oct 22 1990- May 10 1991	India, Thailand, Japan and Rep. of Korea	Bangladesh, China, India, Korea, Malaysia. Pakistan, Philippines, Sri Lanka and Thailand.
06	Oct 21 1991- May 10 1992	India, Thailand, Japan and Peoples Rep. of China	Bangladesh, China, India, Indonesia, Iran, Korea, Malaysia, Pakistan, Philippines, Sri Lanka, Thailand and Vietnam.
07	Nov 09 1992- May 08 1993	India, Thailand, Japan and Rep. of Korea	Bangladesh, India, Indonesia, Iran, Korea, Malaysia, Pakistan, Philippines, Sri Lanka. Thailand and Vietnam.
08	Oct 20 1993- Apr 21 1994	India, Sri Lanka, Thailand and Japan	Bangladesh, India, Indonesia, Iran, Korea, Malaysia, Myanmar, Pakistan, Sri Lanka, Thailand and Vietnam.
09	Oct 17 1994- Apr 22 1995	India, Indonesia and Japan	Bangladesh, India, Indonesia, Korea, Myanmar, Philippines, and Vietnam.
10	Oct 18 1995- Apr 20 1996	India, Malaysia and Japan	Bangladesh, China, India, Indonesia, Korea, Malaysia, Myanmar, Pakistan, Philippines, Sri Lanka, Thailand and Vietnam.
Total Number of Attending Participants			150
Total Number of Training Courses Held			10
Total Number of Countries Covered under the Project			13

Countrywise Participation in ICA/Japan Management Training Courses held during 1986-87 to 1995-96

COUNTRY	1986-87 JCT 1	1987-88 JCT 2	1988-89 JCT 3	1989-90 JCT 4	1990-91 JCT 5	1991-92 JCT 6	1992-93 JCT 7	1993-94 JCT 8	1994-95 JCT 9	1995-96 JCT 10	Total
Bangladesh	1	1	1	1	1	1	1	1	1	1	10
China	2	2	2	2	2	2	-	-	-	1	13
India	3	3	2	2	2	2	3	2	3	2	24
Indonesia	1	2	-	-	-	1	1	2	3	1	11
Iran	-	-	-	-	-	1	1	1	-	-	3
Korea, Rep. of	2	2	2	2	2	2	2	2	2	2	20
Malaysia	1	1	1	2	1	1	1	1	-	1	10
Myanmar	-	-	-	-	-	-	-	1	2	1	4
Pakistan	-	-	1	1	1	1	1	1	-	1	7
Philippines	2	1	2	2	2	1	1	-	2	1	14
Sri Lanka	1	1	2	1	2	1	2	2	-	2	14
Thailand	2	2	2	2	2	1	1	1	-	1	14
Vietnam	-	-	-	-	-	1	1	1	2	1	6
TOTAL	15	15	15	15	15	15	15	15	15	15	150

16. CHARACTERISTICS AND PROBLEMS OF AGRICULTURAL COOPERATIVES IN THE PARTICIPATING COUNTRIES OF ASIAN REGION - A BRIEF REVIEW

Soon after the inaugural session, the working sessions of the Tenth ICA/Japan Training Course for Strengthening Management of Agricultural Cooperatives in Asia were started with introductions and discussions on working methods of the course.

The first week of the course was devoted to the review of agricultural cooperatives with special reference to their problems and managerial practices. These reviews were based on the papers presented by the participants from twelve countries. Resource persons from the ICA Regional Office and consultants participated in the Review Session.

I. Bangladesh

The agricultural cooperatives in Bangladesh are divided into two parallel structures, the traditional cooperatives and BARD cooperatives. They serve almost the same target groups and thus creating, on the one hand, the problem of overdues and on the other the inadequacy of loans. The apex organisation of the traditional cooperatives is the Bangladesh Jatiya Samabaya Union. These cooperatives are serviced by the Bangladesh Samabaya Bank Ltd. (BSBL) through the Central Cooperative Banks (CCBs) numbering 71, and the 51 Thana central cooperative associations. The traditional societies also include central sugarcane growers cooperative societies (13), central cooperative multipurpose cooperatives (30), cooperative land mortgage banks (46) and others. The cooperatives under the Bangladesh Rural Development Board (BRDB) are linked to the 447 Upzilla Central Cooperative Association (UCCA) and the Krishi samabaya samitis (57217). In addition to this, the lendings by the commercial banks, the agricultural bank and the grameen (rural) banks operating in the rural areas have aggravated the already hopeless overdue situation.

Although efforts so far to integrate the two cooperative sectors into a cohesive force for rural development have been unsuccessful, fresh initiatives are being taken to develop a healthy working relationship between them. The need has also been identified to link

the cooperatives at various levels in a meaningful business relationship.

The Bangladesh Samabaya Bank, registered on 31.3.1948, is the apex financial institution of the cooperatives in the country. The area of operation extends whole of the country and the membership is open to all classes of cooperative societies dealing with agricultural cooperative credit. The bank has 465 affiliates serving different spheres of the movement. Short-term loans in the shape of cash, seeds, fertilisers for production purposes, medium-term loans for purchase of plough cattle and small size agricultural equipment and long-term loans for redemption of old loans, purchase of agricultural machinery and improvement of land are given by the Bank. The Bank has disbursed Taka 460 million as agricultural loans and recovered Taka 390 million during the last seven years. Financial position of the Bank is sound and has great potentials to help the movement in the future.

II. China

After liberalisation of its economy in 1980, China has been making tremendous economic progress with an annual growth of 10%. In 1994, the GNP amounted to 4491.8 billion yuan. The living standards of people has been steadily improving and the per capita income stood at 300 US\$ in 1994. The 'commune system' was abolished resulting in more attractive returns to individual farmers. Agricultural production increased rapidly and gross output of agricultural produce in 1994 amounted to Yuan 1575 billion. 80% of agricultural produce is marketed in 1994 compared to only 20% in 1980.

The cooperative movement in China started early in 20th century. The first cooperative was organised in 1918 followed by agricultural marketing cooperatives in cotton growing regions. Consumer cooperatives were formed in 1920s and the first

cooperative law was promulgated in 1935. Industrial cooperatives were formed in 1930s. After 1949, when Peoples Republic of China was founded, supply and marketing cooperatives were set up in early 1950s to assist farmers in providing farm inputs and in marketing their produce.

Supply and marketing cooperatives in China numbering 32,000 adopt a four-tier structure consisting of National Federation of Supply and Marketing Cooperatives, provincial federations, county federations and primary societies. The SMCs practice the system of independent accounting, self-responsibility for autonomous operation, and democratic management. The 32000 SMCs have 160 million farmer households as members with a share capital of Yuan 10 billion. These SMCs at the primary level federate into 2,300 county federations, which in turn federate into 30 regional federations and the National Federation at the apex level.

The All China Federation of Supply and Marketing Cooperatives (ACFSMC) was formed in 1954 and became a member of the International Cooperative Alliance in 1985. As the national apex of the cooperative movement, the ACFSMC is responsible for cooperative reform programme, development strategy, policy coordination, management and protect the interests of SMCs throughout the country. The ACFSMC coordinates and harmonizes actively the relations between the SMCs and other government departments and helps the SMCs across the country to promote foreign trade and technical exchanges with foreign countries.

The cooperative movement in China is affected profoundly by the traditional economic system and are finding it difficult to adopt to the changed economic circumstances. One-third of SMCs are operating in losses and increasing gap exists between the farmers and their SMCs.

III. India

The Cooperative Movement in India started as a credit movement in 1904 has now spread to almost all sectors of the economy and has branched off into specialised sectors such as marketing, international trade, agro-processing, fertiliser production, production of heavy machinery, housing and consumer

services. Cooperatives are the strongest in the agricultural sector. The total number of cooperatives in the country is around 342,000 with a membership of 164 million, share capital of Rs. 533 billion and a working capital of Rs.716 billion. Cooperatives cover 65% of total households and 100% of all villages. Most of the cooperatives are vertically integrated through their respective specialised federations or unions at the district, state and national levels. The twenty national level specialised federations are members of the National Cooperative Union of India (NCUI) which represents the Cooperative Movement as a whole. The state level cooperative organisations number around 260 and those of district level are 2267. Primary agricultural cooperatives numbering 82,905 are affiliated to 353 district central cooperative banks which are federated into 24 state cooperative banks at state level. Efforts are on to establish a national cooperative bank with affiliates from all states of India. A total of Rs.467 billion was advanced as production credit and Rs.55 billion as investment credit during the last cooperative year.

The National Cooperative Development Corporation (NCDC), a government agency, provides assistance for planning and development of marketing infrastructure and agro-processing industries. Marketing activities are handled by the National Agricultural Cooperative Marketing Federation of India (NAFED) with the help of state marketing federations and their affiliates. District central cooperative banks play a major role in financing agricultural promotion through credit facilities to cooperatives and their members. Most of the cooperative banks are financing processing industries in the cooperative sector and have contributed a great deal in adding value to the primary produce. Long-term financing is handled by Land Development Banks.

Despite the large size of the Cooperative Movement as a whole, the growth in various regions has been lopsided. While on the one hand, spectacular success has been achieved in certain sectors such as dairy, sugar, oil-seeds and fertilisers, the traditional sectors of credit and marketing have yet to come up to the level of minimum expected standards. Due to the liberalisation policy of the Government, stiff competition is being faced by cooperatives in different sectors and efforts are on to improve the management systems to effectively cope up with the competition.

The National Cooperative Union of India (NCUI) is the national apex of the Indian Cooperative Movement representing all sectors of the movement. The Union, established in 1929, has a total of 199 affiliates consisting of national business federations (17), state unions and state business federations (164), and multi-state cooperative institutions (18). The NCUI is the umbrella organisation and acts as the spokesman of the movement. Education and training, an important activity of the NCUI, is carried out by 19 Institutes of Cooperative Management and the Vaikunth Metha National Institute of Cooperative Management in Pune. The Union conducts 21 pilot projects for development of cooperatives in cooperatively less developed states. Research studies, conduct of conferences, seminars on topics of interest, publications for dissemination of information and knowledge, establishment of a cooperative data bank for providing software and hardware technology to its member constituents, and special programmes for women and youth are some of other important activities of the NCUI. The management of the NCUI is vested in an elected Governing Council representing all member organisations from different States of India.

The Kerala State Cooperative Agricultural and Rural Development Bank

The Kerala State Cooperative Agricultural and Rural Development Bank was established in October 1956 as a successor of Travancore Credit Bank. The Bank caters to the long term agricultural and allied credit needs of the farmers as well as artisans and village entrepreneurs. With a federal structure, 44 banks at the primary level are its affiliates. 14 regional offices assist the primary banks and staff training centre takes care of the training needs of its employees. The management is vested in an elected board of 23 members and several committees look after different allotted functions. Financial resources are raised through issue of debentures and loans provided by the bank include agricultural, non-agricultural and rural housing purposes. Agricultural loans are classified under two heads i.e. schematic and ordinary loans. Non-agricultural loans to artisans include composite loans for setting up of small scale units, vehicle loans, and integrated loan schemes. Rural housing loans upto Rs.300,000 for building new houses and Rs.60,000 for renovations and repairs. Utilisation and repayment is monitored regularly and bank has a recovery percentage of 87.76%. Since its inception the bank has advanced loans of Rs.8,080 million out of which loans for agricultural development amounted to Rs.5800 million.

IV. Indonesia

Agricultural cooperatives in Indonesia are organised in a three-tier structure. The multipurpose cooperatives (KUDs) at the primary level are federated into the PUSKUD at the provincial level, and these are affiliated to INKUD at the national level. There are at present more than 9,000 KUDs and around 25,000 other types of cooperatives in the country. A KUD is characterised by multipurpose business which has farmers, fishermen and handicrafters as its members. Most of its activities are closely hinged on agriculture. Its main functions are: (a) distribution of farm production inputs and consumer goods; (b) providing credit; and (c) collecting, processing and marketing of produce of members. The total membership of KUDs in 1993 was around 13.50 million. The KUDs were organised with three principal objectives: (i) to consolidate people; (ii) to consolidate and rationalise land resources for agricultural production and to provide means of income to the people; and (iii) to use them to maintain national food stocks, mainly rice. 5000 KUDs have achieved the status of self-sufficient cooperatives. Combination cooperatives can also be formed by three central (provincial) level cooperatives. Three such combination cooperatives can form a national level organisation.

Although KUDs function as multipurpose cooperatives, their organisational base is weak both in financial and business terms. The marketing of rice is mostly through delivery to BULOG which is the rice procurement agency of the government. KUDs also function as distribution agencies on behalf of the government. The village level cooperative service places (TPK), cooperative service centres (PPK) and the cooperative administration centres do not seem to contribute much to strengthening KUD activity.

Due to weak structural and financial link-up between the KUD, PUSKUD and INKUD, the cooperatives are not able to compete with private traders. There is very little active participation by members. The KUDs lack suitable infra-structure for marketing, storage and processing and other value-adding activities. Member education, farm planning and staff training activities are inadequate. The Government provides training to cooperative employees through a network of 27 provincial level cooperative training centres and one national level training centre. Member

education and extension is provided partly by the government and partly by the National Cooperative Council of Indonesia (Dekopin). Formal education in Cooperation is provided by private foundations and academies. There is one national level Institute (IKOPIN - Institute of Cooperative Management) and eight Cooperative Academies (AKOPs) in the country.

The role of the government in the promotion of rural cooperatives can be described as follows: (i) to create conducive and enabling environment for cooperative development through policy pronouncements and review of cooperative legislation; and (ii) to provide guidance, necessary facilities, and protection for cooperative business. Of late, the private enterprise has given shares to cooperatives.

The Indonesian Union of Dairy Cooperatives (GKSI) was established as a secondary level organisation in April 1979 to encourage milk producers cooperatives in dairy development and to establish processing facilities for milk and milk products and for their marketing. Milk production in Indonesia rapidly increased from 1.3 million lts in 1977 to 325 million lts in 1993. The number of dairy farmers also substantially increased from 7,000 in 1979 to 80,000 farmers owning 295,000 dairy cattle under 203 primary dairy cooperatives. The dairy cooperatives supply animal feed, equipments, medicines for cattle, and artificial insemination facilities. A major portion of the milk procured by the milk cooperatives is sold to multi-national companies. The range of milk products produced and quantity of milk handled by the cooperative sector is still low. The GKSI, however, has emerged as a strong and an efficient milk processing organisation.

V. Republic of Korea

i. Agricultural Cooperatives

Agricultural cooperatives in the Republic of Korea are organised and integrated under the leadership of the National Agricultural Cooperative Federation (NACF)). The National Livestock Cooperatives Federation (NLCF) and the National Fisheries Cooperatives Federation (NFCF) look after the interests of the producers in their respective sectors. 1,360 primary

multipurpose agricultural cooperatives and 45 special cooperatives are affiliated directly to the NACF in a two-tier system. The primary cooperatives have about 1,945,428 households as members. The NACF operates through its 15 provincial city offices, 155 county offices, 506 branch offices and 54 marketing enterprises and education centres as well as through the primary cooperatives. Informal groups of members are formed at the village level.

The NACF has a very large volume of business in banking, marketing, supply and insurance sectors. Its main income is through banking activity. Efforts are being made to strengthen marketing business through marketing centres and super-markets. It is encouraging and assisting the practice of joint utilisation of warehouses and other facilities such as farm mechanisation centres. Still a large volume of NACF activities are conducted for implementation of government policies. However, the overall performance is satisfactory and in favour of farmer-members. In 1994 the NACF had transacted marketing business worth 6,013 billion won, supply business of 1,195 billion won, consumer goods supply of 1,090 billion won and had received deposits of 31,344 billion won, and extended loans worth 43,598 billion won. The mutual insurance business was 22,265 billion won and farm credit guarantee (outstanding) was 2,538 billion won.

ii. Livestock Cooperatives

The rapid economic growth of Korea since 1970 brought about changes in the national dietary pattern inducing rapid increase in demand for livestock products. The percentage of livestock farming in total agricultural production has gone up steadily over the years.

As the average size of private entrepreneurship in this sector is rather large, the small farmers' interests are being protected through livestock cooperatives. More than 80 per cent livestock farmers are part-time as they also grow paddy and other crops.

In 1994, there were 190 livestock cooperatives in the Republic of Korea with a total membership of 267,000, the total business transacted amounted to 4,948 billion won. Livestock farmers unions in different villages provide the link between the farmer and the cooperatives. With its 20 departments and 10

provincial offices, the NLCF operates 82 banking branches, 8 feed mills, a feed reasearch institute, feed laboratory, education and training institute, three livestock breeding centres, 4 salughtering and packing plants, five meat processing plants and 16 retail stores. One milk processing plant is presently under construction. NLCF also operates two subsidiaries.

The agricultural sector in Korea has lost its relative importance in recent years due to rapid economic and industrial growth. Share of agriculture in GNP fell from 46.2 per cent in 1963 to 7 per cent in 1993. Labour force employed in agriculture has also declined from 60% in 1963 to 12% in 1993. It is feared that depopulation in rural areas will be steep and may undermine domestic production and self-sufficiency in basic foodstuffs.

VI. Malaysia

The agricultural activities in Malaysia can be divided in three categories: (i) the estate sector, (ii) the small farm sector, and (iii) the newly developed land sector.

Agricultural cooperatives in Malaysia started with credit activities as early as 1922 but failed to create an impact on producers' economy for lack of any value-adding activities. Later, the government initiated a programme for the establishment of Farmers Organisations (FOs) on the Taiwan model. The existence of the two types of organisations created an unhealthy situation. In 1973, the two organisations were merged and farmers cooperatives were created under the Farmers Organisation Authority (FOA). In 1993, there were a total of 1,142 agricultural cooperatives and 4077 non-agricultural cooperatives in the country. The total membership of agricultural cooperatives was 408,691 and the share of agriculture in GDP during 1994 was 14.8%. Main agricultural products include rubber, oil palm, paddy, pepper, cocoa and tobacco.

The agricultural cooperatives are engaged in land development (estate management or group farming) for industrial crops cultivation like oil palm, cocoa and rubber. Other functions are subsidiary to the production of industrial crops like provision of agricultural inputs, credit, marketing, transportation, milling and consumer retail business like bus services, grocery shops and mini-markets or petrol kiosks.

RISDA

The Rubber Industry Smallholders Development Authority (RISDA) is the governmental agency concerned with development of small holders cooperatives in the rubber sector and plays an important role in developing the 64 cooperatives affiliated to it by providing contracts, personnel and guidance to enable them to be autonomous, self-financing and capable institutions. The small holders cooperatives generally undertake a wide range of activities including marketing of rubber, infrastructure development, supply of agricultural inputs, supply of planting material through its nursery operation and stocks. Recently the guidance function has been transferred to the National Rubber Smallholders Cooperatives (NARSCO), an apex body of rubber smallholders cooperatives.

VII. Myanmar

In 1994-95 the total population of Myanmar was estimated to be 43.92 million. 66 per cent of the population is engaged in agriculture. The total crop area of the country in 1994-95 was 30.5 million acres. The main agricultural products of Myanmar are: paddy, wheat, maize, beans and pulses, groundnut and seasmum and others. The total sown area increased to 30.5 million acres comprising 22.2 million acres of net sown area and 8.2 million acres of mixed and multiple cropping area. Agricultural products are used for home consumption as well as for exports. Agricultural produce is exported mainly to Singapore, India and China. The government has taken measures to maintain the production of some important commodities so as to enhance the production capacity. These productions include animal feedplant, medicine plants for animals, fertilizer plants, water pump factory and tractor factory. Emphasis is given to extension services in livestock breeding and animal health sectors. Part of the fertiliser is imported. Fertilisers are distributed to the farmers by the government, cooperatives and private enterprises. During 1994-95 a total of 235 metric tons of chemical fertiliser was distributed.

With the enactment of a new Cooperative Societies Law in December 1992, cooperatives have been given a free hand, and new cooperatives are being organised. The new law has been enacted keeping in line with the new market-oriented economic policies of the government and to enable the cooperatives to compete effectively with the private enterprises. As of June 1995, there were 22,268 societies with 3.9 million members. 14,742 societies have been restructured in accordance with the new Cooperative Law and the rest are in the process of restructuring.

Primary cooperatives group together into Syndicates (cooperative business unions) and these syndicates form their own national syndicates/unions or join a specially created national cooperative union or get affiliated to the existing Central Cooperative Society (CCS). The CCS is now the national apex of the cooperative movement. It is engaged in business and cooperative promotional activities. The CCS also carries out the cooperative education and training activities in collaboration with the Department of Cooperative Development. The CCS regained the membership of the ICA during 1993.

The Hinthada Township Cooperative Society was formed in 1972. The society's management consists of a chairman, a secretary and three executive members and has five managers and 80 staff members. The society has several sections to look after administration, budget, accounts and business. The society has 200 acres of its own land and used for agricultural production. Paddy and fisheries are the main stay of the cooperative. Breeding of pigs and chicken are also source of income of member farmers. Agricultural products of members are sold to the divisional cooperative syndicate and to the central cooperative society. The society owns three trucks and three tractors for transport purposes. It also owns one ship and three motor boats for water transport.

VIII. Pakistan

Pakistan is basically an agricultural country with 70% of its population living in rural areas. Agriculture has contributed 24% of GDP and employed 47.54% of employed labour force in 1994-95. It is also the single largest source of foreign exchange earnings. Major crops in Pakistan include rice, wheat, cotton, sugarcane, grams, maize, mustard and tobacco etc. Livestock production has recently acquired economic proportions compared to earlier raising for domestic purposes.

As of 1995, there were 59,119 cooperatives working in Pakistan with a total membership of 3,366,127 persons. Of these agricultural credit cooperative societies (37476) and multipurpose cooperative societies (3512) form a majority with a membership of 1.6 million. Administratively the primaries are affiliated to secondary federations at district level, then to provincial level and at the national level they are affiliated to the National Cooperative Union of Pakistan.

The banking structure is also three tiered with the Federal Bank for Cooperatives at the apex level with constituents in provinces and district branches. The Unions help in the development, extension and guidance activities. The domination of government officials in the cooperatives is prevalent. Many pseudo cooperative societies were encouraged to be organised by the officials for achieving the target of credit and many individual families set up their own cooperatives with the connivance of department officials which naturally failed in due course of time.

The provincial cooperative banks act only as disbursing agencies and all credit operations are handled by cooperative officials. Government official interference in day to day activities is quite rampant.

The Federal Bank for Cooperatives was established in December 1976 to provide credit to the Provincial Cooperative Banks and to develop the cooperative movement in general. The Federal Bank does not lend directly to the cooperative societies but only through the provincial cooperative banks. FBC provides training facilities to the staff working in the PCBs and has set up a National Centre for Cooperative Training. Cooperative Movement has a bright future if allowed to function on its own on democratic lines and without government officials intervention.

The national umbrella organisation is the National Cooperative Union of Pakistan.

IX. Philippines

The cooperatives in the Philippines are functioning in different fields such as credit, consumers, marketing, service etc. A new Cooperative Law RA 6938 was enacted in 1990 to supervise the cooperatives in the country as per the Cooperative Principles of ICA. The total number of cooperatives in the country as of September 1994 was 31,499 out of which the newly registered cooperatives were 26,983. There are 22,129 multipurpose agricultural cooperatives in the country.

The Cooperative Union of the Philippines (CUP) and the National Confederation of Cooperatives Inc. (NATTCO), are the national apex organisations. The CUP is the umbrella organisation representing the interests of the movement and acts as the spokesman of the movement. The national organisation undertakes training and education work and coordinates many developmental activities to accelerate the economic growth of its member affiliates.

The Western Pangasinan Federation of Cooperatives (WPFC) was registered in 1992, and has 54 primary cooperatives as its members. The Federation covers 11 municipalities and most of its primary member cooperatives are multipurpose in nature. Some are

also engaged in fishing as there is a long coastline in the area. The Federation is managed by five elected board of directors. The Federation has plans to enlarge its activities in different fields to help its member cooperatives including an organic fertiliser factory. Education and training activities are a major activity. Marketing of members' produce is an important activity of the federation. Members are being encouraged to use organic fertilisers for its added advantages.

X. Sri Lanka

Agriculture is the single largest productive sector accounting for 27% of GDP, employing 48% of labour force and earning 58% of all exports from Sri Lanka. The traditional cooperative structure, based on voluntary principles numbering 955 were amalgamated into 372 multipurpose societies in 1972. Presently there are 272 multipurpose cooperatives functioning but a majority of them are incurring losses. The Marketing Federation (MARKFED) and the Coconut and Rubber Unions in the plantation sector provide marketing services to the multipurpose cooperative societies.

The National Cooperative Council of Sri Lanka is the national apex organisation. The NCCSL, a non-business organisation, carries out education and training activities through its District Councils, Education Centres and Regional Training Centres. The School of Cooperation at Polgolla, run by the Department of Cooperative Development, offers OL and AL certificate courses to cooperative employees as well as trains officials of the Department.

The MPCSS provide to farmers production credit and agricultural inputs, market their produce and promote savings. But with a few exceptions they have been engaged mainly in distribution of consumer articles and that too mostly as government agents. The recent change in government distribution policy has exposed these cooperatives to competition with private traders. Their link with the Peoples' Bank for credit is rather weak, so also the link with marketing and commodity unions. Infrastructural facilities are scarce.

The major drawbacks of the MPCSS is their emphasis on non-agricultural activities. In addition they have several problems such as: (a) lack of adequate funds for loaning operations; (b) untimely supply of agricultural inputs and inadequate facilities for their storage; (c) inadequate infrastructure for storage, transport, processing and marketing; (d) lack of planned development efforts. As regards the coconut producers cooperatives, their major problem at present is the modernisation of outdated processing and packaging facilities for the export-oriented dessicated coconut and other products.

XI. Thailand

The agricultural cooperatives are vertically linked by a three-tier structure. After the amalgamation of earlier credit cooperatives, as of 1st January 1995, Thailand now has 2,461 multipurpose agricultural cooperatives spread all over the country with a membership of 3,717,609; 95 land settlement cooperatives with a membership of 118,486; and 52 fisheries cooperatives representing 8,833 members. The business activities of these cooperatives are supported by the Agricultural Cooperative Federation of Thailand (ACFT) at the national level and the Agricultural Cooperative Federations at the provincial levels. The Bank for Agriculture and Agricultural Cooperatives (BAAC) lends to farmers associations, to cooperatives and to farmers direct. The representative national level organisation is the Cooperative League of Thailand (CLT). The Cooperative Promotion Department (CPD) of the Ministry of Agriculture financially supports cooperative development programmes for storage construction, transport facilities, and for the purchase of agricultural produce through a price support scheme. The land settlement cooperatives have helped thousands of landless farmers in acquiring new lands and in organising production through joint efforts. Thailand also has a cooperative dairy.

The business linkages between the primary cooperatives and the federations are not so strong and often the primary society members market their produce through private traders who enter into pre-harvest contracts with producers. ACFT, under its new scheme supported by the government, has been trying to establish linkages between the credit and marketing operations so that the cooperatives could function with some immunity as regards

competition from private traders. In the 7th National Economic and Social Development Plan (1992-96), the agricultural cooperatives have been designated agencies for diversification of production and increasing productivity.

XII. Vietnam

Vietnam is basically an agricultural country with 73% of the work-force depending upon agriculture for their livelihood. Agriculture contributes 50% compared to 32% by the manufacturing sector to the nation's gross national product. Paddy is the main commodity amounting to 24.5 million tons in 1993 allowing an export of 1.95 million tons. Vietnam is one of the major rice exporting countries of Asia. Other main crops include maize, sweet potatoes, cassava, potatoes, soyabean, peanut and fruits and vegetables.

In 1993, there were 22,900 multipurpose agricultural cooperative societies, with a membership of 10,281,000 households and 23,700,000 persons. After 1981, efforts were made to strengthen the agricultural cooperatives and redistribution of agricultural land had a positive impact on average plot yields. For the first time some families were able to generate surplus incomes from farm management. Agricultural cooperatives undertake activities in the field of input supply, production credit and marketing. Backward and forward integration is provided to members.

The multipurpose agricultural cooperatives at the primary level are affiliated to the district unions, in turn to the provincial unions and at the national level with the Central Council of Cooperative Unions of Vietnam. The cooperatives handle credit, farm machinery supply, input supply and marketing of members produce under this four tier structure. Main commodities handled include rice, maize, sorghum, sweet potatoes, cassava, pulses, soybeans, cotton, vegetables and fruits.

With the restructuring programme announced recently by the Government and the Party the agricultural cooperatives are expected to play an important role to strengthen the economy of farmer members.

STATUS OF AGRICULTURAL COOPERATIVES (INCLUDING MULTI PURPOSE COOPERATIVES)
IN THE SELECTED COUNTRIES OF ASIA

Sl.No.	COUNTRY	TOTAL NO. OF COOPS.	NO. OF AGRL. COOPS.	TOTAL COOP MEMBERSHIP	AGR. COOPS MEMBERSHIP	AGR. SHARE IN GDP (%)	TOTAL POPULATION	% OF AGR. POPU.	LITERACY RATE T(M+F)	LAND AREA TOTAL (million ha c)
1	BANGLADESH	130,022	112,693	7,131,933	6,597,735	34	119,288,000	67.2	35.5(47.22)	13.01
2	CHINA	32,346	32,346	160,000,000	160,000,000	65.9	118,830,000	65.9	73 (84.62)	932.64
3	INDIA	412,984	233,258	180,806,000	102,990,000	32	879,546,000	62.1	52(64.39)	297.32
4	INDONESIA	32,249	16,636	35,715,623	32,133,328	13	191,170,000	42.7	77(88.66)	181.15
5	SOUTH KOREA	4,905	1,627	10,076,674	2,297,818	8	44,163,000	20.5	98(99.97)	9.87
6	MALAYSIA	4,092	1,736	3,818,414	1,013,500	28.6	187,900,000	28.6	78.5(87.70)	32.85
7	MYANMAR	43,102	12,557	7,847,891	5,129,226	59	43,668,000	45.7	81(90.72)	65.7
8	PAKISTAN	61,931	44,639	3,354,760	1760,000	51.9	124,770,000	51.9	34(47.21)	77.08
9	PHILIPPINES	13,346	10,924	9,738,505	8,557,096	22	65,186,000	45.5	90(90.90)	29.81
10	SRILANKA	10,964	8,372	4,434,200	3,390,000	51.4	17,660,000	51.4	88.5(73.84)	6.48
11	THAILAND	3,744	2,855	5,843,961	3,580,000	59.1	56,120,000	59.1	93(96.90)	51.09
12	VIETNAM	42,500	42,500	20,000,000	20,000,000	41	69,485,000	59.2	88(92.84)	32.54

SOURCE: FAO- Year Book 1995, Statistical profile of NEDAC (FAO), ICA Profile,

17. MODULE ON MANAGEMENT PRINCIPLES, METHODS AND TECHNIQUES WITH SPECIAL REFERENCE TO MANAGEMENT LEADERSHIP DEVELOPMENT IN AGRICULTURAL COOPERATIVES IN ASIA

01 The 10th Management Module was conducted at the Institute of Rural management (IRMA), Anand, Gujarat. The IRMA, an institute of higher learning and of national importance in India, was established in 1979. Beginning with providing management training and research support to the cooperatives engaged in dairy business, it currently extends its services to the wide variety of organisations: cooperatives in oilseeds, fruits and vegetables, credit, sugar, hand-loom and handicrafts sectors; voluntary/non-governmental agencies; and governmental and other bodies. The core of IRMA's operating philosophy is that the partnership between the rural people and committed professional managers is the basis of sustainable rural development. It offers several graduate and post-graduate courses in rural management and several professional programmes for senior executives.

02 The IRMA has excellent residential and teaching facilities supported by all infra-structural facilities e.g., air-conditioned classrooms, air-conditioned residential accommodation in the ETDC, modern library and documentation services, administrative support. The IRMA has well-developed contacts in the field to carry out field research and studies. It has a rich publications programme.

03 The Management Module at IRMA was formally inaugurated by Dr V. Kurien, Chairman of the Board of Governors of the IRMA in the presence of Mr GK Sharma, ICA Regional Director for Asia and the Pacific, Dr Katar Singh, Director of the IRMA and Mr Daman Prakash, ICA Project Director.

04 At the outset, Mr Daman Prakash, Project Director of the ICA-Japan Agricoops Management Training Project for Asia, set the ball in motion by explaining to the participants the purpose in formulating a development project proposal. Using lecture notes and overhead transparencies, he explained that the participants should acquire skills in the techniques of producing an economic development project which aims at enhancing the income of the basic farmer-members of an agricultural cooperative as also the role that a manager can play in strengthening the communication between the member and the cooperative. The authenticity of a development project proposals rests on understanding the needs of the member and the quality and quantity of services that a cooperative needs to provide its members to continue to sustain their participation.

05 A manager should not only have the skills in formulating a project proposal but also should be able to appraise the project proposals which are received and which need to be placed before the Board of Management for consideration and action. The training programme, and particularly, the Management Development module aims at imparting such skills. If the project proposal is technically sound and feasible, any responsible board would

take it up for implementation with some necessary adjustments here and there. If the proposal helps the members the organisation would be able to locate the needed financial and organisational support for such projects. Many of the projects produced by the former participants have been taken up in the past and they have generated employment potentials and additional income opportunities for the farmers. Provision of services to the members should not be based on the whims and fancies of the board members and managers, but be based on some systematic approaches taking into consideration the views and needs of the members who own the cooperative enterprise.

06 Mr Prakash encouraged the participants to devote their full attention and energies to understand the practice, the techniques of formulating a project and its appraisal. He reminded the participants that the core element of the training course is "value addition through agro-processing". The high economic performance, efficient management, and a broad spectrum of services provided by the agricultural cooperatives of Japan is mainly due to their adoption of this concept. He thanked the IRMA faculty members in providing the needed skills to the participants.

Modules

07 The management modules consisted of the following segments:

- i. Integrated Cooperative System
- ii. Accounting, Costing and Financial Management
- iii. Marketing
- iv. Project Management
- v. Communications
- vi. Executive Effectiveness
- vii. Personal Computers

Faculty

08 The modules were designed and taught by a team of professors and was coordinated by Professor G. Krishnamurthy. Prof R. Rajagopalan, Prof M.J. Arul, Prof Hitesh Bhatt, Prof Sukhpal Singh, Prof. Mangesh Patwardhan, Prof. Rajesh Agrawal, and Prof. Rajagopal consisted of the faculty team. Mr P.J. Modi and his colleagues helped the participants in the computer training programme. Mr Daman Prakash, ICA Project Director introduced the concept of Project formulation at the very start of the module.

Pedagogy

09 A mix of cases, exercises, discussions, computer-based learning, participant project-work and presentations and lecture methods were used. Participants were inducted to the library and documentation services. A wide range of audio-visual aids e.g., video coverage, self-assessment of own performance, and learning systems e.g., role plays, brain storming, simulation exercises etc. were used during the period of the training module.

DETAILED MODULE DESIGN

Integrated Cooperative System (ICS)

10 The module explained the evolution of cooperatives as a system and a form of organisation gradually moving from a single-purpose cooperative to a multi-purpose cooperative thus achieving integration with the input on the one hand and the market on the other. The presentations on this module also compared and contrasted a traditional service-oriented cooperative to an integrated cooperative. The objectives of forward, backward, horizontal, and vertical integrations were discussed. The focus was on logic and the criteria that need to be looked into while decisions regarding integration are taken.

11 Purpose of integration in the output marketing is to establish direct linkages with consumers. A two-way integration has to be achieved: (i) forward integration; and (ii) backward integration. Forward integration implies the extension of marketing activities nearer to the consumers while the backward integration is to establish linkages with the producers. Thus an integrated system of output marketing must effectively link the producer at the one end and with the consumers at the other.

12 The factors that may lead to the success of integrated cooperative system within a cooperative could be as follows:

- Charismatic leadership with a large following and devoted to the cause of the society;
- Advanced but appropriate technology;
- Effective management systems and controls;
- Responsiveness to members needs;
- Constantly higher prices for the produce; and
- Helping farmers to achieve higher production and productivity.

13 The concept of ICS with special reference to commodity sectors in India were discussed in detail. The commodity sectors covered dairy, sugar-cane, and paddy in India and credit cooperative system in Thailand.

14 A case study on the dairy-sector covered the evolution of "Amul" as a successful integrated cooperative in Gujarat State and the development of many dairy cooperatives in and outside the State of Gujarat on the "Anand Pattern" was also discussed. The concepts of anchor activity, centrality of the cooperative etc. were discussed. Role play models asking the participants to assume the leadership positions within the cooperative wherein they had to select a proposal for diversification out of given options were introduced. The participants discussed and presented their opinions on why the cooperative should not choose a particular activity so as to achieve the benefits of integration.

15 Presentation on sugar cooperatives in Maharashtra and Gujarat States highlighted the reasons for successful integration. It was observed that sugar cooperatives helped the farmers to raise productivity of the sugar-cane by providing fertilisers, seeds and also farm guidance on plantations, harvesting, transport etc. Successful sugar cooperatives also extended their activities by engaging into new product lines such as molasses processing, distilleries, card-board and paper making in addition to its anchor activity of sugar production. These cooperatives have thus "added value" to the main produce of the member-farmers. These cooperatives have, as their social responsibilities to participate in rural development efforts, established several social and educational institutions e.g., schools, vocational training centres for women and boys, technical colleges etc. through which members and their families are able to improve their social and economic standards.

16 Case studies on multipurpose cooperatives and their functions and roles in integrated cooperative activities were discussed. The participants were encouraged to make individual presentations building on the concepts they had learnt in the module. Specific emphasis was laid on whether this approach is workable in the participating countries, and if so, the commodity sectors which could be identified; the possible constraints that may be experienced in the implementation of this approach and steps needed to be taken to overcome the bottlenecks. The participants concluded that certain level of integration is existing in their own country situations and further improvements are possible for full integration.

Accounting, Costing and Financial Management

17 The focus of this module was to understand how financial transactions affect the balance sheet and income and expenditure statements. The participants used the Accounting Primer developed by the IRMA faculty. Progressively they moved from accounting for simple trading-on cash transactions, through credit to complex manufacturing transactions. By the end of the module, the participants were comfortable with balance sheets and income statements.

18 Costing component focused on costs for decision-making. Emphasis was therefore on participants' understanding that the costs are relevant in a specific decision-situation. Participants also learnt to distinguish between 'fixed' and 'variable costs' and to carry out 'break-even' analysis.

19 The financial management component first focused on 'the financial analysis of an organisation using ratios and common sizing. Working capital management is then covered. Participants learnt to make both quick assessments of working capital requirements, as well as detailed accurate estimates. Participants were taught the "time value of money" concept. They were introduced to the financial appraisal of capital investments using the payback method, and 'Net Present Value' (NPV) and 'Internal Rate of Return' (IRR) methods. They were also

introduced to capital structure decisions and estimation of the weighted average cost of capital.

20 The concepts taught in this module were used extensively in the project management module.

Marketing

21 The marketing module was designed to give the participants an understanding of core marketing concepts and to provide them with the marketing analysis tools and techniques required for preparing a good project report.

22 The module began with a coverage of cooperative marketing, the central issue was the threat from increasing competition from the private sector and the range of feasible solutions. "Value addition" was a major theme discussed to explore the possibility of shifting from undifferentiated commodity selling to branded products marketing. Cases from a range of cooperatives were used to analyze this shift. Also covered were the issues of monitoring and evaluating the marketing functions.

Project Management

23 The sessions on project management were focused towards building the necessary skills in the participants in the preparation and appraisal of project proposals. The sessions also covered the techniques for the preparation of plans for project implementation.

24 Definition of an integrated rural development project, concept of projects and forward and backward integration of an agro-industry with the market and producers cooperatives was given and illustrated.

25 The definition of an agro-industry as an enterprise that processes materials of plant or animal origin and the significance of agro-industry as an instrument of rural development were also discussed. A categorisation of agro-industries, on the basis of transformation of raw-materials as proposed by EDI, World Bank, was also illustrated with examples. The opportunity was made use of to explain the special characteristics of agro-industrial raw materials and their significance and limitations for the design of agro-industrial projects. Linkages between the agro-industry with the farming system and the marketing structure were explained using the flow chart for agro-industrial projects developed by EDI.

26 The following four types of systemic linkages were identified:

- i. Production chain linkages;
- ii. Macro-micro policy linkages;
- iii. Institutional linkages;
- iv. International linkages.

27 The concept of project life cycle illustrated the following four stage framework:

- a. Concept phase;
- b. Implementation phase;
- c. Operations phase; and
- d. Abandonment phase.

28 The broad groups of activities which are generally undertaken in any project during the above four stages and the agencies involved as well as the costs and benefits were explained. A formal definition of project management as developed by the Project Management Institute (PMI) was presented along with the goals of project management functions. The definition of project management as developed by the World Bank (reproduced below) was given to enable the participants to have an appreciation of the several ways of looking at a project. The specific characteristics of a project from the points of view of the chief executive of an organisation as well as that of a project manager were also illustrated with certain examples of integrated rural development projects. During this discussion, the major forces which had contributed to the growth of project management as an independent discipline were also brought out.

29 World Bank's Definition of a Project:

"A Project ideally consists of an optimum set of investment oriented actions, based on comprehensive and coherent sector planning, by means of which a defined combination of human and material sources is expected to cause a determined amount of economic and social development. The components of a project must be precisely defined as to character, location and time. Both the resources required in the forms of finance, materials and manpower and the general benefits - such as cost savings, increased production and institutional development are estimated in advance. Costs and benefits are calculated in financial and economic terms or defined (if quantification is not possible) with sufficient precision to permit a reasoned judgement to be made as to the optimum set of actions.

30 Following the above, the major steps involved in the planning of a project were outlined. An overview of the means of identification of projects and methods of idea generation, creativity and technological forecasting was also presented for the benefit of the participants.

31 Since the first step in the project identification happens to be a knowledge of the market, a detailed deliberation on the salient features of marketing factor, from the project analysis angle, was made. During the deliberations the framework for marketing plan and its interface with consumer analysis and competition analysis was evolved on the lines of EDI. A brief outline of the various methods of data collection, their analysis, and forecasting methods was also presented.

32 In view of the peculiar characteristics of raw materials of agro-industries, the problems associated with their procurement were taken up for discussion along the following dimensions:

- i. Quantity;
- ii. Quality;
- iii. Time sensitivity;
- iv. Cost; and
- v. Organisation.

33 In particular, the seasonality, perishability and availability characteristics of raw materials in-so-far-as they affect the project decisions such as location, capacity, etc. were discussed in detail.

34 The primary element of the processing factor to be considered while taking critical project decisions were next discussed along the following lines:

- a. Processing technology;
- b. Plant location;
- c. Inventory management;
- d. Packaging and other materials;
- e. Production planning and control; and
- f. By-products.

35 In this context, the significance of quality control and need for building in sound quality systems at the project stage itself were emphasised.

36 The methods for evaluation and selection of projects were dealt with subsequently. Details of 'discounted' and 'non-discounted' methods of cash flows which were covered in financial module were re-emphasised. Relevance of these techniques to short-listing the projects and their use as a starting point for the management of projects were brought forth.

37 As a part of the financial analysis of the projects, methods of calculation of break-even point with special reference to a specific case was discussed. Participants were asked to discuss the segregation of the various cost data given in the case into fixed and variable costs and find out the unit production costs for various production volumes and their break-even points.

38 The procedure for estimation of NPV and IRR was reinforced with a case and the participants analyzed the data given in the case using spreadsheet. The concept of 'sensitivity analysis' was illustrated through a case and participants calculated the NPV at different levels of interest rates to enable them to have a personal feel of the variation of the NPV as one of the influencing variables.

39 After the participants had a fairly good exposure to the basics of project identification and selection, they were exposed to the techniques of developing a plan for their implementation. The need for integrating implementation plan with the rough/preliminary plan was also stressed.

40 The following techniques were explained in the order given with reference to a milk-chilling centre, as an example:

- i. Development of a work breakdown structure (WBS);
- ii. Development of an activity list, including estimation of activity durations and identification of predecessor relationships;
- iii. Development of a 'network, including procedures for numbering of nodes, calculation of project duration, calculation and significance of free and total floats, identification of critical path and its significance from the point of view of the project manager and other agencies involved in a project;
- iv. Derivation of a Bar/Gantt chart from the network and depiction of the floats; and
- v. Incorporation of resources required for the individual activities in the bar chart to estimate the resource profile and use of floats for resource levelling.

41 The effect of the re-allocation of resources on the cash flows and consequently the NPV was also stressed.

42 The participants presented three sample projects on the basis of cases earlier presented to them.

43 To enable the participants to formulate their projects in their Home Country Assignments (HCA) a draft project outline was circulated along with questionnaires on the marketing factor, the procurement factor and the processing factor.

44 Each participant was asked to make a presentation of his draft project proposal, as envisaged by him, as a work experience model.

45 These project proposals, though in draft stages, were found useful by them for preparing their actual project proposals during the HCA. While some participants kept their original draft proposals in mind and improved upon them during their HCA period, others worked out new project proposals on the basis of discussions held with their organisations and priorities fixed by their authorities.

46 The draft proposals were commented upon by the faculty on sufficiency of details, feasibility of implementation, validity of assumptions, correctness of application of the techniques covered in the module etc. This review enabled the participants to get proper feedback on the comprehension of the principles of project management covered in the module, so that they could prepare their project proposals independently on their return to their home countries. The participants were also cautioned on possible "pit falls".

Communication Strategies

47 The communication module was designed to be useful to the participants in the preparation and presentation of project reports. Participants learnt the techniques of writing elements of proper reports, organising and structuring of the report, and the style requirements. They were also taught proper ways of presentations and each participant made oral presentations which were video-taped. The tapes were played with a view to make the participants assess their own performance draw-backs. Extensive feedback was provided to help participants develop communication skills.

Executive Effectiveness

48 The following topics were covered in this module:

- a. The nature and role of assumptions in executive behaviour;
- b. The individual frame of reference and its significance;
- c. Superior-subordinate behaviour;
- d. A general framework of understanding human behaviour;
- e. Perception - its determinants, effects and caveats;
- f. motivating the subordinates.

49 The module began with an introductory sharing from the participants regarding their job contents and some of the typical problems they faced as executives in their jobs. A role play exercise was carried out to illustrate the fact and role of assumptions that lay behind the behaviour of the participants. The need for one to be aware of one's assumptions and to question their appropriateness was then examined. In this context, the concept of individual frame of reference was introduced and its significance for executive effectiveness was discussed.

50 The domain of superior-subordinate behaviour was dealt with by means of a case and concepts discussed earlier were applied for reinforcing the concepts and for developing the skills of relating them to day-to-day life situations.

51 Executive effectiveness involves motivation of subordinates, the topic of how to motivate subordinates was taken up for discussion at the end of the module. Motivational problems from the participants own job contexts were discussed and analyzed. A strong emphasis was laid on achieving an active "two-way communication" to be effective.

Personal Computers

52 Participants were provided with personal computers to familiarise them through guided daily /computer laboratory

sessions. Word processing and Lotus spreadsheet software were used. Several modules which used computer-based learning also provided the participants with additional exposures to computers. A special computer laboratory exclusively for the use of the ICA participants was established and was operational.

Study Visits

53 With a view to reinforce the classroom inputs, the participants were also exposed to a variety of cooperative institutions e.g., the primary level milk cooperative, the Mehsana district federation of milk producers cooperatives, the AMUL Dairy itself, the Petrofil Cooperative Ltd at Baroda, the animal-feed mill and others.

Conclusion

54 At the end of the Management Module held at IRMA, a Certificate duly signed by the IRMA Director and ICA Project Director signifying their successful completion of the Module was awarded by the Director of the Institute.

18. WORKSHOP ON ORGANISATION AND MANAGEMENT OF
AGRICULTURAL COOPERATIVES, AT VAMNICOM, PUNE (INDIA)

A two-day Workshop Module on Management Practices of Agricultural Marketing and Processing Cooperatives was organised on December 6 and 7th, 1995, at the Vaikunth Mehta National Institute of Cooperative Management (VAMNICOM) Pune, with the faculty of the Institute as resource persons.

Objectives of the workshop were: (i) to critically examine the organisational process and management practices of marketing and processing cooperatives in relation to their value addition activities for providing better returns to members; and (ii) to identify aspects in their organisation and management which need to be strengthened for fuller realisation of the objective, viz. better economic returns of the produce of members through integrated value addition activities.

The Workshop discussions by the participants were based on four case studies prepared and presented by faculty members of the Institute and technical papers in respect of thematic perspective with analytical examination of the organisation and management of commodity-based marketing and processing cooperatives with special reference to value-adding. These technical papers inter-alia analysing the organisational process and management practices of respective cooperatives in relation to their value addition activities were analysed by the faculty, on basis of issues arising out of the studies for group discussion among participants.

Workshop exercise and the group work was characterised by very active participation of the participants of the course and was found useful in critically analysing and evaluating the performance of agricultural marketing and processing cooperatives in the context of its main objective of providing better returns for their produce to members through integrated value addition activities.

19. FIELD STUDY VISITS IN INDIA

The core element of the programme has been 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 and managers. A series of study visits was, therefore, arranged for the participants to see for themselves the activities of cooperative institutions at primary, secondary and national levels. Also a mix of such institutions was carefully developed. The participants were briefed during their study visits by top leaders, board members, and senior level managers. In India, the participants also had the opportunity of exchanging views with Dr V.Kurien, Chairman of the National Dairy Development Board (NDDB) at Anand.

During Study Visits in different States of India, the participants visited the following institutions:

Study Visits in New Delhi

- ICA Regional Office for Asia and the Pacific
- National Cooperative Union of India
- National Agricultural Cooperative Marketing Federation of India (NAFED)
- Fertiliser Marketing Development Institute of IFFCO at Gurgaon.

Study Visits in Gujarat State

- Institute of Rural Management, IRMA, Anand
- AMUL Dairy, Anand
- Mehsana Dairy, Mehsana
- Petrofils Cooperative Ltd, Baroda
- Institute of Cooperative Management, Gandhinagar

Study visits in Maharashtra State:

- Maharashtra State Cooperative Bank, Bombay
- Maharashtra State Cooperative Union, Pune
- Pune Dist Coop Milk Producers Union, Katraj Dairy, Pune.
- Cooperative Marketing Society, Kolhapur

- Kolhapur District Central Cooperative Bank
- Warananagar Cooperative Sugar Factory Complex, Warananagar.
- Vaikunth Mehta National Institute of Cooperative Management, Pune

During the Indian field study visits, cooperatives working at various levels, from the primary to state/national levels were visited for the purpose of studying their organisation, working, management and performance towards improving economic status of the members. Cooperatives visited during field study visits were carefully selected with a view to appraise the participants about the horizontal and vertical integration of cooperative credit, marketing and processing institutions and backward and forward integration of their activities and functions.

Detailed write-ups about the main features of the organisation and management of these cooperatives were prepared and distributed among the participants in advance. During actual visits to the respective institutions, after initial presentations about the organisation and working of the institution by officials of the cooperatives, the participants had detailed and intensive discussions with the chairmen, chief executives, board members and members of these cooperatives. Field study visit programme was so devised as to have one detailed visit for each day, followed by review sessions conducted by the resource persons to elicit discussion on some of the aspects which needed more clarifications in the context of total perspective of the programme.

During these visits as well as the review sessions, participants took active interest in understanding the salient aspects of the working of these cooperatives and in critically analysing various practices of their organisation and management in relation to the objective of providing better returns to members through integrated value-addition activities.

Cooperatives visited for field studies included educational and promotional, credit, marketing, processing, etc. These categories covered primary agricultural credit; primary marketing and processing cooperatives; district cooperative banks; apex level State cooperative banks, Unions, Marketing Federations etc.

Since field visits were dovetailed with field based workshop on the organisation and management of agricultural cooperatives at VAMNICOM, participants could field-test some of the pertinent issues of the organisation and management of the cooperatives by their interactions and discussions with the executives and members of cooperatives. The entire field visit exercise was marked by keen interest and active involvement of the participants in undertaking critical studies.

As a result of the workshop and field study visits the following aspects of the organisation and management of these cooperatives were identified:

- In organisation and management of different cooperatives contribution of effective and spontaneous leadership was found to be quite significant. Such leadership constituting elected management of the cooperatives provided policy guidelines for the working of the cooperatives and in ensuring performance of cooperative management towards the fulfilment of their objectives.

- Cooperatives visited have fairly successful record of working with good coverage of membership in their defined areas of operation. These cooperatives had a sound financial position due to share capital participation by the government and financial assistance and support from various development and financing agencies set up for the purpose.

- Practice of linking share capital with borrowings of the members and creation of permanent reserve fund out of the surplus of the cooperatives were found conducive to developing sound resource base for these cooperatives. In respect of resource mobilisation district level cooperatives were found to have rich and commendable level of deposits. However, credit cooperatives at primary level were not able to mobilise any sizeable amounts as deposits from members.

- Most of the cooperatives have democratic management with overall authority of the general body and duly elected managing committees. The cooperatives had varying number of managerial personnel depending upon the size, level and range of activities. Some of them had government officials on deputation as their chief executives.

- In case of cooperatives in the credit sector - primary agricultural credit cooperatives, district central cooperative banks and the state cooperative bank had well-developed institutional linkages within the structure. Primary credit cooperatives provide production credit, medium-term credit as well as in certain cases even investment credit to the members.

- Primary cooperatives obtain finance from the district level cooperative bank which acts as a central financing agency and the district cooperative bank, in turn, borrows from the state cooperative bank. The state cooperative bank obtains finance from the National Bank for Agriculture and Rural Development (NABARD) which is the apex financing institution for agriculture/rural development credit in the country. Credit management by these cooperatives included a two-component formula under which only a small portion of the production credit to the agriculturist is paid in cash and the rest in the form of production inputs such as fertiliser, seeds, and pesticides. Such production inputs are supplied either by the primary agricultural credit society or by the primary marketing society in the area. This system helps ensuring the use of credit for increasing the productivity of agriculture through the use of appropriate inputs, gives assured business of fertiliser and other input distribution to the supply and marketing cooperatives and ensures proper utilisation and timely return of the loans to the lending agencies.

Commodity-based cooperatives visited included sugarcane and dairy. These processing cooperatives were doing very useful work in value addition resulting in better returns to members. The working of these cooperatives reflected, to a great extent, the integration of various activities, viz. pooling/ procurement of produce, processing the produce and marketing the end products. In case of sugar cooperatives the value addition activity is further supported by undertaking processing of by-products, such as setting up a paper mill, an industrial alcohol manufacturing

plant, running of consumer cooperative sumpermarkets, educational institutions from primary to higher technical education in engineering and medicines, hospitals, etc as their ancillary activities. The Warananagar cooperative sugar factory visited by the participants was one of the first cooperative sugar factories to be established in India.

Cooperative sugar factories also help in recovering the production credit provided by PACs and thereby ensure linking of credit with marketing. They have also helped in developing the necessary infrastructure and welfare activities like education, health services, water supply, etc. in the areas of their operation.

India has achieved self-sufficiency in food and has even been able to export rice to neighbouring countries for the last two years. Another significant progress is in the field of democratisation of the movement free from official control. The State Governments of Andhra Pradesh, Rajasthan and Himachal Pradesh in India have recently passed Acts which have given freedom of democratic management and financial control to those cooperatives which have no share capital contributions from the concerned governments. The Model Cooperative Society Law which envisages minimum governmental control and interference and promises to give more freedom to cooperatives in their management is yet to be passed by the Parliament.

AMUL Dairy

The Anand Milk Union Ltd (AMUL) dairy at Anand operated by the Kaira District Cooperative Milk Federation is one of the unique and outstanding dairy cooperatives known all over the world for its success, both in terms of organising the small milk producers through vertical integration and in linking all activities by forward and backward linkages. AMUL is celebrating its Golden Jubilee (50 years) this year with a commissioning of a high-tech daily plant with a capacity of 500,000 lts per day thus enhancing its overall processing capacity to 1.5 million lts per day. It has also demonstrated the effective horizontal integration by expanding the scope of cooperative activity related to the main dairy. AMUL dairy has now emerged as the pioneer in dairy development in India on cooperative lines. Its daily processing

of raw milk is over 1.5 million litres, bulk of which is marketed in the form of fresh milk for direct consumption. In addition, AMUL produces several byproducts such as butter, milk powder, cheese, chocolates, baby foods and local varieties of sweets. AMUL complex also has a feed-mill to produce the best-suited compound feed for dairy cattle. The marketing of all products is done through the Gujarat State Cooperative Milk Federation.

The most striking feature of AMUL activity is the extension and veterinary services for the benefit of dairy producers. Almost all the requirements of the dairy farmers are met through the primary societies. The participants witnessed one of the quickest veterinary services organised by agricultural cooperatives.

During 1995 the democratic management of AMUL suffered a setback when three government nominees were nominated to the Board by the state government. The management of Amul has gone to the court challenging the action of the state government. Because of this development some friction has developed between the leaders of the cooperative movement and the state government in Gujarat.

The success of AMUL has encouraged the Government of India to set up a parent body called the National Dairy Development Board (NDDB). The NDDB has launched an ambitious programme to replicate "Anand Pattern" in other parts of the country by giving subsidies, loans and technical assistance for setting up new units. The NDDB has also developed its commodity base by entering into the oilseeds market and by processing the oilseeds and marketing the finished products. Recently the NDDB has also entered the fruits and vegetables market by opening marketing centres for fresh vegetables in larger cities. The NDDB has started several institutions for research and development efforts in respect of its varied activities and the Institute of Rural Management, Anand (IRMA).

The participants also visited the Mehsana District Cooperative Milk Producers Union and its dairy in Mehsana in Gujarat. The management of Mehsana dairy is parallel to Amul dairy and it has a processing capacity of 1 million lts per day and produces many bye-products.

Another institution visited in Gujarat was the Petrofils Cooperative at Baroda. Established in Baroda in 1974, the society's main objective is to promote the economic interests of handloom weavers by manufacturing and supplying man made fibres and fibre intermediaries of all types, grades, and formulations including polyester continuous filament yarn. Membership consists of federations and primary societies of handloom weavers from all states of India. The society's plants manufacture 17000 mta of Polyester Filament yarn. Synthetic yarn produced by the society is highly accepted by its constituents. Cash trading is practiced by the society. The Chairman cum Managing Director of the Society is a government nominee.

The Institute of Cooperative Management, Gandhinagar, caters to the training needs of employees and members of cooperatives in Gujarat State and functions under the overall administrative control of the State Cooperative Union. The Institute runs several courses suited to the needs of employees of different specialised institutions and sectors of the cooperative movement.

20. FIELD STUDY VISITS IN MALAYSIA

Field study visits to agricultural cooperatives in Malaysia were organised in collaboration with the Angkasa, a member-organisation of the ICA and the Cooperative College of Malaysia. The following institutions were visited during the study visits:

- ANGKASA, The National Cooperative Union
- Cooperative College of Malaysia
- Department of Cooperative Development
- Felcra Sarabang Perak
- RISDA (Rubber Industry Smallholders Development Authority)
- Dairy Cooperative run by FOA
- RISDA Cooperative Rubber Processing Centre, Melacca

The Malaysian economy is one of the fast developing economies in South-East Asia with a growth rate of more than 8% for the past eight years. Malaysia is a federation with 13 States and two federal territories and has a population of 17.8 million (1991 census) comprising three main races : Malay 59%, Chinese 32%, Indians 8% and others 1%. GNP per capita is M\$ 8,856 with a low inflation rate of 3.5% p.a. Biggest contributor to the GDP is the manufacturing sector (48.5%) and services sector (47.4%) during 1994.

The Cooperatives in Malaysia had several acts pertaining to different States before Independence in 1957. The Cooperative Act of 1948 was the first federal act and was applicable to the whole of west Malaysia. The Cooperative Act of 1993 brought in Sabah and Sarawak as well. The movement started with thrift and credit cooperatives later expanded to other sectors such as consumer shops, rice marketing, rice milling, banking etc. By 1960 there were 1973 cooperatives including thrift and credit, rural coop credit, labourers cooperatives and rice milling cooperatives.

The Cooperative Union of Malaysia was formed in 1953 and joined as a member of the ICA. The CUM assumed the role of apex body representing Malaysia till 1971 when the National Cooperative Congress of Malaysia approved the formation of ANGKASA, which now represents the movement as an apex body both at national and international levels.

As at the end of 1994, there were 5,206 cooperatives, including urban and rural agricultural cooperatives with a membership of 5,762,390 and a paid up capital of M\$ 2.363 billion and commanding a total asset of M\$ 99.814 billion.

Though all the cooperatives are registered under the Cooperative Societies Act of 1993, the urban cooperatives are under the control of the Department of Cooperative Development. The agro-based cooperatives, though registered under the same act, are under the Director General of Farmers Organisation Authority (FOA) and the Director General of Fisheries Development Authority (all these work under the Ministry of Agriculture). The Registrar General of Cooperative Development Department and the Federal Land Development Authority (FELDA) are under the jurisdiction of the Ministry of Land and Cooperative Development. Cooperatives have also been formed for rubber smallholders under the supervision of the National Rubber Smallholders Cooperative (NARSCO) and Rubber Industry Smallholders Development Authority (RISDA) and those cooperatives organised by the Federal Land Consolidation and Rehabilitation Authority (FELCRA) work under the jurisdiction of Ministry of Rural Development. The multiplicity of agencies working for the betterment of the same membership has created confusion among the membership. The Government has recently appointed a committee to go into the system for streamlining the activities of several of these agencies.

Prior to 1973 all cooperatives were under the Ministry of Agriculture and were registered with the Registrar of Cooperative Societies control of Department of Cooperative Development. Farmers Associations (FAs) were formed to serve the farmers and government officers were deputed to manage the cooperatives. In 1974, all the 1600 agro-based cooperatives were transferred to the Farmers Organisation Authority (FOA) but some cooperatives challenged this directive in the court. Cooperatives were left free to become members of the FOA. Due to the system of funding to the farmers directly by the FOA, a large number of cooperatives became dormant and even closed down.

FELDA is a government agency involved in opening up large tracks of jungle land into resettlement schemes for rubber, oil palm and cocoa. The settlers are allowed to form their cooperatives numbering 274 with a paid up capital of M\$ 38.2 million with a yearly turnover of M\$ 150 million from trading and services but not from sale of farm products. These cooperatives are active in maintaining the agricultural roads in the scheme, transportation of farm products to processing mills, operating provision shops/mini markets, school buses, workshop and petrol stations. Eventually they are supposed to take over and manage the whole scheme once FELDA pulls out.

FELCRA was formed to develop idle lands which were alienated by village people. FELCRA develops these lands and forms cooperatives to manage the lands so developed with rubber or oil palm on estate basis. Members are also encouraged to grow bananas for export, handicrafts, and other cash crops. 110 cooperatives under FELCRA have a paid-up capital of M\$ 16.8 million with business turnover of M\$ 23.5 million in 1994.

RISDA was originally formed to help and encourage rubber small-holders (land owners with less than 100 acres) to replant their old rubber trees. It has since then expended its activities to input supply, marketing and processing etc. 65 rubber small holders cooperatives formed with a paid up capital of M\$ 14.2 million and a turnover of M\$ 90 million are members of National Rubber Smallholders Cooperative Federation (NARSCO) which undertakes import and export business. Managers of small holders cooperatives were earlier RISDA officials but are now being gradually replaced by cooperatives' own employees. NARSCO has set up a few subsidiary companies to undertake manufacturing of rubber gloves, rubber band, mixing and supply of fertilizers and some joint ventures with private companies.

RISDA has also been encouraging members' wives in producing handicrafts and other cottage industries. The response has been good and many 'women's groups' have been formed and products such as artificial flowers from rubber leaves, tomato ketchup/sauce, chilly sauce, vinegar etc are produced and marketed through their cooperatives.

The government has also set up several agricultural development authorities in several states like KADA, KESEDAR and MADA to manage and administer integrated area development schemes financed by the World Bank in specific locations. These authorities assist the cooperatives already existing in the areas in their development process.

Angkasa

Angkasa, the apex organisation of cooperatives in Malaysia was registered on May 12, 1971, to represent the Malaysian cooperative movement at national and international level, to disseminate and propagate the cooperative concept and ideals through education and publicity and to generally assist the membership in their management and development. A democratically elected board of management consisting of 33 members manages the Union. Angkasa works in close collaboration with all the government departments connected with cooperatives and is consulted by them for legislative and administrative actions concerning cooperatives. Angkasa is a member of the International Cooperative Alliance and is represented in its various specialised committees.

The 4-P Division of Angkasa (Education, Publications, Service and Information) takes care of training and education, propagation and dissemination of information. Several courses are conducted by the division to members and employees at the cooperative itself. Publications on various aspects of cooperative activities are regularly published by the division. Angkasa also undertakes pre-audit of cooperatives and assists cooperative employees in their salary deduction facilities under the Federal Pension Scheme (BPA). BPA now services more than 400 cooperatives with more than one million accounts amounting to more than M\$ 80 million per month. BPA is on line with 14 banks in the country making the transactions easier and faster.

The Cooperative College of Malaysia was set up in 1956 to impart education and training to members and staff working in various cooperatives functioning under different development departments and is under the control of the Ministry of Land and Cooperative Development. The Management Council of the College consists of eminent personalities and is funded through government

budget and 2% of net profits of cooperative societies. The college conducts education and training programmes for board members, staff and members of cooperatives, in-service training to officers of departments concerned with cooperative movement such as Department of Cooperative Development, Farmers Organisation Authority, Fisheries Development Authority, RISDA, FELDA and FELCRA. In a way the college is the only integrating point for the different authorities working for development of cooperatives in their respective spheres. The college has residential facilities for its trainees, a well stocked library and computer division to give modern teaching techniques to its students.

During the Panel Discussion, representatives from the user organisations were requested to describe their involvement. The user-organisations were requested to comment upon the following points:

- Usefulness of the training received by their sponsored candidates, and usefulness to the organisation itself;
- Relevance of the projects prepared by their sponsored candidates;
- Main problems in not implementing the projects proposed/developed by the candidate during their training, (were the projects not relevant to the organisation? were the projects found to be too small or too large? was funding the main constraint? were the government/organisation policies or priorities not conducive to the realisation of project proposals? etc);
- Were the projects ever discussed at a higher level after the return of their candidates e.g. at the Managing Director's level or in the Board of Directors?;
- How has the organisation made use of the skills achieved by the candidates?;
- Would the organisation still like to sponsor candidates to such courses in future, and with what objectives?

Presentation of Current Status of Projects

Out of the nine former participants from Malaysia, who had attended the nine courses, five participants attended the workshop. They presented their status papers indicating the present position of implementation of their respective projects, use of knowledge and skills acquired from the training course in their present work environments and dissemination of the knowledge to other fields/organisations.

The status papers indicated that the following four projects have been either fully or partly implemented and that one project has been abandoned due to change in position of participants and lack of support from sponsoring organisations.

The following projects have been implemented in full and/or in phases:

- i. Production of Quality Rubber through Central Processing Centre, by Mr Fikri Ghani, Participant to 3rd Training Course, 1988/89

The Project was implemented in 1990 by the Cooperative of area with an investment of M\$ 110,000. 48 member families are participating in the project. Project activities included building of a collection centre for the rubber produced and processing of rubber into sheets. However due to rapid industrialisation and fast development of the economy, processing activities of rubber has been found very cost ineffective. Also labour has become dearer and these factors will affect the future of the project.

2. Shrimp Rearing Project
by Mr Ku Mohammad Rodzi
Participant to the 5th Training Course, 1990-91

The Participant had prepared an original project proposal on Integrated Sheep Rearing and Marketing Project which could not be implemented due to its long gestation period. An alternate project proposal on Shrimp Rearing was implemented in the participants working area by Juru Settlers Primary Cooperative to raise 'tiger shrimps' in a pond with an initial capital investment M\$ 435,000. The project activity was undertaken on 1st March 1994. Investment has been used to construct ponds and to buy other equipments and implements for the project. A total of 2.4 million tiger shrimps are reared at one time in the nine ponds. Cooperative has been able to sell about 22 metric tons of tiger shrimp so far with a total return of M\$ 493,948 to the project. The project has been found successful and members of the cooperative are enthusiastically participating in it.

3. Establishment of a Ribbed Smoke Sheet
 Rubber Factory
 Project by Mr Salle Hj Rehduan,
 Participant to the 7th Training Course, 1992/93

The project was accepted to be implemented by the Baling District Rubber Smallholders Cooperative in collaboration with the National Rubber Smallholders Cooperative (NARSCO). Due to change in government policy, NARSCO is unable to open a new factory for processing natural rubber. Hence discussions are on for creating a joint venture with an existing factory. No financial or managerial problems are anticipated in the implementation of project. Production of SMR dan LC is a capital intensive and labour saving device and is expected to be implemented in this project.

4. Danau Lubok Antu Cooperative Aquaculture
 Project by Mr Anthony Samuel,
 Participant to the 8th training course, 1993/94

The project proposal submitted by the participant was accepted for implementation by Farmers Organisation in February 1994. The members in the area did not form a new cooperative but joined an existing Farmers Organisation controlled by the FOA. Fish farming cage culture scheme has been introduced to get more returns to the project.

The following project proposal was abandoned due to transfer of the participants from the project areas and lack of support from the societies and their successors:

- i. Production of Block Rubber Project
 by Mr Rofien Sapiin, Participant to the
 6th course, 1991/92

Observations by the Workshop

The Malaysian follow-up and review workshop made the following observations:

- i. The user-organisations and sponsoring organisations were of the opinion that the training opportunities provided under the ICA/Japan Project were of great relevance. The project has served the interests of the agricultural cooperatives in the Region by developing a sound management leadership and by providing the most appropriate information on developing and fostering value-addition concept in the agro-processing sector of agricultural cooperatives in Asia. The project has, to a great extent, helped the development of appropriate human resource. Although the number of managers trained is small yet its impact on agricultural cooperatives in Asia is great.
- ii. The participants of the follow-up workshop as well as the user-organisations appreciated the contribution made by the Government of Japan through the ICA in inculcating among the managers the need for planning and diversifying the activities of agricultural cooperatives. It was strongly recommended by all constituents that the project should be continued and a provision be made to increase the number of participants to these courses in future.
- iii. The participants felt that it would be of real value to arrange for the orientation on training of high-level policy makers in agricultural cooperative management so that the experiences of Japanese agricultural cooperatives are suitably and increasingly applied to the rest of the cooperative movements in Asia.
- iv. The participants were of the opinion that the ICA, with the help of the Government of Japan, provide initial funding support to the project proposals developed by the participants during their training. This is considered necessary because the project proposals do not get immediate financial support from their

sponsoring organisations due to delays in securing adequate financial support from the lending agencies.

- v. The ICA should continue to monitor the progress of projects prepared by the participants and impress upon the user-organisations to make the best possible use of the training received by their sponsored participants.
- vi. The participants expressed their appreciation for the training opportunities given to them by the ICA and the IDACA. They recognised the importance of IDACA as a focal point for dissemination of technology and information on the management of agricultural cooperatives in Asia.
- vii. The project proposals prepared by them should be institutionalised and integrated in the development plans of their sponsoring organisations, if these projects are to be implemented. The sponsoring organisations should provide the needed encouragement, logistic support to their candidates and help them to implement their projects. The sponsoring organisations should have the will to help their constituents by proposing, setting-up and implementing the development projects which are beneficial to them.
- viii. Projects to be prepared by the participants should not be in contradiction with policies, priorities and guidelines of government/own organisation.
- ix. From project conception to its implementation there are a number of steps which need to be cleared e.g. overall acceptance of the project idea, obtaining the general approval of the project, allocation of the needed funding, identifying an executing agency, setting-up marketing strategies, fixing responsibilities with the primary cooperative and marketing agency etc. In order to cover these steps in a logical manner, it is necessary that the project enjoys all the needed support.

- x. Lack of adequate funding. Problems in mobilising financial resources - from within and outside.
- xi. Lack of experience in implementing technical projects. Difficult to locate experts to execute small projects. Such expertise is generally not available at the primary cooperative level.
- xii. Problem of marketing becomes more apparent when the quantity of end-product is too small. Without any network support, it is difficult for a primary cooperative to compete with the private traders.
- xiii. Primary cooperatives, if prevailed upon to execute a small project, generally look for quick profits and a faster break-even point. For the local leader it takes a lot of time to understand the mechanism of operating a production plant.
- xiv. The participants expressed their highest appreciation for the funding provided to the ICA Project by MAFF, Government of Japan, and the collaboration extended by the JA-Zenchu and IDACA.

22. SECOND PART OF THE TENTH MANAGEMENT
TRAINING PROGRAMME IN IDACA, TOKYO.
(February 20- April 20, 1996)

Part Two of the Training Course was organised at the Institute for the Development of Agricultural Cooperation in Asia (IDACA), Tokyo. The eight-week programme was divided into following activities:

Inauguration/Closing functions and introductions	2 days
Projects Appraisal Sessions	8 days
Lectures	38 days
Field study visits	12 days.

The field study visits were arranged to a large variety of agricultural cooperatives in Fukuoka and Yamagata Prefectures and in and around Tokyo.

Dr Daman Prakash, Project Director, could not be present for part of the second part of the training programme in Japan as he was participating in the JICA/ZENCHU Study Project on Integrated Development of Rural Cooperatives in Indonesia. He joined the training course on 1st April 1996. In his absence the programme in Japan was coordinated by Mr A.H.Ganesan, Programme Officer, on behalf of the ICA.

PART-II OF TRAINING COURSE IN IDACA

Inauguration

The participants arrived in Tokyo on 20th February 1996. The inaugural function of the Part-II of the Training Course was held at IDACA on 21st February 1996 and was addressed by Mr. Seigeo Karimata, Dy Director, Economic Affairs Bureau in the Ministry of Agriculture, Forestry and Fisheries (MAFF), Government of Japan; Mr Takao Yamamoto, Dy Manager, International Dept, JA Zenchu; Mr Yoshitada Nakaoka, Managing Director of the Institute for the Development of Agricultural Cooperation in Asia (IDACA) and Mr A.H.Ganesan, Programme Officer, ICA ROAP.

Addressing the inaugural session, Mr A.H.Ganesan, Programme Officer, ICA, welcomed the participants to attend the second part in Japan. Mr Ganesan said that after successfully completing the programme in India and Malaysia, the participants are in IDACA with their fresh project proposals to attend the second part in Japan. He added that the quality of this training programme is so high that always there were requests from cooperatives in the Region to enhance the intake of participants. The Asian Agricultural Top Level Leaders Conference held in Tokyo in October 1995 had praised the conduct of this training programme and have requested the Government of Japan to extend the training programme for more years to come. Mr Ganesan thanked the MAFF, JA-ZENCHU and IDACA for their continued assistance to this Project by way of financial support, technical expertise and logistic support in study visits and contacts with leaders and members of cooperative organisations. Referring to the participation of two teams of 3 staff members each in both the formal inauguration of the course in New Delhi and in the follow-up workshop and study visits in Malaysia, Mr Ganesan congratulated Mr Nakaoka for this decision and said the participation of IDACA teams demonstrated the importance attached by Japanese movement for this training programme. Mr Ganesan said that 150 managers have been trained so far in the ten year period and it is a very small number compared to the vastness of the cooperative movement in the region and added that the continuation of this training programme will enable more managers to get the benefit of training.

The following Project proposals were submitted by 10th
urse Participants:

Garpara Cooperative Fish Culture Project
by Mr Md Zillur Rahman, Bangladesh

Cattle Breeding, Fattening and Slaughtering
Project by Mr Liu Hui, China

Dessiccated Coconut Project
by Mr George Kuriakose, India

Farm Forestry Development Project
by Mr S.G.Parashar, India

Raising Dairy Cows for Small Holders Project
by Mr Andy Satyana, Indonesia

Wholesale Distribution Centre Project
by Mr Dong Young Kim, Republic of Korea

Chungyang Milk Processing Project
by Mr Sun Hak Kim, Republic of Korea

Rubber Seedling Project
by Mr Nik Mohd Nabil, Malaysia

Rice Mill Processing Project
by Ms Khin Khin Nyunt, Myanmar.

Poultry Project
by Mr Riaz Akhtar, Pakistan

Organic Fertiliser Producton Project
by Mr Claudio Ofrancia, Philippines.

Wasteland Development Project
by Mr R.B.Gamini Bandara, Sri Lanka

Marketing of Organic Farm Products
by Ms Chandrika Samanthi Ramanayake, Sri Lanka

High Yield Seeds for Paddy Project
by Ms Sunee Karndee, Thailand

Jute Production Project
by Mr Pham Minh Duc, Vietnam.

Feedback to participants was provided on the following aspects:

1. Is the project consistent with the development strategy of the government for that region?

Most projects were designed within the broad development strategies of the respective governments of countries/states wherein these projects were proposed.

2. Do these projects represent high priority area within the development strategy of the region?

Choice of project was more influenced by participant's background and expertise as well as understanding of the existing development problems in their area, rather than the stated priorities of their region. This, however, is not a weakness because the projects proposed must also be important and of high priority from the point of view of members' interests.

3. Have the objectives been clearly defined?

A tendency on the part of participants to impose too many objectives to be achieved by the project was observed. It was emphasised that the projects should be simple and should seek to achieve a limited number of well defined objectives and for which goals must be clearly spelt out.

4. To what extent has the integrated approach been followed, i.e. backward, forward and horizontal integration?

Practically all projects sought to emphasise the integrated approach. In some cases the nature of linkages and how they strengthen the project design were not adequately described.

5. Have the functions and activities to be performed been clearly spelt out?

In most of the projects, this aspect was covered reasonably well.

6. Has the technical analysis been properly done?

Almost all the projects had followed the general guidelines given to them at IRMA for financial calculations and technical aspects. In most of the projects, justification for the capacity created was inadequate.

7. Have the procurement of inputs and marketing of outputs been properly spelled out?

In most of the projects assumptions were made that the required procurement could be made and outputs would find markets at the prices assumed. By referring to the discussion during the training programme, it was pointed out to the participants how to examine these commercial aspects, particularly the concerns related to quality, quantity and price in greater detail. Also product promotion did not receive adequate emphasis.

8. Has the financial and economic viability been systematically done?

Although there were minor errors of computation in the presentations, by and large this was systematically carried out in most of the projects. Sensitivity analysis was also attempted in most of the projects. The suggested format was followed by all participants, except one.

9. Has the organisation of activities and management structure been defined in line with the functions and activities to be performed?

Organisation design was another weak area in most of the projects. While different functions were adequately covered, the manpower requirements were not properly estimated. Furthermore, while some projects were designed to be under-managed, there were others which appeared to be over-managed.

24. CHARACTERISTICS AND PROBLEMS OF AGRICULTURE AND RURAL COMMUNITIES IN JAPAN

Agriculture in Japan

Agriculture in Japan has the following special features. Farming is generally a family pursuit and there has been a moderate decrease in the number of farm households, despite a swift decrease in the number of agricultural workers. Further among the farm households, those obtaining their income solely from farming form only a small proportion, while most households have a source of income other than agriculture. The average age of farm workers has been rising. Intensive farming practices are common due to the limited cultivated land available per farm household.

In 1994, workers engaged in agriculture numbered 3.69 million and the number of households engaged in farming totalled 2.835 million. Their share in the total number of employed persons and all households in Japan was about 5.5%. Of all the households, only 12.1% were exclusively engaged in agriculture (18.8% of the total agricultural work force were 60 years and above). Agriculture contributes only 1.7% 9.36 trillion yen to the national GDP and employes only 5.2% of eligible employed persons of 15 years old and over.

Cultivated land area including orchards and grasslands in 1993 was 5.1 million hectares and the ratio of cultivated land to the total land area was 13.7% only. The average area of cultivated land per farm household was only 1.8 hectares.

Migration to Urban Areas

The process of urbanisation has continued unabated and there is a growing realisation among cooperative leadership of the need to assimilate the urban settlers and initiate additional activities to serve their needs. Demarcation of respective zones for agricultural development and for urbanisation has slowed down to some extent the process of indiscriminate encroachments into agricultural sector.

10. How will farmer-members manage and control the society? Has members' participation, organisation of board and committees been clearly presented?

Reasonable attention had been paid to this aspect in the design of most of the projects.

11. Have benefits to members been clearly analysed and presented?

In most of the projects no attempt had been made to actually calculate the amount of value-addition as well as the extent of increase in member-farmers' income.

12. What are the area benefits, both economic and social?

In few projects, some attempt had been made to qualitatively identify these benefits.

It was pointed out to the participants that in order to strengthen the projects' design further, more attention would have to be paid to the following: (i) more information should be provided regarding the profile of the project area; (ii) the prevailing competitive situation for use of inputs as well as the outputs should be highlighted; (iii) marketing strategy should be clearly defined and elaborated upon; (iv) organisation structure and manpower requirements in several projects should be refined; (v) benefits to members must be quantified; and (vi) the implementation strategy should receive more attention.

The efforts of the participants were appreciated by the resource persons because participants had to internalise a large number of concepts and techniques in a short span of four weeks in a new environment, and then apply them to prepare a project proposal in 4-6 weeks time. Despite these limitations, they had, by and large, developed good project proposals which would yield benefits to members if implemented properly. In addition, the appraisal session had provided an unique opportunity to the participants to look at alternative project designs, strengthen design through appraisal, and assess risk factors in the context of varied environments. The project appraisal exercise would substantially contribute to their capability to design and implement projects for the growth and prosperity of cooperatives in their region which would lead to increase in income and reduction in risk for members of these cooperatives.

The migration to urban and semi-urban centres for employment has further reduced the number of people solely dependent on land for their livelihood. Over 85% of farmers' income is now derived mainly from non-agricultural sources. These trends have greatly influenced the living habits of rural society and brought in major changes in social structure. The percentage of elderly people has increased due to continued migration of young people to urban centres and also due to average increase in life expectancy. Even the traditional ways of living are giving way to more sophisticated ways of modern life. Fewer and fewer young people take up employment in agricultural areas and on an average less than 1,700 fresh graduates from farmers academies and universities take up farming as their full-time job every year. Many young people are reluctant to take up farming because of the social disadvantages they have to cope with such as difficulties in finding brides, and the limited opportunities for social inter-action among rural communities.

Reduction in Farm-households

The above factors have greatly affected agriculture and the number of farm households has reduced from 6,043,000 in 1955 to 3,691,000 in 1994. Out of this only 447,000 are engaged in full-time farming; 429,000 in part-time-I, and 1,959,000 in part-time-II farming. In other words, part-time farmers constitute the major labour force in modern-day agricultural scene in Japan. A small percentage of land remains uncultivated due to availability of other sources of income to marginal farmers.

Capacity Utilisation Aspects

The government efforts in land consolidation and in structural improvement on land have facilitated introduction of better irrigation systems, better farm roads and introduction of heavy machinery. The projected farmland increase through reclamation etc. by 1995 was 0.1% (from 14.7% to 14.8%). However, the investment in heavy machinery by individual farmers has increased production costs due to lack of full capacity utilisation of these facilities. Full synchronisation of capacity and its utilisation is yet to be achieved although serious efforts are being made to reorganise facilities for joint utilisation to the optimum level. The current efforts are focussing on Hamlet

level farming groups which can help in pooling lands together for increasing management scale with a minimum cultivated plot of three ha and utilising surplus manpower for farming complexes, commodity groups and other such activities. This is expected to strengthen the role of the full-time farmer which will be the group of core farmers and facilitate the withdrawal of disinterested part-time farmers. The most important and urgent task before the farming communities is the reduction of production costs in order to be competitive in domestic and international markets.

Changes in Japanese Traditional Farm Families

Agriculture is now in the hands of a small percentage of full-time farmers, a few core farmers and the aged people. More than men, the women devote more time to agriculture. It is known that less than 3% of the Japanese population is making a living on farming. More than 60% of agricultural labour force consists of women (mostly farmers' wives). Although opportunities for employment in urban centres have decreased, the people returning to agriculture (U turn) are few. The main labour force on agriculture continues to be grandfather, grandmother, and the housewife, popularly called 'San-chan' (three dear ones) farming. Even this trio is gradually breaking up as many housewives are taking up employment in the nearby industries or other business establishments to supplement their income to cover the mounting cost of living.

There is over-production of several commodities but demand is stagnant. Rice production is being discouraged by government by diverting about 30% of the total paddy land to other crops. Over-supply of local fruits and vegetables is evident due to import of these commodities. The imports have increased due to higher demand for more varieties of food and also due to appreciation of Japanese Yen. And lastly, due to pressure from other countries, import into Japan of agricultural products such as beef and citrus fruits has been liberalised from 1st of April 1991. The Government of Japan has agreed to import 4% or 400,000 to 800,000 tons of rice from 1995 onwards due to GATT agreements. The sale of rice has now been completely decentralised and is free for market operation. The government has also de-regularised the banking industry. The cooperatives have now to compete with the banking sector and post offices for deposits from farm households.

The JUSEN Problem

The Japanese economy and political system are facing their biggest problem today with the 'Jusen' issue. During the 1970s, seven housing loan companies (Jusen) were created by commercial banks with the support of the Ministry of Finance (MOF). These companies were mainly floated by the leading commercial banks and most of the posts of Chairmen/Presidents and board members were filled by the senior retired officers of MOF and those from founder banks. These seven housing companies had heavily invested in land and real estate during the bubble economy years of late 1980s and early 1990s. Leading commercial banks and other banks as well as cooperative credit institutions including Norinchukin Bank and prefectural credit federations had invested in these companies. In late 1980s when the prices of real estates soared sky high, the Government had issued a directive and had instructed the banks in 1990 to restrict their investment in real estates to control the prices. The Jusen and agricultural cooperative credit institutions were excluded from these restrictions in the MOF directive. The investment of agricultural credit institutions grew from Yen 1.9 trillion yen in 1989 to Yen 5.5 trillion yen in 1995. Four of the seven Jusen companies became insolvent in March 1995 and MOF conducted a second inspection in August 1995 and decided in December 1995 a plan to liquidate all the seven Jusen companies. The seven Jusen were saddled with a total losses of Yen 6.41 trillion (US\$ 64.1 billion). The Government's plan for liquidation included writing off of loans of Yen 3.5 trillion (US\$ 35 billion) by founder banks, write off of Yen 1.7 trillion (US\$ 17 billion) by other banks, a grant of Yen 530 billion (US\$ 5.3 billion) by cooperative credit institutions, and a government contribution of Yen 680 billion (US\$ 6.8 billion) from the public fund. The agricultural cooperative credit institutions are now facing grave financial crisis due to the backing out of founder banks to meet their responsibility in undertaking the full losses of their constituents, the Jusen. The government plan also has run into heavy weather due to strong opposition by several opposition parties and the general public in spending public fund. In late March 96, a compromise was agreed upon between the government and the opposition parties and the government plan was enacted by the Parliament.

Agricultural Cooperatives - Restructuring the Existing Pattern

The process of amalgamation of multipurpose agricultural cooperatives is continuing. The number of 2,861 multipurpose cooperatives at the end of 1993 has been reduced to 2,400 by the end of March 1996 and is expected to be further reduced to achieve the ultimate goal to be reached by the beginning of 21st century of 564 multipurpose cooperatives. The number of single-purpose cooperatives at the end of 1994, was 3,829. Some of these cooperatives will get amalgamated in future into the multipurpose cooperatives.

Although the percentage of full-time farmers continues to be decreasing, the total number of members is increasing due to the admission of associate members who want to utilise the services and facilities (mostly credit) offered by the cooperatives in their respective areas, although they themselves are not engaged in agriculture. Also, the cooperatives are now encouraging the membership of women and youth from the farm households. The emphasis is gradually shifting to meet the individual needs of each family member rather than attending to them as a single entity farm household. Due to the present emphasis on encouraging and promoting interested full-time core farmers, in some cooperatives the trend seemed to be reversed and the number of full-time farmers has slightly increased during the last few years.

Working Through Groups

Gradually, individual households are unable to handle farm management at the present level of farming. The need for increasing management scale of farming is being recognised and efforts are being made to group the members on the basis of common interests. This is being done through the organisation of commoditywise groups, hamlet level production unions, farming associations and complexes and joint use of facilities. Also, the trend is now shifting from mixed farming to specialised farming around selected commodities in order to achieve economy of scale and to reduce production costs in order to be competitive. Cooperatives are encouraging members who are unable to cultivate

their lands to lease them to active farmers or give them the farming rights. Majority of the Japanese farmers are reluctant to sell their lands and hence the title on land continues to be with the owners. In this process, agricultural cooperatives may have to play a more active role in joint post-harvest activities for grading and packing centres and transport to markets.

The new approach to enlarging the scale of management by grouping of farmlands is being tackled at the hamlet level. The Regional (Hamlet) Farm Management Groups will tackle the farming plan for the total farmland in the hamlet by enlarging the size of cultivable plots for paddy and other crops and by taking up other activities on the remaining land such as livestock, poultry, dairy etc. The large-scale farming will be done by trained full-time young farm workers and the comparatively less young farmer-members will devote to other on-farm subsidiary activities. The sharing of the yield by such a producers group will be in proportion to each member's land and wages will be paid for actual work done by young farmers. The emphasis will be on:

- a. production of quality and safe crops with full consideration to environment;
- b. introduction of crops which will fetch better returns to the producer (enhancing further the concept of agro-processing for a higher value addition);
- c. group use of land (enhancing greater use of farm machinery);
- d. joint use of facilities (for processing, grading and warehousing);
- e. reduction of production costs; and
- f. greater emphasis on shipment associations to handle bulk quantities.

Coops vs Private Enterprise

Until a decade ago credit and insurance services dominated the business activities of most of the multipurpose cooperatives. However, they are gradually losing business as some of the salary-earners prefer to go to the nearest commercial banks and post offices. This is particularly true in case of farm household members earning a major part of their income from non-agricultural sources. The demand for loans from members has declined further although efforts are being made to identify other investment opportunities. Also, as stated earlier, the competition from other credit agencies is likely to be severe in view of the liberalisation by government of rules concerning rates of interest to be paid on savings deposits. In case of insurance also, the more aggressive canvassing of business by private insurance companies has reduced the share of cooperative insurance coverage among the farm households.

The formation of commoditywise groups, farming complexes and shipment associations have greatly helped in increasing marketing operations. However, the over-supply of several commodities has resulted in keen competition among agricultural cooperatives themselves from different areas. Also, regional level marketing is being encouraged as per consumer demand and dealings with consumer cooperatives is on the increase through direct negotiations. Efforts are also being made to sell through negotiations to bulk consumers like supermarkets and hospitals. The sales through 'A-Coop' stores (run by agricultural cooperative network), joint purchase schemes for perishables based on common menus in farm-households, distribution of food ingredients to members based on pre-orders (obtained through the 'Han' group network), and home delivery systems for consumer durables are on the increase.

The purchasing activities have become less costly due to the appreciation of the Japanese Yen. The imports of raw material are cheaper. The purchasing activities are being strengthened through advance orders and increase in the number and size of 'A Coop Stores'. The pressure on the cooperative purchase business has increased due to high degree of integration of private chains of supermarkets and processors. The emphasis is both on sales through the stores and by direct channels. Efforts are also being made to attain a high degree of self-sufficiency in raw materials for feed crops. The scope of 'A-Coop Stores' is also being modified to make them more accessible to the community.

Farm Guidance Services

A salient feature of Japanese agricultural cooperatives is its farm guidance advisory service that is provided to their members. This merits special attention since this service is sought to improve the economic situation of the member as well as provide quality products to the consumers. Agricultural cooperatives are established by members with an aim of improving their farm management and life. They are autonomous and democratic organisations. With the help of this service the farmer-members are able to carry out the entire process of business ranging from production to the marketing of their products. This service has the following principal functions:

- Counsellor - Consultation and guidance on farm management,
- Planner - planning/development of farm management,
- Engineer - technical guidance,
- Consultant - management guidance,
- Organiser - organisation of producers,
- Communicator- information communication,
- Marketing Researcher - response to markets,
- Manager - management of facilities.

This service is not a direct income-generating activity of the cooperative. In view of its importance, the service is regarded as an integral component of the cooperative and of special significance, since through its successful results it has been possible for the Japanese farmers to achieve one of the world's highest yields of paddy (4.5-5.5 tons per ha), as well as the most acceptable highest quality of rice. The financing of this service is done through the following sources:

- 22.5% is contributed by the farmer-members,
- 40.5% is the government assistance, and
- 37.0% is shared by the beneficiaries.

The farm guidance advisors are the employees of the movement. The JA-Zenchu, at the national level, and the prefectural unions, develop an implementation strategy in consultation with the agricultural cooperatives, and then help implement the programme through an established net-work.

The attached table distinguishes the roles played by the government-employed Agricultural Extension Workers and the Movement-employed Farm Guidance Advisers.

Trend Towards Happier Life

Another important aspect of recent cooperative activity is the realisation that economic activities alone would not ensure the happiness of farming communities. A total approach to the welfare of all members of farm households is needed to stop erosion of basic values of rural life and the desertion of farm lands.

The result of high technology has generated a reaction towards more natural way of life. Cooperative members are being encouraged to use organic manure rather than chemical fertilisers to preserve land quality and protect environment. Some side effects of using organic manures have cropped up, and are being tackled through various safety measures and relocation of related facilities. Residents have often complained of foul smell, insects and other insanitary conditions. There is more demand for quality and safe products with less input of chemical fertilisers and insecticides. Consumers are demanding cheaper products even if they are not graded or packed in the most sophisticated way. People are encouraged to eat more rice and other traditional foods common to the Japanese people during the earlier days. Housewives are being educated in choosing the less harmful foods and environment-friendly products. Greater stress is now laid on energy conservation and re-cycling of waste. All these factors are bound to have an impact on agricultural production.

The process of changing people's attitude and in ensuring greater number of farm successors is difficult and complex. Hence better-living activities have assumed greater importance. Participation of the entire family in cooperative activities is being encouraged through a variety of better-living and purchasing activities.

IV . Farm Guidance Business and Agri. Extension Business

1. Differences between extension workers and farm advisors

	Extension workers	Farm advisors
Status/character	Public worker, public	Employee of agri. coop. private
Qualification/ability	Qualification Exam. homogeneous ability	No qualification. some prefectures have quali- fication exam. not homogeneous
Object for guidance	Profitable oriented farm- households centering on core farmers	Whole member farmers
Objects for guidance Operation area	Farm households who engage in farming Over the area of city, town, village (average 5 munici- palities per office)	Member farm households of agri. coop Operation area of agri. coop
Sphere of guidance	Mainly technical guidance for production, but also conduct of management guidance	Integrated guidance ranging from production to marketing guidance
Guidance method	Individual to group	Collective guidance for commodity-wise group
Type of guidance	Objectively	Subjectively according to intention of the organization
Contents of guidance	High technology	General technology
Relations with admini- stration	Comprehensive, concentrated guidance for farmers and groups Planned and continuous guidance based on extension plan in response to needs of farmers and the region	Service to all members Promotion of Agri. Coop move- ment Guidance linked with economic business Group guidance on common problems for members
Relation with research institutions	Needed technology is availa- ble from S.M.S.	Limitation of technical sources
Relation with admini- stration	Directly	Not established systemati- cally
Limitation of respon- sibility	Advice is main, comparatively light	Strongly requested from members and agri. coop
Expense\$	Shared by Central Gov't. and Local Gov't.	Paid by agri. coop contributions from members

Agricultural cooperatives contribute significantly to the promotion and development of women's associations which are mainly patronised by the wives and close relatives of farmer-members. The women's associations have, therefore, been able to create parallel network of their own under the banner of the National Council of Women's Associations of Agricultural Cooperatives. This national council provides a variety of inputs to the local and prefectural level women's associations e.g. national priorities, relationship with cooperatives, marketing strategies, social activities covering mainly family welfare, balanced food, joint distribution system of food supplies, cooking, dress-making and others. The Associations, therefore, have emerged as a strong segment of agricultural cooperative movement in Japan. Though informal in character, they have developed a strong sense of purpose. As of 1994, there were 1,850,000 members of women's associations representing 2,450 organisations in 47 prefectures.

Women's associations, youth associations, better-living groups and 'Han' groups will be required to play greater role in future in achieving this objective. The home life improvement activities of the government are also expected to play a significant role in this direction. Equally important are the training and education activities undertaken by the JA-Zenchu to train leadership with a proper understanding of the challenges and the solutions needed to tackle them and the managerial cadres capable of meeting the growing demand for sophisticated management of the enlarged cooperative enterprises.

Regional Agricultural Promotion Plan (RAPP)

An important segment of improving the economic lives of farmer members is the implementation of Regional Agricultural Promotion Plans by the agricultural cooperative movement of Japan. The RAPP is the sum total of the identified needs and responsibilities of all farm households in the area for increasing production which involves restructuring the present farm lands and reorienting the present-day farm management. The basic objectives of RAPP are: (i) to modernise agricultural production; (ii) to modernise agricultural structure; and (iii) to modernise farm management.

The plan originates in the primary agricultural cooperative which remains the focus of all plan activities. All the programmes under the plan are carried out within the area of operation of the concerned society. The plan is based on a full consensus of all members involved in its activities. It is important that all members are fully aware of the extent of their involvement and the responsibilities they have to shoulder for fulfilment of the plan objectives. RAPP is usually of three or five years duration and sets a given income target to be achieved by identifying key commodities for production and for achieving the set income target. Many cooperatives have successfully implemented several RAPP plans over the period of years to the advantage of their membership.

Government Support to Agricultural Cooperatives

With varying emphasis the government continues to provide substantial financial incentives to members of agricultural cooperatives through price support schemes, grants, subsidies, and extension services. The assistance for amalgamation and diversification of crops continues with reduced quantum. The price support schemes are formulated to ensure fair returns to agricultural producer and to enable continuation of production cycle of individual crops. The government controlled purchase and distribution of rice is being reduced and semi-controlled rice percentage is increasing. Price support schemes for wheat, soybeans, milk, meat, sugar and vegetables are based on standard price formulae established for each commodity. Agricultural extension services by government are geared to increasing agricultural productivity and improvement of home life of farm households. The government-run experimental stations and extension staff serve larger areas than one agricultural cooperative. Government extension services are complimentary to farm advisory services. The difference is that government extension emphasises improvement in agricultural production while farm guidance through cooperatives covers wider areas relating to total economics of agriculture of farm households. The extension services try to help in ensuring farm successors through its "4-H" Clubs for young farmers.

Agricultural Insurance

Despite all the measures and precautions taken, agricultural success cannot be guaranteed. Heavy losses due to typhoons, floods, pests, and unfavourable weather conditions are always possible. So, the Government of Japan is operating a very elaborate scheme of agricultural insurance in collaboration with the agricultural cooperatives for compensating the farmers suffering losses caused by disasters and other natural calamities. Agricultural insurance was started to safeguard the reserved stocks of food. Before 1929, only livestock insurance was available. Since the starting of Agricultural Insurance Scheme all types of cooperative insurance are related to government schemes. Insurance is compulsory nationwide in respect of rice and other grains, sericulture and livestock. Insurance in fruits, fruit trees, other field crops and greenhouses is optional. In disaster-prone areas, the insurance is compulsory. By and large, farmers in Japan seek insurance protection for most of their agricultural activities. The agricultural cooperative insurance system is supported by the government.

Education, Training and Publicity

Since the establishment of Raiffeisen model agricultural cooperatives in 1900, emphasis is being given on leadership development and cooperative education. Most of the training and education activities are carried out through the Central Cooperative College and through training programmes arranged by prefectural unions. As the Movement became more democratic, the education and staff training activities have increased. Government support was available, especially at prefectural level. A huge amount of money is spent on education of members, training and development of employees and on leadership development by all the three-tier levels of the movement; national, prefectural and primary societies. Highest priority is given to education and training by all levels of the movement.

Publicity work is being carried out through the National Press and Information Federation of Agricultural Cooperatives and the 'Ie-No-Hikari' Association. The Agricultural Cooperatives Press Association publishes a daily agricultural newspaper called 'Nogyo Shimbun' (Agricultural News-500,000 copies). The Ie-No-Hikari Association publishes three journals for farm households, children and youth. The Journals "Ie-No-Hikari" - monthly (1,000,000 copies per issue), "Chagrin"- monthly for children (60,000 copies per issue); and "Chijo" -monthly for youth (50,000 copies per issue) are distributed throughout the country on subscription basis. In addition, the Central Union of Agricultural Cooperatives and its affiliates at various levels, undertake extensive lobbying and public relations activities to influence government policies affecting agricultural cooperatives.

Audit of Cooperatives

Audit is carried out to safeguard members' interest and to improve cooperative management. Four kinds of audit are available:

- i) Internal auditors appointed by general meeting;
- ii) Special audit by a staff member as per direction of the cooperative's president;
- iii) Audit by the Central Union; and
- iv) Audit by the government.

International Cooperation for Agriculture and Forestry

Over the past 30 years, Japan's international cooperation in the fields of agriculture and forestry has steadily developed through bilateral and multilateral channels. Bilateral assistance is mostly through grants and soft loans. Technical assistance is channelled through the Japan International Cooperation Agency (JICA) to poorer countries for common good. The other developing countries receive loans for projects, food supply for boosting food production and import of agricultural machinery. JA-Zenchu, the national apex of the agricultural cooperative movement, plays a very leading role in its relationship with the ICA Head Office and through direct assistance to its Regional Office for Asia and the Pacific and through very effective liaison work with the Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Government of Japan in securing development aid for ICA activities. Of special mention are: (i) long-term Agri Coops Management Training Project for the managers of agricultural cooperatives in Asia; (ii) four-week long training courses for the training of Rural Women Leaders of Agricultural Cooperatives, and (iii) a 3-week long regional training programme on a topical subject of agricultural cooperative leaders and policy-makers of Asia.

The Institute for the Development of Agricultural Cooperation in Asia (IDACA) was established in 1963 by the JA-Zenchu with funds collected from among agricultural cooperatives in Japan and with the support of the Government. The IDACA, established on the basis of recommendations of the First Asian Agricultural Cooperative Conference held in Tokyo in April 1962, imparts training to overseas agricultural cooperators as

part of its international cooperative project and has assumed the role of a survey and research organisation. During the last 33 years, the IDACA has trained more than 3,500 participants from different countries of Asia, Africa and Latin America. It has active collaboration on technical assistance programmes with the ICA and its Regional Office for Asia and the Pacific.

25. FIELD STUDY VISITS IN JAPAN

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

- JA Zenchu (Central Union of Agricultural Coops)
- JA Zenkyoren (National Agricultural Cooperative Insurance Federation)
- JA Tsuikuigun
- JA Fukuoka Prefectural Union
- JA Fukuoka Horticultural Federation
- JA Kurume
- JA Fukuoka Yoshii
- JA Zennoh Fruit and Vegetable Wholesale Market
- JA Uniocoop Japan
- JA Yamagata Prefectural Union
- JA Coop Feed Company of Yamagata Economic Federation
- JA Michinoku Murayama Obanazawa
- JA Shonai Tagawa
- JA Zenmoriren (National Federation of Forest Owners Cooperatives)
- Zengyoren, (National Fisheries Cooperatives Federation.)
- Ministry of Agriculture, Forestry and Fisheries
- JICA's International Training Centre at Hachioji
- Central Cooperative College and Library
- IDACA (Institute for the Development of Agricultural Cooperation in Asia)

Fukuoka city, is the capital of Fukuoka Prefecture, and is the largest city with 1 million population in Kyushu island of Japan. The percentage of share of agriculture in GNP is declining in this prefecture as in other prefectures of Japan. The ratio of agricultural population is still quite high in this prefecture. Important products of this prefecture continues to be paddy, vegetables and fruits, livestock, flowers and plants. High degree of amalgamation of primary societies, keeping with the trend of national policy, the prefecture has reduced the number of viable

societies to 53 from 65 in 1995. The ultimate number of societies in Fukuoka Prefecture to be operating during the year 2000 would be 23 only. The expected number of members per society may vary from 10000 to 20,000 members.

Study visits were arranged to the Fukuoka Prefectural Union, the Prefectural Horticultural Federation and its juice plant, and two primary agricultural cooperatives i.e. JA Kurume and JA Fukuoka Yoshii. The emphasis of study on JA Kurume was on its business activities while in JA Fukuoka Yoshii the focus of study was on organisation of members and better living activities.

Fukuoka Prefectural Union

The Prefectural Union serves the 53 multipurpose and 36 single purpose cooperatives in the prefecture. The Union actively promotes amalgamation of both primary multipurpose and single purpose cooperatives. All the dairy cooperatives in Fukuoka prefecture is planned to be amalgamated into one large cooperative. All business federations and primary societies are affiliated to the Union numbering a total of 83 cooperative organisations. The Union has 145 employees to serve its member institutions. The 34th Prefectural Congress of Agricultural Cooperatives held on January 14, 1995, has decided to concentrate on the following four main items for the next century:

- establishment of regional agriculture by fostering diversified farm successors,
- enrichment of life and creation of a comfortable regional community,
- establishment of those JAs that can cope with environmental changes,
- further promotion of amalgamation of JAs and creation of a structure, whereby the the prefectural federations could perform business activities in a more comprehensive and efficient manner.

The mid-term plan for achieving the above goals has started from business plan 1995.

Fukuoka Prefectural Horticultural Federation

The Federation was established in 1954 to assist its member societies to add value by way of processing and marketing mainly citrus fruit. The federation has 47 societies as its members with a share capital of Yen 1.3 billion with 288 employees and a business turn over of 101 billion yen. The federation gives farm guidance to member farmers of societies, supply of superior seeds, marketing and processing business. The participants also visited the citrus juice plant of the federation.

JA Kurume

JA Kurume was formed in 1981 after amalgamation of three more societies functioning in the Kurume city area. Main products of the area include paddy, livestock, vegetables and fruits, and ornamental flowers. The total number of farm households in the area in 1994 was 5221 out of which full time farmers were 993, part-time I were 1129 and part time II were 3099. 2518 members had farm holdings of less than 0.5 ha and 355 had more than 2.01 ha of land. The society has 435 employees and operates several commodity groups. Paddy and persimmon growers are the major groups with 122 and 248 members respectively. Farming associations, branch managing committees, youth and women associations, pensioners friendship groups, blue return form filling groups and hamlet management committees help the society in its effective member relations programmes. The society has been able to achieve more than its targeted business turnover and declared a dividend of 3% on its share capital contribution.

JA Kurume runs several facilities for its membership like one agricultural control centre, 18 agricultural warehouses, 18 warehouses for materials, 11 shipping and collecting centres, four country elevators, two A coop stores, one Auto repair workshop, two service stations, three paddy seedling nurseries, one pearl rice store, travel centre and land building consulting centre to name a few. The society also operates a computer centre to monitor its business activities jointly with four other societies. The society operates 11 groups for joint use of machineries with 740 members with 130 farm machineries. They jointly cultivate paddy, wheat, soybean etc.

JA Fukuoka Yoshii (JA Meji - Rainbow)

JA Fukuoka Yoshii was established in 1963 by amalgamation of five primary agricultural cooperatives. The society plans to amalgamate two more societies from April 1996 and the amalgamated new society will be called JA Meji - Rainbow, depicting the seven colours for the seven societies so amalgamated. With the new amalgamation the regular members of the society is expected to increase around 5,000 from the present 2055. The society has 159 employees of which part-time workers are 58 persons. The total business transactions for the year 1993 was about Yen 2.96 billion yen. Paddy, vegetables and fruits, flowers and livestock are the major commodities in the area. Persimmon occupies an important position in the production pattern of the area.

The society operates many facilities for the use of its members like country elevators, A coops, petrol stations, auto repair workshops, persimmon grading centre, green core centre for supply of agricultural machinery and other items, agro-processing centre, coin operated laundry machines, cooking station and food materials delivery centre etc. Participants visited many of these facilities run by the society.

Better Living Activities

The subject of emphasis of study in JA Meji (Fukuoka Yoshii) was farm guidance and better living activities. Hamlet based production units for enlarging the scale of operation and full utilisation of the available manpower and agricultural machinery is given special emphasis by the society. It operates a wide network of commodity groups for dealing with most of the commodities grown in the area. Twenty male farm guidance advisers look after the guidance services related to productivity and three female better living advisers guide in the better living activities. Special measures are adopted by the society in tackling problems of production, distribution, pricing, taxation and others. The society's BOOM campaign for agricultural management, i.e. strengthening of business, organisation, office and management. Reforms of agricultural cooperatives by instilling in them Mind Identity (MI), Behaviour identity (BI) and visual identity (VI) to create a Corporate Identity (CI) have also been started.

Participants visited farms of three farmers and held discussions on their management patterns. One farmer was growing tomatoes in the green house in the traditional way while the other grew tomatoes also in the green house both in the traditional method as well as high-tech hydroponic cultivation method. The farmer informed the participants that modern hydroponic computer controlled production has resulted in an increase of 70% of yield and he hoped to break even his investment of Yen 50 million on this in a period of ten years. The farmer was able to get 40% subsidy from the government on his investment. The third farmer visited by the group was growing persimmon and had 3 ha of land devoted to persimmon production with an annual income of ¥ 18 million and savings of ¥ 2-3 million. This farmer had received professional training in the growing of persimmon in the Farmers Academy of the Prefecture after his high-school graduation and also had visited Brazil three times to study and better his production skills. All three farmers visited were young farmers, enthusiastic in their profession. This is a welcome sign in the area to solve the successor problem.

Study Visits in Yamagata Prefecture

During second study visits in Yamagata Prefecture, the emphasis of study was on farm guidance activities. The participants visited the Yamagata Prefectural Union, the training centre run by the Union, the feed plant run by the Prefectural Economic Federation, JA Michinoku-Murayama-Obanazawa and its various facilities, Haguro branch office of JA Shonai Tagawa and its various facilities and also the green house facilities of farmer members.

Yamagata prefecture is located in the south-west part of Tohoku region. Its crops and commodities include paddy, cherry, grapes, peach and apples and livestock production. The prefecture has 34 cooperatives at present and these cooperatives will be amalgamated into seven cooperatives by year 2000. The prefecture enjoys more full-time farmers compared to other prefectures with an average holding of 1.6 has. The average income per farm household in the prefecture was Yen 6.8 million out of which Yen 2 million is derived exclusively from farming. The cooperatives in the prefecture extend cradle to grave services to its members, as

in the other prefectures. The prefecture has two economic federations to serve Yamagata and Shonai districts, a unique feature in the country.

The Kumiai Feedstuff Company of the Yamagata Prefectural Economic Federation was established in 1967 and manufactures feeds for dairy (18%) and beef stock cattle (40%), pigs (25%) and poultry (17%). All its products are consumed within the prefecture itself and 90% of the products are directly supplied in bulk to livestock farmers at their farm gates. Only 10% is sold in retail package. The plant is to be modernised soon with latest machinery to increase its productivity.

The Prefectural Cooperative Union has established a training centre to cooperative education and training both to members and staff of cooperative institutions in the prefecture. Established in 1988, the training centre has trained 47,000 persons so far. The trainees are accepted from non-cooperative institutions as well. The training centre is able to generate its own funds upto 86% of its total budget of 100 million yen per annum from courses catered to private institutions, schools, government departments etc. Courses for new employees are run on a regular basis in addition to courses as per needs of cooperative and other insitutions.

JA Michinoku Murayama Obanazawa

JA Michinoku Murayama Obanazawa was formed as a bigger multipurpose cooperative after amalgamation of three cooperatives in the area. Paddy, water melon, beef cattle, fruits and vegetables are the main products of the area. In keeping with the policy directive of the Ministry of Agriculture, Forestry and Fisheries (MAFF), the cooperative is encouraging young farmers to become core/certified farmers. There are 100 core farmers practising modern farming in the cooperative area and the cooperative plans to increase the number of core farmers to 300 in the coming years. These core farmers have the advantage of concessional loans from the government and are authorised to lease lands from other farmers for achieving greater economies of scales. The society has ten farm advisors to the help the commodity groups functioning in the area. The society also faces the problem of aging of farmers and out of a total work force of 5,166 persons, 2067 are more than 60 years old and 1633 are in the

age group of 50-59 years of age. Farm successors is another problem faced by the society. The society, in addition to conducting normal business operations like credit, insurance, marketing, supply, farm guidance, and better living activities, has several facilities to help its members. The eighth three-year plan of the society envisages better living conditions for its members through programmes for the promotion of invigoration of life, campaigns to simplify life styles, strengthening of conservation of natural environment, linkage between production and life, and fostering of young wives and farm successors. Special emphasis is also placed on the health care activities of the members.

JA Shonai Tagawa - Haguro branch office

The participants also visited the Haguro branch office of the JA Shonai Tagawa. The cooperative was formed by amalgamation of nine societies in the area and is one of the biggest in the prefecture. The society serves its membership of more than 25,000 through its eight branches and its 1100 employees. The Haguro branch office serves a population of 10,000 and the main areas of production include paddy, vegetables and fruits and livestock production. Core farming is encouraged in the area and several value adding activities like processing of dried persimmon are undertaken. 25% of paddy land in the area is being converted into other crops like egg plants, turnip for pickles, etc. The regular consultations between the cooperative and the municipal administration help the society's members in solving their routine problems.

"Fureai" farm management, leasing of small lot of land by aged farmers to city urban consumers for practising hobby farming for a token fee has been encouraged by the society to avoid abandonment of land and addition of fallow land in the area. This has become quite popular in the area. Participants also visited a farmer's farming growing special herbal vegetables in green house.

In addition to the above visits, the participants also visited the National Federation of Forest Owners Cooperatives and the National Federation of Fishery Cooperatives and studied the activities of these two federations. They also visited the Ohta Wholesale Vegetables and Fruits market and observed Zennoh's marketing of fruits and vegetables and flowers by auction.





Introduction

Upon successful completion of the 6-month long training course on "Strengthening Management of Agricultural Cooperatives in Asia" held in India, Malaysia and Japan during October 18 1995-April 20 1996, and attended by 15 officer-trainees from 12 Asian countries, an End-of-the-Course Evaluation was carried out at the end of Part-II of the programme at IDACA. Evaluation, introspection and looking back have been the core and constant elements of the Course with a view to assess the performance of the participants on one hand and of the various components, resources and organisers on the other. The evaluation covered the relevance, capacity and adequacy of resource persons, training and educational materials, logistics, training methods, study visits etc. The 10th training course had the advantage of interaction of the participants with the former participants from Malaysia (through the National Review and Follow-up Workshop held at the Cooperative College of Malaysia, Petaling Jaya, Malaysia, December 19-20 1995, before the commencement of study visits in Malaysia).

The main objectives of the Evaluation were:

- i. to assess the level of understanding of various aspects brought to the participants;
- ii. to assess the utility and relevance of the training programme itself; and
- iii. to enable the ICA and the organisers to pick up ideas from the participants with a view to improve the quality of future training programmes.

A specially-designed evaluation form covering all aspects of the training course and its entire span was used to obtain the feedback from the participants. Responses from all the 15 participants were received. An Internal Evaluation Committee consisting of three participants reviewed the responses and prepared a comprehensive summary. The summary was presented by the Project Director at the Concluding Session of the training programme held on 19th April 1996.

Summary of the End-of-the-Course Evaluation

The evaluation pointed out that the programme was well-designed, well-implemented, well-coordinated and responded to the work environment of the target group. All the institutions, organisers and supporting agencies involved in the implementation of the programme played their respective roles seriously, in a professional manner, and with a view to satisfactorily achieve the objectives set out for the programme. All participants appreciated the role played by the Government of Japan (MAFF) and the ICA in holding this technical programme for the managers of agricultural cooperatives.

01 As to the participants' objectives (besides the objectives of the training course), they said:

- to obtain quality training on agricultural cooperative management;
- to learn in a systematic manner various aspects of integrated cooperative strategies with special reference to agricultural cooperatives;
- to study the successful cooperative developments and activities of other countries for adoption in their own respective countries, especially the experiences of agricultural cooperatives of India and Japan.

All these personal objectives were said to have been achieved by all the participants satisfactorily.

02 As to the achievement of Course objectives, they said:

- All objectives set out for the training course were achieved fully;
- for 5 participants, it was between 60-80%;
- 2 participants said the achievement was around 50%.

03 From which part of the programme, the participants benefited the most:

- IRMA inputs were relevant and technically sound and were most beneficial;
- Observation of cooperative performance in Japan and India, especially the "value addition through agro-processing" aspects.

04 Course leadership provided timely support and timely interventions in the class as well as during study visits and in personal matters. Back-stopping from ICA and IDACA was firm and secure throughout the training programme.

05 As to the preparation and presentation of their country background papers, the participants felt that the presentation could have been better. Background papers needed more information on the state of cooperative development, especially the agricultural cooperative development.

06 On IRMA Module (Management of Agricultural Cooperatives) held at the Institute of Rural Management, Anand, the participants made the following points:

- Material distributed was relevant, sufficient and good in quality;
- The faculty was highly enlightened, resourceful and highly cooperative;

Training methods employed were relevant and of high standard. Audio-visual aids and support services were of high quality;

Specially-designed computer lab was very welcome. For many of the participants it was the first-time exposure and they learnt a lot. (The lab was placed at the disposal of the participants even during off hours and two full-time tutors were assigned to assist the participants by the Institute);

- Almost all participants felt that the duration of study at IRMA should be expanded (suggested 5 weeks instead of the present 4 weeks);
- The facilities were of high order and complete. Good work and study environment. Good food arrangements and support services.

07 Most important training aspects experienced by the participants during the entire course. The following were mentioned in order of preference:

- i Management techniques
- ii Value addition aspects in agro-processing
- iii Integrated cooperative development strategies
- iv Analysing a financial statement
- v Preparing a cooperative development project
- vi Appraising a development project
- vii Board-Management relationship in a cooperative
- viii Role of a manager in an agricultural cooperative
- ix Skills in working in groups
- x Respecting others' points of view

08 In respect of Part-II of the Programme held at IDACA, the participants said:

- All topics presented were relevant, informative and good in quality;
- Presentation supported by films and visuals;
- Training material distributed was relevant, good in quality and sufficient in quantity.
- Streamlining of presentation of lectures was necessary to avoid duplication of material and subjects;
- Additional subjects (while in Japan) suggested were:
 - Management Information System in Agricultural Coops;
 - Success story of a Japanese farmer-member;
 - More time for Better-Living Activities;
 - Visits to: Forestry, Fishery Coops and A-Coops.
- Study visits to national federations in Tokyo be better organised by using a bus.

09 On Home Country Assignments (HCA), the participants said:

- 5 participants felt the duration should be at least 50 days, while others felt it was adequate;
- At least four participants felt that the support from their sponsoring organisations for HCA was inadequate and lukewarm, while others felt the support was sufficient;
- 7 had discussed their project proposals with their managing directors, 3 with their supervisors, and 2 with their board members;
- 7 had contacted former participants, 10 had studied former project proposals, and 1 visited the project site;
- Almost all suggested that at least two/three days are utilised at IRMA in producing and presenting a draft project proposal before returning home for HCA.

10 Projects Appraisal Sessions. The participants found this session to be most important and highly educative.

11 Study Visits in India. The participants made the following points:

- All, wide-ranging, relevant and quite useful;
- Background material was relevant, useful and highly informative;
- Practical arrangements were comfortable and of high standard;
- 3 felt that the duration of field visits could be reduced;
- Most important impressions carried while in India:
 - Dairy Cooperatives, esp the AMUL Dairy;
 - A frank and candid interaction with Dr V. Kurien;
 - Sugar cooperatives in Maharashtra;
 - Institutional capacity and capability of IRMA;
 - Poor people can also generate prosperity.

12 Field visits in Malaysia. The participants felt these were relevant, useful and highly informative. Cooperative content in agricultural-related institutions was found lacking. RISDA, FOA and FELCRA should support more of cooperative character in cooperatives under their command. All cooperative institutions in the country should be brought under one common directional and promotional command. The Angkasa (the National Cooperative Organisation of Malaysia) needs to offer more member education and staff training services to cooperatives in the country. The

Cooperative College of Malaysia needs to spread its technical services wider, and undertake more research programmes.

13 Study visits in Japan.

- Were rated high. All suggested these were relevant, useful and the material distributed was of good quality; practical arrangements made were excellent. Three suggested an input on 'consumer cooperatives vis-a-vis A-Coop'; and
- 4 suggested a stronger interaction with women's associations, and their better-living activities.
- It was suggested that at least one city tour for the participants be organised by the IDACA during the period of the training course.

14 General Comments and Suggestions/Recommendations

- All felt that the training programme was relevant to their work; resource persons were of high quality; material was informative and relevant; and practical arrangements made during the course were excellent.
- Computer lab and documentation (including library services) be provided/enhanced at IDACA;
- Sponsoring organisations to help participants in selecting project proposals and providing them with facilities and support in developing project proposals;
- It was suggested that future training courses be theme-based within an overall subject area of management of agricultural cooperatives;
- The ICA and IDACA should organise a consultation meeting with sponsoring organisation to foster implementation of project proposals produced by the participants which tend to be held up for want of financial and organisational support;

Being the participants of the 10th training course, they felt that the programme has served its purpose very well and contributed a great deal in strengthening the management of agricultural cooperatives in the Region. The participants, therefore, requested the ICA to continue organising such training courses and the Government of Japan (MAFF) to continue funding such an important and most relevant activity in future as well. The participants expressed their sincere thanks and appreciation for the roles played by the ICA and the MAFF in this programme.

27 CONCLUDING SESSION AND AWARD OF CERTIFICATES

The concluding session of the Tenth training course was held at IDACA on April 19 1996. The session was attended by Mr Osamu Hirokawa, Deputy Director of the International Cooperation Division of the MAFF (Chief Guest), Mr G.K. Sharma, ICA Regional Director for Asia and the Pacific, Mr Takao Yamamoto of the International Department of JA-Zenchu, Mr Yoshitada Nakaoka, Managing Director of the IDACA and Mr Daman Prakash, Project Director of the ICA ROAP, among others.

The Chief Guest, Mr Osamu Hirokawa, expressed his happiness of being present at the concluding session of this important training programme, and said that the Government of Japan viewed such activities as most relevant for the development of agricultural cooperatives in the Region. He congratulated the participants of their successful completion of this long-term training programme and wished them well in their future efforts. He hoped that the experiences gained by the participants would help strengthen the management of agricultural cooperatives as well as their own professional performance as managers of those institutions. He conveyed the Government of Japan's gratitude and appreciation to the ICA, the JA-Zenchu and the IDACA for successfully implementing the training programme.

Mr Yamamoto conveyed the greetings of the JA-Zenchu and wished the participants well.

Mr GK Sharma, while speaking to the participants, mentioned about the recent changes in the organisational structure of the ICA, and the revision of Principles of Cooperation. He mentioned of the strong and old ties of the Japanese agricultural cooperatives with the ICA and the good working relations that have developed over the years with the Ministry of Agriculture, Forestry and Fisheries of the Government of Japan as a consequence of which several technical assistance programmes of the ICA are currently being funded by the MAFF in collaboration with the JA Zenchu and the IDACA. Although ten very important training programmes have now been completed, the ICA hopes, and in fact been assured, that further financial support would continue to be made available from the MAFF. While thanking the MAFF, Mr Sharma said that agricultural cooperatives are the key institutions in strengthening the national economies. Even in the context of open market economy, agricultural cooperatives will continue to play an important role. Mr Sharma thanked the JA Zenchu and the IDACA for their continued support and collaboration in carrying out several of the ICA's technical assistance programmes in the Region.

Mr Daman Prakash, Project Director, reported on the performance of the training course, and presented a brief summary of the End-of-the-Course Evaluation. He conveyed his thanks to the institutions which had provided practical support to the programme in various countries. He also thanked the participants for their full cooperation in the conduct of the training

programme. He recalled with pleasure the work done by all the participants together to make the programme a success.

Mr Nakaoka expressed his thanks and appreciation for locating Part-II of the training course at IDACA and for the collaboration that the ICA has been extending in conducting some of the IDACA programmes in the Region.

The Certificate of Participation from the ICA as well as from the IDACA were awarded to the participants at the end of the Concluding Session. The ICA Certificates were signed by Mr Bruce Thordarson, Director-General of the International Cooperative Alliance.

COURSE PROGRAMME**PART-I OF THE TRAINING COURSE IN INDIA COVERING REVIEW OF AGRICULTURAL COOPERATIVE DEVELOPMENT IN PARTICIPATING COUNTRIES, MANAGEMENT MODULES AND STUDY VISITS IN INDIA**

Oct 16	Mon	Arrival of Participants in Delhi
Oct 17	Tue	-do-
Oct 18	Wed	0930 - Registration 1000 - Briefing and Orientation 1100 - Inaugural Session AN Practical Arrangements and general information
Oct 19	Thu	FN Introduction to ICA, its Organisational Structure and Activities - A Panel Discussion AN Introduction to India : Society, Culture and Economy by Mr BD Sharma, Chief Executive National Cooperative Union of India ICA WELCOME DINNER AT BONOW HOUSE
Oct 20	Fri	Country Background Papers
Oct 21	Sat	Country Background Papers (contd)
Oct 22	Sun	FREE. Delhi Sight-Seeing.
Oct 23	Mon	Holiday. Diwali Festival.
Oct 24	Tue	Country Background Papers (contd)
Oct 25	Wed	Country Background Papers (contd)
Oct 26	Thu	Visits to National Cooperative Organisations: FN National Cooperative Union of India AN National Agri Coop. Marketing Federation
Oct 27	Fri	Country Background Papers (contd)
Oct 28	Sat	Country Background Papers (contd)
Oct 29	Sun	Visit to TAJ MAHAL, Agra. (Full-day bus trip).
Oct 30	Mon	- Visit to Fertiliser Marketing Development Institute (FMDI) of IFFCO, Gurgaon - Visit IFFCO adopted village in Gurgaon area
Oct 31	Tue	FN International Cooperative Alliance - a Promotor of Cooperative Action and Institutions. Significance of the Manchester Centennial Congress by Mr GK Sharma, ICA Regional Director AN FREE
Nov 01	Wed	Dep. Delhi-Ahmedabad (9W.JATAIR 701 0550/0715) Arr. Ahmedabad/Anand (By bus)
Nov 02- Dec 02	Thu- Sat	ICA/IRMA Modules on Management Principles, Methods and Techniques with special reference to Management Leadership Development in Agricultural Cooperatives in Asia, including study visits in Gujarat State.

A detailed time-table has been prepared by the IRMA which will be distributed among the participants separately. However, the following main subjects will be covered during the ICA/IRMA module:

- Accounting (Methods and Practices)
- Communication (Methods and Techniques)
- Costing (Methods and Procedures)

- Executive Effectiveness
 - Financial Management
 - Integrated Cooperative Systems
 - Marketing (Methods and Practices)
 - Personal Computers (Awareness)
 - Project Management (Formulation & Application)
- Dec 02 Sat - Open session for consultations with Resource Persons.
- Preparation for Departures
- Dec 03 Sun Dep. Anand/Ahmedabad (by bus at 0300 hrs)
Ahmedabad-Bombay (9W.JATAIR 322 at 0745 hrs)
Arr. Bombay (at 0845 hrs)
Stay at Hotel Natraj in Bombay
- Dec 04 Mon FN Visit to Maharashtra State Cooperative Bank Ltd. Bombay
AN FREE
- Dec 05 Tue Dep. Bombay-Pune (By bus)
Arr. Pune
Stay at VAMNICOM Hostel, Pune
- Dec 06- Wed- **Workshop on Management of Processing and**
Dec 07 Thu **Marketing Cooperatives at VAMNICOM, Pune**
- Dec 08 Fri Study Visits in Pune:
- Katraj Coop Dairy
- Maharashtra State Cooperative Union
- Dec 09 Sat Local visits in Pune
- Dec 10 Sun Leave for Warnanagar for study visits of Warna Sugar Cooperative Complex (By bus)
- Dec 11 Mon FN Visit Warnanagar Coop Complex
AN Visit Warnanagar Coop Complex
- Dec 12 Tue FN Visits to :
- Shetkari Sahakari Sangh
- Primary Cooperative
AN Leave for Pune
- Dec 13 Wed FN Final wrap-up session
AN Dep. Pune (IC.850 at 1850 hrs)
Arr. Delhi (at 2050 hrs)
Stay at Vikram Hotel in New Delhi
- Dec 14 Thu Final sessions at Bonow House in New Delhi
- Practical Arrangements & Reporting
- Dec 15 Fri Review Session by IRMA on Management Project Proposals.
ICA FAREWELL DINNER
- Dec 16 Sat FREE (Preparations for Departure)
- Dec 17 Sun FREE
- Dec 18 Mon Delhi-Bangkok (TG.316 0010/0530 hrs)
Bangkok-Kuala Lumpur (TG.415 0840/1145 hrs)
Stay at the Hostel of Cooperative College of Malaysia, Petaling Jaya

**National Follow-up and Review Workshop
And Study Visits Programme in Malaysia**

Dec 19	Tue	-	Briefing on the study visits programme by Dr Daman Prakash, Project Director
		-	Briefing on the Cooperative Movement of Malaysia by Hj Mahmud Yusof, General Manager, ANGKASA
		-	Role and Activities of the Cooperative College of Malaysia in Strengthening the Management of Agricultural Cooperatives in Malaysia by Ms Armi Zainuddin, Principal, Cooperative College of Malaysia
Dec 20	Wed		NATIONAL FOLLOW-UP & REVIEW WORKSHOP
		-	Formal Sessions at the Cooperative College
		-	Brief Introduction by Project Director
		-	Statements by User-Organisations
		-	Presentation of Reports by former participants
		-	Comments by organisers
		-	Interaction with participants of 10th course
		-	DINNER HOSTED BY ANGKASA
Dec 21	Thu		Study visits in Malaysia:
		-	ANGKASA (National Coop Organisation-Malaysia)
		-	Cooperative Development Department-Malaysia
		-	Fanners' Organisation Authority-FOA
Dec 22	Fri		Study visits to FELCRA'S Seberang Perak together with a former participant (Day trip by bus)
Dec 23	Sat	FN	- Study visit to RISDA's Central Office
			- Study visit to FELCRA's Head Office
		AN	Sight-seeing in Kuala Lumpur city
Dec 24	Sun		Dep. PJ-KL for Malacca (By bus)
		-	Visit Cooperative Dairy under FOA
		-	Stay at Hotel Grand Continental, Malacca
Dec 25	Mon		Sight-seeing in Malacca area including sound-n-light programme
		-	Stay at Malacca at the same hotel.
Dec 26	Tue		Visit RISDA Coop Rubber Processing Centre in Alor Gajah.
			On the way back to Kuala Lumpur via Coastal Road, Visit Village Handicraft Cooperative at KIK Bagan Pinang, Port Dickson.
			Stay at the Cooperative College Hostel.
Dec 27	Wed	FN	Wrap-up Session at the Cooperative College of Malaysia
		AN	FREE
			ICA DINNER
Dec 28	Thu		Leave for Home Countries for Home Country Assignment.
Dec 29 1995- Feb 19 1996			Home Country Assignments for Preperation of Country Cooperative Development Project Proposals by Participants

PART-II OF TRAINING COURSE AT IDACA, TOKYO, JAPAN. MANAGEMENT PRACTICES ADOPTED BY THE AGRICULTURAL COOPERATIVES IN JAPAN WITH SPECIAL REFERENCE TO "VALUE-ADDITION THROUGH AGRO-PROCESSING" AND STUDY VISITS TO AGRICULTURAL COOPERATIVES IN JAPAN

Feb 20	Tue	Arrival of participants at IDACA for Part-II of the Training Course in Japan.
Feb 21	Wed	FN Formal Inaugural Session of Part-II at IDACA. - Inauguration - Introduction to IDACA AN Projects Appraisal Session
Feb 22	Thu	Projects Appraisal Session
Feb 23	Fri	Projects Appraisal Session
Feb 24	Sat	Projects Appraisal Session
Feb 25	Sun	FREE
Feb 26	Mon	Projects Appraisal Session
Feb 27	Tue	Projects Appraisal Session
Feb 28	Wed	Projects Appraisal Session
Feb 29	Thu	Projects Appraisal Session
Mar 01	Fri	Comments by resource persons on Projects Appraisal Sessions
Mar 02	Sat	Sight-seeing in Tokyo
Mar 03	Sun	FREE
Mar 04	Mon	Japanese Culture, Economy and Society
Mar 05	Tue	Introduction to Agriculture in Japan
Mar 06	Wed	FN History of Agricultural Cooperatives AN Organisation and Business of Agricultural Cooperatives-I
Mar 07	Thu	FN Organisation and Business of Agricultural Cooperatives-II AN Visit to JA Tsukui-gun
Mar 08	Fri	Economic Business of Agricultural Cooperatives
Mar 09	Sat	Summing-up of Lectures and Group Discussions
Mar 10	Sun	FREE
Mar 11	Mon	Farm Guidance Activities of Agricultural Cooperatives in Japan
Mar 12	Tue	Credit Business of Agricultural Cooperatives
Mar 13	Wed	- Visit to JA ZENCHU - Visit to ZENKYOREN
Mar 14	Thu	Better-Living Activities of Agr. Cooperatives. Recreation (sports)
Mar 15	Fri	Management Activities of Agricultural Cooperatives
Mar 16	Sat	Summing-up of Lectures and Group Discussions
Mar 17	Sun	FREE
Mar 18	Mon	Travel to Fukuoka Prefecture
Mar 19	Tue	- Visit to JA Fukuoka Prefectural Union - Visit to JA Fukuoka Economic Federation
Mar 20	Wed	Visit to JA Kurume
Mar 21	Thu	Visit to JA Fukuoka Yoshii
Mar 22	Fri	Move from Fukuoka to Hiroshima, and visits in Hiroshima City

Mar 23	Sat	FREE. Travel back to Tokyo.
Mar 24	Sun	FREE
Mar 25	Mon	Summing-up of Study Visits to Fukuoka.
Mar 26	Tue	FN Mutual Insurance Business of Agricultural Cooperatives AN Environment-friendly Agriculture by Agricultural Cooperatives
Mar 27	Wed	Exercise on Regional Agricultural Promotion Plan-I (RAPP.I)
Mar 28	Thu	Exercise on Regional Agricultural Promotion Plan-II (RAPP.II)
Mar 29	Fri	- Visit to Zen-Noh Hiratsuka Agricultural Technical Centre - Visit to the Tea Processing Centre of an agricultural cooperative
Mar 30	Sat	Sight-seeing in Hakone area
Mar 31	Sun	FREE
Apr 01	Mon	Historical Development of Village Industry in Japan
Apr 02	Tue	FN Processing Business of Agricultural Cooperatives AN Visit to Hachioji Agricultural Cooperative
Apr 03	Wed	FN Educational Activities of Agricultural Cooperatives AN Visit to the Central Cooperative College
Apr 04	Thu	Case Study on Higashichita Agricultural Cooperative
Apr 05	Fri	FN Situation and Tasks of UNICOOPJAPAN AN International Cooperation Activities of MAFF (Ministry of Agriculture, Forestry and Fisheries-Government of Japan)
Apr 06	Sat	Group Discussions
Apr 07	Sun	FREE
Apr 08	Mon	- Travel to Yamagata Prefecture - Visit to Yamagata Prefectural Union
Apr 09	Tue	Visit to JA Michinoku
Apr 10	Wed	Move from Yamagata to Shonai
Apr 11	Thu	- Visit to JA Shonai Tagawa
Apr 12	Fri	- Visit to JA Shonai Economic Federation - Move from Sakata to Niigata
Apr 13	Sat	- Sight-seeing in Sado Island - Travel to Tokyo
Apr 14	Sun	FREE
Apr 15	Mon	FN Summing-up of Study Visits and Group Discussions AN Theory of Human Resource Development
Apr 16	Tue	- Visit to National Federation of Forest Owners' Cooperatives - Visit to National Federation of Fishery Cooperatives
Apr 17	Wed	Report Writing
Apr 18	Thu	- End-of-the-Course Evaluation - Report Writing
Apr 19	Fri	CONCLUDING SESSION - Presentation of Course Evaluation Report - Closing Ceremony - Awarding of Certificates - Preparations for departures.
Apr 20	Sat	Departures for Home Countries.

COURSE PARTICIPANTS

- | | |
|-------------------|--|
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- | | |
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**ICA-Japan Training Project for Strengthening
Management of Agricultural Cooperatives in Asia**

INTERNATIONAL COOPERATIVE ALLIANCE

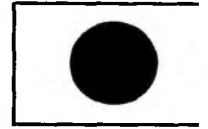
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10th ICA-Japan Training Course for Strengthening Management
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India - Malaysia - Japan. October 18 1995 - April 20 1996



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The **INTERNATIONAL COOPERATIVE ALLIANCE (ICA)** is a worldwide confederation of cooperative organisations of all types. Founded in London on 18th August, 1895, the ICA has affiliates in 90 countries with 207 national and 8 international level organisations as members serving over 754 million individual members. The ICA Regional Office for Asia and the Pacific (ICA ROAP) serves 60 national level organisations from 26 countries, and one international organisation (ACCU) representing nearly 500 million individual cooperators. Main activities include: coordination of cooperative development efforts within the Region and promotion of exchanges and experiences; projects identification, formulation and evaluation; promotion of establishment and development of national cooperative apex organisations; and organisation of seminars and conferences on specific subjects including support for programmes 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 organisations. □



The **INSTITUTE FOR THE DEVELOPMENT OF AGRICULTURAL COOPERATION IN ASIA (IDACA)** was established on July 8, 1963, by the Central Union of Agricultural Cooperatives of Japan (JA-ZENCHU), with funds raised from among agricultural cooperatives in Japan and with the support of the Government of Japan.

The Institute, established on the basis of recommendations of the First Asian Agricultural Cooperative Conference, held in Tokyo in April 1962, imparts training to overseas agricultural cooperators as part of its international cooperative projects and has assumed the role of a survey and research organisation.

During the last 33 years, the IDACA has trained more than 3500 participants from different countries of Asia, Africa and Latin America. It has active collaborative arrangements on technical assistance programmes with the ICA and its Regional Office for Asia and the Pacific. □

The **INSTITUTE OF RURAL MANAGEMENT, Anand (IRMA)**, was established in 1979 at Anand, Gujarat State. Beginning with providing management training and research support to the cooperatives in the dairy sector, IRMA currently extends its services to a wide variety of organisations: cooperatives in oilseeds, fruits and vegetables, credit, sugar handlooms, and handicrafts sectors; voluntary/non-governmental agencies; and governmental and other bodies. The core of IRMA's operating philosophy is that the partnership between rural people and committed professional managers is the basis of sustainable rural development. It offers a variety of programmes e.g., 2-year Post-Graduate Programme in Rural Management; one-year programme; 6-week programme on Management of Agricultural Cooperatives in Developing Countries; 6-week Management Appreciation Programme for Voluntary Organisations; and a variety of workshops and seminars for cooperatives and rural institutions. □





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Background

01 Based on the discussions held between the International Cooperative Alliance (ICA), the Central Union of Agricultural Cooperatives of Japan (JA-Zenchu) and the Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Govt. of Japan, a regional training project for "Strengthening Management of Agricultural Cooperatives in Asia" was developed and agreed upon for implementation through the ICA. The Govt. of Japan came forward to provide the needed funds to the ICA to implement the Project.

02 The first training course of 6-months duration attended by 15 participants from 9 countries of Asia was held during 1986-87. The programme was conducted by the ICA through its Regional Office for Asia and the Pacific (ICA ROAP) and with the active collaboration of well-known institutions e.g., the Institute for the Development of Agricultural Cooperation in Asia, Tokyo (IDACA), the Indian Institute of Management, Ahmedabad (IIMA), the Vaikunth Mehta National Institute of Cooperative Management, Pune (VAMNICOM), and the ICA member-organisations in the Region. Since the 8th training course, the IIMA has been replaced with the Institute of Rural Management, Anand-India (IRMA). This was the first-ever long-term technical programme offered by the ICA to its member-organisation in the very critical area of development of management of agricultural cooperatives in the Region.

03 The programme design was finalised by the ICA in consultation with the Government of Japan, the JA-Zenchu and the IDACA. The curricula, training methods, training materials and resource persons were field-tested during the first two courses and on the basis of experiences thus gained several modifications in the design were incorporated. Based on the suggestions made by the participants and the beneficiary member-organisations some more innovations were introduced in subsequent courses. Evaluation, introspection and looking back have been the core and constant elements of the course with a view to assess the performance of the participants on one hand and of the various components, resources and organisers on the other. This effort is further reinforced by holding constant dialogue by the ICA ROAP officials with beneficiary organisations and the former participants from time to time. The user-organisations, donors and collaborating agencies have also made suggestions on various occasions. As a result, the programme became so strong and popular that for each successive course there have been more demands for additional seats than the stipulated 15 seats per course. Until the 10th course this trend has continued. The programme has been structured in such a way that theoretical inputs are reinforced by practical work and field observations. The strength of the training course is its project-oriented approach and an intensive group work.

04 So far 10 such training programmes have been successfully held which were attended by 150 participants from 13 countries

of Asia. Participants holding middle or senior level managerial positions in agricultural cooperatives and their supervising organisations are selected to attend these courses.

Objectives

05 The overall objective of the training programme is "to help strengthen and improve agricultural cooperative performance in the Asian Region in order to bring about a qualitative and quantitative improvement in cooperative services to member-farmers at the grass-roots level with the ultimate objective of increasing member's income and ensuring his active participation in cooperative business".

06 The inner core the objective rests on "Value addition through Agro-processing". An analysis of the objective would reveal that the training programme aims at the following factors:

- Enhancing the capability and capacity of an agricultural cooperative to provide maximum possible efficient services;
- The efficient services could be provided only if the management of the cooperative is strong and responsive to the needs of the members;
- An efficient management is possible if a cooperative has properly trained manager who can communicate with the management of the cooperative as well as with the members and employees;
- An efficient manager should have the capability and capacity to plan for the cooperative and implement or appraise development projects which aim at enhancing the income and participation of the members;
- In agricultural cooperatives maximum benefits can be derived through agro-processing thus adding value to the produce of the members;
- The manager, should, therefore, have proper training in developing, appraising and implementing development projects and should also have sufficient skills in communication.

07 The programme design therefore hinges securely on improving the management of an agricultural cooperative - by improving the managerial skills of the manager. The following subjects form an integral part of the training course:

- Management practices
- Management of agricultural enterprises/cooperatives
- Development/appraisal of agri management projects
- Management leadership effectiveness
- Communication strategies
- Board-Member/Board-Management Relationship
- Planning Process

Course Modules

08 The entire study programme has been divided into two principal parts i.e., Part-I of the programme is held in India under the guidance of the ICA ROAP (the ICA ROAP is located at New Delhi) and another country, including Home Country Assignments, Part-II exclusively deals with the management of agricultural cooperatives in Japan, including a small segment on appraising the development project proposals produced by the participants during their Home Country Assignments. The entire study programme has 8 working modules. These are:

PART-I of the Training Programme

- Module-1 Understanding Regional situation through presentation of country statements by the participants; exposure to topical subjects by holding special talks;
- Module-2 Understanding the Indian Cooperative Movement duly reinforced by study visits to national, provincial, district and local level agricultural cooperatives, discussions with management leaders and local members. Exposure to dairy cooperatives, sugar cooperatives, and other agro-processing cooperative enterprises.
- Module-3 4-5 weeks classroom work on understanding 'Integrated Cooperative Development Strategies' laying special focus on value-addition through agro-processing, management leadership, skills in formulating and appraising agricultural cooperative development projects, computer awareness;
- Module-4 Field study visits in a third country with a view to study a different model of agricultural cooperative development. Interaction also with the former participants with a view to learn from them their experiences in implementing their own project proposals;
- Module-5 Home Country Assignments, usually for 45-50 days enabling the participants to produce their own development project proposals in consultation with their own sponsoring organisations and in line with their own priorities - national and organisational;

PART-II of the Training Programme

- Module-6 Imparting skills in appraising a development project proposal;
- Module-7 Study programme on management of agricultural cooperatives of Japan, field visits, and interaction with the management leaders and member-farmers for about 2 months in Japan;

Module-8 Evaluation and assessment of the participants, resources and logistics with a view to improve future programmes. This also includes reporting and planning phases.

Participating Countries

09 The participants have come from a variety of organisations e.g. agricultural marketing cooperatives/federations, agro-processing, agricultural financing institutions, agricultural training centres, supervising unions. They came from 13 countries viz., Bangladesh (10), China (13), India (24), Indonesia (11), Iran (03), Republic of Korea (20), Malaysia (10), Myanmar (04), Pakistan (07), the Philippines (14), Sri Lanka (14), Thailand (14), and Vietnam (06) - in all 150 participants. A complete listing of the participants is attached - Annexe-III. Almost all the participants continue to remain within the agricultural cooperative sector barring a few exceptions. Sponsoring organisations, in several cases, have given due recognition to the training received by the participants by giving them additional responsibilities with appropriate compensation.

Critical Subject Areas of the Region

10 The subject interest areas on which the participants had prepared their development projects were in the following order of preference:

- Fruits, Vegetables Processing and Cold Storage
- Dairy and Livestock Development
- Rice/Paddy Processing
- Animal-Feed Mills
- Rubber/Rubber-wood Processing
- Integrated Rural/Cooperative Development
- Fisheries
- Coconut/Coconut-Husk Processing
- Food Products
- Fertiliser Application/Distribution
- Cane-sugar and its by-products
- Environment Protection and Cooperatives

Project Proposals Implemented

11 Out of a total 148 project proposals submitted by the participants, 28 projects have been picked up for implementation by the sponsoring organisations and they have been in full operation in various countries. Other project proposals are still under various stages of consideration and implementation. A complete listing of the project proposals prepared by the participants in all the ten courses is attached - Annexe-IV. The subject areas chosen by the participants for their development project proposals also indicate the critical areas which need special attention of agricultural cooperatives in the Region.

Contacts with Former Participants -National Follow-up Workshops

12 With a view to foster active contacts with the former participants, a series of National Follow-up and Review Workshops

have been conducted since the 7th training course. These workshops, conducted with the collaboration of ICA member-organisations, were tagged on to the study visits programmes. Some of the workshops were held also in conjunction with the IDACA Re-Union Programmes. Until the end of the 10th training course, the following national follow-up and review workshops have been conducted:

1	Korea	May 1993	together with 7th course
2	India	Dec 1993	together with 8th course
3	Sri Lanka	Dec 1993	together with 8th course
4	Thailand	Jan 1994	together with 8th course
5	Indonesia	Feb 1995	together with 9th course
6	Malaysia	Dec 1995	together with 10th course

13 In the national follow-up workshops the representatives of beneficiary organisations, former participants, and government cooperative department have participated. The workshops were also attended by representatives of the MAFF/Government of Japan, JA-Zenchu, IDACA and the ICA.

Support to the Programme by ICA Member-Organisations

14 The ICA member-organisations, realising the importance of the programme, have released their senior officials for a period of 6-months to participate in the programme. During the study visits programmes, the member-organisations have willingly taken upon themselves the responsibilities of making practical arrangements, identifying institutions to be visited, supplying resource persons, helping in preparation of background material, covering domestic travel and other costs of local former participants, and hosting orientation and social programmes for the participants.

Development of Training Material

-a Constructive addition to agricoops management literature

15 With a view to provide the participants with authentic and latest material on development of management of agricultural cooperatives in the Region, a wide range of hand-outs and printed material have been developed. Some of the important ones have been the following:

- Agricultural Cooperatives in Japan - The Dynamics of their Development by MV Madane
- Agricultural Cooperatives in South Korea - The Unitary Approach by MV Madane
- Social Objectives of Cooperatives by Daman Prakash
- Our Civil Society and Cooperatives by Daman Prakash
- Environment and Cooperatives by Daman Prakash

Managerial Decision-Making in Agricultural Cooperatives by
Prof Ajit Kanitkar of IRMA

A Manual on Preparing an Agricultural Cooperative
Development Project Proposal by Prof G. Krishnamurthy of
IRMA (under field-testing as in May 1996)

Relevance and Acceptability of the Programme

16 The programme has assumed a status of respectability among the cooperative organisations in the Region. It is regarded as a very prestigious and technically-sound training programme offered by the ICA with the funding support of the MAFF-Government of Japan with the collaboration of JA Zenchu and the IDACA. Also a number of institutions of higher learning in the Region are associated with the programme. Upon completion of the training course the participants are given an ICA Certificate of Participation duly signed by the Director-General of the ICA Geneva. Another Certificate duly signed by the Managing Director of the IDACA signifying the completion of Part-II of the training course is also given.

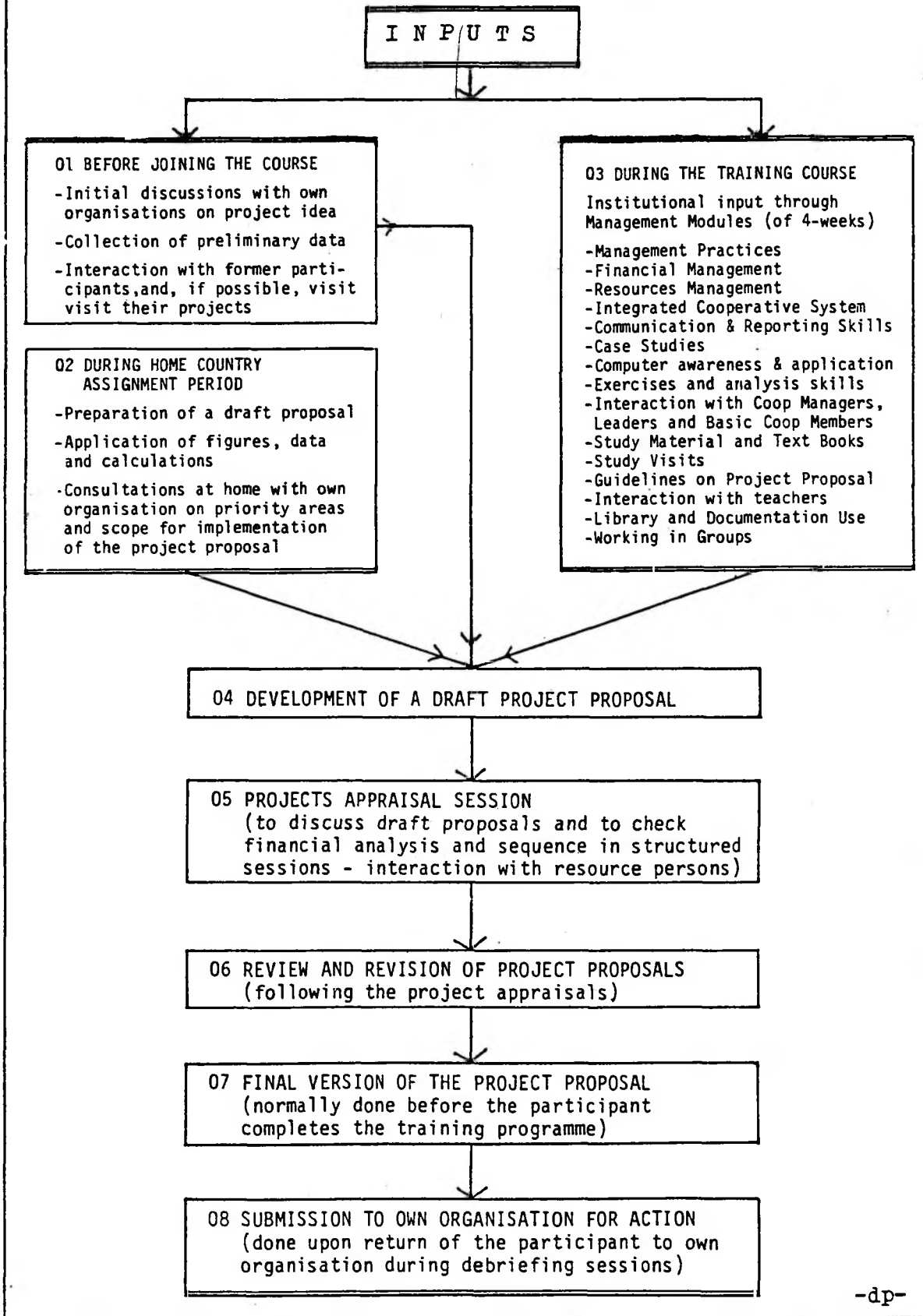
17 Besides enhancing the capability and capacity of managers of agricultural cooperatives, the programme has created enormous good-will for the Japanese experiences of management of agricultural cooperatives as well as for the ICA. In addition, the project has contributed significantly to cooperative teaching and training literature in the form of well-documented publications, case studies, project ideas etc.

Continuous Consultations with Donors and Collaborating Organisations

18 The project leadership uses all available opportunities to promote the utility, relevance and contents of the programme so that the member-organisations of the ICA make the best use of the opportunity by sponsoring the most appropriate candidates. The leadership also continuously undertakes consultations with the MAFF, JA-Zenchu and IDACA to make the programme more effective. The ICA Director-General, the Deputy Director-General and the ICA Regional Director for Asia and the Pacific have held regular consultations with the senior level officials of the MAFF, JA-Zenchu and IDACA from time to time with a view to continue and expand the scope of the project and to improve upon the quality of the training programme.

19 The demand for participation in the programme is so high that at times the ICA ends up with a long waiting list. At many fora and through evaluation sessions, demands have often been made to broaden the scope and intake of the training programme, as well as its continuation for a longer period. The project leadership considers it more appropriate to institutionalise the programme in some way to bring in consistency and to satisfy the continuing need for training of key managers in the management of agricultural cooperatives in the Region.

PREPARING A COOPERATIVE DEVELOPMENT PROJECT PROPOSAL
- A Learning Exercise in Skills Development



-dp-

INTERNATIONAL COOPERATIVE ALLIANCE
Regional Office for Asia and the Pacific
43 Friends Colony, New Delhi 110065. India

ICA-JAPAN REGIONAL TRAINING COURSES ON STRENGTHENING
MANAGEMENT OF AGRICULTURAL COOPERATIVES IN ASIA

CONSOLIDATED LIST OF PARTICIPANTS OF TEN COURSES

[1986-87, 1987-88, 1988-89, 1989-90, 1990-91, 1991-92
1992-93, 1993-94, 1994-95 & 1995-96]

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- 51 1991-92 Mr Johny Prilyana, Manager (PR)
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- 55 1994-95 Mr Ayi Suhendi, Senior Manager, KPSBU Lembang,
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- 83 1987-88 Mr Wan Abdul Rahman bin Wan Mohd. Zain
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- 84 1988-89 Mr Ghani Fikri, General Manager
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- 85 1989-90 Mr Abdul Razak Jamin, Administration Officer
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- 86 Mr Abu Bakar Ujang
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- 87 1990-91 Mr Ku Mohd Rodzi, Director
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- 88 1991-92 Mr Rofien Sapiin, Administration Officer
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- 97 1989-90 Mr Tariq Hussain Nadeem, Dist Manager
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- 98 1990-91 Mr Islam Madni, Chief Accountant
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- 99 1991-92 Mr Gul Muhammad, Deputy Director
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- 114 1994-95 Mr Edilberto B Lantaca Jr., Manager
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- 115 1994-95 Mr Rony L Farquerabao, Chairman
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- 116 1995-96 Mr Claudio Acquino Ofrancia, Director
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- 118 1987-88 Mr U.G.Dayananda, Secretary (Member Relations)
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- 121 1989-90 Mr Sam Deerasinghe, Principal
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- 124 1991-92 Mr Ananda Walisinghe
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- 127 1993-94 Mr H.A. Siripala, General Manager
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- 128 Mr K.L. Bandula, General Manager
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Bangkok.10200 Thailand.
- 133 1987-88 Mr Taworn Supanawan,
Cooperative Promotion Department-CPD
12 Krungkasem Road, Theves,
Bangkok.10200 Thailand.
- 134 Mr Panuwat Nanakornpanom, Coop Technician,
Land Settlement Coop Division,
Cooperative Promotion Department-CPD
12 Krungkasam Road, Theves,
Bangkok.10200 Thailand.
- 135 1988-89 Mr Thawee Thimasaya, Chief, Other Producers Section
International Trade Dept.
Agricultural Cooperative Federation of Thailand,
97 Rajdamri Road, Bangkok. Thailand.

- 136 Miss Wasna Junthieng, Manager
Mae Chaem Agricultural Cooperative Ltd.
38 Sutsanti Road, Amphur Mae Chaem,
Chiengmai. Thailand.
- 137 1989-90 Mrs Jansuda Watcharayon
Cooperative League of Thailand-CLT
4 Pichai Road, Dusit, Bangkok. 10300 Thailand.
- 138 Ms Pornrut Saitongsuk
Cooperative League of Thailand-CLT
4 Pichai Road, Dusit, Bangkok.10300 Thailand.
- 139 1990-91 Ms Maroum Sutanen, Manager,
Rongkwang Agricultural Cooperative Ltd
Rongkwang. Thailand.
- 140 Mr Suriya Thumnavaro, Manager
Muyang Pijit Agricultural Cooperative Ltd
Muyang Pijit. Thailand.
- 141 1991-92 Mr Pronchadin Potiya, Manager
Maetaeng Agricultural Cooperative
133, Moo 3, Tumbol Sanmahaphol
Ampure Maetaeng, Chiengmai. Thailand.
- 142 1992-93 Mrs Amporn Vongsopa, Manager
Sanpathong Agricultural Cooperative
238, Moo 10, Rambon Yuwa
Sanpathong Dist., Chiengmai Province. Thailand.
- 143 1993-94 Mr Pratin Boontioy, Training Dept.
Cooperative League of Thailand-CLT
13 Pichai Road, Dusit, Bangkok. 10300. Thailand.
- 144 1995-96 Ms Sunee Karndee, Cooperative Technician
Cooperative Promotion Department-CPD
12 Krungkasem Road, Theves,
Bangkok. 10200. Thailand

XIII. VIETNAM

- 145 1991-92 Mr Nguyen Quoc Tuy, Head, International Dept.
Central Council of Cooperative Unions and Small
& Medium Enterprises of Vietnam (VICOOPSME)
77 Nguyen Thai Hoc Street, Ba Dinh Dist.
Hanoi. Vietnam.
- 146 1992-93 Mr Le Van Nhu
Coop Agro-Product Marketing Centre
Central Council of Cooperative Unions and Small
& Medium Enterprises of Vietnam (VICOOPSME)
77 Nguyen Thai Hoc Street, Ba Dinh Dist.
Hanoi. Vietnam.

- 147 1993-94 Mrs Phung Thi Ngan Ha, International Dept.
Central Council of Cooperative Unions and Small
& Medium Enterprises of Vietnam (VICOOPSME)
77 Nguyen Thai Hoc Street, Ba Dinh Dist.
Hanoi. Vietnam.
- 148 1994-95 Ms Tran Kim Linh, Chief, Accounts Dept.
Central Council of Cooperative Unions and Small
& Medium Enterprises of Vietnam (VICOOPSME)
77 Nguyen Thai Hoc Street, Ba Dinh District.
Hanoi. Vietnam.
- 149 Ms Truong Ngoc Oanh, Propaganda Official
Saigon Cooperative
102 Nam Ky Khoi Nghia, Q.I
Hochi Min City. Vietnam.
- 150 1995-96 Mr Pham Minh Duc, Lecturer, Economic Management
Central Council of Cooperative Unions and Small
& Medium Enterprises of Vietnam (VICOOPSME)
77 Nguyen Thai Hoc Street, Ba Dinh Dist.
Hanoi. Vietnam.

INTERNATIONAL COOPERATIVE ALLIANCE
Regional Office for Asia and the Pacific
43 Friends Colony, New Delhi 110065. India

LIST OF DEVELOPMENT PROJECT PROPOSALS PRODUCED BY THE TRAINEES
DURING THEIR TRAINING UNDER THE ICA/JAPAN TRAINING PROGRAMME

PROJECT PROPOSALS PRODUCED DURING COURSE-1 (1986-87)

- 001 01 MANIKGONJ INTEGRATED RURAL DEVELOPMENT PROJECT
Mr Mohammed Abdus Samee. Bangladesh
- 002 02 FRUIT PROCESSING FACTORY PROJECT IN GUAN COUNTY
Mr Liu Xinghong. China
- 003 03 DUCK RAISING PROJECT IN ANXIN COUNTY
Mr Guan Ai Guo. China
- 004 04 ORANGE DEVELOPMENT PROJECT IN JHALAWAR DIST. RAJASTHAN
Mr N.N. Joshi. India
- 005 05 INTEGRATED PADDY COOPERATIVE PROJECT
Mr C.S. Singhal. India
- 006 06 POTATO MARKETING PROJECT BY JAHANGANJ COOP SOCIETY
Dr N.P. Sharma. India
- 007 07 INTEGRATED PADDY PROCESSING & MARKETING PROJECT
Mr Samsul Arief. Indonesia
- 008 08 CHINESE CABBAGE MARKETING PROJECT
Mr C.H. Baik. Republic of Korea
- 009 09 INTEGRATED AREA DEVELOPMENT PROJECT, CHOWOL
Mr J.W. Kim. Republic of Korea
- 010 10 ESTABLISHING A MINI OIL PALM MILL IN KUALA LANGAT
Mr Mohd Reza. Malaysia
- 011 11 PROJECT STUDY OF MARKETING OF PALAY FOR BARAS BARAS
ON TARLAC. PHILIPPINES
Mr Cesar Alcantara. Philippines
- 012 12 FISHERMEN'S COOPERATIVE SIGANGGANG, SIASI. SULU
Mrs Jean N. Abdurassad. Philippines
- 013 13 RUBBER PLANTATION PROJECT IN SELECTED AREAS OF
RUWANWELLA AGA DIVISION with special emphasis on
PRODUCTION OF QUALITY SMOKED RUBBER SHEETS IN SRI
LANKA
Mr P.G. Gunasekera. Sri Lanka
- 014 14 ESTABLISHMENT OF A FEED-MILL IN TACHANG AGRICULTURAL
COOPERATIVE SOCIETY. TACHANG DIST. SINGBURI
Mr Apichat Treejaturan. Thailand

015 15 NONG WAI AGRICULTURAL COOPERATIVE PROJECT
Mr Kriengsak Sirihatakit. Thailand

PROJECT PROPOSALS PRODUCED DURING COURSE-2 (1987-88)

016 01 GHAZIPUR UPAZILLA COOPERATIVE RICE MILL PROJECT
Mr Abdul Mannaf Mir. Bangladesh

017 02 INTEGRATED CHICKEN BREEDING FARM PROJECT
Mrs He Lanchai. China

018 03 XIANGGU DEVELOPMENT PROJECT
Mr Shi Yue-Jin. China

019 04 PRODUCTION AND MARKETING OF FRESH ORANGES IN SIKKIM
THROUGH COOPERATIVES
Mr T.P. Bhutia. India

020 05 SHEEP AND WOOL MARKETING PROJECT IN DUNGARPUR
Mr Rajiv Mehta. India

021 06 POTATO MARKETING AND PROCESSING PROJECT.
Mr G.P.Nema. India

022 07 FEEDLOT FATTENING OF CH CALF IN KUD CAPOGO
Mr Yoyok Sunaryo Soekarno. Indonesia

023 08 ESTABLISHING A UNIT OF FEED-MILL PLANT PROJECT
Mr Maharsi Adi Sucipto. Indonesia

024 09 FEED-MILL PROJECT IN JEONLA PROVINCE
Mr Yun Hee Lee. Republic of Korea

025 10 COLD STORAGE PROJECT IN CHUNCHONG HORTICULTURAL COOP
Mr Shim Chung Shik. Republic of Korea

026 11 COCOA PROCESSING AND MARKETING PROJECT
Mr Wan Abdul Rahman Zain. Malaysia

027 12 INTEGRATED PADDY PROCESSING & MARKETING PROJECT
Mrs Bernardita L. Barranco. Philippines

028 13 INITIATION OF A MODERN RICE MILL
Mr U.G. Dayananda. Sri Lanka

029 14 PROMOTION OF COOPERATIVE MEMBERS IN SERICULTURE
AND RAW SILK PRODUCTION PROJECT
Mr Taworn Supanawan. Thailand

030 15 VERMICELLI PROCESSING PROJECT
Mr Panuwat Nanakornpanom. Thailand

PROJECT PROPOSALS PRODUCED DURING COURSE-3 (1988-89)

031 01 STRAWBERRY PROCESSING PROJECT IN MANCHENG COUNTY
Mr Bi Meijia. China

- 032 02 COLD STORAGE FOR FARM PRODUCES PROJECT
Mr Gao Jihai. China
- 033 03 ONION MARKETING OF LASALGAON : A PROJECT REPORT
Mr Promod Kumar Pandey. India
- 034 04 MANGO FRUIT PROCESSING & MARKETING PROJECT
Mr Ganga Rao. India
- 035 05 KIMCHI PROCESSING MILL IN CHEONG SAN PAC
Mr Hyang Kyu Lee. Republic of Korea
- 036 06 DAIRY PLANT IN JEONBUK PROVINCE
Mr Byung Ho Jeong. Republic of Korea
- 037 07 PRODUCTION OF QUALITY RUBBER THROUGH CENTRAL PROCESSING
CENTRE
Mr Fikri Ghani. Malaysia
- 038 08 FEASIBILITY REPORT ON POTATO GRADING PLANT AT OKARA
Mr Agha Zaid Hussain. Pakistan
- 039 09 CORN PRODUCTION PROJECT
Mr S.E. Coliyat. Philippines
- 040 10 AN INTEGRATED EXPANSION PROGRAMME OF NISPROCUM;
FERTILIZER SUPPLY AND HAULING SERVICES
Mr Jose E. Palmares. Philippines
- 041 11 INITIATION OF A COCONUT OIL MILL
Mr J.K. Thungasena. Sri Lanka
- 042 12 INITIATION OF A RICE MILL
Mr E.M.E.G. Muthubanda. Sri Lanka
- 043 13 EXPANSION OF RICE MILL PROJECT BY AGRICULTURAL COOP
Mr Thawee Thimmasaya. Thailand
- 044 14 PRODUCTION AND MARKETING OF MANGOES PROJECT OF
AGRICULTURAL COOPERATIVE LIMITED
Ms Wasna Junthieng. Thailand

(One project could not be finalised during this
training programme.)

PROJECT PROPOSALS PRODUCED DURING COURSE-4 (1989-90)

- 045 01 RANGPUR COOPERATIVE TOBACCO PROJECT
Mr Mohammed Nuruzzaman Bhuiyan. Bangladesh
- 046 02 BEIJING-ENGLISH DUCK FEEDING, PROCESSING AND MARKETING
PROJECT
Mr Jia Min Sheng. China
- 047 03 DEVELOPMENT OF RUSH MAT PRODUCTION PROJECT
Mr Yang Bao Guo. China

- 048 04 POTATO DEVELOPMENT THROUGH INTEGRATED COOPERATIVES
IN HASSAN TALUKA
Mr D.T. Rangaswamy. India
- 049 05 MARKETING OF POTATOES IN MEERUT : FEASIBILITY REPORT
Mr Lokendra Singh Rawal. India
- 050 06 FRUIT PROCESSING MILL PROJECT
Mr Sang Derk Lee. Republic of Korea
- 051 07 FEED-MILL PROJECT IN JEONNAM PROVINCE
Mr Byung O Kang. Republic of Korea
- 052 08 DAIRY DEVELOPMENT PROJECT
Mr Abdul Razak Jamin. Malaysia
- 053 09 PEPPER PROCESSING AND MARKETING PROJECT
Mr Abu Bakar bin Ujang. Malaysia
- 054 10 ORANGE FRUIT PROCESSING AND MARKETING PROJECT
Mr Tariq Hussain Nadeem. Pakistan
- 055 11 INTEGRATED PADDY PROCESSING AND MKTG PROJECT
Mr Adolfo M. Dela Pena. Philippines
- 056 12 BICOL INTEGRATED COOP FARMING SYSTEM
Mr Abundio V. Felin. Philippines
- 057 13 DAIRY PROJECT IN BANDARAWELA
Mr Sam Deerasinghe. Sri Lanka
- 058 14 SERICULTURE PROMOTION AND RAW SILK PRODUCTION PROJECT
Mrs Jansuda Watcharayong. Thailand
- 059 15 SOYABEAN PROJECT
Mr Pornrat Saitongsuk. Thailand

PROJECT PROPOSALS PRODUCED DURING COURSE-5 (1990-91)

- 060 01 RAJFULBARIA COOPERATIVE POULTRY PROJECT
Mr Mohd Nurul Hoque. Bangladesh
- 061 02 SANHE COOPERATIVE CHICKEN FEED PLANT
Mr Rong Jun. China
- 062 03 INTEGRATED CHINESE ONION PROJECT
Mr Huang Yadong. China
- 063 04 FRUIT PROCESSING UNIT AT NARKHED
Mr Ziley Singh. India
- 064 05 COTTON PROCESSING AND MARKETING PROJECT
Mr Raj Pal Gaba. India
- 065 06 RED PEPPER POWDER PLANT PROJECT
Mr Shin Kie Yup. Republic of Korea

- 066 07 MEAT PROCESSING MILL
Mr Kyu Hyun Lee. Republic of Korea
- 067 08 INTEGRATED SHEEP REARING AND MARKETING PROJECT
Mr Ku Mohammed Rodzi. Malaysia
- 068 09 COTTON GINNING PRESSING AND OIL EXTRACTION PROJECT
Mr Islam Madni. Pakistan
- 069 10 SMALL FARMERS INTEGRATED MARKETING COOPERATIVE PROJECT
Ms Amelita Provideo. Philippines
- 070 11 INTEGRATED PADDY PROCESSING AND MARKETING PROJECT
Ms Edith Susan Valdez. Philippines
- 071 12 MODERNIZATION OF DESICCATED COCONUT FACTORY PROJECT
Mr M.B.R. Perera. Sri Lanka
- 072 13 DESICCATED COCONUT PROCESSING FACTORY:
MODERNIZATION PROGRAMME
Mr C.A.C. Fernando. Sri Lanka
- 073 14 PROCESSING PLANT FOR FEED MIX MILL PROJECT
Ms Maroum Sutanun. Thailand
- 074 15 INTEGRATED FARMING PROJECT
Mr Surya Thummavaro. Thailand

PROJECT PROPOSALS PRODUCED DURING COURSE-6 (1991-92)

- 075 01 CATTLE-FEED PLANT
Mr Sudhir Chandra Das. Bangladesh
- 076 02 SHANGZHEN CHILI PROCESSING PLANT
Mr Zhang Guang Lun. China
- 077 03 HUNSHA COOPERATIVE CLEAN VEGETABLE PROJECT
Ms Liu Quan. China
- 078 04 SUNFLOWER SEED OIL COOPERATIVE MILL
Dr Ram Niwas Kundu. India
- 079 05 APPLE CIDER WINE PROCESSING UNIT
Mr Virinder Singh Sidhu. India
- 080 06 ESTABLISHING A UNIT OF FEED-MILL
Mr Johny Priyana. Indonesia
- 081 07 COLD STORAGE PLANT
Mr Mohd Reza Gramipour. Iran
- 082 08 APPLE JUICE PLANT PROJECT
Mr Hyun Keun Myung. Republic of Korea
- 083 09 CHOONGNA DAIRY PLANT
Mr Won Tae Kim. Republic of Korea

- 084 10 PRODUCTION OF BLOCK RUBBER FACTORY PROJECT
Mr Rofien Sapiin. Malaysia
- 085 11 DAIRY DEVELOPMENT PROJECT
Mr Gul Mohammed. Pakistan
- 086 12 VEGETABLE & FRUIT COLLECTION & MARKETING PROJECT
Mr Ananda D. Walisinghe. Sri Lanka
- 087 13 PILOT PROJECT FOR RAISING CATTLE FOR MEAT AND FOR
BREEDING PURPOSES
Mr Pronchadin Potiya. Thailand
- 088 14 CAGE FISH RAISING COOPERATIVE PROJECT
Mr Nguyen Quoc Tuy. Vietnam

(One project could not be finalised during this training course.)

PROJECT PROPOSALS PRODUCED DURING COURSE-7 (1992-93)

- 089 01 COOPERATIVE FISH CULTURE PROJECT
Mr Mohd Habibullah. Bangladesh
- 090 02 METHENE GAS GENERATION FROM DISTILLERY AND PAPER MILL
EFFLUENT
Mr I.K. Kadu. India
- 091 03 JAISAF FOOD PRODUCTS PLANT : REVIVAL AND
MODERNIZATION PROJECT
Mr Subhash Singh. India
- 092 04 JAIPUR FRUIT & VEGETABLE COOP RETAIL MARKETING PROJECT
Mr R.S.Jakhar. India
- 093 05 FEED-MILL IN CIWEDEY DISTRICT
Mr Achmad Kosasih. Indonoesia
- 094 06 ORANGE FRUIT PROCESSING PROJECT
Mr Morteza Hafezi. Iran
- 095 07 RICE PROCESSING COMPLEX
Mr Han Ju Lee. Republic of Korea
- 096 08 ICE-CREAM SUBSIDIARY COMPANY OF SEOUL DAIRY COOP
Mr Byeong Hak Lee. Republic of Korea
- 097 09 ESTABLISHING A RIBBED SMOKE SHEET RUBBER FACTORY
Mr Salleh Hj Rehduan. Malaysia
- 098 10 FRUIT & VEGETABLE PRESERVATION PLANT. MANSEHRA
Mr Syed Maqbool Hussain Shah. Pakistan
- 099 11 STRAWBOARD PROJECT
Mr Philmore C. Quilat. Philippines
- 100 12 DAIRY PLANT IN BADULLA DISTRICT
Mr A.F.A. Perera. Sri Lanka

- 101 13 ESTABLISHING A RICE PROCESSING MILL
Mr A.G.S.M. Banda. Sri Lanka
- 102 14 RICE MILL PROJECT
Mrs Amporn Vongsopa. Thailand
- 103 15 DEVELOPING TRADITIONAL PRODUCTION AS INCOME-GENERATION
Mr Le Van Nuh. Vietnam

PROJECT PROPOSALS PRODUCED DURING COURSE-8 (1993-94)

- 104 01 NARSINGDI COOPERATIVE RICE MILL PROJECT
Mr Anwaruzzaman. Bangladesh
- 105 02 SEED PRODUCTION PROGRAMME OF IFFCO
Dr K.G.Wankhade. India
- 106 03 PROCESSING OF GRAM (PULSES) AT CHAMPAPUR VILLAGE
Mr Deepak Kumar Saxena. India
- 107 04 RAISING CATTLE BREEDING BUSINESS SCALE PROJECT
Mr Tanayo Adi. Indonesia
- 108 05 INTEGRATED DAIRY FARMING BUSINESS PROJECT
Mr Iskandar Mukhlas. Indonesia
- 109 06 RICE PROCESSING COMPLEX
Mr Ali Arbabi. Iran
- 110 07 BUCKWHEAT PROCESSING PROJECT IN PYONGCHANG COUNTY
Mr Do Hwan Woo. Republic of Korea
- 111 08 KWANGJEON DAIRY PLANT PROJECT
Mr Kwang Seog Song. Republic of Korea
- 112 09 DANAU LUBOK ANTU COOPERATIVE AGRICULTURAL PROJECT
Mr Anthony Samuel. Malaysia
- 113 10 PRODUCTION OF RUBBER PRODUCTS AND RUBBER WOOD
Ms Sein Sein Htay. Myanmar
- 114 11 CATTLE FEED MILL PROJECT
Mr Tasadduq Hussain. Pakistan
- 115 12 SOUTHERN PIONEER COOPERATIVE PADDY ENTERPRISE PROJECT
Mr H.A. Siripala. Sri Lanka
- 116 13 PINEAPPLE FRUIT PROCESSING & MARKETING PROJECT
Mr K.L. Bandula. Sri Lanka
- 117 14 TAMRIND PRESERVATION PROJECT
Mr Pratin Boontui. Thailand
- 118 15 MARKETING OF MILK PROJECT
Ms Phung Thi Ngan Ha. Vietnam

PROJECT PROPOSALS PRODUCED DURING COURSE-9 (1994-95)

- 119 01 MILK CHILLING PLANT
Mr Md Siddiqur Rahman. Bangladesh
- 120 02 STRENGTHENING AGRICULTURAL COOPS THROUGH DIRECT
SUPPLY OF FERTILIZERS
Dr D.P.Patra. India
- 121 03 REVAMPING AND MONITORING AND EVALUATION SYSTEM FOR
THE DEVELOPMENT OF PRIMARY AGRICULTURAL COOPERATIVES
Mr K.L. Nalwaya. India
- 122 04 COLD STORAGE PROJECT
Mr C.Sehar. India
- 123 05 RAISING CATTLE BREEDING BUSINESS SCALE PROJECT
Mr Ayi Suhendi. Indonesia
- 124 06 SIDAT FISH DEVELOPMENT PROJECT IN KLATEN, CENTRAL JAVA
Ms Marleen Erna Dien. Indonesia
- 125 07 INCREASING SCALE OF BUSINESS OF DAIRY COWS PROJECT
Ms Rias Dyahtri Silvana. Indonesia
- 126 08 FLOWER WHOLESALE MARKET PROJECT
Mr Jong Soo Lee. Republic of Korea
- 127 09 KIMJE MEAT PROCESSING PLANT PROJECT
Mr Pyeong Woo Min. Republic of Korea
- 128 10 FARM MECHANIZATION PROJECT FOR HIGH YIELD
Mr Aung Maung. Myanmar
- 129 11 DEVELOPMENT OF SUGARCANE PROJECT
Ms Htay Htay. Myanmar
- 130 12 COCONUT COIR (HUSK) PROCESSING PROJECT
Mr Rony L.Farquerabao. Philippines
- 131 13 FARMERS INTEGRATED CONSUMERS MARKETING COOPERATIVE
FOR AGRO-FORESTRY PROJECT
Mr Eddie B. Lantaca Jr. Philippines
- 132 14 CASSAVA STARCH PROCESSING PROJECT
Ms Tran Kim Linh. Vietnam
- 133 15 SOYA MILK PROCESSING PROJECT
Ms Truong Ngoc Oanh. Vietnam

PROJECT PROPOSALS PRODUCED DURING COURSE-10 (1995-96)

- 134 01 GARPARA COOPERATIVE FISH CULTURE PROJECT
Mr Md Zillur Rahman, Bangladesh
- 135 02 CATTLE-BREEDING, FATTENING AND SLAUGHTERING PROJECT
Mr Liu Hui, China

- 136 03 DESSICATED COCONUT PROJECT
Mr George Kuriakose, India
- 137 04 FARM FORESTRY DEVELOPMENT PROJECT
Mr SG Parashar, India
- 138 05 RAISING DAIRY COWS FOR SMALL-HOLDERS PROJECT
Mr Andy Satyana, Indonesia
- 139 06 WHOLESALE DISTRIBUTION CENTRE PROJECT
Mr Dong Young Kim, Republic of Korea
- 140 07 CHUNGYANG MILK PROCESSING PROJECT
Mr Sun Hak Kim, Republic of Korea
- 141 08 RUBBER SEEDLING PROJECT
Mr Nik Mohd Nabil Mansor, Malaysia
- 142 09 RICE MILL & PROCESSING PROJECT
Ms Khin Khin Nyunt, Myanmar
- 143 10 POULTRY PROJECT
Mr Riaz Akhtar, Pakistan
- 144 11 ORGANIC FERTILISER PRODUCTION PROJECT
Mr Claudio Ofrancia, Philippines
- 145 12 WASTELAND DEVELOPMENT PROJECT
Mr R.B. Gamini Bandara, Sri Lanka
- 146 13 MARKETING OF ORGANIC FARM PRODUCTS
Ms Chandrika Samanthi Ramanayaka, Sri Lanka
- 147 14 HIGH YIELD SEEDS FOR PADDY PROJECT
Ms Sunee Karndee, Thailand
- 148 15 JUTE PRODUCTION PROJECT
Mr Pham Minh Duc, Vietnam

Total courses held upto June 1996 : 010
Total participants : 150
Total projects produced : 148
Total participating countries : 13

RESOLUTION

01 The Asian Agricultural Cooperatives Top-Level Leaders' Conference held in Tokyo, Japan, November 13-17 1995, organised by the International Cooperative Alliance Regional Office for Asia and the Pacific (ICA ROAP), JA-Zenchu (the Central Union of Agricultural Cooperatives of Japan), and the IDACA (the Institute for the Development of Agricultural Cooperation in Asia), was attended by 35 participants consisting of top-level leaders representing agricultural cooperatives from 16 Asian countries including representatives of AARRO, the IFAP, FAO, and the ILO.

02 The Conference took note, with satisfaction, of the excellent work done by the IDACA in fostering exchange of technical expertise, information and experiences among the Asian countries through a variety of training and development programmes for various categories of personnel from agricultural cooperatives sector. Since its inception in 1963, the IDACA has trained more than 3300 persons from the agricultural cooperatives in Asia.

03 The Conference took special note of IDACA's two regional training programmes viz., the Strengthening of Management of Agricultural Cooperatives in Asia (a long-term training programme), and the training course for Rural Women Leaders of Agricultural Cooperatives in Asia. Both these programmes are carried out with the technical support and collaboration of the ICA and with the financial assistance so generously made available by the Government of Japan in the Ministry of Agriculture, Forestry and Fisheries (MAFF). Under the long-term programme, 150 managers from 13 countries have been trained in 10 training courses. Several of the development project proposals produced by them have been taken up for implementation by their sponsoring organisations and several of them have been in actual operation, thereby helping in the increase of income levels of basic farmer-members. In the five (5) training courses for women leaders, so far 30 persons have been trained.

04 This Conference representing the user-organisations of the above mentioned two regional projects, places on record its highest appreciation of the technical support extended by the IDACA, the ICA and the funding provided by the MAFF in the development of this very critical and important sector of agricultural cooperatives. The Conference, therefore, recognising the importance of strengthening the management of agricultural cooperatives as a strong contributory factor in achieving national food security, hereby strongly recommends that such assistance should not only be continued but also expanded for agricultural cooperatives in Asia so that the interests of small and medium farmers, at the grassroots levels, can be effectively taken care of.

(The resolution was adopted unanimously).

JA Sawada Successfully Developing Village Industry Through Small-Lot Production of Large Product Ranges and Effective Regional Distribution

— Development of Rural Industry to Ensure Self-Support of Rural Communities —

In recent years in Japan, the phrase "Age of Regionalism" has been in vogue. Reflecting this, there is growing public interest being directed toward local areas. But in actual fact, rural communities are diminishing in size, affected by negative factors, such as the aging of the farming population and shortages of people willing to take over farms. Given the situation, both the public and private sectors are working together in an effort to better develop villages so that they can support themselves. One segment drawing attention in this respect is farm produce processing, as pointed out previously in the IDACA News when it took up "One village, one product" campaigns that first started in Oita Prefecture.

A case in point is JA Sawada in Gumma Prefecture, now striving to further develop the village by making local farm produce value-added.



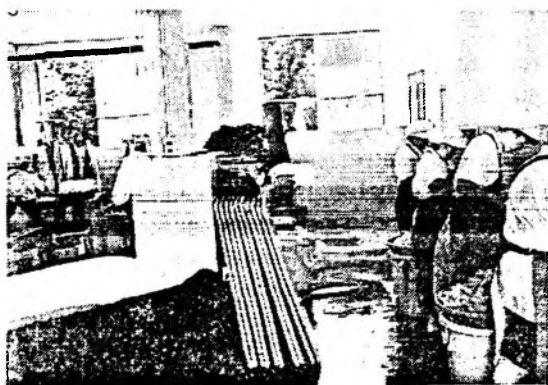
— Efforts to Turn Farming Operations in Geographically Handicapped Mountainous Area Into 'Lucrative Business' —

Located about 150 km northeast of Tokyo, Sawadamura is a typical mountainous area where hamlets form 87 percent of the area covered by JA Sawada. Arable land per member household measures only 0.7 hectares. With two spa resorts in the area, tourism and agriculture/forestry are principal local industries. Farmland accounts for 3.1 percent of JA Sawada territory and the cooperative, with a membership of only 923, is a small-scale one. However, as the Japanese proverb goes, "Little head, great wit," this tiny agricultural cooperative is now the focus of nation-

wide attention. JA Sawada, which since 1976 has been engaging in the processing of value-added farm produce, beginning with pickles, has so far achieved stunning success in such activities. For example, sales of farm produce rose to ¥650 million in 1992. At present, the cooperative produces 30 different kinds of processed food, such as mulberry jam, blueberry jam and water-boiled mushrooms in addition to eggplant, cucumber and melon cucumber pickles.

— Approach to Farm Produce Processing Business —

The success of JA Sawada is ascribed to adapting quickly to rapid changes in the environment surrounding agriculture and rural communities, and aggressively promoting local agriculture. The village previously engaged in small-scale farming operations, such as growing rice, and wheat/barley, raising silkworms, growing vegetables and sock-breeding. But in due course of time, JA Sawada came to realize that it would eventually face difficulties unless some remedial measures were taken, in the midst of new developments, such as ever-intensifying competition between production centers, liberalization of agricultural imports, shortages of people willing to take on farming and the aging of the farming population. Hence the cooperative decided to concentrate efforts on the farm produce processing business. From this moment, it was on the way to success. The remarkable fact about JA Sawada is that it established a direct marketing system in a bid to develop high value-added agriculture. In those days in Japan, high economic growth peaked, bringing about sweeping changes in consumer lifestyles, and JA Sawada successfully adapted its own efforts to such changing trends.



Interior of a pickles processing plant

Sales and Expenses at Food Processing Plants
(Unit: ¥1,000; figures in parentheses show percentage.)

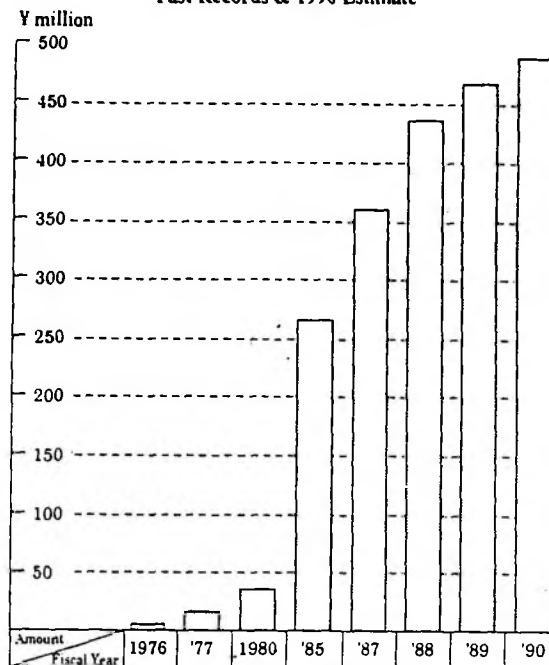
Item		1989	
	Sales of pickles	425,805	(93.4)
	Sales of jam	6,337	(1.4)
	Sales of juice	16,065	(3.5)
Earnings	Sales of canned goods	2,825	(0.6)
	Sales of processed primary products	2,766	(0.6)
	Miscellaneous income	2,016	(0.4)
Total		455,814	(100)
Costs	Raw materials	233,653	(89.1)
	Other materials	77,556	(29.6)
	Utilities	4,523	(1.7)
	Expenses	27,368	(10.4)
	Stock	- 80,735	(- 30.8)
	Total		262,365
Balance		193,449	
Project management expenses		112,192	
(Figure in parentheses is personnel expenses)		(102,805)	
Depreciation		10,666	
Common management expenses		42,882	
Other expenses		1,220	
Current profits		26,489	

Source: Sawada Agricultural Cooperative

— Unique Business Operations —

Next, JA Sawada's farm produce processing business stands out in that, as a rule, materials are sourced locally and that the cooperative does not increase output even when the market demand rises. No special efforts are made to supply products throughout the four seasons. Yet the operation is so designed as to yield adequate profits. In addition, the processing business has greatly increased local employment. Until then, the farmers generally used to work in urban areas in winter. But now, they no longer have to because 4,000 part-time jobs are available locally each year. Again, JA Sawada's marketing strategy is characterized by the securing of its own sales channels through which it can sell all its products without relying on wholesalers. Stores under direct management of the cooperative are top in sales, followed by hotels and ryokan in the neighboring areas, and consumer cooperatives. Also, JA Sawada recently launched door-to-door deliveries called "home town service." Under this membership-based sales system, annual dues are collected from members. The cooperative delivers processed farm produce direct to their homes four times a year.

Sawada Agricultural Cooperative Food Processing Operations
— Past Records & 1990 Estimate —



Sales in Fiscal 1989

(Unit: ¥1,000)

Sales forms	Direct by agricultural cooperatives (3 direct stores, mail order)	wholesale			Total
		Agricultural cooperatives	Consumers cooperatives	Welfare Association (JR)	
Sales	227,845	138,293	8,732	3,651	455,814
Percentage (%)	50.0	30.3	1.9	0.8	100.0
		50.0			

— Conclusion —

The JA Sawada processing business is considered a means of developing village industry and it is aptly described as an agrarian processing industry. It is now one of the model examples of cooperative-led activities promoting rural industry in Japan.

In this way, JA Sawada is trying to further develop its business operations by quickly coping with the changing needs of the times. It is planning next to build a ¥700 million "Herb Corporation" with government financial assistance. This is aimed at further promoting regional development, that is, greater development of the village, by promoting high value-added agriculture. Indeed, JA Sawada, despite geographical disadvantages, has so far attained remarkable development by always aggressively implementing its own management strategy based on a precise grasp of ever-changing social and economic trends. It is no exaggeration to say that only this aggressive type of cooperative can successfully survive this age of harsh competition in Japan.

COMMITTEE FOCUSES ON SELECTED ISSUES RELATED TO POVERTY, AGRICULTURE AND RURAL DEVELOPMENT*

Because many developing countries in Asia and the Pacific are characterized by the predominance of an agricultural sector and rural economy, the proportion of population living in absolute poverty is relatively high, especially in rural areas. The implications of downsizing the role of government in the economic arena of these countries, owing both to structural adjustment policies and the Uruguay Round agreements on trade liberalization, require to be analysed, with a view to identify policy issues for the agricultural sector and the poorer sections of the population.

The Committee on Poverty Alleviation through Economic Growth and Social Development at its second session in Bangkok from 25-29 September 1995, focused its attention, among others, on selected policy issues related to poverty, agriculture and rural development.

The Committee was attended by 17 members and associate members of ESCAP along with representatives of 16 United Nations bodies and specialized agencies, five inter-governmental organizations and 15 non-governmental organizations

Agricultural population and gross domestic product

The Committee noted that agriculture continued to be the predominant economic activity and source of livelihood for 55 to sometimes over 70 per cent of the total rural population in developing Asia and the Pacific, and that the proportion of population living in absolute poverty in rural areas was high. Eighty per cent of the approximately 800 million poor of Asia live in rural areas. In

* Adapted from paper "Poverty, Agriculture and Rural Development: Selected Issues and Policies: Policy Issues Related to Agriculture and Rural Development" (E/ESCAP/CPA(2)/4) submitted to Committee on Poverty Alleviation through Economic Growth and Social Development.

the South Asian countries of Bangladesh and Bhutan agricultural population comprises over 65 per cent of total population, while in India, Pakistan and Sri Lanka, it totals over 50 per cent (figure 1). The extent of dependence on agriculture in the South-East Asian countries of Indonesia, the Philippines and Thailand was 45 per cent.

The growth performance of the agricultural sector in most South Asian countries ranged between 2 to 4 per cent annually during the period 1981-1990 (table 1). Viet Nam showed considerably higher growth in the agricultural sector (7 per cent), followed by Malaysia and Thailand (about 4 per cent). China showed a significant performance (by 5.5 per cent annually) in the agricultural sector during the period 1980-1992 as compared with earlier periods. In the Pacific island economies, growth rates in agriculture ranged from 0.5 to 1.3 per cent in most countries.

Since agriculture is an important economic activity in most developing countries of this region, the slower growth in this sector is a matter of concern. Recessionary trends in the developed countries during the early 1980s, deteriorating terms of trade,

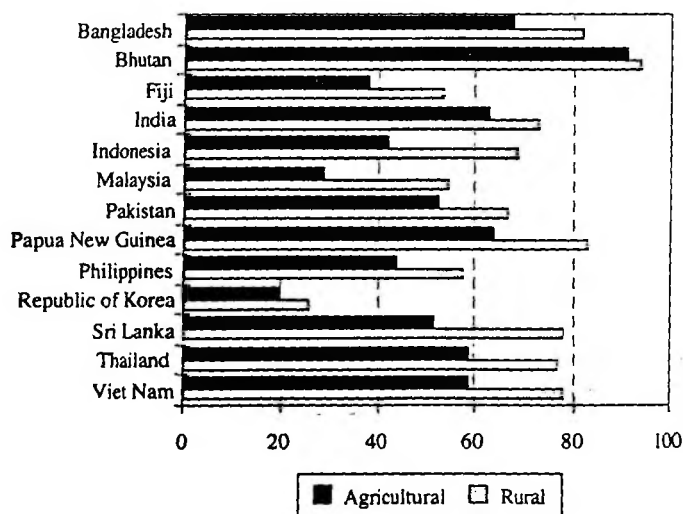
Table 1. Growth rate of value added in agriculture, industry and services (average annual growth during the period 1981-1990)

	Agriculture	Industry	Services
East Asia			
China	5.5	11.7	12.4
Mongolia	3.0	5.8	3.2
Republic of Korea	1.7	12.6	7.0
South-East Asia			
Indonesia	3.1	5.9	6.5
Malaysia	3.8	7.4	3.9
Philippines	1.0	-0.8	2.8
Thailand	3.9	10.4	7.7
Viet Nam	6.8	6.8	7.6
South Asia			
Bangladesh	2.4	5.6	5.2
Bhutan	..	12.2	8.3
India	3.3	6.6	6.7
Maldives	5.8	11.0	16.6
Myanmar	-0.3	-0.2	0.2
Nepal	4.7
Pakistan	4.1	7.6	6.7
Sri Lanka	1.9	4.9	4.3
Pacific Islands			
Cook Islands	1.1	9.9	6.7
Fiji	1.2	-0.9	2.8
Kiribati	0.7	3.7	-2.1
Papua New Guinea	3.0	-1.4	2.6
Solomon Islands	1.3	2.6	5.9
Tuvalu	30.2	24.7	7.3
Vanuatu	-1.8	13.0	1.0

Source: Asian Development Bank, *Asian Development Outlook 1994*.

Note: Two dots (..) indicate that data are not available.

Figure 1. Agricultural population and rural population (percentage of total population, 1992)



Sources: Food and Agriculture Organization of the United Nations, *Production Yearbook 1994*; United Nations Development Programme, *Human Development Report 1994*.

especially agricultural terms of trade, and the vagaries of nature on which much of agriculture is dependent are some of the major factors contributing to the slow growth in agriculture and its instability during this period. Any attempt to increase the performance in the agriculture sector, would require containment of these external shocks. The declining commodity prices, decline in external assistance to developing countries, and failure of various international bodies to effectively implement such schemes as the Integrated Programme for Commodities and price stabilization programmes, are still unresolved issues.

On the domestic front, structural bottlenecks have been hindering agricultural productivity and its growth. Improvements in agricultural productivity have been slow in many developing countries of Asia and the Pacific. Relatively higher levels of productivity (yield per hectare in cereals) are seen in China, Indonesia, the Republic of Korea and Viet Nam (figure 2). South Asian countries are still far behind in this respect. Notwithstanding the fact that there are limits to increasing productivity, in view of the constraints posed by issues such as environmental and ecological degradation on sustainability of the

present modes of agricultural production, the Committee noted that intensive cultivation, improved irrigation systems and consolidation of landholdings could lead to higher productivity. Advancements in the field of biotechnology could also contribute to augmenting productivity.

The diversification of agricultural production and a shift away from subsistence agriculture to more commercial agriculture are equally important in bringing about stability in agricultural production, export earnings from agriculture and food security in these countries. Livestock forms an important aspect of agriculture in almost all developing countries of the region. However, livestock has so far played only a secondary role to crop farming. The shift to a commercial role in livestock is yet to take place in these countries. Cultural factors have mostly inhibited livestock-rearing and fish-farming on a commercial scale. Horticulture also has not been practised on a commercial scale. Both livestock and horticulture yield high-value products which would not only increase export earnings but are suitable for small farmers who generally possess landholdings of an uneconomical size.

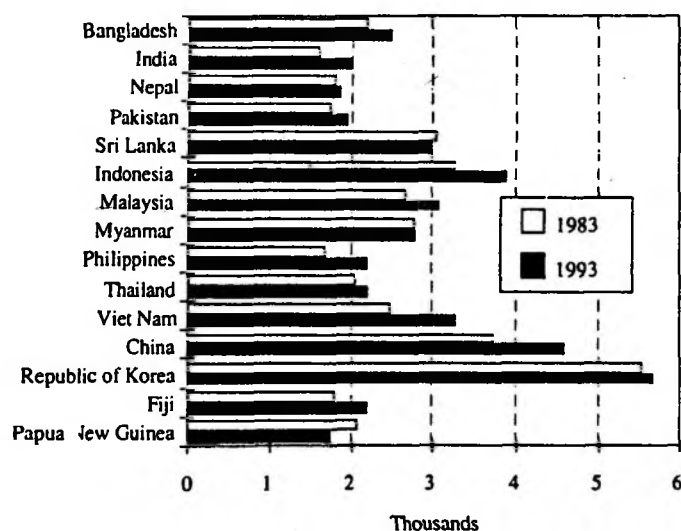
Structural adjustment, agriculture and rural poverty

Agriculture showed considerable resistance and contributed significantly in mitigating the recessionary effects of the early 1980s. The analysis of growth trends in agriculture during normal and recessionary periods has revealed that agriculture continues to play a major supporting role in the overall growth of an economy, by virtue of its capacity to absorb shocks, and release resources for recovery during depressions. Agricultural export earnings have also contributed significantly to debt-financing in many developing countries. Over 1982-1988, earnings from agricultural trade for developing countries accounted for 10 per cent of aggregate debt-service payments.

The South-East Asian countries of Indonesia, Malaysia and Thailand were relatively more successful during the 1980s, taking advantage of their abundant agricultural resources in creating agro-industries and resorting to agro-export diversification strategies, which included almost all agricultural subsectors. Some of the policy measures implemented by these countries to promote agricultural and agro-based production included broader access to export financing, improved marketing support, special tax exemptions, and investments in roads, ports, irrigation works, rural development projects, research and extension services. Further, the agricultural price liberalization policy positively influenced the performance of traditional crops and the diversification process. In contrast, the Philippines showed a poor economic and agricultural performance as a result of a large landless population, unequal distribution of income and productive assets, unemployment and poverty.

China began economic reforms in agriculture as early as 1978 compared to the other centrally planned economies of Asia, namely Lao People's Democratic Republic and Viet Nam which undertook comprehensive reforms only in the mid-1980s. The agricultural reforms in China included a market-determined pricing system, allowing larger segments of land to be privately farmed, greater freedom to farmers (under the household responsibility system) in determining crop mix and

Figure 2. Cereals: yield (kg/ha)



Source: Food and Agriculture Organization of the United Nations. *Selected Indicators of Food and Agriculture Development in Asia-Pacific Region, 1983-93* (Bangkok, 1994).

related production decisions, encouraging production diversification, promotion of village enterprise system and rural markets. The agriculture sector of China grew three times faster during the 1980s, than in the previous three decades. The course of economic and institutional reforms that these centrally planned Asian economies would have to design in the years to come, to facilitate agricultural growth, productivity and employment, is a challenge facing these countries.

The South Asian countries developed a complex set of policies (such as price support systems, input subsidies, tariff protection, non-tariff barriers, and exchange rate mechanisms) to influence agricultural markets. These policies aim at providing incentives for producers and affordable prices for consumers, while achieving food self-sufficiency. In recent years, there have been some indications of a shift towards market-oriented reforms in agriculture, as reflected by the movement away from direct agricultural price reforms.

The majority of the rural poor are generally concentrated in farm households. Because of the close linkages between the farm and non-farm households in the rural economy, measures that promote the growth of agriculture would raise the incomes not only of farm households, but also of non-farm households, through spillover effects. However, the rural poor being a heterogeneous group, characterized by differences in age and gender, small-scale farmers, the landless, fishermen, artisans, etc., structural adjustment policies may not affect different groups of rural poor uniformly. The welfare effects of structural reforms depend on country-specific characteristics of agriculture and rural economy. A generalized account of possible short-term welfare effects on different sections of the rural population (table 2) shows that the effects of reforms could be significantly different across various classes of rural population. For instance, producers of tradables would tend to benefit from structural adjustment, whereas producers of non-tradables may be adversely affected. The hired labour in the production of tradables would tend to benefit, while those in the production of non-tradables may receive a set-back.

The impact of structural reforms on net food buyers could be negative. It is also generally considered that women tend to bear much of the brunt of adjustment. The welfare effects of adjustment policies, thus, depend crucially on the structure of the agriculture sector in terms of the composition of output (tradables and non-tradables), the extent of women's participation in production, and the pattern of land and other asset-holdings. The degree of government support, in terms of subsidies to agriculture and other related sectors during pre-adjustment periods, would also greatly influence agricultural growth and the prices of foodgrains during the reform period, in which there would be heavy cuts in subsidies. Further, the welfare effects of adjustment policies also depend on the distribution of net food producers and net consumers in the rural population. The larger the share of net consumers in the rural population, the more negative the net welfare effects are likely to be.

Studies on analysing the impact of structural adjustment policies on poverty have yielded varied results, not only across countries but also within a country. In view of within-country variations, cross-country comparisons may prove to be less reliable. Nevertheless, it is useful to note some of the findings common to cross-country studies as a guide in policy-making. The adjustment measures seem to have the greatest impact through their effect on employment, which is seen to be

invariably negative in the short run. The brunt of labour displacement during the adjustment process would fall immediately on unskilled and semi-skilled labourers.

It is also noted that initial crisis conditions have been equally responsible in worsening the conditions of the poor. The more severe the initial crisis situation, the greater would be the probability of substantial cuts in social sector allocations and in productive investments. It has been observed that whenever Governments are to reduce expenditure, they prefer to do so at the cost of capital formation, especially infrastructure, and other productive expenditure, followed by social sector spending.

On the whole, it appears that adjustment policies have a cost: worsening the conditions of the poor and reducing their accessibility to social services. The controversies mainly relate to "how much they affect and which segment of the poor". In the Asian and Pacific developing region, the successful adaptation of structural adjustment policies, which have taken care adequately of the interests of the poor, is to be found in some of the East Asian and South-East Asian countries.

The Committee noted with appreciation that the ongoing structural reforms in the developing countries and the opening of new opportunities following the completion of the Uruguay Round

Table 2. Probable short-term effects of major policies on rural incomes

Category	Percentage of poor	Predominant sex	Major policies	Short-term effects	General effect
I. Producers of tradables					
Exports	Low	Male	Real devaluation	Positive)	
Domestic (food)	High	Female	Trade liberalization	Positive)	Positive
			Removal of subsidies	Negative)	
II. Producers of non-tradables	High	Female	Real devaluation	Negative)	
			Removal of subsidies	Negative)	Negative
			(especially credit)		
III. Hired labour	High	..	(see category I)		Positive
Production of tradables					
Production of non-tradables	High	..			Negative
					(see category II)
IV. Net food buyers	High	..			Negative

Source: As quoted in Food and Agriculture Organization of the United Nations, *The State of Food and Agriculture 1990*.

Note: Two dots (..) indicate that data are not available.

agreements were significant developments in the agricultural sector. Two important ramifications of these agreements on the agricultural sector are: (i) exposure to international competition of countries protected under different arrangements; (ii) significant reduction in governments leverage to protect and promote agriculture through subsidies and other non-tariff policies. A new set of economic strategies in agricultural production would have to be devised to adapt to the changing international trade and investment scenario.

The Committee noted with satisfaction the successful completion of the Uruguay Round of multilateral trade negotiations, particularly the Agreement on Agriculture and the Agreement on Sanitary and Phytosanitary Measures. It was also noted that the agreements would significantly influence the competitive strength of agriculture in the developing countries. A concern was expressed that sanitary and phytosanitary measures may act as barriers to trade in agriculture for the developing countries.

The Committee acknowledged that the effects of the Agreement on Agriculture would vary from country to country and from commodity to commodity. The impact would depend upon the respective countries' relative food balance positions and their comparative advantage in agricultural exportables.

The South Asian subregion, on average, is a net exporter of rice and a net importer of wheat. It is also a net importer of oil seeds and dairy products, while commodities such as tea, spices, cotton, jute, tobacco and fruits are its major agricultural exports. The region may possibly gain in the rice sector, while it may lose considerably in others sectors. As India and Pakistan are net exporters of rice in the subregion, gains would tend to concentrate in these countries. East and South-East Asia are also expected to share a similar pattern to that of South Asia. However, since this subregion has a diversified range of exports, with processed agro-products contributing increasingly to total exports, the negative effects of agricultural trade liberalization would possibly be smaller for the region. The Pacific island countries, on the other hand, could be in a relatively more

disadvantageous position. These countries are generally net importers of food and net exporters of agricultural products such as sugar, palm, and coconuts. The land shortages and structural bottlenecks characterizing most Asian and Pacific developing countries would also limit the possibilities of major increases in agricultural production.

If the Asian developing region is classified as low-income and upper-income Asia, the results show that welfare gains (measured as net increase in output) due to trade liberalization in agriculture would tend to be larger for the upper-income than for the low-income group.

Improvements in agricultural productivity have been slow in most Asian and Pacific developing countries owing to structural constraints such as lack of irrigation facilities and its effective management, inadequate institutional infrastructure and credit facilities, and uneconomic size of landholdings. The advancements in biotechnology and in sustainable modes of production have increased opportunities for improving agricultural productivity, in which the Asian and Pacific developing countries should take major initiatives. The diversification of agricultural production and exports, and a shift away from subsistence agriculture to more commercial agriculture are crucial in bringing about stability in agricultural production, export earnings from agriculture, and food security in these countries. Higher growth in agriculture and its stability would go a long way in alleviating rural poverty, which forms a major segment of total poverty in the Asian and Pacific region.

Whether or not to resort to structural adjustment

The degree of interdependence between countries has grown over the years. This will gain momentum in the context of the increasing globalization process. The Uruguay Round Agreement would further strengthen this globalization process. The extent to which developing countries will partake of and benefit from the globalization of economic systems depends upon their relative strengths in technology, human resources development, and physical

infrastructural facilities. The argument that quite a few developing countries may stand to lose in this process appears plausible, as most of the countries are lagging far behind in all these crucial parameters. Further, within the developing countries there has been a concentration of these parameters of competitive strength in a few sectors and groups of people.

To the extent that the globalization process is unavoidable, structural adjustment, with suitable modifications, is desirable. The country experiences have revealed that allocative efficiency and higher productivity are best realized in a market-guided economic system. Structural reforms have such an orientation, and if successful, economies would achieve higher growth and greater competitiveness, as has been the case with the newly industrialized economies in some of the South-East Asian countries.

Further, it is very well recognized that higher growth is necessary for poverty eradication and for poverty alleviation programmes to be sustainable in the long run. In a crisis-ridden economy, the growth impulses are suppressed as the responses by different economic agents are generally sub-optimal implying reduced output, effecting income, employment and living standards. This could be much worse than a situation of failure of structural reforms. The relevant issue in a crisis economy, is to address the issue of failed reforms in some countries, and to find ways to insulate agriculture and the rural sector and poor sections of the population from the adverse effects of structural reforms. It is, in this context, that the lagging Asian and Pacific developing countries could learn from the successful experiences of East and South-East Asian countries of Indonesia, Malaysia, the Republic of Korea, Thailand and, more typically, China, which has successfully experimented with its own style of economic reforms. Of course, most of these countries had better initial conditions in terms of relatively higher human development indicators and a more equitable distribution of wealth.

The neglect of the poor, in terms of not providing an adequate safety net during the adjustment process, has for the most

part been, attributed to the apathy of national governments themselves and partly to the overemphasis given by the World Bank and IMF on economic adjustment, undermining the importance of social adjustment and protection of the interests of the poor. Governments have best access to early warning information, and therefore, are in the best position to undertake initiatives for early action. Governments are generally said to opt for delayed action, perhaps because of political considerations. Evidence suggests that social costs of adjustment are a steeply rising function of delays in embarking upon structural reforms. Incorporation of pro-poor measures as a part of the package of structural adjustment could strengthen legitimacy and raise public tolerance of hardships of a short-term nature. The measures aimed at protecting the poor, and involving participatory organizations in making these measures more effective, would contribute greatly to the sustainability of structural adjustment policies. What is

needed is a kind of "adjustment with a human face", as called for by some of the studies.

On the whole, it appears that the controversy is not so much about the need for structural reforms aimed at improving economic management, as about their inherent tendency to impoverish the already poor. If these inadequacies in the structural adjustment packages are removed, taking into account timing, sequencing and adaptability to country-specific conditions, much of the controversy would have been resolved. Since the issues of poverty cannot be ignored, it is crucial that structural adjustment programmes be modified in such a way that these become part of comprehensive country-specific, anti-poverty development strategies in the Asian and Pacific region. Consequently, striking a balance between the needs for economic adjustment for higher growth and efficiency and the desire to protect and promote the welfare of the poor becomes equally important. Though, in

the short term, there seems to be a trade-off between these two goals, in the long run, they tend to complement each other. Special provisions would have to be evolved to effectively address temporary welfare loss for the poor and the vulnerable groups of people as a result of displacement of labour, price rises, etc. as a result of structural reforms. In this context, the designing of adjustment policies so as to minimize the costs and maximize the benefits to the poor becomes important. Since the market mechanism has a tendency to bypass the poor, government interventions in various forms to protect their interests would become necessary in the developing countries. The formulation of development strategies, incorporating structural adjustment policies in the Asian and Pacific developing countries, cannot afford to ignore these broad issues.

PAI

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01 The Japan Agricultural Cooperative (JA), in joining the Nation's movement in tackling the problems of food, population and the environment has started a movement that would give a better understanding on these subjects which have stirred public opinion even at the international scene.

02 However, although these subjects have not yet been fully recognised at the national level, the Japan Agricultural Cooperative Movement is considering the problem of food and agriculture from the international level and to make the Japanese people understand better the importance of these problems.

03 To commemorate the 100th year anniversary of the International Cooperative Alliance (ICA) held in Manchester in September 1995 where a discussion about the revision of the Cooperative Principles was held. Prior to this Congress, the ICA Regional Assembly was held in New Delhi in January 1995. During the said meeting, regional stance on international cooperation was discussed where a desire to learn from the Japanese Agricultural Cooperative System was let known.

04 Unfortunately I could not attend the ICA General Assembly in Manchester, but I was given the honour to be elected as ICA Vice President during the Congress. This only shows that the Japanese Agricultural Cooperative System - its management and operation - is being given high regard not only by our neighbouring countries but also by the ICA members in general.

05 Concerning JA's activities on international cooperation, JA has a training facility named IDACA - the Institute for the Development of Agricultural Cooperation in Asia. The facility aims to train cooperative members and do research about the agricultural cooperatives in developing countries. It was established in 1963 and within a span of 30 years, about 3,200 trainees, mainly cooperative member coming from Asian countries, have been trained.

06 During the ICA Regional Assembly meeting I learned that there is a great desire to expand the facility to many countries, which only means that IDACA is being highly regarded from many Asian countries. IDACA's undertakings were made possible through the joint efforts of the Ministry of Agriculture, Forestry and Fisheries (MAFF), and the JICA - Japan International Cooperation Agency. As for my plans for the future, I will strive hard so that we could receive as many trainees as possible. IDACA's programme includes trainees conducting field study and visiting the primary agricultural cooperatives at different cities, towns and villages. With these programmes, the trainees are able to come in contact with our JA members and share with them first-hand experience thus learning a lot from one another.

07 The JA-Zenchu has made a master plan on developing agricultural cooperative's management and development in the

Philippines and Thailand - a work entrusted by the JICA to JA-Zenchu. From 1984 to 1991, setting 5 agricultural cooperatives from the Eastern and Northern Thailand as models, JA experts were dispatched to Thailand to participate in the project entitled "The Development Plan of Agricultural Cooperatives in Eastern and Northern Thailand". The project received favourable rating from the people so that recently, many countries (for example, Mongolia, Jordan etc.) have requested the JA support and cooperation in the development of agricultural cooperatives and to establish a training course for the cooperative members.

08 We have also received a visit from the Mongolian Minister of Agricultural and Stock Raising. Considering the situation, the JA Group is planning to combine its efforts to strengthen the system which would enable us to introduce or spread our accumulated technical know-how to other agricultural cooperatives in different countries. Thus, aside from sending JA experts to Indonesia and Poland last year, it has also sent experts to Sri Lanka, the Philippines, and again to Indonesia and Poland this year. Moreover, in addition to governmental cooperation, the JA Group is also trying to develop and stress non-government or private level cooperation and training within the ICA's framework. The success of any Agricultural Cooperative Movement starts from the grassroots level as its base so there is also a need for an international cooperation organisation to have the same structure.

09 Through these activities, the JA-Zenchu not only gains international friendship but also commits itself in solving the problems on food, population and the environment. I further believe that through the different activities we are involved in it would eventually lead to a better understanding not only within the national level but also at the international level in the field of food safety and security of the Japanese agricultural products.

10 Looking at the present situation of the agricultural cooperatives in Asia, we realise that Korea's agricultural cooperative system and its activities are very similar with that of our system. Korean agricultural organisation sends one employee to each of the Japanese agricultural cooperative organisations such as JA Zen Noh (National Federation of Agricultural Cooperatives Associations), JA Zenkyoren (the National Mutual Insurance Federation of Agricultural Cooperatives, and Norinchukin Bank (Central Cooperative Bank for Agriculture, Forestry and Fisheries). Aside from this, there are over 2,000 cooperative members who visit our JAs annually for short-term training. Indeed we cannot deny that there is a strong bond between Korea and Japan based on the various exchanges that are going on between our two countries.

11 Recently in China, privatisation of many industries is taking place. In keeping with this change, the Agricultural Cooperative Movement is also on its way to privatisation. In view of this, I think that there would be a lot of opportunities wherein the Japanese agricultural system will serve as a useful reference for them. Not limiting to our neighbouring countries,

the request and demand for support and training will become stronger. Because of the fact that JA's undertakings have a wide range of aspects such as marketing, processing of agricultural products, credit, insurance, medicine, education and promotion of cultural life through women and youth organisations, these results in a favourable standard of living and better benefits for JA cooperative members. Thus, many developing countries want to learn and adopt the JA system. A specific example of which is the JA's programme for the promotion of women's groups and the health care programme for the aged.

12 Finally I think that through the Cooperative Movement, we are able to recognise and solve the world's problems on environment, food and population. In other words, the people all over the world are on the verge of recognising the importance and significance of the "cooperative society" as a third sector.

{This is the text of the speech made by Mr Hakaru Toyoda, President of JA-Zenchu, on the stand about International Cooperation.

-Reproduced from JA-Zenchu News No.3, November 1995}.



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33. THE COOPERATIVE IDENTITY

[The ICA General Assembly held on 23rd September 1995 in Manchester, adopted the new Principles of Cooperation recommended by the ICA Board of Directors and the ICA Congress after global study and review by a committee headed by Prof Ian McPherson from Canada. The process started with a paper presented by Lars Marcus the then President of the ICA at the Congress held in 1988 at Stockholm. Sven Ake Book, a cooperative specialist from Sweden was detailed to undertake a research into Cooperative Values and Principles in the context of modern global environment of cooperatives who presented his report to the ICA Congress held in Tokyo in 1992. The General Assembly appointed a committee, headed by Prof Ian McPherson for a review of the Cooperative Principles.]

DEFINITION

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

VALUES

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

THE PRINCIPLES OF COOPERATION

The Cooperative Principles are guidelines by which cooperatives put their values into practice.

First Principle: Voluntary and Open Membership

Cooperatives are voluntary organisations, open to all persons able to use their services and willing to accept the responsibilities of membership, without gender, social, racial, political or religious discrimination.



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Second Principle: Democratic Member Control

Cooperatives are democratic organisations controlled by their members, who actively participate in setting their policies and making decisions. Men and women serving as elected representatives are accountable to the membership. In primary cooperatives, members have equal voting rights (one member-one vote), and cooperatives at other levels are also organised in a democratic manner.

Third Principle: Member Economic Participation

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

Fourth Principle: Autonomy and Independence

Cooperatives are autonomous, self-help organisations controlled by their members. If they enter into agreements with other organisations, including governments, or raise capital from external sources, they do so on terms that ensure democratic control by their members and maintain their cooperative autonomy.

Fifth Principle: Education, Training and Information

Cooperatives provide education and training for their members, elected representatives, managers, and employees, so that they can contribute effectively to the development of their cooperatives. They inform the general public - particularly young people and opinion leaders - about the nature and benefits of cooperation.

Sixth Principle: Cooperation among Cooperatives

Cooperatives serve their members most effectively and strengthen the Cooperative Movement by working together through local, national, regional and international structures.

Seventh Principle: Concern for Community

Cooperatives work for the sustainable development of their communities through policies approved by their members.

SOME SELECTED ICA PUBLICATIONS

- AGRICULTURAL COOPERATIVE IN JAPAN - The Dynamics of their Development. MV Madane. 1992. pp 250. Indian Rs.200/US\$30
- AGRICULTURAL COOPERATIVES IN SOUTH KOREA - The Unitary Approach. MV Madane. 1993. pp 166. Indian Rs.200/US\$30
- AMALGAMATION OF AGRICULTURAL COOPERATIVES IN THE REPUBLIC OF KOREA. L. Gunawardana. 1974. PP 53. Indian Rs.50/US\$8
- AMALGAMATION OF PRIMARY AGRICULTURAL COOPERATIVES IN JAPAN. L. Gunawardana. 1974. pp 53. Indian Rs.50/US\$8
- FARM GUIDANCE IN THE AGRICULTURAL COOPERATIVE MOVEMENT IN JAPAN. S. Miyagawa. 1977. pp 44. Indian Rs.30/US\$5
- WASTE RESOURCE RECYCLING BY COOPERATIVES - The Chinese Experience. 1991. pp 62. Indian Rs.60/US\$10
- AGRIBUSINESS COOPERATIVES - Case Studies conducted in India, Bangladesh, Thailand and Indonesia. SP Seetharaman. 1992. pp 210. Indian Rs. 225/US\$35
- PERSPECTIVE PLANNING FOR AGRICULTURAL DEVELOPMENT BY AGRICULTURAL COOPERATIVES IN ASIA. 1994. pp 207. Indian Rs.460/US\$60
- MANAGERIAL DECISION-MAKING IN AGRICULTURAL COOPERATIVES - Some Selected Cases. Prof Ajit Kanitkar. 1995. pp 167. Indian Rs. 250/US\$25
- ENVIRONMENT AND COOPERATIVES - A Report of the Asian Regional Study. GC Shrotriya and Daman Prakash. 1992. pp 215. Indian Rs.300/US\$25
- SUSTAINING ENVIRONMENT THROUGH COOPERATIVE ACTION. Daman Prakash. 1992. pp 31. Indian Rs.100/US\$15
- A PLACE TO LIVE - Roles Cooperatives Can Play in Protecting Environment. Daman Prakash. 1991. pp 22. Indian Rs.20/US\$3
- TOWARDS GENUINE COOPERATIVES : Pre-Requisites for Cooperative Success or Criteria for Genuine Cooperative Societies. Karl Fogelstrom. 1992. pp 16. Indian Rs.20/US\$3
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The **International Co-operative Alliance (ICA)** is one of the oldest international non-governmental organisations representing world-wide the cooperative organisations of all types. Founded in London on 18th August, 1895, the ICA has affiliates in 94 countries with 213 national and 7 international level organisations as members serving over 754 million individual members all over the world. The ICA enjoys the right of participation in meetings and development work of the United Nations and its Specialised Agencies such as ILO, FAO, UNESCO and holds Consultative Status of Category-I in the UN Economic and Social Council (UN-ECOSOC).

Besides the Head Office of the ICA, which is in Geneva, there are four Regional Offices. The Regional Office for Asia and the Pacific (ICA ROAP) was established on 14th November 1960 in New Delhi. 59 national level organisations from 26 countries and one international organisation representing nearly 500 million individual cooperators are presently in the membership of the ICA from the Region. These countries are : Australia, Bangladesh, China, Fiji, India, Indonesia, Iran, Israel, Japan, Jordan, Kazakhstan, Republic of Korea, Kuwait, Kyrgysten, Malaysia, Mongolia, Myanmar, Pakistan, Philippines, Singapore, Sri Lanka, Thailand, Tonga, Turkmenistan, Uzbekistan and Vietnam.

The activities include : coordination and implementation of the ICA cooperative development programmes within the Region; representation of members' policy concerns to governmental bodies and the public; and promotion and defence of cooperative values and principles.