

2nd ICA-MAFF (Japan) **Online** Training Course on
**“Strengthening Management and Development of
Agricultural Cooperatives and Farmers’ Organizations
in Asia and the Pacific-2021”**

Part 1: February 02 – 21, 2022

Part 2: March 01 to 25, 2022

COURSE REPORT

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BE-1030, Brussels, Belgium

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

Report of the
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**“Strengthening Management and Development of Agricultural
Cooperatives and Farmers’ Organizations in Asia and the Pacific-2021”**
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REPORT

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Submitted to

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

By

The International Co-operative Alliance
June 2022

Preface

I am pleased to present the Report of the 2nd ICA-MAFF (Japan) **Online Training Course on “Strengthening Management and Development of Agricultural Cooperatives and Farmers’ Organizations in Asia and the Pacific-2021”**, *Part 1 of which was held from February 02 to 21, 2022; and Part-2 from March 01 to 25, 2022.*

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

The ICA wishes to convey its sincere thanks to the Institute of Rural Management, Anand (IRMA), India, and other collaborating agencies and institutions for their assistance, advice, guidance, and logistic support in the successful implementation of this training program.

The ICA takes this opportunity to thank its member organizations in Asia and the Pacific and/or the Farmers’ Organizations and/or the Ministries of Agriculture, Forestry & Fisheries of the Governments in Bhutan, Cambodia, Fiji, Kiribati, Kyrgyzstan, Lao PDR, Nepal, and Vietnam for sponsoring suitable candidates to the training program. The overall objective of the training program is to assist in fostering leaders of agricultural cooperatives, including farmers’ organizations, who are expected to play central roles in the promotion of the formation of agricultural cooperatives and the strengthening of organizational and business management. Thus contributing to the enhancement of competitiveness of agricultural products and income leading to the sustainable development of agricultural production. I am sure, the participants, after the training, will help to significantly develop agricultural cooperatives as well as enhance the human resource base in their respective countries.

The ICA is extremely grateful to Mr. Hirofumi KOBAYASHI, Executive Director, IDACA, and his staff for conducting online the Part II of the program. Due to COVID-19-induced restrictions on travel, the course was held online. Because of this extraordinary situation, the participants could not visit India and Japan but our collaborators – IRMA and IDACA arranged an interaction with the concerned officials through video conferencing in the field as well as in the classroom. These briefings enabled the participants to learn about the successful agricultural cooperatives at the Primary, Prefectural/provincial, and national levels.

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

Bruno Roelants
Director-General

International Cooperative Alliance
Brussels, Belgium

June 2022

Foreword

It is with great pleasure and satisfaction, we submit the Report of the ICA-MAFF (Japan) Training Course on **“Strengthening Management and Development of Agricultural Cooperatives and Farmers’ Organizations in Asia and the Pacific.”** The focus of the training course was on the basics of organizing agricultural cooperatives, better organizational management and improvement of business systems. The online training was reinforced with case studies and videos of successful agricultural cooperatives and supporting institutions. Due to COVID-19-induced restrictions on travel, the course was held online. I would like to thank all participants and their organizations for adjusting to the new normal of working.

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

I would like to extend my gratitude to the Institute of Rural Management, Anand (IRMA), India for making Part-I of the program a grand success. My sincere thanks and gratitude to our member organizations and the Ministry of Agriculture, Forestry, and Fisheries of the Governments in the Asia-Pacific Region for nominating suitable candidates to this training program.

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

Balasubramanian G. Iyer
Regional Director
[Asia and Pacific]

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June 2022

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Acronyms

AC	Agricultural Cooperative
AON	Activities on Arrows
ASEAN	Association of Southeast Asian Nations
BDP	Business Development Planning
BDP	Business Development Planning
BE	Buddhist Era
BPAC	Business Participatory Approach in Cambodia
CA	Current Assets
CFAP	Cambodian Farmer Federation Association of Agricultural Producers
CL	Current Liability
CLMV	Cambodia, Lao PDR, Myanmar, Vietnam
CPM	Critical Path Method
DAMC	Department of Agricultural Marketing and Cooperatives
DAP	Developing Action Plans
ERP	Enterprise Resource Planning
FAC	Financial Accounting for Cooperatives
FM	Financial Management
FPO	Farmers Producer Organizations
FVC	Food Value Chain
GAAP	Generally Accepted Accounting Principles
GAP	Good Agricultural Practices
GCMMF	Gujarat Cooperative Milk Marketing Federation
GDP	Gross Domestic Product
GMAC	Governance and Management of Agricultural Cooperatives as Business Organization
HCA	Home Country Assignment
HVHM	High Value High Margin
ICA	International Cooperative Alliance
ICA-AP	International Cooperative Alliance – Asia and Pacific
IDACA	Institute for the Development of Agricultural Cooperatives in Asia
IDMC	Indian Dairy Machinery Cooperative Ltd.
IFC	International Finance Corporation
IFFCO	Indian Farmers Fertilizer Cooperative Ltd.
IGC	International Grains Council
IRMA	Institute of Rural Management, Anand
IRR	Internal Rate of Return
ITK	Indigenous Traditional Knowledge
JA	Japan Agricultural Cooperative
JA	Japan Agricultural cooperative(s)
JA.W.A.	JA Women's Associations
JAWA	JA Women's Association(s)
JAYA	JA Youth Associations
JAYA	JA Youth Association(s)
JA-Zenchu	Central Union of Agricultural Cooperatives
JCA	Japan Cooperative Alliance
JF ZENGYOREN	National Federation of Fisheries Cooperative Associations
JICA	Japan International Cooperation Agency
JLGs	Joint Liability Groups

JMB	Joint Marketing Business
KFL	KRIBHCO Fertilizers Ltd.
KTDA	Kenya Tea Development Agency Ltd
LEE	Leadership for Enhancing Effectiveness
LVLM	Low Value Low Margin
MAFF	Ministry of Agriculture, Forestry and Fisheries
MGR	Market Growth Rate
MIS	Management Information System
MISCE	Managing Interpersonal Skills and Communicating Effectively
MLQ	Multifactor Leadership Questionnaire
MLQ	Multifactor Leadership Questionnaire
MM	Marketing Management
MOU	Memorandum of Understanding
MP	Managing Perceptions
MSCS	Multi-State Cooperative Society
NABARD	National Bank of Agriculture and Rural Development
NCA	National Chamber of Agriculture
NDDDB	National Dairy Development Board
NPV	Net Present Value
ODA	Official Development Assistance
PAC	Primary Agricultural Cooperative
PC	Packaging Centre
PERT	Program (Project) Evaluation and Review Technique
PSEMP	Planning, Scheduling, Executing, and Monitoring Projects
R&D	Research and Development
SDGs	Sustainable Development Goals
SE	Social Enterprise
SEP	Sufficiency Economy Philosophy
SF	Small Farmers
SHGs	Self Help Groups
SME	Small and Medium Enterprises
SRI	Systematic Rice Intensification
SSC	Small Smart Community
TAC	Team for Agricultural Coordination
TAPP	Transforming Action Plans to Projects
TB&L	Team Building and Leadership
VCD	Value Chain Development
VLM	Video Learning Material
VLMV	Video Learning Material(s)
WBS	Work Breakdown Structure
WCM	World Cooperative Monitor
WFO	World Farmers Organization

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COURSE REPORT

Introduction

The International Co-operative Alliance (<http://www.ica.coop>) is a non-profit international association, established in 1895 to advance the cooperative social enterprise model. The ICA is the apex organization for cooperatives worldwide, representing 313 members across 109 countries (figures as of Jan. 29, 2022). The members of the ICA are national-level cooperative federations and individual cooperative organizations.

The International Cooperative Alliance (ICA) works with global and regional governments and organizations to create legislative environments that allow cooperatives to form and grow. Towards media and the public, the ICA promotes the importance of cooperatives’ values-based business model.

Yearly, the ICA publishes the World Cooperative Monitor (<http://www.monitor.coop>), the index of the world’s largest cooperative and mutual enterprises. The Monitor demonstrates the economic impact of cooperative enterprises worldwide. The 2021 World Cooperative Monitor collates data for 4,575 cooperatives and mutuals (1,152 from Europe, 3,218 from the Americas, 197 from Asia-Pacific, and 8 from Africa) from 8 different sectors. The top 300 cooperatives and mutuals report a total turnover of over two trillion USD (2,180.00 billion USD) based on 2019 financial data. These organizations operate in various economic sectors, with "insurance" (102 enterprises) and "agriculture" (98 enterprises) leading the list. "Wholesale and retail trade" represents the third biggest economic sector (55 enterprises) in the ranking. This year's results show that, at the global level, the large cooperative groups are holding their own, and turnover is growing slightly. In the Top 300 ranking based on turnover, the largest cooperatives are performing well, with only slight variations in the top positions across the sectors. On the podium are the two French financial institutions Groupe Crédit Agricole (with 142,675 FTE employees in 2019) and Groupe BPCE (105,019 employees in 2019) and the German REWE Group (241,691 employees in 2019). Most of the Top 300 enterprises are from the most industrialized countries such as the USA (75 enterprises), France (35 enterprises), Germany (31 enterprises) and Japan (26 enterprises).

In the Top 300 ranking based on the ratio of turnover over the gross domestic product (GDP) per capita - which relates the turnover of the enterprise to the wealth of the country – two Indian producer cooperatives reach the first and third positions: IFFCO and Gujarat Cooperative Milk Marketing Federation Limited. Between them, and in second place is the French Groupe Crédit Agricole.

Leading the sector rankings based on turnover are: the Japanese Zen-Noh in "Agriculture and Food Industries"; at the top of "Industry and Utilities" is Corporación Mondragón (Spain); in "Wholesale and Retail Trade" the German REWE Group tops the list; in the "Insurance" sector Nippon Life (Japan) leads the ranking; Groupe Crédit Agricole leads. In the "Financial services" sector; Sistema Unimed (Brazil) ranks top in the Education, "Health and social work" sector; and finally in "Other services" the Japanese Nihon Delica Foods Association is in the top position.

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

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

The ICA-Asia and Pacific Office is operating from New Delhi since 1960 and serves 112 national-level cooperative organizations and individual cooperative organizations from 30 countries, representing over 500 million cooperative members. Main activities include Coordination of cooperative development efforts within the Region and promotion of exchange and experiences; Project identification, formulation, and evaluation; Promotion of the establishment and development of national cooperative apex organizations; and organization of seminars, conferences, and technical meetings on specific subjects including support for programs aimed at the involvement of women and youth in cooperative activities.

Background

Despite the growth of the services sector in the last two decades, agriculture forms the backbone of the rural economy. It employs a large section of the population in rural areas in many countries of Asia & the Pacific and Africa. Agricultural cooperatives can provide real economic benefits to farmers provided they are efficiently managed in the interest of farmers. Agricultural cooperatives act as intermediaries in protecting farmers' interests by lowering input costs by providing most agricultural inputs from farm machinery to seed, fertilizer, and relevant training to farmers in scientific farming. Countries in Asia & the Pacific and Africa have experienced farmers' distress because of low-quality inputs provided by private market-based organizations. Additionally, agricultural cooperatives facilitate market access for farmers and add value to farm produce by sorting, processing, and distributing by accessing lucrative markets. Agricultural cooperatives strengthen the rural economy by supporting the member farmers and play a pivotal role in generating direct and indirect employment in rural areas. These cooperatives also play a significant role in improving member farmers' quality of life and well-being and strengthening other community-based organizations. However, many agriculture cooperatives in Asia & the Pacific and Africa lack managerial skills and often fall prey to the market forces that operate in their environment. There is a need to strengthen the management of agriculture cooperatives to enhance their efficiency in their operations by imbuing the knowledge and skills required to run an efficient business. Challenges facing many agricultural cooperatives often lack managerial skills in synchronizing the principles of cooperation with the business objectives. Thus, business objectives have to be embedded in cooperatives' governance system. Unlike investor-owned firms (IOFs), cooperatives need to balance the individual members' interest in maximizing returns at the end of the business cycle and the long-term sustainability of cooperatives by infusing capital from the surplus generated. Managers of agricultural cooperatives need to develop skills in employee involvement, developing team spirits, leadership behavior, managing employees' perception of the organization, developing shared values, business development planning, need to manage the entire value chain to increase members' income, enhance communication with the organization is a major tool for managerial success. Additionally, the managers of cooperatives should become efficient in managing conflicts and negotiate effectively with all the relevant stakeholders. The IRMA & IDACA modules aim explicitly to train the managers of agricultural cooperatives in Asia & the Pacific and Africa to develop relevant managerial skills and knowledge that would support managers in fostering farmers' organizations, leading to the improvement of agricultural productivity and income of farmers. Efficient agricultural production, processing, and marketing will generate more income for farmers and play a major role in reducing hunger, generating more direct and indirect employment in rural areas, and reducing poverty.

ICA was earlier chosen by the MAFF of Govt. of Japan to implement its various Training Projects - like "Strengthening Management of Agricultural Co-operatives in Asia", "Enhancement of Farmers' Income and Poverty Reduction through Cooperatives", and "Fostering Core Leaders of Agricultural Co-operatives", etc. For more than 35 years continuously, the ICA has been implementing these projects. The very first program was held in 1986-87.

These training courses focused on Human Resource Development, and Agri-Coop. Business Management (farm guidance and strengthening of joint collection and shipment), Leadership and Planning.

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

In this training during the last 35 years, the participants had produced several grass-root development project proposals in the agricultural cooperative sector “aiming at enhancing the participation and income of grass-root level farmer-members”. A number of these projects have already been implemented in various countries.

CURRENT TRAINING COURSE

The Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Government of Japan has again chosen the International Cooperative Alliance (ICA) to implement an umbrella Project “Capacity Building Project for Farmer’s Organizations to support the development of the Food Value Chain in Asia and Africa (CB Project in AA) – in Fiscal Year (FY) 2020 of Japan” for three years starting from 2020. Under this Project, the 2nd Training Course on “Strengthening Management and Development of Agricultural Cooperatives and Farmers’ Organizations in Asia and the Pacific-2021” was held “online”. Part-I of the Training Course was held in collaboration with the Institute of Rural Management, Anand (IRMA) from the 2nd February to 21st February 2022, and Part II in collaboration with the Institute for the Development of Agricultural Cooperation in Asia (IDACA) from March 01 to 25, 2022. Due to COVID-19-induced restrictions on travel, the course was held online.

OBJECTIVES

The objective of the training course is to assist in fostering leaders of farmers’ organizations including agricultural cooperatives, who are expected to play central roles in the promotion of the formation of agricultural cooperatives and strengthening of organizational and business management.

PARTICIPANTS

A total of 11 participants (men and women) were selected from among the candidates, nominated by the ICA member-organizations/Farmers’ Organizations/Ministries in the following countries of Asia and the Pacific - Bhutan, Cambodia, Fiji, Kiribati, Kyrgyzstan, Lao PDR, Nepal, and Vietnam.

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

The Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan, contributed funds to the ICA/Japan Training Course-2021, which was followed by a grant for its implementation. The ICA is highly appreciative of the contribution made and grateful to the Government of Japan for this gesture.

Acknowledgments

In the implementation of the ICA/Japan Training Course in 2021, the ICA received full support and cooperation from the JA-Zenchu, the International Cooperation Division of the Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan; the Institute for the Development of Agricultural Cooperation in Asia [IDACA] in Japan; the Institute of Rural Management, Anand (IRMA) India and other ICA Member-Organizations in Asia and the Pacific Region. The ICA is grateful to its member organizations.

Administrative Arrangements for the Project

Mr. Ashok Kumar Taneja, Project Coordinator, ICA/Japan Training Course, was responsible for the conduct of the ICA/Japan Training Course-2021 online. The Training Course was coordinated and implemented by him for its full duration, under the guidance/direction of Mr. Balasubramanian G. Iyer, the Regional Director (ICA Asia and Pacific).

Part-II of the training program held online at IDACA was conducted under the direction and guidance of Mr Hirofumi KOBAYASHI, Executive Director of IDACA. Mr. Usui Takeshi, Chief of the Training and Development Group, was designated by the IDACA as the Program Coordinator for the Training Course of 2021.

Summary of the Timetable

The following is the summary of the timetable for the Training Course of FY 2021:

Home Country Assignments (HCAs)	:	January 19 to February 01, 2022
Part-I: Online training by IRMA	:	February 02 to 21, 2022
Preparation of Report/Action Plan on the Basis of Part-I of the program	:	February 22 to 28, 2022
Part-II: Online Training Course by IDACA	:	March 01 to 25, 2022.

Reporting and Evaluation

The period from the end of Part-II of the Training Course (March 25, 2022) to the end of July 2022 was utilized to prepare the Course Report and financial statements for submission through the ICA Secretariat in Brussels to the MAFF, Government of Japan.

SECTION – I

2nd ICA-MAFF (Japan) ONLINE Training Course on “Strengthening Management and Development of Agricultural Cooperatives and Farmers’ Organizations in Asia and the Pacific-2021”

Part 1: February 02 – 21, 2022

Part 2: March 01 to 25, 2022

EXECUTIVE SUMMARY

Course Participants:

A total of 11 participants (men and women) were selected from among the candidates, nominated by the ICA member-organizations/Farmers’ Organizations/Ministries in the following countries of Asia and the Pacific - Bhutan (1), Cambodia (2), Fiji (1), Kiribati (1), Kyrgyzstan (1), Lao PDR (1), Nepal (2), and Vietnam (2). A list of Course participants is placed in **Annexure-II**.

After having completed their Home Country Assignments at their respective organizations and in their respective countries, all the participants met together online, on February 02, 2022.

Inaugural Session of Part-I of the Program:

The IRMA Module on ‘Agri-Cooperative Business Management, Leadership and Planning with a Focus on Women and Youth’ of the 2nd ICA-MAFF (Japan) ONLINE Training Course on “**Strengthening Management and Development of Agricultural Cooperatives and Farmers’ Organizations in Asia and the Pacific-2021**” was formally inaugurated on 2nd February 2022 online by Mr. Balasubramanian Iyer, Regional Director, ICA-AP, in the presence of the following – Mr. Ikko Watanabe, First Secretary, Embassy of Japan in India, Mr. Hirofumi Kobayashi, Executive Director, IDACA, Prof. S.N. Biswas, Program Coordinator of IRMA, Dr. Umakant Dash, Director of IRMA, Prof. Satyendra Pandey, Actg. MDP Chair, IRMA, and Mr. A.K. Taneja, Project Coordinator of ICA-AP, New Delhi, India.

At the outset, **Prof. S.N. Biswas**, Program Coordinator & Professor from IRMA, welcomed the participants and dignitaries at the inaugural ceremony of the above training course and played a documentary on IRMA. Prof. Saswata Biswas observed that during the challenging times of the COVID-19 pandemic, cooperatives in dairy and agriculture provided the world with a cushion to absorb the shocks of lockdowns and economic slowdown experienced by millions of farmers. This was enough, he added, to understand the crucial role that cooperatives play the world over and why it was imperative to have a deeper understanding of their functioning, something the program seeks to achieve.

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

Mr. Ikko Watanabe, First Secretary in the Embassy of Japan in India, welcomed the participants, on behalf of the Embassy of Japan in India and the Ministry of Agriculture, Forestry, and Fisheries (MAFF), Govt. of Japan. He said, “first of all, although all countries are still having a difficult time due to COVID 19 pandemic, I would like to greatly welcome all of you to this online training course and sincerely appreciate the efforts of the International Cooperative Alliance Asia and Pacific (ICA-AP) and Institute of Rural Management Anand (IRMA) for organizing this course.

The purpose of this course is to assist in fostering leaders of farmers' organizations, including agricultural cooperatives, who are expected to play central roles in the promotion of the formation of agricultural cooperatives and in strengthening organizational and business management. As you know, farmers' organizations have very important roles in addressing the challenges that individual farmers cannot solve by themselves, and the management of farmers' organizations also needs to be done properly. In addition, a sustainable food system is attracting the attention of the world, and farmer's organization is one of the key elements of this system. I believe that all participants in this course will play an important role to achieve a sustainable food system.

This program is composed of two parts; the first part is held by ICA-AP in India and the second part is held by IDACA in Japan. We expect that this design will enable you to learn the developmental stage of agricultural cooperatives step by step. Especially, in this first part, IRMA, which is the best business school in the Rural and Agricultural Business Management Sector of India, will provide you with a special module on agri-cooperative business management, leadership and planning focusing on women and youth. We think that this is a very precious chance for all of you to take such lectures.

Eleven (11) trainees from eight (8) countries in Asia and the Pacific are participating in this course, and we wonder if the situation of farmers' organizations and their management in each country varies. We would appreciate it if you could acquire new insights or views of thinking through lectures and discussions prepared with various contents on cooperatives. Also, we hope that you will contribute to the development of your country's agricultural sector by utilizing what you learned in this course.

It will be a long-term training course of about one month since you are going to take part in another 25-day course by IDACA in Japan, in addition to this 20-day online course by ICA-AP in India. We truly hope that you will stay in good health and complete the entire curriculum of this course successfully. Finally, I wish you all the best for your future success and deepening friendship between Japan and your countries."

Dr. Umakant Dash, Director, IRMA, while expressing his happiness on the commencement of the program, hoped that the participants would benefit from the exposure to various aspects of the functioning of cooperatives – financing, accounting, management, leadership – through theories and best practices. He added that IRMA was surrounded by an ecosystem of cooperatives and that the participants would surely benefit from the perspective developed by the faculty members of IRMA through the same. He wished the program all success.

Mr. Hirofumi KOBAYASHI, Executive Director of the Institute for the Development of Agricultural Cooperation in Asia (IDACA), on behalf of the President of JA-ZENCHU, who happens to be the President of IDACA, expressed his sincere appreciation to the ICA-AP, IRMA, and the Government of Japan for their cooperation in organizing this training course. He further said, "It is an honor for me to speak at this opening ceremony, and first and foremost, I would stress to you that your goal is to produce an action plan to innovate the business performance of your cooperative.

Figuring out a well-targeted, effective and realistic action plan will be a key element of your success in concluding this training course at the end of March. In this context, I would advise you on the following three points;

First, the action plan should be regarded as an innovation plan of the organization you belong to or of your sphere of influence, for the purpose of start-up a cooperative business or strengthening cooperative management. You should think that your action plan should be a proposal to the Chairperson or the General Assembly of your organization, and therefore, the narrative should be compelling with passion and show your learnings through evidence and references.

Secondly and in a related context, your action plan should be SMART. It doesn't mean that your action plan should be simply smart, but should be specific, measurable, achievable, relevant, and time-oriented. I repeat, your action plan should be specific, measurable, achievable, relevant, and time-oriented, so that you will identify barriers, and strategies to overcome them.

Thirdly, do not forget to include finance options in your action plan. Actually, any action plan without finance options is apparently insufficient. If you are ambitious to really overcome the difficulties in your cooperative, you are advised to include the source of finance to implement your action plan steadily.

Those are what I advise you at the very beginning of this training course.

At the end of my remarks, may I extend my maximum appreciation to the Ministry of Agriculture, Forestry and Fisheries of Japan for their kind understanding of the importance of capacity building for cooperative leaders in Asia and the Pacific, and for giving ICA and IDACA opportunities to implement this training course?

Thank you very much for your attention, and congratulations, Mr. Balasubramanian and Mr. Ashok Taneja, on the successful organization of the opening ceremony.”

Mr. Balasubramanian Iyer wished Happy New Year to those who were celebrating and thanked everyone for joining despite covid restrictions. He extended a warm welcome to all the participants and dignitaries present at the inaugural ceremony online. He further said, “this two-part training course enjoys technical cooperation and collaboration from the Institute for the Development of Agricultural Cooperation in Asia (IDACA-Japan) and the Institute of Rural Management, Anand (IRMA), India.

It was in 1986 that the first ICA-MAFF training program was held. This training program started 36 years back and the ICA and IDACA have continuously partnered in conducting the training.

The training was started to share the experiences of the Japanese Agricultural Cooperative Movement with cooperatives in the Asia-Pacific region. Over time, participants have also been exposed to agriculture movements in India, Malaysia, and Thailand. From focusing on Asia, the training has also moved to Africa. Even in Asia, we have moved from Southeast Asia to look at Central Asia and now the Pacific! It has all the hallmarks of Principle 6 - cooperation among cooperatives! It also includes Principle 5 – education, training and information.

In this batch, we have 13 participants from 8 countries in Asia and the Pacific. I would like to take this opportunity to wish you all the best, hope you all learn from each other's experience; gain from the knowledge being imparted by our experts; and enjoy the process. At the end of the training, you all will be joining the illustrious list of cooperators who have benefited from the ICA-MAFF training program.

Agricultural cooperatives can provide real economic benefits to farmers provided they are efficiently managed in the interest of farmers. To manage efficiently there is a need to strengthen the management of agriculture cooperatives by imbibing the knowledge and skills required to run an efficient business; attract youth and strengthen women in cooperatives; and support institutions with capable personnel.

In the normal course, we would have met in a physical setting but now we are sitting either in our home or in the office. I would like to thank your organizations for nominating you and giving you the space and time to take part in the training. I am sure you will gain rich knowledge and experience as part of this training.

Part I of the training will bring you experience from the Institute of Rural Management, Anand, India. I am thankful to IRMA for having drawn up a comprehensive schedule that covers all important aspects Agri-Cooperative Business Management, Governance, IT, Leadership, and Planning with a Focus on Women and Youth.

I would like to thank our partner in this training IDACA for their support and continuous endeavour to keep this training going. Mr. Hirofumi KOBAYASHI, Executive Director; Mr. Takeshi Usui and the team.

I would like to thank the Ministry of Agriculture, Forestry and Fisheries, Government of Japan for their continued support not only in financial terms but expanding it across Asia and Africa and also targeting countries that are most in need.

Finally, I would like to thank the Coordinator of the Program from ICA-AP and my colleague Mr. Ashok Taneja for coordinating Part I of the program. Mr. Taneja has long and rich experience with the ICA-MAFF training and I would encourage you all you reach out to him with questions, queries if any.” He wished the training program all success.

Prof. Satyendra Pandey, Acting Chair (Management Development Programmes) and Assistant Professor, IRMA, proposed the vote of thanks. He thanked the Ministry of Agriculture, Forestry and Fisheries (MAFF), Government of Japan; Mr. Ikko Watanabe, First Secretary (Food and Agriculture),

Embassy of Japan in India; Mr. Hirofumi Kobayashi, Executive Director, IDACA, Japan; Mr. Balasubramanian Iyer, Regional Director, ICA-AP and Mr. A.K. Taneja, Project Coordinator, ICA-AP. He expressed his confidence that the program – which originated three decades ago – will create and unlock great value for the participants through the faculty members of IRMA. He hoped that the participants would make the most of this opportunity to cross-learn and improve on their action plans going forward.

After the inauguration, the Orientation/Ice Breaking Session was initiated by Mr A.K. Taneja, Coordinator of the program along with Prof. S.N. Biswas, former Director of IRMA.

Teaching Modules/Faculty

The program was segmented into teaching modules covering different subjects – Governance and Management of Agricultural Cooperatives as Business Organization (GMAC); Team Building and Leadership for Continuous Improvement (TB&L); Managing Perceptions (MP); Leadership for Enhancing Effectiveness of Farmers' Organizations (LEE); Business Development Planning (BDP); Developing Action Plans for the Growth of their Respective Organization (DAP); Transforming Action Plans to Projects (TAPP); Planning, Scheduling, Executing, and Monitoring Projects (PSEMP); Managing Interpersonal Skills and Communicating Effectively (MISCE); Basic Financial Accounting for Agri-Cooperatives and Farmers' Organizations (FAC); Understanding Costing, Budgeting, and Variances for Agri-Cooperatives and Farmers' Organizations (CST); Introduction to Financial Decision Making in Agri-Cooperatives and Farmers' Organizations (FM); Linking Agri-Cooperatives and Farmers' Organizations with Markets (MM); Application of Information Technology for Agri- Cooperatives and Farmers' Organizations towards Value Chains (MIS); Role of various organizations in multiplying its members' earning through cooperatives business.

Detailed Module Designs

The module at IRMA consisted of segments, which focused on improving the conceptual, analytical, and leadership capabilities of managers of agricultural cooperatives/farmers' organizations to help in developing their skills in improving the management of their cooperatives. Three sessions of 70 Minutes each, were held daily from Monday to Friday between February 02 and 21, 2022.

A brief description of the topics taught in the IRMA Module, is as follows. Soft and hard copies of these papers were distributed among participants.

1. Basic Financial Accounting for Agri-Cooperatives and Farmers' Organizations (FAC) – by Prof. Asmita H. Vyas

Three sessions were taken by Prof. Asmita Vyas, on the above subject, and the focus was on Middle-level management in Agri-Cooperatives and Farmers' Organizations, who take decisions that can have a significant impact on the future of the organization. These decisions are related to financial position and performance. These decisions require aptitude and analytical skills of balance sheets of past years. The module will help the participants to take strategic decisions through financial balance sheet analysis.

The contents of this module are Basic Accounting Equation; Dual Aspect Concept; Assets-Liabilities-Net Worth; Balance Sheet Ratios.

2. Team Building and Leadership for Continuous Improvement (TB&L) – by Prof. S.N. Biswas

Three sessions were taken by Prof. S.N. Biswas and the Focus was on – to be effective in the highly competitive world, managers will have to involve employees and foster innovation in organizations. In these three sessions, the author focused on the process of an organization-wide team development activity leading to employee involvement and continuous improvement. The structuring of teams, the process of involving team members, and the process of unleashing improvement at all levels in the

organization as brainstorming were discussed. Self-assessment tools were used to measure individual and organizational level factors.

3. Introduction to Financial Decision Making in Agri-Cooperatives and Farmers' Organizations (FM) – by Prof. Rakesh Arrawatia and Prof. Abhinav Rajverma

Both the Professors took three sessions, and their focus was on “Linking with the Commercial Banks for Meeting Expenditure on Capital Items and Meeting Working Capital Requirements; Estimating Relevant Cash Flows; Financial Criteria for Investment Decisions in Agricultural Cooperatives; Importance of Member's Capital.

4. Leadership for Enhancing Effectiveness of Farmers' Organizations (LEE) – by Prof. Madhavi Mehta

Her two sessions focused on understanding the core of leadership from the perspective of leader behavior and how the participants can work towards developing their successors.

5. Managing Perceptions (MP) – by Prof. S.N. Biswas

The following issues were focused on in this session—Understanding the perceptual blocks in self and others help people overcome individual-level barriers in establishing effective relationships. Similarly, understanding what makes people perceive us as we appear to them helps in managing the impressions we create on others. Creating a positive impression helps managers to overcome many individual-level obstacles.

6. Linking Agri-Cooperatives and Farmers' Organizations with Markets (MM) – by Prof. Preeti Priya

Prof. Preeti Priya took three sessions on the above subject and her focus was on Marketing Strategy: Segmentation, Targeting and Positioning Marketing Mix: Product, Place, Promotion and Price Marketing Research: Category Usage & Attitude Research using Primary and Secondary Data Brand Building: Brands, Brand Management using Customer-Based Brand Equity Framework.

7. Developing Action Plans for the Growth of their Respective Organization (DAP) Transforming Action Plans to Projects (TAPP) Planning, Scheduling, Executing, and Monitoring Projects (PSEMP) – by Prof. Hitesh Bhatt

Eight sessions were taken by Prof. Hitesh Bhat on the above subjects. The focus was on the following – A Project is a vehicle to overcome a prevailing situation that is coming in the way of the growth of the organization. There are many ways by which one can move from an undesirable or less desirable situation to a desirable one. However, there is only one optimal way of doing it.

This module will help participants to look at their organization's weak areas or opportunities and plan actions (projects) so that the desired results are achieved. Finally, there must be a clinical execution of the plans formulated otherwise only expenses are incurred.

Considering the above, this module strives to do the following: Give an Overview of Project Management; Project Identification; Project Analysis and Selection after Looking at All-round Feasibility; Project Appraisal; Project Implementation; PERT/CPM; Planning and Scheduling; Project Review (Monitoring and Evaluation).

8. Governance and Management of Agricultural Cooperatives as Business Organization (GMAC) – by Prof. Uday Shankar Sah

Under this topic, Prof. Saha took three sessions and his focus was on - How to organize Cooperatives; Cooperative Values and Principles and Cooperative Education; Member Participation; Cooperation among Cooperatives; Integrated Package and Services – Credit (Micro to Macro), Input (Production and Supply – Sugar Cooperative), Value Addition; Participatory Decision Making; Design of Cooperatives –

Membership, Governance, and Operations; Approaches – Appreciative Inquiry and Learning, Process, Business Approaches; New Generation Cooperatives.

9. Understanding Costing, Budgeting, and Variances for Agri-Cooperatives and Farmers' Organizations (CST) – by Prof. Abhinav Kumar Rajverma and Prof. Asmita H. Vyas

Both the Professors took three sessions. The Focus was on - Understanding the Basics of Costing and its Techniques including Marginal Costing. Use of the Techniques in Building the Budget, Comparing with Actuals, finding out Variances, and Deciding Remedial Actions.

10. Business Development Planning (BDP) – by Prof. Sudhir Kumar Sinha

Three sessions were held on the above subject and the focus was on - **What is BDP** for Agricultural Cooperatives and Farmers' Organizations? Is BDP an approach for high revenue, or is it a strategy for sustainable organizational growth?

Why BDP – Business Diversification; Enhancing Members' Participation; Value-Chain Management Perspectives for Sustainable Growth.

How BDP – Stages in the Participation of BDP of PACs; Preparation of Various Sub-plans for the Business Development Services such as Credit, Input, Market Access, Infrastructure, Consumer Services, Deposits, Welfare Activities, Policy Advocacy.

BDP in Action – Business Plan and Linkages to be Established at Various Levels; Performance Indicators related to Different Business Activities, Management and Member Participation; Role of Various Support Agencies and their Responsibilities, and Tools of Monitoring (Quantitative and Qualitative Information).

11. Managing Interpersonal Skills and Communicating Effectively (MISCE) – by Prof. Hitesh Bhatt

Prof. Bhatt took two sessions on the above subject. The **Focus was on** - Many organizations have excellent resources but do not achieve desired results as they are unable to work together for a common cause. This too happens primarily because of poor interpersonal relationships.

This module strives to do the following:

Give an Overview of Interpersonal Communication Processes; Overcoming Barriers to Effective Communication; Interpersonal Skills and Help the Participants to Get the Work from their Teams Done Effectively.

12. Application of Information Technology for Agri-Cooperatives and Farmers' Organizations towards Value Chains (MIS) – by Prof. Harekrishna Misra

Prof. Misra took two sessions. His focus was on the Need for IT-enabled supply chains; The need for moving from supply chain to value chain; The global perspectives for sustainable value chains – case studies of Amul and Amalsad.

13. Role of various organizations in multiplying its members' earning through cooperatives business – by Prof. S.N. Biswas and Prof. Madhavi Mehta

Prof. S.N. Biswas and Prof. Madhavi Mehta took three sessions on the above subject. **The Focus was on** - There was an immense workaroud IRMA carried out by a number of organizations and they were the source of inspiration. Visiting these organizations and looking at their work in proximity was not possible as this was an online course. However, an effort was made to showcase the work done by the Village Level Dairy Society, Amul (Dairy), NDDB, GCMMF Limited, and Gambhira Joint Farming Society through virtual mode.

SECTION – II

Field Study Visits

One of the core elements of the training program was the exposure of the participants to actual and practical situations in the cooperative sector and to enable them to exchange views and opinions with cooperative leaders, managers and members. Visiting these organizations and looking at their work in proximity was not possible as this was an online course. However, an effort was made to showcase the work done by Amul (Dairy), NDDB, and GCMMF Limited, through virtual mode. A brief (gist) of the above organizations is given below:

Amul (Dairy) –Kaira District Cooperative Milk Producers Union Ltd. – by Mr. Sandip Patel, Manager, Public Relations, Amul Dairy.

The seeds of this unusual saga were sown more than 75 years ago, in a small town in the state of Gujarat in western India. The exploitative trade practices followed by the local trade cartel triggered off the cooperative movement. Angered by unfair and manipulative practices followed by the trade, the farmers of the district approached the great Indian patriot Sardar Vallabhbhai Patel for a solution. He advised them to get rid of middlemen and form their own cooperative, which would have procurement, processing and marketing under their control.

In 1946, the farmers of this area went on a milk strike refusing to be cowed down by the cartel. Under the inspiration of Sardar Patel, and the guidance of leaders like Morarji Desai and Tribhuvandas Patel, they formed their own cooperative in 1946.

This cooperative, the Kaira District Cooperative Milk Producers Union Ltd. began with just two village dairy cooperative societies and 247literss of milk and is today better known as Amul Dairy. Amul grew from strength to strength thanks to the inspired leadership of Tribhuvan Das Patel, the founder Chairman and the committed professionalism of Dr. Verghese Kurien, who was entrusted with the task of running the dairy from 1950.

The then Prime Minister of India, Lal Bahadur Shastri decided that the same approach should become the basis of a National Dairy Development policy. He understood that the success of Amul could be attributed to four important factors. The farmers owned the dairy, their elected representatives managed the village societies and the district union, and they employed professionals to operate the dairy and manage its business. Most importantly, the cooperatives were sensitive to the needs of farmers and responsive to their demands.

In his instance, in 1965 the National Dairy Development Board was set up with the basic objective of replicating the Amul model. Dr. Kurien was chosen to head the institution as its Chairman and asked to replicate this model throughout the country.

The Organization – An Overview

Number of Producer Members	7,64,954
Number of Village Dairy Cooperative Societies	1821
Total Milk Handling Capacity	5 million litres per day
Milk Collection (Daily Average)	3.3 Million litres
Milk Drying Capacity	150 Mts per day
Whey Drying Capacity	60 Mts per day
Cattle Feed Manufacturing Capacity	3000 Mts per day

The Amul Model

The Amul Model of dairy development is a three-tiered structure with the dairy cooperative societies at the village level federated under a milk union at the district level and a federation of member unions at the state level.

The Amul Model has helped India to emerge as the largest milk producer in the world. More than 16 million milk producers pour their milk in 185,903 dairy cooperative societies across the country. Their milk is processed in 222 District Cooperative Milk Unions and marketed by 28 State Marketing Federations, ensuring a better life for millions.

National Dairy Development Board (NDDB) – by Mr. Dibyaraj Brahmhatt, Manager, Public Relations, NDDB

The National Dairy Development Board's (NDDB) creation is rooted in the conviction that our nation's socio-economic progress lies largely in the development of rural India.

The Dairy Board was created to promote, finance, and support producer-owned and controlled organizations. NDDB's programs and activities seek to strengthen farmer-owned institutions and support national policies that are favorable to the growth of such institutions. Fundamental to NDDB's efforts are cooperative strategies and principles.

NDDB's efforts transformed India's rural economy by making dairying a viable and profitable economic activity for millions of milk producers while addressing the country's need for self-sufficiency in milk production.

NDDB has been reaching out to dairy farmers by implementing other income-generating innovative activities and offering them a sustainable livelihood.

Operation Flood: one of the world's largest rural development programs.

Launched in 1970, Operation Flood has helped dairy farmers direct their development, placing control of the resources they create in their own hands. A National Milk Grid links milk producers throughout India with consumers in over 700 towns and cities, reducing seasonal and regional price variations while ensuring that the producer transparently gets fair market prices regularly.

The bedrock of Operation Flood has been village milk producers' cooperatives, which procure milk and provide inputs and services, making modern management and technology available to members. Operation Flood's objectives included:

Increase milk production ("a flood of milk"); Augment rural incomes; Reasonable prices for consumers.

Programme Implementation: Operation Flood was implemented in three phases.

Phase I

Phase I (1970-1980) was financed by the sale of skimmed milk powder and butter oil gifted by the European Union then EEC through the World Food Program. NDDB planned the program and negotiated the details of EEC assistance. During its first phase, Operation Flood linked 18 of India's premier milk sheds with consumers in India's four major metropolitan cities: Delhi, Mumbai, Kolkata and Chennai.

Phase II

Operation Flood's Phase II (1981-85) increased the milk sheds from 18 to 136; 290 urban markets expanded the outlets for milk. By the end of 1985, a self-sustaining system of 43,000 village cooperatives covering 4.25 million milk producers had become a reality. Domestic milk powder production increased from 22,000 tons in the pre-project year to 140,000 tons by 1989, all of the increase coming from dairies set up under Operation Flood. In this way, EEC gifts and World Bank loans helped to promote self-reliance. Direct marketing of milk by producers' cooperatives increased by several million liters a day.

Phase III

Phase III (1985-1996) enabled dairy cooperatives to expand and strengthen the infrastructure required to procure and market increasing volumes of milk. Veterinary first-aid health care services, feed and artificial insemination services for cooperative members were extended, along with intensified member education.

Operation Flood's Phase III consolidated India's dairy cooperative movement, adding 30,000 new dairy cooperatives to the 42,000 existing societies organized during Phase II. Milksheds peaked at 173 in 1988-89 with the numbers of women members and Women's Dairy Cooperative Societies increasing significantly.

Phase III gave an increased emphasis on research and development in animal health and animal nutrition. Innovations like a vaccine for Theileriosis, bypass protein feed and urea-molasses mineral blocks, all contributed to the enhanced productivity of milch animals.

From the outset, Operation Flood was conceived and implemented as much more than a dairy program. Rather, dairying was seen as an instrument of development, generating employment and regular incomes for millions of rural people.

Gujarat Cooperative Milk Marketing Federation Ltd. (GCMMF) – by Mr. Abhishek Varughese, Asstt. Manager, Marketing, GCMMF

Gujarat Cooperative Milk Marketing Federation Ltd. is India's largest food product marketing organization with an annual turnover (2019-20) of US\$ 5.1 billion. Its daily milk procurement is approx. 23 million liters per day from 18,565 village milk cooperative societies, 18 member unions covering 33 districts, and 3.6 million milk producer members.

It is the apex organization of the Dairy Cooperatives of Gujarat, popularly known as 'AMUL', which aims to provide remunerative returns to the farmers and also serve the interest of consumers by providing quality products that are good value for money. Its success has not only been emulated in India but serves as a model for the rest of the World. It is an exclusive marketing organization of 'Amul' and 'Sagar' branded products. It operates through 61 Sales Offices and has a dealer network of 10,000 dealers and 10 lakh retailers, one of the largest such networks in India. Its product range comprises milk, milk powder, health beverages, ghee, butter, cheese, pizza cheese, ice cream, paneer, chocolates, traditional Indian sweets, etc.

GCMMF is India's largest exporter of Dairy Products. It has been accorded a "Trading House" status. Many of its products are available in the USA, Gulf Countries, Singapore, The Philippines, Japan, China, and Australia.

The Amul brand is not only a product but also a movement. It is in one way, the representation of the economic freedom of farmers. It has given farmers the courage to dream, hope, and live.

The Organization – An Overview

Year of Establishment	1973
Members	18 District Cooperative Milk Producers' Unions
No. of Producer Members	3.6 Million
No. of Village Societies	18,565
Total Milk handling capacity per day	35 Million Litres per day
Milk Collection (Dairy Average 2018-19)	23 Million Litres per day
Cattle feed manufacturing capacity	9200 MTs per day
Sales Turnover (2019-20)	US\$ 5.1 billion

SECTION – III

Valedictory Session

The closing program of the IRMA Module of the 2nd ICA-MAFF (Japan) Online Training Course on “Strengthening Management and Development of Agricultural Cooperatives and Farmers’ Organizations in Asia and the Pacific” was organized on 21st February 2022. The program was graced by the virtual presence of all the participants; Prof. Umakant Dash, Director, Institute of Rural Management Anand (IRMA); Prof. Hitesh Bhat, former Director of IRMA, Mr. A K Taneja, Project Coordinator, ICA-AP and Prof. Sudhir Kumar Sinha, MDP Chair, IRMA.

The closing program began with the opening remarks by **Mr. Shivansh Mishra, from IRMA Module**. He presented an overview of the tasks completed over the 40 sessions undertaken during the Part-I of the training course organized by IRMA - Institute of Rural Management Anand.

Mr. A.K. Taneja expressed his satisfaction with the smooth conduct of the program online and thanked IRMA and its Faculty Members for their wholehearted support in carrying out Part-I of the Training Course online. He congratulated the participants on completing the Part-I of the program. He urged the participants to improve their Action Plans based on their experience and learnings from Part-I of the program and advice from the resource persons, especially Prof. Bhatt.

Further, as part of the closing program, **feedback from the participants** was solicited and participants actively spoke about the training course. The programme commenced with some of the participants sharing their experiences of the programme. Mr. Dok Luon, Vice Chairman, Cambodia Agricultural Cooperative Alliance (CACA), thanked ICA-AP and faculty members of IRMA. He shared that his main takeaways from the programme were his enhanced knowledge of leadership and accounting. Mr. Wangchuk Wangchuk, Treasurer, Nobgang Tsherim Detshen, Talo Gewog Centre, Bhutan, appreciated the IRMA faculty members, as well as the MDP Office at IRMA for the tremendous effort. Mr. Mukaliev Azat, Consultant, Cooperative Union of Kyrgyzstan, appreciated the relevance of the programme and the various topics it covered, in particular the formation of AMUL and the start of the cooperative movement in India. Mr. Beniame Bulilevuka, Manager, Training, Cooperative College of Fiji, thanked the organizers of the programme and shared that he particularly enjoyed the module on Project Management. Mr. Manish Koirala, Senior Officer, Nepal Multipurpose Cooperative Society Ltd (NMC) admitted that despite his initial reluctance at the beginning of the programme, he soon found himself enjoying the sessions and his interaction with his co-learners from across the globe. Mr. Sian Phommaluesa, Teacher – Cooperative Development, National NABONG University, Lao PDR, shared that he benefitted immensely from the programme and appreciated the quality of its delivery. Ms. Nguyen Thi Van, Director, Vinaco Production and Commerce Cooperative, Vietnam, expressed that she was immensely proud of being a part of a diverse group of learners and hoped that she would be able to attend the programme in a physical capacity soon.

Subsequently, **Prof. Umakant Dash**, Director, Institute of Rural Management Anand, expressed his hope that the concepts taught, and the methodology employed by IRMA’s faculty helped the participants in understanding the contexts and analysing the issues and challenges they encounter in their respective areas and provided them with the necessary skill set to take the necessary decisions and recommendations to authorities. He shared that he felt confident that the success stories of cooperatives shared during the training programme would have given the participants a new perspective on various challenges. He added that the focus of this programme was to help the participants evolve into better managers. He concluded by wishing the participants his best for the next stage of the programme and hoped that their relationship with IRMA would only flourish in the years to come.

Prof. Hitesh Bhatt, Adjunct Professor, and Former Director, IRMA, proposed the vote of thanks. He thanked the Ministry of Agriculture, Forestry and Fisheries (MAFF), Government of Japan; Mr. Ikko Watanabe, First Secretary (Food and Agriculture), Embassy of Japan in India; Mr. Hirofumi Kobayashi, Executive Director, IDACA, Japan; Mr. Balasubramanian Iyer, Regional Director, ICA-AP and Mr. A.K. Taneja, Project Coordinator, ICA-AP. Further, he expressed thanks to Dr. Umakant Dash, Director, IRMA and expressed appreciation for Mr. Oliver Macwan, Deputy Manager (Executive Training), and Mr. Aniket Parmar, Assistant, Management Development Programmes Office at IRMA, as well as Mr. Shivansh Mishra, Manager (Communication) and Mr. Vipul Makwana, Junior Officer (Communication),

for their support. Lastly, he thanked the participants for their attentiveness and inquisitiveness throughout the programme and wished them his best for the next phase of the training programme.

Prof. Sudhir Kumar Sinha, Chair (Management Development Programmes) and Professor, IRMA, congratulated the participants on successfully completing the programme and promised them all support from IRMA and its faculty members at any time should they may need it.

SECTION – IV

INAUGURATION OF PART-II OF THE TRAINING PROGRAMME ONLINE FROM JAPAN

Inaugural Session

The Part-II of the ICA/MAFF (Japan) Training Course of 2021 was formally inaugurated virtually by Mr. Hirofumi KOBAYASHI, Executive Director, the Institute for the Development of Agricultural Cooperation in Asia (IDACA) on 1st March 2022, in the online presence of Mr. Balasubramanian Iyer, Regional Director, ICA-AP, all the participants, concerned IDACA staff members and Mr. A.K. Taneja, Advisor, ICA-AP, who also addressed the inaugural session.

While briefing and introducing the training program, **Mr. Ashok Kumar Taneja** welcomed all the participants, Mr Hirofumi KOBAYASHI, Mr. Balasubramanian Iyer, and other senior officers of IDACA to the inaugural function. Mr. Taneja congratulated the participants for completing the first part of the training program held online at IRMA between February 02 and 21, 2022. He also conveyed his sincere gratitude to MAFF, the Government of Japan, for their valuable contribution to the development of agricultural cooperatives in Asia, Africa & the Pacific. He mentioned the longstanding collaboration among ICA, JA-ZENCHU and IDACA.

Mr. Balasubramanian Iyer, Regional Director, ICA-AP, welcomed all the participants and dignitaries at the inaugural session of Part II of the Training Course. He further said, "I hope you all gained immensely from Part I of the training course conducted by the Institute of Rural Management, Anand (IRMA), India. Part I focused on important aspects Agri-Cooperative Business Management, Leadership and Planning with a Focus on Women and Youth.'

In Part II, to be conducted by the Institute for the Development of Agricultural Cooperation in Asia (IDACA-Japan), you will gain the rich experience of Agriculture Cooperatives in Japan. Agriculture cooperatives in Japan play a significant role at the national, community, and individual member levels. It starts with keeping members at the centre and looking at how the cooperative can fulfill their needs. Agriculture cooperatives cover the entire value chain from input to credit to marketing. And they take care of the social and cultural needs. The point to remember is that agriculture cooperatives started small but have grown over the years by addressing member needs and keeping the cooperative values and principles at the centre. I hope you gain insight from the Japanese experience and can apply it in small ways in your cooperatives.

Training is not what you learn but also what you apply. This part of the training is important as you will get to discuss and finalize your action plan. The value of the training, for you as an individual is how you put it into practice and for us to see the impact the training has had. I hope you will give close attention to the implementation plan."

He further added, "I would like to thank our partner in this training IDACA for their support and continuous endeavor to keep the training relevant to needs of different countries and their interest to take the Japanese experience to other countries.

I would like to thank the Ministry of Agriculture, Forestry and Fisheries, Government of Japan for their continued support not only in financial terms but expanding it across Asia and now Pacific Island countries."

Mr. Hirofum KOBAYASHI, Executive Director, IDACA, extended a warm welcome to all the participants and wished them great learning in Part II of the program. Excerpts of his speech are as follows – "During this online training course based in Japan, you will first learn the global situation of grains market and activities of farmers' organizations including cooperatives vis-à-vis climate change on Thursday and Friday this week. You will also hear from Mr. Sok Sotha, Managing Director of the Cambodian Farmer Federation Association of Agricultural Producers on how this organization is organized and managed in Cambodia.

Then, you will learn about the agricultural cooperative movement in Japan. More specifically, you will have an opportunity to study historical and institutional aspects of the cooperative movement in Japan, as well as its business practices that cover farm management guidance activity, joint shipment and marketing, etc., which is called a multi-purpose business system.

Throughout this training course, I would be grateful if you could consider what are the similarities, and what are the differences from your experiences, and which point of experiences, among others, could be applied to innovate the business activities of the cooperatives in your country.

As I told you at the opening ceremony of part one of this training course, you will produce an action plan. Figuring out a well-targeted, effective and realistic action plan will be a key element of your success to conclude this training course at the end of March. To this end, please do not forget what I told you when this training course started the other day. That is; your action plan should be SMART. It doesn't mean that your action plan should be simply smart, but should be specific, measurable, achievable, relevant, and time-oriented so that you will identify barriers, and strategies to overcome them. I hope you succeed in writing an ambitious and smart innovation plan by the end of this training course that will end on March 25."

At the end of the inaugural program, each participant introduced himself/herself briefly.

Part-II of the program was conducted virtually by IDACA in Japan. The program included the following components:

- The practice of Japanese Agricultural Cooperatives on-farm guidance, joint collection, shipment, safety and improvement of the quality of farm products.
- Business management methods of the Japanese Agricultural Cooperatives.

Before the technical sessions, on day one, the participants presented their Job Reports and shared the important data relating to agricultural cooperatives in their respective countries with each other. The gist of their job reports is as follows:

BHUTAN

Mr. Wangchuk Wangchuk, Treasurer, Nobgang Tsherim Farmers Group – A Community-based Enterprise, briefed his Job Report as follows:

My organization:

In my organization, we have one Chairman, one Secretary, one Treasurer, and 8 active members that represent the community to manage the social enterprise.

My Role in the Organization:

As a Treasurer cum Manager, my roles include the following:

- 1) Oversee and present budgets, accounts, and financial statements to the committee and Ministry of Home and Cultural Affairs (Sponsor)
- 2) Daily ensure that the appropriate financial system and controls are in place.
- 3) Record keeping of incoming sales and outgoing payments, Petty cash, and managing bank accounts.
- 4) Leading the members on daily basis to reach our goal through planning and seeking alternatives to overcome the obstacle.
- 5) Handle the marketing sections through advertisement and making sale deeds on regular basis.

Challenges my Organization is facing:

Challenges	Background and reasons
Finding Market	Since we are at the initial stage, we have been focused more on product development and thus require to improve on finding more markets.
Loss of product due to improper packaging material.	We are adopting eco-friendly and traditional practice approach toward product packaging. But it is inconvenient for shelf-life preservation of some of the products that are made from fresh vegetables and for the products that need air-tight packaging.
The increased price of raw material	While most of the raw material is available within the community, we are trying to adopt bulk purchases at a reduced price. The price and availability of the product are usually determined by plant blights or diseases.

CAMBODIA

Mr. Dok Luon, Vice Chairman and Mr. Hoy Saksa, General Secretary, Cambodia Agricultural Cooperative Alliance (CACA) briefed their report, as follows:

My Organization:

The Cambodia Agricultural Cooperative Alliance (“CACA”) was established pursuant to the regulations and procedures of the law on agricultural cooperatives, and officially registered with the Ministry of Agriculture Forestry and Fisheries on 23 January 2020 with the purpose of legal representing the agricultural cooperative (“AC (s)”) / Union of Agricultural Cooperative (“UAC (s)”) as the whole country, and to strengthen the capacity of ACs/UACs so that they can fulfill their mission to develop the agriculture sector and socio-economic at community levels which would contribute to the national economic growth of Cambodia. Moreover, we are also facilitating the agricultural inputs such as fertilizer, pesticides, machinery, agricultural equipment and gasoline as well as facilitating access to financial services such as loans, savings, financial education and finding a market for ACs and farmers in Cambodia. We also provide training and auditing services to our members.

My Role in the Organization:

- Overseeing the overall organization to ensure the achievement of goals
- Provide coaching and training to organization and members
- Participating and approval of strategic plan and policies
- Meeting and following the action plan
- Partnership development and cooperation

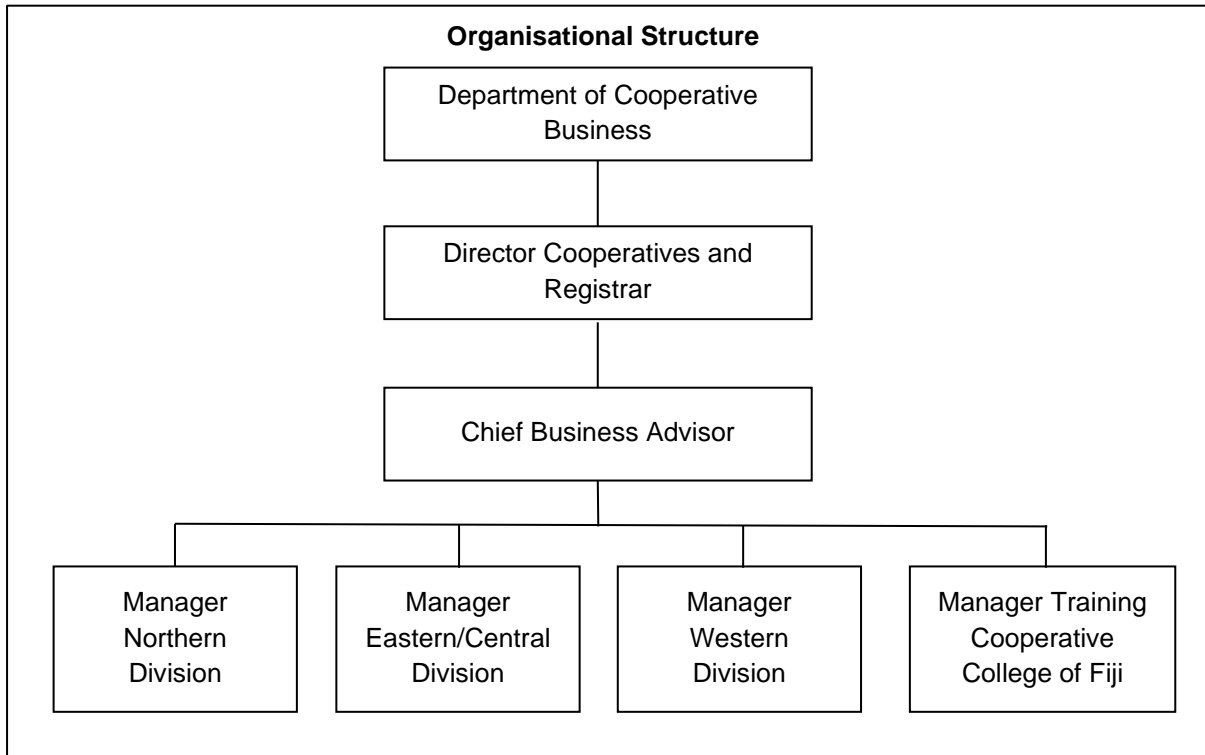
Challenges my organization is facing:

Challenges	Background and Reasons
Technology of management	We need both the technology for member management and internal control of CACA because we just established in the year 2019 and lack funds for development as well
New management team and experiences	we have a team now but it is a new team and experience in the field of AC is limited as well
Business mindset and skills of members	Most of our members are farmers, so business mindset and management skills are limited especially in marketing, technology, financial management and leadership skills.

FIJI

Mr. Beniam Bulilevuka, Manager, Training, Cooperative College of Fiji, briefed his job report, as follows:

Organization Structure of my Organization:



My Role in the Organization:

- Administer the training institution for co-operatives in Fiji.
- Upgrade the standard of curriculum undertaken at the co-operative college
- Maintain quality and delivery of the courses by staff
- Foster integrated approach with other agencies who assist various cooperative sectors in their skillsets
- Maintain the standard of the infrastructure of the institution.
- Provide capacity building to the staff at the college or arrange for some workshops to attend.

Challenges my organization is facing:

Challenges	Background and Reasons
Not Receiving 100% of audited accounts from cooperatives	Inconsistencies in monitoring and evaluation as a post-training exercise, Very seldom on-the-job training is done, poor sharing of knowledge within the cooperative, no succession planning done, Too much concentration paid on the running of the business, and very little is done to keep the papers and source documents up to date.
Founders syndrome in cooperatives	The cooperative founders seem too reluctant to accept change and ideas from younger educated and energetic members, with the rationale that they might take over or collapse the business.

Understanding the basics of cooperative	Co-operatives very poor understanding of Principles and values, how to transform cooperatives from conflicts to cooperation, cooperative vs community and legislations, cooperative Entrepreneurship,
Limited budget	Prevent us from attending to other required work such as monitoring, and printing required materials for learning such as charts, and booklets.
Improper profiling of Co-operatives	Non-detailed and updated information available thus has led to inconsistencies in providing updated data at the national level which does not tie in well with existing policies and the development of new policies.

KYRGYZSTAN

Mr. Mukaliev Azat, Consultant, Cooperative Union of Kyrgyzstan (CUK) briefed his job report, as follows:

My Organization:

- *General meeting of members of the Union*
 - Cooperatives of Kyrgyzstan is a meeting of all members of the Union of Cooperatives of Kyrgyzstan and is the supreme governing body of the cooperative, it has the right to resolve any issues related to the activities of the cooperative, including to approve and or cancel decisions of the Board of Directors and the Board of the CCM.
- Board of Directors of the Union
 - Cooperatives of Kyrgyzstan The Board of Directors of the Union of Cooperatives of Kyrgyzstan consists of seven people who are members of cooperatives elected by the general meeting. The Board of Directors of the CCM exercises control over the activities of the Board of the Union of Cooperatives of Kyrgyzstan.
- Audit Commission of the Union
 - Cooperatives of Kyrgyzstan The Audit Commission of the Union of Cooperatives of Kyrgyzstan exercises control over the financial and economic activities and reporting of the CCM.
- Union board
 - Cooperatives of Kyrgyzstan The Board is a representative of the Union of Cooperatives of Kyrgyzstan and manages the current activities of the CCM is responsible for the implementation of tasks.

My Role in the Organization:

The strategic goal of the CUK is to promote a sustainable system of cooperatives in Kyrgyzstan, which will contribute to improving the welfare of the rural population and overcoming poverty in rural areas. Promotion of cooperative principles of management, dissemination of the ideas of the CCM and the cooperative movement as a whole; Mobilization of farmers around business ideas, training and raising the level of knowledge, and qualifications of members of cooperatives; Providing technical assistance to its members in establishing partnerships with suppliers of production materials and buyers of agricultural products to market the products of cooperative members at competitive prices; Providing quality consulting services on production, technical, legal, financial and management issues, as well as

strengthening the interaction of members through the organization of the exchange of experience among them.

Challenges my Organization is facing:

Challenges	Background and reasons
Lack of qualified specialists capable of professionally organizing and managing cooperatives	Insufficient dissemination of the principles of the cooperative movement, most of the population in the countryside has a very distant idea of the Principles of Cooperation;
Lack of qualifications for cooperative managers to provide advice to cooperative members	In the governing bodies of state and municipal authorities, there is an insufficient number of specialists who know the methods and tools for the development of cooperatives
Access to financial, credit and investment resources	Cooperatives are faced with a lack of funding, access to services, and sales of manufactured products. Obtaining preferential credit funds, in all banks, collateral is estimated with lower estimation. Short loan terms and high-interest rates.

LAO PDR

Mr. Sian Phommaluesa, Lecturer, Department of Agriculture Economics and Food Technology, Faculty of Agriculture, National University of Laos, briefed his Job Report, as follows:

My organization:

I am lecturing on farmer groups and agriculture cooperatives, international trade, agriculture development project evaluation, micro-macro economics, and econometrics. The faculty of Agriculture is a faculty under the National University of Laos, which is divided into four departments such as the Animal Science Department, Plantation Department, Agriculture Economic and Food Technology Department, and Veterinary Department. At the current time, we have four courses for the Bachelor's Degree and three courses for the Master's Degree. The total number of students is around nine hundred students. The main activities are including teaching, researching, training, consulting, and others.

My Role in the Organization:

- We have participated in agriculture cooperative development as consultants of the Chicken Producer Cooperative nearby of the Faculty and the Student Food Processing Cooperative on our faculty. We provided training in several activities such as cooperative managing, market accessing and advertising, financing, technical support, and post-harvest.
- We have signed the MOU with DGRV (German Cooperative Union in Laos) and the Department of Rural Development and Cooperative (MAF) to develop the cooperative course in our school, research and development, strategy, and policymaking.
- On my side, I participated in a team of researchers on the topic of agriculture cooperative development in Laos. I have been a consultant in two cooperatives as I mentioned above, and lastly participated in a team of cooperative policymaking.

Challenges my Organization is Facing

Challenges	Background and reasons
Recognized for failing in the old cooperative system	During the 1970s to 1980s, production cooperatives were established in Laos, especially agricultural cooperatives. This top-down form of formation is considered unsuccessful and has left the word cooperative with negative connotations until today.
No law	Lao PDR does not yet have a law on cooperatives. At the present time, the cooperative system is governed under Decree 606 only. There are many problems unresolved.
Lack of fund	Small budgets supported only a few activities such as training, workshop, and research. There was no budget for helping the cooperatives for example the necessary infrastructures, initially establishments, some inputs, market access, subsidy and others.
Staff who are concerned	The staff who worked in cooperative sectors most of them are not graduated in the field of cooperative and always changing jobs in terms of government issues. There is no coordination in Laos.
Low skills	Farmers lacked knowledge of business planning, member management, marketing advertising, financial management, etc. the main reason is their limited educational background.

KIRIBATI

Ms. Ioana Tenarimo, Senior Cooperatives and Credit Union Regulatory Officer, Ministry of Tourism, Commerce, Industry and Cooperatives (MTCIC), briefed her Job Report as follows:

My Organization:

Cooperative Department in Kiribati

The Ministry of Tourism, Commerce, Industry and Cooperatives is one of the key government ministries that is mandated to administer and provide services to promote and regulate cooperatives in Kiribati through the Cooperative department. These are some of the services offered to cooperatives:

- Screening of applications for registration of cooperatives.
- Training on bookkeeping, basic accounting and financial literacy.
- To implement proper monitoring and enforcement actions in accordance with relevant legislation;
- Conduct regular legal literacy for legal compliance.
- Create and maintain an effective auditing mechanism; and
- Improve compliance with the Cooperative Societies Ordinance

My Role in the Organization:

- Prepare budget and work plan for the Cooperative and Credit Union Regulatory Division in line with the Ministry's strategic plan.
- Administer and implement the enforcement programs for cooperatives and credit unions.
- Develop the awareness program to conduct and deliver legal literacy for compliance.

- To conduct auditing and present audit reports and findings in the Annual/Special General Meetings.
- Assist in the reviewing of Cooperative ordinance and Credit Union Act; and
- Assist in organizing a National Cooperative Day event.

Challenges my Organization is facing:

Challenges	Background and reasons
Geographical issues	Kiribati consists of 33 scattered islands and the Registrar's office is located in the capital Tarawa. Therefore, providing services and addressing issues to cooperatives on outer islands is not efficient.
Outdated law	There is a need to review and align Cooperative Ordinance to fit a current and future business regime.
Staffing	A total number of five (5) staff compared with the increasing number of registered cooperatives of 486 recently is not effective and efficient to carry out the Registrar's power under the law. There's a need to recruit more cooperative staff to cater for the increasing number of cooperatives in Kiribati.
Lack of resources	Limited resources to carry out our task, especially in our outreach programs.
Capacity building	Staff need further training to upgrade skills and knowledge on effective enforcement programs, auditing standards and the reviewing of laws.
Budget constraint	Unable to carry out enforcement programs and auditing, especially to problematic cooperatives on outer islands in a timely manner due to limited budget yearly.

NEPAL

Ms. Kajol Bajracharya, Program Officer, Nepal Agricultural Cooperative Central Federation Ltd. (NACCFL) briefed her Job Report as follows:

My Organization:

The Nepal Agriculture Cooperative Central Federation Ltd., an umbrella organization of Small Farmers' Agricultural Cooperatives Limited (SFACLs) and similar other agricultural cooperatives, was established in 2008 AD with the objective to provide non-financial services to its member organization. By overcoming a number of difficulties and challenges Small Farmer Development Program (SFDP), the fundamental and successful rural development program of Nepal, has its membership in 73 districts of the country; with more than 1092 Small Farmers' Agricultural Cooperatives and other agricultural cooperatives of similar nature. These types of cooperatives had benefitted more than 5 million rural populations of a million member households. Moreover, SFACLs have already mobilized more than Forty-Four billion rupees in various sectors of the agricultural value chain through shares, savings and credit facilities. This program has widened the various ways of income generation by providing access to skills, knowledge, capital and technology to its members, especially for marginalized tribes such as route, bankariya, chepang, dom, musahar, chamar and also including 51% of the indigenous population among of which comprises of 82% of women members.

SFACL are members managed community-based organization with a three-tiered organizational structure where 5 – 9 members form a group at the local/ward level, representative of the group form intergroup and representatives of inter groups comes together to create cooperative at the Rural/municipal level. NACCFL has been established with the major objectives of policy lobby and

advocacy, network expansion, capacity development of its members and value chain and market promotion. NACCFL lobbies and advocates to ensure the rights of small farmers through amendments and formulations of Cooperative friendly acts, and policies, Pro-farmer's acts, and implementation campaigns like UN decade of family farming 2019-28. NACCFL facilitates providing small farmers with a soft loan for quality meat and milk products through Sana Kisan Bikash Laghubitta Bittiya Sanstha Ltd (Small Farmers Development Bank) which is backed by lobby activities of the Government of Nepal and other relevant stakeholders. NACCFL helps to strengthen the SFACLS' and provides various capacity building/enhancement training on Agricultural, Institutional Development, Market-linkage, Financial management, and Project Development/Management aspects. NACCFL has also established a "Training and Research Center" in the middle part of Nepal i.e in Chitwan. This training centre is providing various training viz agriculture, institutional development, finance, value chain, marketing etc. Moreover, NACCFL is also engaged in a marketing approach linking the rural producers with the urban market through the establishment of a physical outlet. This market is an opportunity for the small holder farmers of the member cooperatives too.

During my working tenure in the current organization, I worked very closely with small, marginalized and deprived farmers of my country. Thus, my main motive is to attend this training course in order to excel professionally and make my maximum contribution to the farmer members where I am currently working.

My Role in the Organization:

- Support in proposal development, implementation, monitoring and report writing of the projects supported by IFAD, FCDO, CECI, Foundation de France, FAO and so on under different capacities.
- Ensure quality communication with the international partners
- Management of logistics and other required materials for training
- Effective implementation of various projects and their management.
- Support member cooperatives in the areas of cooperative management, business planning, and financial management
- Update status of member cooperatives to the management
- Work as counterpart for different national volunteers as well as international volunteers.

Challenges my Organization is facing:

Challenges	Background and Reasons
Inadequacy of resources (internal resources)	NACCFL is carrying out its activities within very limited/minimal internal resources.
Technology for the farmers	NACCFL had been striving for the enhancement of farmers through agricultural technological means however, NACCFL always faces the challenges of reaching out to the farmers with the new technology due to inadequate technical and financial resources.
Geographical hurdles	NACCFL has its member organization in the most rural part of the country. Due to geographical hurdles, NACCFL could not reach every part of the country.
Capacity building	One of the objectives of NACCFL is the capacity building of its member organization and ultimately farmer members. But as mentioned above, due to the limited internal resources as well as the technical resources, NACCFL could not formulate plans for all the member cooperatives of its network.

Marketing of agro products of the farmers	Due to the limited resources, human capital and infrastructure, NACCFL is confronting challenges in the marketing of agro produces produced by its member farmers.
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NEPAL

Mr. Manish Koirala, Senior Officer, Nepal Multipurpose Cooperative Society Ltd (NMC), the second participant from Nepal, briefed his Job Report, as follows:

Organization Structure:

Nepal Multipurpose Cooperative Society Ltd. (NMCCOOP) is one of the fastest-growing cooperatives in Nepal with over ten million members. As a multipurpose cooperative, we have five different businesses i.e. Financial Business, Dairy Business, Unified Model Agriculture Farm (UMAF), Coop shop and Tea Industry. Financial Business focuses on Saving and Credit services, Dairy Business focuses on the production of dairy products, Unified Model Agriculture Farm Focuses on the production of organic agricultural products, Coop shop focuses on providing products to the customers at a reliable price and Tea Industry focuses on producing tea. The main objective of NMCCOOP is to improve the quality of life as well as poverty alleviation of Members. NMCCOOP often have a strong commitment toward members and a focus on strengthening the community they exist in or serve. We have also provided farmers with enough opportunity to be economically independent.

As we are a member-oriented cooperative, we conduct different activities, which help our members and farmers to uplift their standard of living. Dairy Business collects milk from the farmers at a reasonable price and encourages cow farming. UMAF has been providing custom hiring services to the farmers and also providing seeds and plants to the customers. It has also been providing training to the farmers and students about commercial farming. The tea Industry has been collecting tea leaves from the farmers, which helps them financially and produces quality tea for the customers. Coop shop has been providing varieties of products to the customers at a reasonable price despite variations in price in the market.

My Role in the Organization:

My major duty and responsibility in our organization are as follows:

- To Serve as business head in Banking Business
- To expand business units in the targeted marketplace.
- To suggest required policies and procedures for the board of directors.
- To coordinate associated other business units.
- Employee planning and controlling
- Budgeting and progress analysis.

Challenges my Organization is facing:

Challenges	Background and Reasons
Competition in Private firms and large corporate houses	Industries owned by NMC-COOP always tries to provide quality goods and services to their member and customer, going through this cost of production and other administrative expenses goes high. The market is highly competitive in terms of price.
Lack of Skilled Manpower	In the context of Nepal, a maximum number of youth people seek foreign employment. We are always facing trouble to find employees like machine operators, driver, electricians, plant operator
Lack of Agricultural Worker	The shortage of Agricultural workers is a national problem in

	Nepal
Technology Adoption	As we are running a multipurpose cooperative. The tea Industry, UMAF, and COOP SHOP is facing problem in organizing and implementing new technology. We are doing different types of business as cooperatives which is unique in Nepal. We are facing the problem to get better references and a business model to do our business in a better way

VIETNAM

Mr. Le Tien Loi, Chairman, Son La Cooperative Alliance, briefed his Job Report, as follows:

My organization:

Son La province's Alliance of Cooperatives receive authorization, act on behalf of members to perform tasks and take measures to protect members' legitimate rights and interests in accordance with the law.

It mobilizes economic development of collectives and cooperatives; building and replicating effective collective and cooperative economic models in various fields and industries in the province.

It also organizes consulting activities, support and provide public services to members in legal, investment, science and technology, training, finance, credit, market, audit and other fields according to provisions of the law.

Additionally it gathers, associate and develop members; consolidate and renovate organization and operation; train, foster, improving the capacity and qualifications of officials and organise emulation movements in the Cooperative Union system of Son La province.

1. The Congress of Delegates of Son La Cooperatives Alliance.
2. Executive Committee.
3. Standing Committee.
4. Permanent Committee (including the President and Vice-Chairmen).
5. Inspection Committee.
6. Provincial Cooperative Alliance Agency.

My Role in the Organization:

- Perform duties and powers in accordance with the operating regulations of the Executive Committee and the Permanent Committee.
- Take full responsibility before the Provincial Party Committee, People's Council, Provincial People's Committee, Executive Committee, and Standing Committee for all activities of Son La province's Alliance of Cooperatives; direct and administer all activities of Son La province's Alliance of Cooperatives in accordance with the provisions of the Charter, the Resolution of the General Meeting, resolutions, decisions and regulations of the Executive Committee, the Standing Committee and the Permanent Committee.
- Convene, direct the preparation and chair the meetings of the Standing Committee of the Provincial Cooperatives Alliance; direct the preparation and chairing of meetings of the Executive Committee and the Standing Committee.
- Sign documents under the functions and tasks of the Provincial Cooperatives Alliance, on behalf of the Executive Committee, the Standing Committee, and the Standing Committee. Assign Vice Presidents to perform tasks within the functions of the Provincial Cooperatives Alliance.
- In the absence of the President, the direction and management of the job is authorized in writing to 1 Vice President.

Challenges my Organization is facing:

Challenges	Background and Reasons
Human resources	The allocation of staff for the organization is still low while the volume, scope and tasks of work are relatively large and the area is also wide.
The connection with the grassroots level has not been arranged.	There is only an organizational system from central to provincial; the organization system at the district and city level has not been arranged.
The budget assigned to some tasks has not met the requirements compared to reality	The operation survey has a large number of units and locations, but the currently allocated funding has not met the requirements.
Many activities from programs, projects and public services to support cooperative development have not been assigned.	Thin resource, not much attention has been paid to investing in the private sector and cooperatives

VIETNAM

Ms. Nguyen Thi Van, Director, Vinaco Production and Commerce Cooperative briefed her Job Report as follows:

My Organization:

In our Cooperative, we have 4 parts:

Manager 3 people, one Director and two Vice Directors.

The Director is the person that gives control of everything in the cooperative and is the general manager. The director will decide everything depending on all ideas from other members of the cooperative.

The two Vice Directors will be responsible for different work. The first is responsible for marketing and the another is responsible for manufacturing.

The marketing team has 4 people, two members work-Online marketing, and two members work for Offline marking.

The manufacturing team has 4 people who will make the production of the cooperative

My Role in the Organization:

I am the Director of the Cooperative. I am the general manager. I meet and find cooperators, and customers and give decisions for developing products.

Challenges my Organization is Facing:

Challenges	Background and reasons
Lack of funds	We are a new cooperative so cannot borrow from the bank, we established in Covid period.
Unprofessional	We are new so we still work and find the right way
Policy	I am a woman, and our cooperative is new so we find it difficult to have a good policy for the new and small cooperative.

Knowledge	All our members don't have deep knowledge about cooperative
Experiences	All of us are young. We are smaller than 40 years old, so we don't have a lot of experience in the cooperative.

After the presentation of Job Reports, the participants were divided into two groups in order to discuss more or seek clarification, if any, from each other on their Job Reports.

Half a day was devoted by the participants to discussing with the expert of IDACA and the preparation of the Action Plan.

The following technical topics were covered under the above components in Part II:

- Special Lecture on "WFO – Work on Climate Change".
- Special Lecture on "Experience of Promoting Farmers' Organizations in Cambodia".
- Special Lecture on "Overview of Global Grain Market".
- Agricultural Cooperative System in Japan – History, Organization and Business;
- Overview and case study of Strategy for Sustainable Food System, MeaDRI (Current Japanese Agro-Policy).
- Farm Guidance and Roles of Commodity wise Group and Marketing Business Plan of JA Matsumoto Highland.
- Organization Management of Agricultural Cooperatives and Members' Organizations (Commodity-wise Groups / JAWA & JAYA).
- Farm Management by JA's Member Farmer - Actual Production and Shipment by JA's Member Farmer.
- Case Study of Multi-purpose Agricultural Cooperative - Nakano-shi Agricultural Cooperative – (JA Nakano-shi).
- Special Lecture on "Initiatives of Doisaket Pattana Agricultural Cooperative in Thailand (Coffee Production) Project on Post-harvest Management and Community Based Development for Local Products (Arabica Coffee)".
- Marketing Strategy of JA - Branding of Agro Produce;
- Overview of National Chamber of Agriculture (NCA);
- Agriculture in Nagano Prefecture and Processing Business;
- Initiative to secure Safety and Reliability in Agro-production (GAP);
- Overview and Initiatives of JF Zengyoren;
- Marketing Strategy of JA Sagami - Operation of Waiwai-Ichi Direct Sales Shop;
- Educational Activities for JA's Employees

1. Message from a Woman Leader in the World – WFO - Work on Climate – by Ms. Arianna Giuliodori, Secretary-General, World Farmers Organization (WFO).

The pre-recorded video Message and a PPT were sent in advance to all the participants with the request to go through the Message and ask questions/explanations, if any, from the author (Ms. Ariana), in a live session. Many questions were asked in the live session. Mr. Hirofumi Kobayashi, Executive Director, IDACA, was the moderator for this session. A summary of the contents of the above Message is given below:

The World Farmers' Organization (WFO) is an organization established by the farmers for the farmers. WFO is the reference organization representing the farmers' community in all the relevant international processes. It has six constituencies - Europe, Asia, Oceania, Africa, Latin America and North America. Over 70 farmers' organizations from more than 50 countries are its members, representing more than 1.5 billion farmers.

WFO brings the farmers' voice to the international fora through a BOTTOM-UP APPROACH, making sure their authentic, independent voice is heard.

WFO Mission - WFO is a GLOBAL FARMERS' ORGANISATION that brings together independent national agricultural associations of farmers and agricultural cooperatives from all over the world, to bring their voice into international processes, represent their interests and strengthen the presence of farmers and their relevance as economic, social and environmental actors.

Agriculture and Climate Change – from a farmer-responsive approach to a farmer-driven approach.

WFO Policy on Climate Change - Recognition that Agriculture is unique; Scale financing and investments in the Agri sector; Promote adaptation and resilience, moving from disaster to risk management; Improving Agricultural productivity and reducing emission intensity to deliver mitigation; Reward for Farmers reducing GHGs; Farmer-centric, gender-sensitive approach to build capacity; Integrated, harmonized and equitable access to all processes.

UNFCCC FARMERS' CONSTITUENCY - As WFO we are observers at UNFCCC bringing the perspective of our members in the relevant processes: COP negotiations and the Koronivia Joint Work on Agriculture as central pieces.

Leaders of the farmers' Constituency at UNFCCC, coordinating the efforts of farmers' organisations part of the Constituency, to make sure that farmers are not only represented but present during negotiations (and in the road to the negotiations) to make sure that agriculture is part of the discussions around the Paris Agreement.

The Climakers – *Farmers Driven Climate Change Agenda* – From advocacy to Action.

The Climakers in a Nutshell - The Climakers is a multi-stakeholder alliance proposing solutions that are farmer-driven, science-based and result-oriented.

Three Pillars of Climakers – Data Collection; Advocacy; Communications.

2. Special Lecture on “Overview of Global Grain Market” – by Mr. Arnaud Petit, IGC

The pre-recorded video Message and a PPT were sent in advance to all the participants with the request to go through the Message and ask questions/explanations, if any, from the author (Mr. Arnaud Petit), in a live session. Many questions were asked in the live session. Mr. Hirofumi Kobayashi, Executive Director, IDACA, was the moderator for this session. A summary of the contents of the above Lecture is given below:

At the outset, Mr. Arnaud explained how does the organisation - IGC functions

The IGC Administers two international treaties – (1) Grains Trade Convention (GTC) objectives: (i) Further international cooperation of trade in grains (food grain situation); (ii) Enhance market transparency for wheat, coarse grains, rice and oilseeds; (iii) Promote the expansion of international trade in grains (trade barriers, freight); (iv) Consultation and dialogue on policies affecting the global grains market.

(2) Food Assistance Convention (FAC) – (i) Donors pledge to provide a minimum amount of food aid to developing countries; (ii) Around 5 M. tons to 85 countries; (iii) Exchange of experience in food assistance.

IGC conducts –

- 2 Council meetings per year to address strategic grains issues and market developments and administrative issues;
- 2 Market Conditions Committee meetings per year to stock- take on market monitoring and discuss policy developments;
- 2 Administrative Committee meetings to discuss financial issues and the economic work programme;
- IGC has 2 categories of members: importers and exporters with equal votes.

IGC membership –

IGC has membership in the following countries – Algeria, Argentina, Australia, Canada, Cote d'Ivoire, Cuba, Egypt, EU (28), India, Iraq, Iran, Japan, Kazakhstan, Kenya, Korea, Republic of, Morocco, Norway, Oman, Pakistan, Russia, Saudi Arabia, South Africa, Switzerland, Tunisia, Turkey, Ukraine, United States, Vatican City.

IGC Staff –

It has 4 Economists dealing with S&D, market price volatility, grain production and freight market;

- 5 Market Analysts for 20 commodities: wheat, maize, barley, rye, oats, sorghum, millet, rapeseed, rapeseed meal and oil, soybean, soybean meal and oil, sunflower, sunflower meal and oil, rice, lentils, chickpeas, beans,

- 3 staff members devoted to information services;

- 3 staff members dealing with administration and conference management.

Mr. Petit further explained IGC's source of information. All IGC Information is provided without charge to member governments. Some are available on subscription to other users. He also explained 2 decades of yields improvement in the Grains sectors; Wheat stocks; Wheat Prospects for 2022-23; Maize Consumption Trend; Maize Prospects – 2022-23; Soybeans Prospects – 2022-23; Rice Market Prospects; Rice Market Development in Africa; Pulses Global Market, etc.

3. Special Lecture on “Experience of Promoting Farmers’ Organizations in Cambodia” – by Mr. S.K. Sotha, Managing Director, The Cambodian Farmer Federation Association of Agricultural Producers (CFAP)

The pre-recorded video Lecture and a PPT were sent in advance to all the participants with the request to go through the Message and ask questions/explanations, if any, from the author (Mr. Sotha), in a live session. Many questions were asked in the live session. Mr. Hirofumi Kobayashi, Executive Director, IDACA, was the moderator for this session. Excerpts of the above Lecture are given below:

Mr. Sotha covered the following topics in his paper – Overview of Cambodia, explanation of Cambodian Farmer Federation Association of Agricultural Producers (CFAP); Major crops/commodities, Cooperative business and Market value chain in Cambodia; Challenges and Recommendations.

Overview:

Cambodia is located in South-East Asia (SEA). The total land area of 181,035 Sq. Km. In the rough form of a rectangle, it is about 500 Km long by 400 Km wide. According to the 2019 national census, the Cambodian population is more than 16,524,482 people, including more than 1,235,993 migrants working abroad. Cambodia has around 4.3 mill ha of cultivated land. Around 76.2 per cent of the Cambodian population lives in the countryside and relies on agricultural livelihood activities, and in 2019, 34 per cent of people were employed in agriculture.

The agriculture sector in Cambodia is dominated by smallholders who live in rural areas, they still depend much on rain-fed irrigation for agricultural production. Farmers are ageing and they have very limited use of modern inputs and technologies, therefore encouraging youth in agriculture is needed. The major crops include paddy rice, maize, cassava, sugar cane, vegetables, peanuts, soybeans, cashew nuts, jute, tobacco and rubber (EuroCham Cambodia, 2020). Approximately, 70 per cent of Cambodia's cultivated areas remain dominated by rice, followed by the sub-sectors of industrial crops (20 per cent), rubber plantations (7 per cent) and permanent crops (4 per cent) (ADB, 2020).

Cambodian Farmer Federation Association of Agricultural Producers (CFAP):

The Cambodian Farmer Federation Association of Agricultural Producers (CFAP) was established in 2002 and registered firstly with the Cambodia Ministry of Interior (MOI) on 25th May 2007 with registered number 583SJM. CFAP has about 112,635 individual farmer members, out of which 61,949 are females (55%) in 14 provinces/cities. In general, CFAP has targeted 55% of women because women are the backbone of the economy and they are active in agriculture and 45% of men. Amongst those, the association aimed to reach 25 % of youth i.e. 15% youth female and 10% youth male who has aged under 40 years old by 2026.

CFAP works to focus mainly on (1) Institutional Strengthening (2) Climate Change and Agroecology (3) Policy (4) Agribusiness and Value Chain.

The Objectives of CFAP are as follows –

- Farmer Associations and Agricultural Cooperatives have the capacity to provide services to farmer members
- Local produces have regular markets
- The livelihoods of rural people have improved better • To represent the interests of farmers and farming communities.

Cooperative Business:

Though Cambodia is an agricultural country, cooperative businesses at sub-national agricultural cooperatives are still very small. The capital is ranging from 4,000,000 Riels or USD 1,000 to 1,200,000,000 Riels or USD 300,000.00 per cooperative. The businesses at the agricultural cooperatives are multiple and very limited to sustain the organizations in terms of self-financing in a short-term period. The current businesses are: small agri-credit services, collective sales and purchases from farmer members and vice versa, and inputs sales to farmer members.

Market Value Chain:

Because most agricultural cooperatives in Cambodia have very limited capital to conduct such activities on market value chains for instance the organization of a multi-stakeholder platform meeting/event, communication with the trader, organising a B2B meeting, organising a T2T meeting and so on aimed to engage farming in businesses, therefore farmer associations and agricultural cooperatives in Cambodia needed external funding support to work on the above areas to minimize the gap between farmers and companies. CFAP through funding support from IFAD 2018 – 2022 through the government of Cambodia - MOC has provided services as the VCIS to facilitate the above events to engage farmers and companies to collaborate for sales and purchases with both contract agreements and verbal agreements.

Challenges:

1. Limited understanding of the added value of farmer associations and agricultural cooperatives by the public.
2. Members of forest coverage areas cannot generate incomes properly from the forest in the regeneration of environmental systems.
3. Existing policies are not functioning well to support farmers and farming communities at the ground level.

4. Natural resources, biodiversity, lake, river, seas and forestry areas have been affected by land grabbing and land concession for big companies and urbanization that affected the farmers and the farming communities.
5. Farmer associations and agricultural cooperatives are still weak in terms of finance, and self-financing.
6. Farmers and leaders of associations and agricultural cooperatives are ageing.

Recommendations:

1. Providing higher education and or specific related vocation training for the rural youth and farmer leaders to ensure that they have the capacity to speak at a higher level with policymakers.
2. Building partnerships between farmer associations and agricultural cooperatives with relevant stakeholders such as the private sector, development partners and government.
3. Enable farmers' access to direct finance.
4. Accelerate the functioning of relevant existing policies and new policy development on agroecology and the environment to be more resilient.
5. Strengthen the engagement of farming in business.
6. Stories of the Farmer Associations and Agricultural Cooperatives should be heard to the public through media broadly.

4. Agricultural Cooperative System – History, Organization and Business – by Mr. NAKASHIMA Toru, IDACA.

At the outset, M. Nakashima gave an overview of Japan's Agriculture – showed the geographical map of Japan; Agricultural Land in Japan; the population of Japan (126.17 Million); population in the agricultural sector; agricultural production; agricultural income; key factors for the development of agriculture in Japan; Land Reforms and Distribution of Agricultural Products and Food in Japan.

He further explained the features of “Japan Agricultural Cooperatives – JAs – (i) originated from Unique Japanese agriculture and rural communities; (ii) Developed into multi-purpose cooperatives; (iii) Pre-war Cooperatives, called Industrial Cooperatives, conducted various business in single or multi-purpose style. Under this topic, he explained the role of “Shuraku” or “Hamlet” organization. Japanese “Shuraku” or “Hamlet” was a basic factor for organizing farmers into the cooperative. Organizations in “Shuraku” included “production association” etc. as a voluntary organization for agricultural activities = Member organization of Agricultural Cooperative.

He also explained the Industrial Cooperative Law and its background – 1891 Credit Cooperative Law; 1900 Industrial Cooperative Law.

Under the Features of “Japan Agricultural Cooperatives, he also touched upon Post-war Cooperatives organized by farmers themselves, developed on a rural community basis, and developed into a multi-purpose cooperatives. Post-war agricultural cooperatives have different features from the industrial cooperatives i.e. tenant farmers turning to owner farmers through the post-war land reforms to form a more democratic cooperative. Under this, he explained the following topics – How the post-war agricultural cooperatives were organized; Land Reforms -1, 2, 3 and 4. Legal Framework for Cooperatives after World War II; Type of Agricultural Cooperatives; Single-purpose Cooperative; Multi-purpose Cooperatives and the Members; Membership and Qualification of Members of JA; Organization of Primary Cooperatives; Organization of Multi-purpose Agricultural Cooperatives; Necessity of Group-based activities by the Members of Agricultural Cooperatives; Objectives of Producers Groups; Three-tier System of Agricultural Cooperative Organizations; Businesses of Multi-purpose Agricultural Cooperatives - Economic, social and better-living activities for the residents in the operation area (Production and Economic Activities and Social and Better Living Activities). The main businesses of Multi-purpose Agricultural Cooperatives are Guidance (Farm Guidance, Better Living Guidance); Credit Business (Saving and Loan); Mutual Insurance Business (Life and non-life Insurance); Purchasing Business (Procurement of Production and Materials and Consumers Goods); Marketing Business (Sales of Agricultural Products); Utilization Business (Operation of Joint Use Facilities for the members); Agro-processing Business; and Welfare Business (Health Management, Medical Treatment, etc.); Member

Farmers and JA (Guidance and Marketing); Joint Purchasing System; and Facilities operated by Primary Cooperatives.

5. Overview and case study of Strategy for Sustainable Food System, MeaDRI (Current Japanese Agro-Policy) – by Makoto OSAWA, Executive Advisor, the Norinchukin Bank and Former Vice Minister for International Affairs, Ministry of Agriculture, Forestry and Fisheries (MAFF).

The following topics were covered by Mr. Osawa in his lecture –

- ✓ Development of Japanese agricultural policy;
- ✓ International context regarding the environmental concern of agriculture.
- ✓ Japan's approach: Measures for the achievement of Decarbonization and Resilience with Innovation (MeaDRI strategy);
- ✓ Japanese contribution to the digitalization of developing countries.

Under Development of Japanese Agricultural Policy, he explained the three stages of Japan's Agriculture – the 1940s to 1950s; 1960s to 1990s; 2000s – to current.

Under the International context regarding the environmental concern of agriculture, he explained Planetary Boundary; EU as an environmental top runner - comparison between EU and Japan; Challenges for Asia-Monsoon region (1) - Asia-Monsoon climate is known for its high temperature and humidity, where pests and diseases occurrence is likely to be high. Challenges for the Asia-Monsoon region (2) - Asia accounts for about 44% of the GHG emissions from the world agricultural field. Challenges for the Asia-Monsoon region (3) - Small farmers constitute a vast majority of farms in Asia.

Under the topic = Japan's approach: Measures for the achievement of Decarbonization and Resilience with Innovation (MeaDRI strategy), he explained as follows:

- MeaDRI (Measures for the achievement of Decarbonization and Resilience with Innovation) strategy is the national strategy to achieve SDGs and sustainable food systems
- Target years for ambitious numerical goals are mainly 2050 (cf. 2030 for EU), which will give adequate flexibility to enable innovation to overcome climate conditions of the Asia Monsoon region.
- Innovations in Agricultural Machineries.
- Pest diagnosis and pin-point spraying.
- Optimize Distribution - AI can optimize matching between farmers and wholesalers, with a better forecast of supply and demand, less food loss and waste and maximize producer's profit.
- International contribution with MeaDRI Strategy - With MeaDRI strategy, Japan is actively participating in international discussions, focusing on a "no one-size-fits-all type solution.

At the end of his lecture, he explained the Japanese contribution to the digitalization of developing countries – the Small Smart Community (SSC) concept. He also explained the functions of SSC and its major merits to the community.

6. Farm Guidance and Roles of Commodity wise Group and Marketing Business Plan of JA Matsumoto Highland – by Mr. Hisanobu KOSHI, Deputy Manager in charge of General Marketing, Farm Guidance Department, JA Matsumoto Highland, Nagano Prefecture

The pre-recorded video Lecture and a PPT were sent in advance to all the participants with the request to go through the Lectures and ask questions/explanations, if any, from the Lecturer Mr. Asada, in a live session. Many questions were asked in the live session. Excerpts of the above Lectures are given below:

Following four papers were circulated – (1) Overview of Matsumoto Highland; (2) Marketing Business of Matsumoto Highland; (3) Business Planning for the Marketing Strategy; and (4) Farm Guidance of JA and Improvement of Quality of Agricultural products. The summary of these papers is as follows:

First of all, the author explained in detail the Objectives of making a Marketing Plan to increase the income of member farm households. He also explained the schedule for making a business plan; Methods for making a Marketing Plan; Marketing Strategy based on the Plan; Marketing of Agricultural products; Marketing Strategy of JA; Basic Policy for Marketing of Fruits; Unification of production and sales – Linkages between Farm Guidance and Marketing.

He presented another paper on the Farm Guidance of JA and the Improvement of the quality of agricultural products in JA Matsumoto Highland, Nagano Prefecture, Japan. Their tagline is “Creating Future of Agriculture and Local Community where Human Beings and Nature can co-exist.”

At the outset, he explained the objectives for improving the quality of agricultural products. He also explained in detail the Comprehensive Guidance System from production to marketing; the Situation of agricultural products in JA Matsumoto Highland; Roles of Farm Guidance; Linkages between Farm Guidance and Marketing.

This JA is located at the foot of the Central and North Alps with a range of elevation from sea level between 600m to 1,000m. This JA covers 2 cities and 5 villages of Nagano Prefecture, namely Matsumoto City, Azumino City Akashina, Yamagata Village in Higashi-Chikuma Gun (county), Asahi village, Omi village, Chikuhoku village, and Ikusaka village. The JA has 32,492 members; 37 Board of Directors and 8 Auditors. It has 778 employees (503 male and 275 female). It has one Head Office and 19 branches.

It has the following businesses – Savings (281.99 Billion Yen); Loans (62.44 Billion Yen); Mutual Insurance Policies enforced (831.09 Billion Yen); Marketing turnover (19.42 Billion Yen); Supply of Purchasing goods (11.36 Billion Yen).

JA Matsumoto Highland is a comprehensive production area producing 21 Billion Yen of agricultural products, such as rice, vegetable, fruits and livestock. Especially, in the field of vegetable/fruits and livestock, to increase farmers’ income and to develop agriculture in the region, the JA is promoting the dissemination of production technology for stable production for each commodity and joint marketing and joint purchasing activities through the organization of commodity-wise groups in collaboration with farm management department of JA. The JA has 8 groups of vegetable/local specialty products comprising 1,666 members; 3 groups of Fruits comprising 1,353 members; and 4 groups of production material/livestock comprising 32 members.

The marketing turnover of JA at the end of February 2019 was 19.42 Billion Yen, out of that 12.82 billion yen was realized by selling fruits and vegetables and these horticultural products were mainly marketed through wholesale markets and the share was 90%. Agricultural products are shipped after inspection/packaging at each grading centre and shipped to the wholesale markets of Nagano prefecture and Tokyo, Nagoya, Osaka and Fukuoka. Employees who are specially assigned for marketing to wholesale markets will be in charge of the marketing business. To increase the income of producers, JA set up 5 Farmers’ Markets to sell commodities that are not possible for wholesale market distribution. Shippers to Farmers’ Markets are organized in the Direct sale shop Shipper’s Association. The number of members in the shipper’s association is 1,737 and the annual sales turnover was 1,600 Million Yen.

Farm guidance is placed in an important position to connect the production side and the consumer side (demand). As a structure of farm guidance, qualified farm advisors are assigned at each farm guidance centre in each region and they will engage in the agricultural promotion of the region, production guidance supports for marketing and fostering of commodity-wise groups. The qualification certificates for farm advisors are given by JA Nagano Prefectural Union, based on the standards according to the categories of the union.

7. Organization Management of Agricultural Cooperatives and Members’ Organizations (Commodity-wise Groups / JAWA & JAYA) - by Mr. Akihiro Fukuzono, Director, JA-ZENCHU

The pre-recorded video Lecture and a PPT were sent in advance to all the participants with the request to go through the Lecture and ask questions/explanations, if any, from the Author (Mr. Akihiro Fukuzono),

in a live session. Many questions were asked in the live session. Excerpts of the above Lecture is given below:

Mr. Fukuzono's lecture had the following contents - General Situation & Challenges of JA Group; JA's Organizational Management and opinion reflection system; and Member organizations and initiatives.

As of January 2022, there are 562 JAs in Japan. He illustrated some differences between Cooperatives and Corporations. Three categories of cooperatives – National Level; Prefectural Level and Municipal Level. He also explained the group organizations that support JA's efficient business development. Total Membership of JAs – Regular Members (4.15 Million); Associate Members (6.2 Million). The vision of JA Group (Realization of Sustainable Agriculture; Realization of Prosperous and Comfortable Community-Symbiotic Society; Fulfillment of Role as a Cooperative). He also gave an overview of the 29th JA National Congress Resolution (creating a Future for Sustainable Agriculture and Regional Symbiosis). He also outlined the rights of Members –

Regular Members:

Outline

- Regular members are people who mainly work in agriculture.
- Each JA has specific standards such as cultivated area and number of days engaged in agriculture.

Inalienable Right

- Right to participate in decision-making at the General Meeting
- Right to participate in the election of board members and presidents, etc.
- Rights were given only to regular members to eliminate non-farmers' control over the cooperatives.
- In addition, there are various rights such as business use rights.

Associate Member

Outline

Associate members are mainly people who live in the area and have occupations other than agriculture.

Rights

- Right to use the business conducted by the cooperative
- Right to receive dividends from surplus.

Under JAs Organizational Management and opinion reflection system, Mr. Fukuzono explained the routes for reflecting Members' opinions at JA; General Representative Meeting and Board Meeting of JA; etc.

Under the topic "Member Organizations and Initiatives, he gave an example of Producers' Groups; JA Youth Association (JAYA); JA Women's Association (JAWA).

Overview and Merits of Producers' Group - Producers' Group consists of JA members living in the same community and producing the same commodity. The group promotes joint marketing, makes efforts to stabilize the quality of their commodity and engages in joint purchasing of inputs aiming to achieve advantageous marketing and reduce the production cost, thereby ensuring stability in members' farm management. He also gave some examples of the initiative taken by the Producers' Group.

About JAYA (JA Youth Associations) -

Overview:

- National Organization : National Council of JA Youth Associations
- Prefectural Organizations : 46 Prefectural Council of JAYA

- Primary Organizations : 434 JAWAs
- Members : Approx. 53,000 persons

JAYA is taking initiatives in various activities including collaborating with consumers' contribution to communities, making policy proposals concerning agriculture, participating in JAs management, and promoting farm management and domestic agriculture to name a few.

About JAWA (JA Women's Associations) - Women Empowerment and Management Participation

Overview:

- National Organization : National Council of JA Women's Associations
- Prefectural Organizations : 47 Prefectural Council of JAWA
- Primary Organizations : 579 JAWAs /
- Members : Approx. 45,933 persons

To cope with SDGs and the 5th Basic Plan for Gender Equal Society of the Japanese government, JA's management which protects women's rights or promotes the empowerment of women is called for. In JA, JAWAs have created a platform that carries a similar concept to recent movements and engages in various activities.

8. Distribution System of Farm Products and Marketing/Purchasing Business of Agricultural Cooperatives in Japan – by Ms. Fumie TAKANASHI, Associate Professor, Tokyo University of Agriculture.

The pre-recorded video Lecture and a PPT were sent in advance to all the participants with the request to go through the Lecture and ask questions/explanations, if any, from the Lecturer Ms. Fumie Takanashi, in a live session. Many questions were asked in the live session. A gist of the above Lecture is given below:

First, Ms Fumie explained the Overview of Agricultural Production in Japan (Changes in total agricultural production output in Japan; Changes in Farm Produce Marketing Turnover by JAs); Distribution of Rice (changes in rice production and per capita consumption; Staple Food Control Law; Production Control; Changes in rice cultivated area and yield per unit area); Distribution of Fresh Vegetables and Fruits – (Farm Produce Distribution); What is a Wholesale Market - *It's a kind of market that regularly opens for the purpose of wholesale mostly for fresh food items, attached with facilities for users such as wholesale places, parking lots, areas for transaction and products sorting, and the like.* Types of Wholesale Markets – Central Wholesale Markets; Local Wholesale Markets; Other Wholesale Markets; Three Functions of Wholesale Market – Collection; Price Formation; Sorting Out Products. Transaction Methods in Wholesale Markets – Stationary Auction; Remote Auction; and Price Negotiation.

9. Case Study of Multi-purpose Agricultural Cooperative - Nakano-shi Agricultural Cooperative - (JA Nakano-shi) – by Mr. Nakashima Toru, IDACA

In a live session, in the beginning, Mr. Nakashima gave an overview of Nagano Prefecture and its agriculture. Diversified Natural Conditions - Nagano has an inland climate with a large temperature difference within a year and a day. At the same time due to the large difference from North to South and a large difference in the altitudes, the climate in Nagano is different from area to area, including the average temperature, precipitation and hours of sunlight. Cultivated lands lie between 260m and 1,500m above sea level, with about 50% of them lying on slopes.

Agricultural Output – Rice (14%); vegetables (30%); Fruits (19%); Flowers (5%); Cultivated Mushrooms (18%); Live Stock (11%); and other crops (3%).

In the 2nd part, Mr. Nakashima showed a video on Agriculture in Nakano-shi. Important points in Video on JA are as follows:

Agricultural products – (1) Mushroom (Mushroom Factory); (2) Grapes; (3) Asparagus (Seedlings prepared by JA); (4); Peach;

Greenhouse Cultivation – (1) construction of greenhouses; (2) fuel for greenhouse cultivation – Production Materials procured from JA.

Mechanization Centre – (1) Agricultural Machinery; (2) Automobile – Sale and Repair/maintenance by JA. (2) JA’s Brand Product – (i) Use of local resources; (ii) Promotion of marketing.

Agro-processing Centre – (1) Value Addition (i) Additional Income for Members and JA; (ii) Diverse Marketing Channels.

“Apple City Nakano” facility operated by JA – Facility for Life of Members and Residents – (i) A-Coop Store (retailing store); (ii) Wedding Hall, etc.

Local Festivals Organized by JA – (1) Strengthening relations with local residents; (2) a Better understanding of Agricultural Cooperative by local residents who are not members of JA.

JA’s Women’s Association – (1) Member of JA Members Organization - JA members, member’s families, and local residents who are not members of JA but are interested in the Association’s Activities (2) The Association’s Activity - Cultural and educational activities, welfare activities, recreational activities, and even agro-processing.

JA Youth Association – (1) Member of JA Members Organization – Young Member Farmers; (2) The Association’s Activities – (i) Promotion of Agricultural Cooperative Movement to get a better understanding of agricultural cooperative as well as its importance on regional agricultural development (through PR activities, school education). (ii) Voices for agricultural policy.

Education – (1) Education for Members; (2) Education for Employees – Trust and cooperation by a better understanding of agricultural cooperatives.

10. Special Lecture on “Initiatives of Doisaket Pattana Agricultural Cooperative in Thailand (Coffee Production) Project on Post-harvest Management and Community Based Development for Local Products (Arabica Coffee)” – by Mr. Prayad Sennong, Manager, Doisaket Pattana Agricultural Cooperative, Thailand.

In a live session from Thailand, Mr. Prayad Sennong gave an overview of the cooperative coffee business. He also briefed the participants about the activities of the cooperative - Production (Farm Guidance) - Processing by farmers (Quality Control: Cherry-Parchment-Cupping) - Processing by the cooperative (Specialty Coffee: Micro Lots) - Outputs: Single Origin/ Micro Lots/ Awards.

The project was introduced as well as responsibilities of the JICA expert in the field were explained by Mr. Masahiro Okada, Technical Advisor for the upgrading of the Coffee Value-Chain:

It is a Technical Cooperation Project between the Cooperative Promotion Department (CPD) of Thailand and the Japan International Cooperation Agency (JICA).

Project objectives: 1. Building cooperatives’ capacity for high-quality coffee production and processing to improve their competitiveness; 2. Building farmers’ capacity for high-quality production.

Responsibilities -

- Support farmers to improve the Quality of Coffee and Volume of Coffee Production.
- Support Cooperative to improve and strengthen Coffee Business Management.
- Support Cooperative to provide High Quality and Tasty Coffee.

An overview of the project was given by Ms. Jedsadaporn Sathapatyanon, Director of the Foreign Department of CPD – (1) Project background (2) Implementation Plan in the collaboration project - Challenges (farm/coffee quality/processing by the cooperative) - Designing the project implementation activities (overall).

In the end, the Implementation by the Thai Government and Conclusion of the project was given by Ms. Jedsadaporn Sathapatyanon (1) Integration: working with local government office/local agencies (Public-Private Partnership); (2) Innovation: achievement of the project (QR code/ wristband); (3) Knowledge Transfer: Manuals/Expansion, etc.

11. Marketing Strategy of JA - Branding of Agro Produce - by Mr. Gomi, Manager of JA Fuefuki

The pre-recorded video lecture and a PPT were sent in advance to all the participants with the request to go through the Video and ask questions/explanations, if any, from the resource persons (Mr. Gomi and Mr. Amino) in a live session. Many questions were asked in the live session. A brief of their lecture is given below:

First, Mr. Gomi gave an overview of JA Fuefuki and Its Marketing Strategy. JA. Fuefuki has 6970 Regular Members and 3,444 Associate Members. It has 23 Directors of Board, 6 Auditors and 300 general staff members. JA Fuefuki engages in various businesses, such as Credit Business (JA Bank), Mutual Insurance Business (JA Kyosai), Purchasing Business, Farm Guidance / Marketing Business, Utilization Business and etc. JA Fuefuki has one main office, 16 Branch Offices, 2 Direct Sale Shops of Agro Produce; 6 JA Service Stations (Gasoline Stations); 2 Funeral Halls; 3 Agro-Machinery Centres; 2 Repair Shops (Automobile); 2 subsidiaries – New Yamanashi Wine Co. Ltd., and Kyodo Transport Co. Ltd.

Yamanashi Prefecture is located at almost the centre of the Japanese Archipelago. Its area is 4,465.27 km². Its total Population is 806,210 persons (As of October 1st, 2020). Total Households : 341,954 households as of October 1st, 2020). The Prefectural Capital is Kofu City. Approx. 78% of the prefecture is covered with forests.

Marketing Strategy of JA Fuefuki - Branding: Issues JA Fuefuki was facing - 1. Ageing of core farmers 2. Large-scale natural disaster 3. Increasing of low-price fruit and vegetables due to deregulation for imported goods. To increase farmers' income, differentiated Farm Produce by branding - Initiative to be selected among a number of production areas. Cultivated better varieties and added value before marketing.

What is "branding"? - Produce top-quality products and market finest pick among them as brand-named products, which will raise the level of the entire production area. Collaborate with relevant organizations (e.g. Yamanashi Pref., ZEN-NOH & etc.) for the selection of promising varieties or cultivation technologies to be adopted, thereby introducing unique and competitive variety with the aim to differentiate from other production areas. No matter how good the product is, you need a certain volume to negotiate with buyers. Hence, initiatives to maintain/increase production volume by securing planting acreage by supporting newly-entrant farmers into our area or reducing abandoned farmlands with cooperation with the government.

For gaining trust, appeal to distributors and consumers is necessary. A brand-named product conveys various information (e.g. cultivation area, unique features, cultivation standards, grading standards, taste difference and etc.) to customers which increases fans of the product, thereby the brand will be established. JA Fuefuki creates a budget plan for continuous PR activities inside and outside of Japan. Also, we ventured into online shopping and seasonal gift competition, and conduct PR activities to promote production area/products via mass media. JA Fuefuki sells its major commodities, namely peaches and grapes under brand names.

12. Overview of National Chamber of Agriculture (NCA) – by Mr. Inagagi, Secretary-General of the National Chamber of Agriculture (NCA)

The pre-recorded video lecture and a PPT were sent in advance to all the participants with the request to go through the Video and ask questions/clarification, if any, from the resource person (Mr. Inagagi) in a live session. Many questions were asked in the live session. A brief of his lecture is given below:

The lecture of Mr. Inagagi had the following contents - History and Significance of Agricultural Commission; Organizational Management of Agricultural Commission; Operations of Agricultural Commission; and Overview of National Chamber of Agriculture.

After explaining the history and purpose of the Agricultural Commission Act, Mr. Inagagi explained the aims of the Agricultural Commission - It goes without saying that the advancement and development of agriculture require ingenious improvement by managing farmers and the promotion of such improvement through appropriate agricultural policies. It must be essential that farmers' willingness to improve their agricultural situation is reflected in policies and that the actual agricultural policies are leveraged by

farmers, from the viewpoints both of effectiveness and a democratic political system. This is why it is necessary to maintain farmers' representative bodies involved in agricultural administration in some way. The basic idea behind the establishment of Agricultural Commissions is to allow farmers to engage in autonomous administration, enhance agricultural production power and rationalize agricultural management in Japan and thereby contributing to the improvement of the social and economic status of farmers.

“In order to respond to today's policy challenges relating to farmlands, which have the character of common public assets for citizens and regions, while properly using and managing them, it is naturally limited and substantially difficult to entrust all relevant operations to municipal agricultural administration departments, which are in charge of planning for providing various administrative guidance, and implementing projects with their limited personnel. It is therefore considered that the most effective and efficient way to implement the state's and municipalities' farmlands policies is to have farmers take the lead in identifying objective, fair, and autonomous organizations for farmlands, and assign their use and management. In addition to these points, given the fact that citizens and residents have been required to establish their own responsibility and actively participate in public administration, especially in recent years, the establishment of Agricultural Commissions is still of agricultural significance and should be re-evaluated.”

Organization of Agricultural Commissions – (1) Agricultural Commissions (Administrative commissions in municipalities); (2) Prefectural Agricultural Commission Network Organizations - Chambers of Agriculture; (3) National Agricultural Commission Network Organization - National Chamber of Agriculture. Each municipality is required to establish an Agricultural Commission. An Agricultural Commission is composed of two types of members - agricultural commissioners and farmland use optimization promotion commissioners and has employees (secretariat).

Agricultural Commissioners - The municipal mayor appoints them with the consent of the municipal council, respecting the recommendation and recruitment of farmers.

Farmland Use Optimization Promotion Commissioners - The Agricultural Commission appoints them for each designated area respecting the recommendation and recruitment of farmers.

Operations of Agriculture Commission - Core Duties of Agricultural Commission since its Establishment – (i) Transfer rights of farmlands through sales, lease and etc. (ii) Converting farmlands to non-farmland (Cropland Conversion); (iii) Transfer rights for converting farmlands to non-farmland; (iv) As for leasing of farmlands, accumulation of farmland use based on Act on Promotion of Improvement of Agricultural Management Foundation share large portion.

Operation for Optimizing Farmland Use - Agricultural Commission provides information that contributes to the promotion of effective use of farmlands such as the situation regarding ownership and use of farmlands, the owner's intention to use farmland for agricultural purposes and so forth. Also, the Commission provides necessary support to Agricultural Commissioners and Farmland Use Optimization Promotion Commissioners (Promotion Commissioners stipulated in Article 6, paragraph (1) of Agricultural Commission Act) for attending conferences prescribed in paragraph (1) and for the smooth conduct of said conferences.

Overview of National Chamber of Agriculture – Purpose of National Chamber of Agriculture: As an organization representing a wide range of farmers, this juridical person shall strengthen the production capacity of agriculture and streamline farm management through liaison/coordination among members, publication of opinions related to agriculture in general, dissemination of information and other initiatives, thereby contributing to the sound development of agriculture. In addition, this judicial person aims to facilitate effective and efficient implementation of office works in Agricultural Commissions in municipalities and Prefectural Agricultural Commission Network Organizations.

13. Agriculture in Nagano Prefecture and Processing Business – by Mr. Keiki OKUMA, Senior Researcher, Nagano Agricultural Cooperative Institute for Research and Development

The pre-recorded video lecture and a PPT were sent in advance to all the participants with the request to go through the Video and ask questions/clarification, if any, from the resource person (Mr. Okuma) in a live session. Many questions were asked in the live session. A brief of his lecture is given below:

Diversified Farm Products - Taking advantage of its unique climate and geographical conditions, diversified agriculture is conducted in Nagano, including horticulture, rice, buckwheat and livestock. Especially, horticulture includes more than 100 items in the market, such as vegetables, fruits, flowers and mushrooms, accounting for about 70% of the agricultural output of Nagano Prefecture.

Advanced Technologies and Productivity - Highly advanced technologies of farmers, and the development and prompt dissemination of new varieties and technologies promote highly profitable agriculture in Nagano. Productivity per area cultivated land under management is much higher than the national average.

Fruits - Nagano's long hours of daylight, inland climate with small amount of rainfall and huge temperature differences between day and night produce sweet and varied-coloured fruits. A variety of fruits are produced in Nagano, including apples, grapes, pears and peaches, as well as prunes, apricots and blueberries. Our fruit production is one of the largest in Japan. We are encouraging farmers to produce our original varieties and fruits which meet consumer needs by introducing new technologies.

Vegetables - On highlands at the foot of mountains, lettuce, Chinese cabbages, cabbages and celery are produced outdoors, taking advantage of the cool summer climate. They are shipped all over Japan. Fertile soil, abundant clear water and sunlight yield tender and rich nutritious vegetables. Nagano has a variety of other vegetables, including vegetables produced in modern factories and traditional vegetables passed down through history.

Floriculture - Taking advantage of its cool climate, we produce a lot of cut flowers including mums, carnations, lisianthus and alstroemerias in summer and fall. We also produce a variety of potted flowers including cyclamens. We hold the top market share of carnations, lisianthus, alstroemerias and cyclamen in Japan, which are highly valued for their quality.

Mushrooms & Special Products - Nagano was the first prefecture to produce enokitake and buna shimeji mushrooms in factories. We provide safe and tasty mushrooms all over Japan all year round. We also produce a lot of wasabi, which is indispensable when we enjoy sashimi and soba.

Grains - Taking advantage of its inland climate with the huge temperature difference between day and night, and long hours of sunlight, tasty and high-quality rice is produced in each area of Nagano. Many soybeans, buckwheat and wheat are also produced to make well-known Shinshu Miso and Shinshu Soba.

Livestock Farming - Safe, secure, and value-adding livestock farming is conducted in Nagano under a rich climate and natural features. We especially promote the production of livestock products with special attention by developing Nagano's original varieties and establishing original standards for good tastes.

Aquatic Products - In Nagano, aquaculture has been actively conducted for a long time using abundant water resources. Using springs and river water, farming salmon trout has been especially popular. We have the largest production of salmon trout in Japan.

Processing Marketing - In order to add new values to agricultural products, improve income from farming, and energize the local economy, we support sixth sector industrialization. We also promote new brands through Nagano's original varieties and certification systems, strategic market expansion and exports by capturing the market needs inside and outside of Japan.

Human Resources Development - We train our next generation of farmers through Farmers Academies and other training systems according to the level of students. This will help to increase skilful farmers with management ability, who will be the main force in Nagano's agricultural production. We also invite

new farmers to relocate to Nagano to immediately secure human resources for agriculture, thus securing a wide variety of farmers.

Technologies - Utilizing cutting-edge technologies, agriculture-associated Experiment Stations in Nagano work on creating new original varieties and breeds, and developing low-cost, labor-saving, highly stable, as well as environment-friendly and global-warming responsive production technologies.

Farming Villages - In order to yield stable agricultural products effectively, we carefully plan to maintain farms, irrigation systems and farm roads. We also preserve beautiful landscapes and a rich farming environment in Nagano by developing lasting farm management and maintaining and activating farming villages.

Of all food items produced in NAGANO's lush nature, we select agricultural and dairy products that meet three standards of "Premium", "Original" and "Heritage", promoting them as "Tasty Food and Nature of NAGANO". We will continue to enhance NAGANO's brand power and encourage higher sales.

14. Initiative to secure Safety and Reliability in Agro-production (GAP) - by Mr. Tomohide Saito, Farmer in Tomisato City, Chiba Pref.

The pre-recorded video lecture and a PPT were sent in advance to all the participants with the request to go through the Video and ask questions/clarification, if any, from the resource person (Mr. Saito) in a live session. Mr. Tokutome, Advisor, The Sangyo Shinko Co. Ltd., who advises Saito Farms and others in obtaining GAP Certification also joined the live session. Many questions were asked in the live session. A brief of the lecture is given below:

Saito Farm - Taking initiatives towards GAP, thereby aiming to realize stable annual production.

Saito Farm has 10 employees. The Operating Farmland area is 4.4 ha. Main Crops: Komatsuna (Japanese mustard spinach), Chinese cabbage. Total sales turnover is 65 Million JPY (approx.). The certified Commodity is Komatsuna.

Improvement of Farm Management - By preparing a cultivation plan which is required for GAP certification and recording farm works for enhancing efficiency in the field, the below-mentioned effects are obtained:

- When accepting Technical Intern Trainees, Saito Farm prepared instructions in their mother tongues and held a meeting every morning, which resulted in providing a better labor environment and prevention of accidents.
- By utilizing the results of soil diagnosis, fertilizer cost has decreased by 25%. Also, by reducing the number of times spraying agrochemicals and reviewing packing materials used on the farm, costs for agrochemical and shipping material has decreased by 60% and 30% respectively.
- By preparing a well-designed cultivation plan, enhancing labor efficiency and installing pre-cooling storage, the farm management scale has expanded, and production volume has increased.
- In addition to marketing, the farm produces under the unified standards of Saito Farm, an efficient and stable production/shipment system has been established by installing pre-cooling storage.
- Saito Farm has accepted training and observation dozens of times. Also, it is designated as a venue for trial examination conducted AISAGAP certification body.

Initiatives for promoting GAP - In addition to delivering lectures at workshops and seminars held in Chiba Prefecture, Mr. Saito has established a stable production system of Komatsuna within the communities with neighboring 2 farmers who acquired ASIAN GAP certification and 1 farmer who acquired JGAP certification.

15. Overview and Initiatives of JF Zengyoren – by Mr. Sasuga, Deputy Manage, JF Zengyoren

The pre-recorded video lecture and a PPT were sent in advance to all the participants with the request to go through the Video and ask questions/clarification, if any, from the resource person (Mr. Sasuga) in a live session. Many questions were asked in the live session. A brief of his lecture is given below:

Two papers were circulated by Mr. Sasuga – Outline of Fishery Cooperatives; and What do you do for your health? It is important for our health to eat Japanese fresh raw fish!

Under Outline of Fishery Cooperatives, Mr. Sasuga explained some of the representative functions of FCAs in Japan – Community functions; Professional functions; Business functions; Functions to assist Administrative Authorities; Other functions (functions of auxiliary groups).

He gave the details of the Fishery Census of Japan in Ehime Prefecture. Under Community functions, JF Zengyoren supports celebrations of local festivals.

Under the Professional functions of JF Zengyoren, Mr. Sasuga explained basic components relating to JF Zengyoren's Activities – structures of FCA Network relating to Administrative Authorities.

He gave an overview of Nomozaki Sanwa Fisheries Cooperative Association – Nomozaki Sanwa Fisheries Cooperative Association of JF Nomozaki Sanwa was established in March 1998, as a result of an amalgamation between the former Nomozaki-Machi (Town) FCA and Sanwa-Machi FCA. It has 497 members (235 regular members and 262 associate members). It has 10 members on the Board (7 Directors and 3 Auditors) and 25 employees.

Business functions of FCAs in Japan – Credit Business (Savings); Supply Business; Marketing Business; Insurance Guidance.

Functions to assist Administrative Authorities – A Fisheries Cooperative is entrusted with a postal agency.

Mr. Sasuga also explained the activities of the Youth Group and Women's Group of FCA. In his second paper "What do you do for your health", he explained the relationship between seafood consumed per person per year and average life span; Fatal diseases worldwide; Nutrients found in Fish; Fatty Acid categories; The effects and benefits of omega-3 fatty acids; Correlation between fish consumption and Alzheimer's disease/dementia. The difference between unsaturated fats and saturated fats; Effects and disease prevention related to fish – Prevents three major diseases (heart disease, strokes, and cancer); Prevents dementia; suppresses allergy-related diseases.

16. Marketing Strategy of JA Sagami - Operation of Waiwai-Ichi Direct Sales Shop – Mr. Oya, Store Manager - Staff of Marketing Section, Organization & Economic Business Department of JA Sagami

The pre-recorded video lecture and a PPT were sent in advance to all the participants with the request to go through the Video and ask questions/clarification, if any, from the resource person (Mr. Oya) in a live session. Many questions were asked in the live session. A brief of his lecture is given below:

First, the author explained the **Outline of JA Sagami** - Historical development and business activities of JA - Established in 1995 with the merger of several primary agricultural cooperatives in the local area, JA Sagami is a widely amalgamated and urban-type primary agricultural cooperative with coverage of 7 cities and 1 town. It is one of the biggest JAs in Japan in terms of credit business turnovers that constitute the most profitable business undertakings along with mutual insurance business. Being a multi-purpose agricultural cooperative, it conducts a wide spectrum of business activities ranging from the marketing of farm products, purchasing of agricultural inputs and consumer goods, credit (savings & management, various loans), mutual insurance (life, housing, car, education) and so on. Coupled with these businesses, JA also undertakes various consultation activities such as farm guidance, legal consultations on income tax filing, handling of traffic accidents, inheritance and etc., marriage consultation and nursing care services for the old people, home delivery service of food ingredients, and

etc. JA has a Greening distribution centre which undertakes sales of trees, gardening business and etc. It also deals in such products as green teas and soybean paste.

JA Sagami has 65,782 Members (as of Feb. 2021) - Regular members: 10,217 and Associate members: 55,565.

Goals of JA - To evolve cooperative activities aimed at promoting agriculture for its sustainable development and also create an affluent life and living for member households and local people.

Agriculture in the Operational Area - The following farm products are produced in the operational area. (1) Open Vegetable Cabbage, radish, lettuce, spinach, Komatsuna spinach (2) Greenhouse vegetables: Tomato, cucumber, strawberry (3) Orchard : Pear, grape, persimmon, plum, blueberry (4) Flow : Cut-flower: Sweetpie, carnation, roses - Potted Flower: Orchid, cyclamen, pansy (5) Trees: conifer, Shara, Azalea (6) Paddy Non-glutinous rice, rice for rice cake (7) Livestock: Dairy cow, beef cattle, pork pig, layer hen and etc.

Waiwai-Ichi Direct Sales Shop of JA Sagami - Purpose of the project - While joint marketing of farm products is still carried on mainly by large-sized full-time farm households, 70% of the farmers are still engaged in small-scale farming with less than 0.5ha in terms of cultivated area per farm household. Their farm products are not well recognized in the wholesale market due mainly to the fact that the lot of shipment is small, thus resulting in severe management on them. On the other hand, many consumers are now huddling together in the area because of the sharp progress in urbanization. Along with increasing awareness of consumers towards the campaign for the Chisan Chisho, that is, local consumption from local production, they began to seek locally produced fresh and safe farm products whose producers are known to them face to face. Under such a background, JA Sagami established an information transmitting network station as a contact point between local people and farmers as part of the Chisan-Chisho campaign by establishing a large direct sale shop that provides sales opportunities not only to core farmers but also to the medium and large-scale farmer, thereby revitalizing regional agriculture.

Outline of Fujisawa Waiwai-Ichi Direct Sales Shop - Total cost of the project: About US\$2.62 million Out of this, US\$170,000 were subsidized by the Kanagawa government, US\$875,000 by the Fujisawa city government. The shop opened: on December 24, 2010. Items handled: vegetables, fruits, flowers, livestock and processed products, craft products, A-COOP products etc. Registered farmer: 682 persons - Management Business day: Every day except the third Wednesday and from December 31 to January 3 Business hours: From 9:30 am to 5 pm during winter From 9:30 am to 6 pm during summer. Due to COVID-19, the business hour is 9:30 am to 5 pm, regularly close on Wednesdays. No. of staff: 6 - regular staff plus 31 part-time workers. System: POS system is adopted. Site area: 5,990m² - Parking area: 132 cars -Building area: 866m² (Store space: 500m²).

Method of Fostering Direct Sale Groups - Before starting the direct sale shop, JA holds a meeting for producers in each area under the JA's jurisdiction in order to foster shipping farmers in cooperation with extension workers. In giving guidance to farmers, the extension office drafted a cultivation calendar regarding the items and varieties suitable for the management of the direct sale, on the basis of which guidance on the aspects of enhancement of cultivation techniques and planting plan was given to registered farmers.

The situation of Utilization of Direct Sale Shop (As of 2020) - Total no. of Customers: 457,191 (315 sales days); No. of Customers Per Day: 1,451; Annual Sales Turnover: About US\$ 9 million (1 billion yen) - Daily Sales: About US\$26,000 ~ US\$40,000 (holidays or weekends).

Effects of the Business - Consumers appreciate the shop because they can buy locally produced fresh, safe and reliable products. - Marketing system has been diversified, thereby providing them with a new avenue for sales of their products - The establishment of a direct sales shop contributed to boosting the morale of small farmers in that they obtained a new marketing outlet - Concerns towards food and agriculture have been enhanced through various events aimed at children as well as regional residents.

17. Educational Activities for JA's Employees – by Mr. Osamu KATO, Manager, Educational Centre of J.A. Kanagawa Prefectural Union.

The pre-recorded video lecture and a PPT were sent in advance to all the participants with the request to go through the Video and ask questions/clarification, if any, from the resource person (Mr. Kato) in a live session. Many questions were asked in the live session. A brief of his lecture is given below:

Mr. Kato distributed three papers – (i) Education Centre of JA Kanagawa Prefectural Union; (ii) Increasing Demand for “Human Resource Development” as JA Group - Recent Situation; and (iii) Information on Education Centre of JA Kanagawa Prefectural Union.

First, Mr. Kato explained the Education Centre of JA Kanagawa Prefectural Union, as follows: Kanagawa Prefecture has a population of about 9 million. It is the union of 13 JAs and 5 Federations. In the JA Group in Kanagawa Prefecture, there are 349,000 members and 8,000 employees. The Education Centre's total budget is 107 million yen. 45 million yen comes through the fees for the training and 62 million yen is being contributed by the JAs to the Prefecture Union. In this education centre, only 8 staff members are working. Last year, this education centre trained about 4,000 employees under 41 training programs.

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

The following Training Programs are offered at the Education Centre:

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

In his second paper, first, he explained “Movement of Entire JA Group” - With regards to human resource development of JA's members and officials/staff, it has been featured in one of the minor items under “Management” which is a major item in the bill for the National Congress of JA Group until now. However, JA Group has set up a new item, “Human Resource Development as a Cooperative” in the bill and now treating HRD as one of the major items alongside other items such as “Agriculture”, “Organization” and “Management” aiming to strengthen capacity-building of JA members/employee in JAs nationwide in the next 3 years. “

“Movement of JA Group Kanagawa”- Responding to this national movement, JA is now featuring HRD as one of our major items and treating it equally with the other two, namely “Organization” and “Management”, thereby formulating the plan shown below to upgrade/strengthen HRD activities. As to Education Department of JA Kanagawa Pref. Union, this movement at the national or prefectural level is a rather welcoming change of scenario, thereby starting to review our training system at the Education Center for the upcoming 3 years with “Cooperative” as a keyword.

In his third paper, he gave detailed information about the facilities at the Education Centre of J.A. Kanagawa Prefectural Union.

Group Discussions – two group discussions were held on “Useful Findings and ideas you gained through the training course”. The first one was held for Lectures 1 to 8 and the second one was held for Lectures 9 to 13. The participants were divided into 3 groups. Each group discussed among themselves

and prepared a Report on the Useful Findings and ideas they gained from each lecture for presentation in the live session. The reports were exchanged among the groups.

Group Discussion on "Useful Findings from the First Half of the Training" – (from March 3-10)

The participants were divided into three groups – “A”, “B” and “C”. A brief of their report is given below:

Group – “A” (Participants: 1. Ms. Nguyen Thi Van; 2. Mr. Beniame Bulilevuka; 3. Mr. Sian Phommaluesa; 4. Wangchuk Wangchuk).

Ms. Van -

- ❖ The de-carbonization: I think all the countries should do that, should keep the environment green for the future.
- ❖ The Resilience with Innovation. And also should innovate the technology to make more benefits, more quantity, more quality...for the products.
- ❖ Also paying attention to the quality of the products, high quality of product, high price, high income.
- ❖ Education is important. Education every day, everybody has an equal chance to study to improve their skills and knowledge.

Mr. Beniame –

Digital Information like Pest diagnosis with AI Assistance through digital Applications and Weather forecast

- ❖ Digital Transforming and innovations like pinpoint Spraying of pesticides using Drones, Automatic grading of products, and Automatic auctions;
- ❖ And Digital Marketing such as Online shops with home delivery, Online sales. Etc.

Mr. Wangchuk –

- ❖ Comprehensive Guidance System from Production to Marketing:
 - Products are shipped to wholesale markets
 - Grading (quality) as the key to advantageous marketing
 - Farm guidance to lead producers targeting advantageous marketing:
- ❖ Major roles of farm guidance:
 - Production guidance
 - Support marketing
 - Guidance of farm management
 - Fostering of groups(commodity)
- ❖ Joint-Purchasing Business:
 - JA supplies production materials and living materials at the lowest prices to the members by joint-purchasing.
 - Production Materials: Fertilizers, Pesticides, Seeds and Seedlings, Farm Implements, etc.
 - Living Materials: food, daily necessities, etc.
- ❖ Joint Marketing:

Organizing small groups by commonality in production for collective marketing, improving production techniques, standardization, collecting large lots, and Long-term stable supply were important points to achieving good sales.

Group – “B” (Participants: 1. Dok Luon; 2. Ms. Ioana Tenarmo; 3. Mr. Manish Koirala; 4.Mr. Le Tien Loi).

1. **Farmer Guidance Module:** With reference to the presentation held on 8th march, farmer guidance management and marketing promote local brand power, improvement of the product quality and farmers' land which helps farmers to improve product quality and profit to the farmers.
2. **Commodity-Wise Group:** With reference to the 2-farmer presentation held on 9th March, commodity wise group formation helps farmers to promote specific products. It also supports farmers with initial investment and marketing.
3. **JA Groups:** In the whole session in the IDACA segment, the JA group played a vital role in production, promotion, input supplement and quality assurance for farmers. JA Group always stands at the core of farmers' activity. The farmer only needs to take care of the production site and JA takes care of all the possible activities.

Group – “C” (Participants: 1. Mr. Hoy Saksa; 2. Mr. Mukaliev Azar ; 3. Ms. Kajol Bajracharya).

- A core feature of the cooperatives of this new generation is the major roles played by the coops to develop their farmer members specially focused on the market value chain.
- The opportunity to know the other aspects of JA rather than the agricultural aspects.
- JA's involvement in the sectors of women empowerment, youth involvement, public relationship, gender equality, social harmony and so on.
- Production strategies for eg: use of greenhouses.
- Grading and packaging system
- Certification for the farmers
- The common practice of producing the same types of crops is no practice of crop rotation in our country.
- Inadequacy of data and information regarding the agricultural issues and their dissemination process.
- Support is provided to the farmers by the government.
- Conventional farming – sustainable farming
- Important 2 things: New technology and Reduced farm cost

**Group Discussion on “Useful Findings from the second half of the Training”
(from March 11-17):**

The participants were divided into three groups – “A”, “B” and “C”. A brief of their report is given below:

Group – “A” (Participants: 1. Ms. Nguyen Thi Van; 2. Mr. Beniame Bulilevuka; 3. Mr. Mukaliev Azat).

Subject	Findings/Reason
Agricultural Cooperative Institute for Research and Development	Institutional development strategy in the regions of Japan is very well integrated with the Government Strategy.
Initiative to secure Safety and Reliability in Agro-production GAP	Quality Management system such as GAP at the farm level is being implemented in farm production. Holistic approach for Agri production to quality control in processing level (HACCP). Value chain assessment is in place in the Agri sector, especially farm-level assessment and quality control are highly important.

Education Center of JA Kangawa	Education every day, everybody has equal chances to study to improve their skills and knowledge. And should improve Educational at all times.
All Lectures	Add value to the products every time to make more benefit for the farmers. Reduce processing price.

Group – “B” (Participants: 1. Mr. Hoy Saksa; 2. Ms. Ioana Tenaromo; 3. Mr. Wangchuk, 4. Mr. Manish Koirala).

Subject	Findings/Reason
Marketing Strategy of JA - Branding of Agro-Produce	Branding products by selecting the finest products which can never betray their Consumer. Introducing high-yielding and unique varieties of products that can differentiate them from others.
The Waiwai-Ichi Direct Sales shop	JA Sagami can also be one relative solution that can be used in our community where the farmers with small farming produce face lots of difficulties in getting access to the market. So such kind of Direct sales shop can help both farmers and consumers in many ways.
Post Management and evaluation of the training (JA Kanagawa Prefecture Union-17-3-2020)	The objectives of the training program are not just conducting the training but measuring the impact of the training on the participant is more important. JA Kanagawa Prefecture Union has developed the measurement standard so anyone can observe the effectiveness of the training. It also helps to review the process and the material used in the program.
Single Purpose Training Cooperative could not sustain if there is no support from other ((JA Kanagawa Prefecture Union-17-3- 2020)	It's true that single-purpose training cooperatives could not sustain themselves by collecting the training fees only from the participant. Training cooperative needs support from the government unit, and other cooperative and funding institutions to supply regular training for the cooperative officials and the employees.

Group – “C” (Participants: 1. Mr. Dok Luon; 2. Ms. Kajol Bajracharya; 3. Mr. Le Tien Loi, 4. Mr. Sian Phommaluesa).

Subject	Findings/Reason
Marketing Strategy of JA ~ Branding of Agro Produce	For promoting local products and encourage farmers for producing and improvement of living standard
Overview of National Chamber of Agriculture (NCA)	For supporting activities and governance of the organization.

	Major learning: improving the structure and getting experiences on how to support our members.
Operation of Direct Sales Shop	<ul style="list-style-type: none"> • Pricing policy for the farmers produces • Services received by the farmers • Overall operation and administrative process of the store • Charity works • Linkage with other facilities for smooth operation. • Local production local consumption
Initiative to secure Safety and Reliability in Agro-production (GAP)	<ul style="list-style-type: none"> • The certification process of GAP • Safe use of chemical fertilizers-addressing food safety issues • A guide to maintaining the quality as well as effectiveness in farming practices.
Educational Activity for JA's Employees	<ul style="list-style-type: none"> • Concern for human resource development • The main objective of the education centre: is not only to provide the training but focus on the impact of that training. • Overall management and administrative procedure of the education centre.
Overview and Initiatives of JF Zengyoren	<ul style="list-style-type: none"> • Fishery right is managed by the JF • Women's involvement in the cooperatives • Address human health issues as well as environmental change.

SECTION - V

FIELD STUDY VISITS IN JAPAN (Online)

Field Study Visits

Due to the online training course, virtual field study visits were included in the lectures, as above.

IDACA arranged an interaction with the farmers on "Farm Management of JA's Member Farmer", and "Actual Production and Shipment of JA's Member Farmer". Mr. Araki, Farmer in Chiba Pref. and Mr. Iino, Farmer in Saitama were invited to IDACA to interact with the participants online.

The pre-recorded video Explanation and a brief were sent in advance to all the participants with the request to go through the Video and ask questions/clarification, if any, from the Farmers (Mr. Araki and Mr. Iino) in a live session. Many questions were asked in the live session. Excerpts from their brief is given below:

(1) Introduction of ARAKI Farm – by Mr. Araki

- From my younger days, I had a feeling that “I have to engage in farming someday because I am the first son of my family”. However, my grandmother and my mother were strongly opposed to this notion.
- I studied in a university, started working soon after and busy days continued. I worked at JA-Zenchu for seven years.
- One by one, aged farmers in the neighborhood started reducing their farm production and eventually quit farming. This resulted in an increase of idle farmlands and dilapidated farmlands around my parents' home. In those days, Japan was in the middle of a discussion on how to secure “core farmers”. However, my hometown was suffering a shortage of these “core farmers”.
- While I traveled around Japan on business trips and mingled with JA staff and farmers, I came to realize that farming has the potential to be lucrative, if I do it the right way.
- Since my parents were farmers, I had a huge advantage compared to the new entrant to agriculture. In addition, I had a geographical advantage in a way.
- Farmland under management is 2.3 ha. Cultivated land areas for FY 2018 are as follows - Green soybeans: 1 ha, Spinach: 0.7 ha, Shungiku: 0.2 ha, Welsh onion: 1.2 ha, Coriander: 0.1 ha. Through consultation with young neighbor farmers, I'm striving to expand farm management scale by integrating farmlands in order to enhance efficiency as much as possible.
- Employees: 2 full-time staff, 2 part-time staff (number of part-timers changes according to the season).
- Main farm produce is green soybeans, spinach and *shungiku* (garland chrysanthemum). In addition, we cultivate Welsh onion and coriander.
- Basically, our production area pursues advantageous sales by shipping our farm produce before its normal harvesting period and this strategy is working so far.
- Mainly, we ship our farm produce to wholesale markets (Ota Market, Tokyo Seika Co. Ltd., Tsukiji (Toyosu) Market, Tokyo City Seika Co. Ltd. and etc.) via JA (shippers group / commodity-wise group), however, a small amount goes to direct sales shop and restaurants.
- These initiatives have limitations for an individual to carry out. Hence, cooperation with JA is indispensable.

(2) Introduction of Iino Farm – by Mr. Yoshihiko Iino

I am farming in Kawagoe city, Saitama prefecture. My farm management has been on the cultivation of vegetables mainly in the open fields on a scale of 3.5ha. The area I am farming is called Fukuhara in

Kawagoe city, having only upland fields with no paddy fields, which were reclaimed in the late 1600s to early 1700s. I am now the 7th of the lino farming family having 200-year history. So, the first lino family came here in the middle of the reclamation period.

I have been managing farming with my wife and eight hired people. So, ten people are helping my farm management.

The main commodities are small turnips, Japanese Taro and Tomato. Earlier small turnips were cultivated in open fields here and in order to improve productivity, I introduced greenhouse cultivation. With the greenhouse cultivation, I can harvest them four times a year: one to two times more than in the open field cultivation, which had two to three-time harvests.

Then why the greenhouse cultivation has more harvests? Turnips are generally weak in a cold environment and grow better in warm. So, the greenhouse is a good place for growing quality turnips in a short period, which improve productivity in the same area as in the open field.

One greenhouse is for 0.1ha cultivation. I have installed two for 0.2ha. These greenhouses are for more productivity. For more productivity in the area, I applied for a government subsidy and got it to cover 50% of the cost.

I and other farmers in this area have an objective in production to supply quality vegetables to consuming areas like Tokyo and its neighbouring areas.

JA, our local agricultural cooperative operating in this area has a long history. The JA, managing marketing business as well as credit and mutual insurance business, is a reliable organization for us. Besides business such as credit, mutual insurance and marketing, the JA has also fostered the Youth Association, a group of young member farmers. The association has more than 50-year history.

I am now shipping commodities in two ways: 50% of the shipment for JA's joint shipment and the remaining 50% commissioned to a local supermarket by myself as a direct sale. So, I believe this is well-balanced farm management.

SECTION - VI

Action Plans Proposed by the Participants

Given the experience gained by the participants through online classroom lectures, virtual field study visits in India and Japan, group discussions among themselves and based on their work environment, the participants were able to develop brief outlines of their Action Plans, which they would recommend to their organizations after the training course for implementation. These plans were drafted through holding group discussions and on the basis of their discussions with their seniors before joining the Training Course. At the end of the course, each participant presented his/her Action Plan, which will be implemented by him/her in near future. Brief outlines of their Action Plans are given below:

Name of Country : **Bhutan**
Name of the Participant : **Mr. Wangchuk Wangchuk**
Position : **Treasurer**
Name of organization: **Nobgang Tsherim Farmers Group**
Title of the Proposal : **Production and Promotion of Traditional Food (Ezay-Nyergum) to increase the income and livelihood of Nobgang Farmers Group.**
Target Group : **Eight Members of Nobgang Tsherim Farmers Group**
Target Area: : **Nobgang, Punakha, Bhutan**
Implementing Agency : **Nobgang Tsherim Farmer Group**
Duration of the Plan : **April 2022 to June 2023**
Expected source of the budget : **Division for Conservation of Heritage Sites, Department of Culture, Ministry of Home and Culture Affairs, Department of Agriculture and Marketing Cooperatives, Ministry of Agriculture and Forest.**

Name of Country : **Cambodia**
Name of the Participant : **1. Mr. Dok Luon
2. Mr. Hoy Saksa**
Position : **1. Vice-Chairman
2. General Secretary**
Name of Organization : **Cambodia Agricultural Cooperative Alliance (CACA)**
Title of the Proposal : **To provide leadership and management training to the Agricultural Cooperative Leaders in Kampot Province**
Target Group : **20 leaders of Agricultural Cooperatives in Kampot Province, Cambodia.**
Target Area : **4 districts of Kampot province - Banteay Meas, Chhouk, Chumkiri and Kampong Trach District.**
Implementing Agency : **Training Department of CACA**
Duration of the Plan : **April 2022 to March 2023.**
Expected source of the budget : **Grant from donors.**

Name of Country : **Fiji**
Name of the Participant : **Mr. Beniame Bulilevuka**
Position : **Manager, Training**
Name of Organization : **Department of Co-operative Business, Ministry of Commerce, Trade, Tourism and Transport.**
Title of the Proposal : **Promote the production and marketing of Kava**
Target Group : **60 cooperative members from the Nasakea Clan Cooperative and Vuya Farmers' Cooperative, comprising of women, youth and men, producing kava.**
Target Area : **Vuya and Bagata Village in Vanualevu.**
Implementing Agency : **Department of Co-operative Business, Ministry of Commerce, Trade, Tourism and Transport.**
Duration of the Plan : **April 2022 to July 2023.**
Expected source of the budget : **Funds to be contributed by the two cooperatives, grants from MSME, Fiji and the Ministry of Agriculture.**

Name of Country : **Kiribati**
Name of the Participant : **Ms. Ioana Tenarimo**
Position : **Senior Cooperative and Credit Union Officer**
Name of Organization : **Ministry of Tourism, Commerce, Industry and Cooperatives**
Title of the Proposal : **Improvement of the governance of agricultural cooperatives in Tarawa, through strengthening organization management and the business**
Target Group : **12 registered agricultural cooperatives in Tarawa.**
Target Area : **Tarawa and piloted islands, such as Makin, Butaritari, Abaiang, North Tarawa and Maiana.**
Implementing Agency : **Ministry of Tourism, Commerce, Industry and Cooperatives.**
Duration of the Plan : **March 2022 to February 2023**
Expected source of the budget : **- Contribution from the Ministry of Tourism, Commerce, Industry and Cooperatives;
- Beneficiaries from the 12 Agricultural Cooperatives.**

Name of Country : **Kyrgyzstan**
Name of the Participant : **Mr. Mukaliev Azat**
Position : **Consultant**
Name of Organization : **Cooperative Union of Kyrgyzstan (CUK)**
Title of the proposal : **Farm management development of "Karkyra" agricultural cooperative in Kyrgyzstan.**
Target group : **A group of 10 farmer-members, including women, of "Karkyra" agricultural cooperatives in Kyrgyzstan**
Target area : **Issyk-Kul region, Kyrgyzstan**

Implementing Agency : **Cooperative Union of Kyrgyzstan**
Duration of the Plan : **3 years – May 2022 – December 2024**
Expected Source of the Budget : **Swiss Organization – (TBD)**

Name of Country : **Lao PDR**
Name of the Participant : **Mr. Sian Phommaluesa**
Position : **Consultant**
Name of Organization : **Department of Agriculture Economics and Food Technology, Faculty of Agriculture, National University of Laos**
Title of the Proposal : **Development of the chicken producer cooperative for more income for the members in Paksabmai village in Vientiane Capital.**
Target Group : **40 women members of Chicken Producer Cooperative.**
Target Area : **Paksabmai village, Xaythany district, Vientiane Capital.**
Implementing Agency : **Department of Agriculture Economic & Food Technology, Faculty of Agriculture, National University of Laos**
Duration of the Plan : **1st May 2022 to 30 April. 2023**
Expected Source of the Budget : **Some amount from the NGOs, such as 30% from Milk for Lao Organization in Laos, 10% from DGRV in Laos, and 10% from the Cooperative Department (MAF); 50% by the Chicken Cooperative.**

Name of Country : **Nepal**
Name of the Participant : **Ms. Kajol Bajracharya**
Position : **Program Officer**
Name of Organization : **Nepal Agriculture Cooperatives Central Federation Limited (NACCFL)**
Title of the Proposal : **Development of Market System of the Agriculture Cooperatives and upscaling the business model of NACCFL.**
Target Group : **Small and marginalized farmer groups of selected 15 agricultural cooperatives.**
Target Area : **Selected 10 Districts of Nepal.**
Implementing Agency : **Nepal Agriculture Cooperative Central Federation Limited (NACCFL)**
Duration of the Plan : **April 2022-April 2023**
Expected source of the budget : **Some of the planned activities will be covered by the own internal resources of the Federation.**

Name of Country : **Nepal**
Name of the Participant : **Mr. Manish Koirala**
Position : **Senior Officer**
Name of Organization : **Nepal Multipurpose Cooperative Society Limited (NMCS)**
Title of the Proposal : **Strengthening the Business of NMCS by Increasing the Membership of the Society by making 40000 New Members.**
Target Group : **People living in 3 Districts (Jhapa, Morang and Ilam)**
Target Area : **Working area covered by NMC Society in (Jhapa, Morang and Ilam Districts).**
Implementing Agency : **Nepal Multipurpose Cooperative Society - 60 branch offices of Saving and Credit business of the Cooperative and 300 Marketing representatives of the Society.**
Duration of the Plan : **12 months starting from 17th July, 2022 to 16th July, 2023.**
Expected source of the budget: **Internal Resources of the NMC Society.**

Name of Country : **Vietnam**
Name of the Participant : **Mr. Le Tien Loi**
Position : **President**
Name of Organization: **Son La Cooperative Alliance**
Title of the proposal : **Establishment of joint marketing system and wholesale market of agricultural cooperatives in Mai Son district, Son La province.**
Target group : **38 cooperatives selected from 107 agricultural cooperatives in Mai Son district, Son La province.**
Target area : **Mai Son District, Son La province.**
Implementing agency : **Son La province's Alliance of Cooperatives (SLAC);**
Duration of the Plan : **From April 2022 to March 2023.**
Expected source of the budget : **National Target Program on the New Rural Development (NTPoNRD); Cooperatives; Son La province's Alliance of Cooperatives.**

Name of Country : **Vietnam**
Name of the Participant : **Ms. Nguyen Thi Van**
Position : **Director**
Name of Organization: **Vinaco Production and Trade Cooperative.**
Title of the proposal : **Promotion of Production and Sale of Ginsengs and Codycepins Mushroom in Thanh Hoa**
Target group : **40 ginseng and Codycepin mushroom farmers in Thanh Hoa Province.**
Target area : **Thanh Hoa Province**

Implementing Agency : **Sale and Production Departments of Vinaco Cooperative.**
Duration of the Plan : **From May 2022 to May 2023**
Expected source of the budget : **Funds from the Vinaco Production and Trade Cooperative.**

After the presentations of the final Action Plans by the participants, Mr. Nakashima briefed them about their Action Plans and gave them some points for improvement of their Action Plans. In the second part of his presentation, he discussed two case studies on Planning and Implementation with the participants – (i) A Project to promote Pig Raising; and (ii) A Project on Safe Drinking Water.

SECTION - VII

END-OF-THE-COURSE EVALUATION SUGGESTIONS AND RECOMMENDATIONS

– A Summary

Introduction

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

Evaluation Objectives

The main objectives of the evaluation were to:

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

Summary of the Evaluation

IRMA Module on “Agri-Coop. Business Management, Leadership & Planning February 02 – 21, 2022

Eleven participants attending the Course had participated in the Evaluation exercise and filled in their Evaluation Forms. The Project Coordinator, IRMA, compiled the results of the End-of-the-Course Evaluation. Given below is a **summary** of the evaluation:

Rating Pattern: 5 = Excellent; 4 = Very Good; 3 = Good; 2 = Fair; 1 = Poor/No Response

PROGRAMME FEEDBACK

Sl. No.	Particulars	Mean	Median	Mode
1.	The topics covered in the training are important for my work	4.91	5	5
2.	The content of the training successfully fulfilled my expectations	4.55	5	5
3.	Learning from the training will be very useful for my work	4.73	5	5
4.	The reading material supplied was relevant to the topics covered in the training	4.82	5	5
5.	The reading material supplied was easily understandable to the topics covered in the training	4.82	5	5
6.	The pedagogic material (presentations, role plays, exercises, simulation games, etc.) helped me to understand the content	4.73	5	5
7.	Ordering of sessions was appropriate	4.45	4	4
8.	I am very happy with the overall structure of the training	4.82	5	5
9.	In totality, training provided a significant learning experience to me	4.91	5	5

Sessions/Modules

Sl. No.	Particulars	Mean	Median	Mode
1.	Basic Financial Accounting for Agri-Cooperatives and Farmers' Organizations (FAC) Prof. Asmita H. Vyas	4.91	5	5
2.	Team Building and Leadership for Continuous Improvement (TB&L) Prof. Saswata Narayan Biswas	4.82	5	5
3.	Introduction to Financial Decision Making in Agri-Cooperatives and Farmers' Organizations (FM) - 1 Session Prof. Rakesh Arrawatia	4.73	5	5
4.	Introduction to Financial Decision Making in Agri-Cooperatives and Farmers' Organizations (FM)-2 Sessions Prof. Abhinav Kumar Rajverma	4.73	5	5
5.	5 Leadership for Enhancing Effectiveness of Farmers' Organizations (LEE) Prof. Madhavi H. Mehta	4.82	5	5
6.	Managing Perceptions (MP) Prof. Saswata Narayan Biswas	4.91	5	5
7.	Linking Agri-Cooperatives and Farmers' Organizations with Markets (MM) Prof. Preeti Priya	4.82	5	5
8.	Developing Action Plans for the Growth of their Respective Organization (DAP) Prof. Hitesh Bhatt	4.91	5	5
9.	Transforming Action Plans to Projects (TAPP) Prof. Hitesh Bhatt	4.91	5	5
10.	Planning, Scheduling Executing and Monitoring Projects (PSEMP) Prof. Hitesh Bhatt	4.82	5	5
11.	Governance and Management of Agricultural Cooperatives as Business Organization (GMAC) Prof. Uday Shankar Saha	4.55	5	5
12.	Understanding Costing, Budgeting, and Variances for Agri Cooperatives and Farmers' Organizations (CST) - 1 Session Prof Abhinav Kumar Rajverma	4.64	5	5
13.	Understanding Costing, Budgeting, and Variances for Agri Cooperatives and Farmers' Organizations (CST) - 2 Sessions Prof Asmita H Vyas	4.82	5	5
14.	Business Development Planning (BDP) Prof. Sudhir Kumar Sinha	4.73	5	5
15.	Managing Interpersonal Skills and Communicating Effectively (MISCE) Prof. Hitesh Bhatt	4.91	5	5
16.	Application of Information Technology for Agri-Cooperatives and Farmers' Organizations towards Value Chains (MIS)	4.64	5	5

	Prof. Harekrishna Misra			
17.	Introducing Amul Dairy Prof. Saswata Narayan Biswas	4.82	5	5
18.	Introducing NDDDB Prof. Saswata Narayan Biswas	4.73	5	5
19.	Introducing GCMMF Prof. Madhavi H. Mehta	4.91	5	5

Comments

1. All lectures are very useful for agriculture cooperative development in Laos, fully materials to use in cooperative and advanced knowledge that got from all professors. Thanks very much for giving us the best experience on cooperative development and hoped that this lesson will change my job in cooperative as a cooperative consultant.
2. Overall training was very good and effective.
3. Everything was quite good! We hope to have more chances to study Offline, if possible. Many thanks!
4. I personally thank IRMA for this gold-like opportunity for the training while not to forget thanking all the professors for their great job. My special thanks to prof. Hitesh Bhatt for his fantastic sessions which i extremely enjoyed every minute I wish IRMA further success while also praying for Prof Hitesh Bhatt's good health and long life. Thank you once again.
5. The training is very interesting and helpful. However, I request that you can add more topics on Leadership and Management. All the best.
6. I hope we can have face-to-face training.
7. I found myself very lucky to get this whole training Thanks a lot, IRMA Team
8. All in all speakers, project coordinators, other affiliated staff and the programme itself were superb and enriching in the sense that we had takeaway points to take back with us to implement back in my country.

IDACA MODULE: 01 March to 25 March 2022

Summary of the Evaluation:

<p>2. Program <Coverage> 08 participants said the program coverage was very good, and three said it was good. Some participants had the following comments:</p>
<p> <input type="checkbox"/> Very Good(08) <input type="checkbox"/> Good(3) <input type="checkbox"/> Fair <input type="checkbox"/> Poor </p>
<p>3. Comments for the whole program</p>
<ul style="list-style-type: none"> • <i>It was an excellent program that really enhanced the knowledge about the agriculture cooperatives and farmers' organizations in a whole lot of these training.</i> • <i>Professors and experts in training are experienced and practical for learning and the topic of the program is very good as well.</i> • <i>The topic of the program is very good.</i> • <i>All in all the whole programme from both Part 1 and Part 2 was superb, beneficial and full of insights, and best practices which I will take back and apply back in my home country.</i> • <i>The contents of the program are comprehensive and helpful which gives us more insight into strengthening and managing farmers' cooperatives. Overall contents of the course are Excellent.</i> • <i>Would be good to have a chance offline.</i> • <i>Very nice organizing, good technical on zoom meeting, clear voice and video; Each presentation and video learning are very clearly understanding; Professional lecturers with the fulfilled experience; on the time of the meeting; Friendly participants and organizers.</i> • <i>The program was very interactive and participative. The way of sending the VLMs in advance is a very good idea and a very effective way of delivering training. It had helped the participants to learn on their own and be more interactive. The choice of the subject matter of the training is also very inclusive of different aspects of agriculture and the value chain. So, the whole program is very good.</i> • <i>In the Japan segment of the training program, I learned that most of the cooperatives in Japan engage themselves in multipurpose business like production distribution and marketing of the agricultural products cooperative looks successful working in multi-dimensions. Cooperative in Japan not only runs cooperative businesses but also helps the farmers from cultivation to distribution of the products. Grading, Branding and marketing of products are very important and they help to increase recognition of the product as well as the producer organization.</i> • <i>The program is well designed and organized for participants. Coordinators and lecturers/invited experts are friendly, experienced and skilled.</i> • <i>The whole program is quite good.</i>
<p>4. Most beneficial subject for you</p>
<ul style="list-style-type: none"> • <i>All are subjects are crucial to a growing farmers group like mine. But from all, I feel the lessons I can mostly make use from the Subject Marketing Strategy of JA ~ Blanding of Agro Produce" by Lecturer, Mr. Gomi, Manager of JA Fuefuki.</i> • <i>National Governance of AC development; Products branding and market.</i> • <i>Experience in promoting farmers' organizations in Cambodia; Marketing strategy; Agriculture in Nagano; Agriculture and history, organization structure and businesses of agriculture cooperative in Japan; Farm guidance and role of commodity wise group. Marketing business plan; Distribution of agricultural produce in Japan, JA's marketing and purchasing business; Education centre for JA Kanagawa prefectural unit; Developing an action plan.</i>

- All subjects of the course are very helpful and beneficial and contribute to the improvement of agricultural cooperatives. However, I have highlighted two of the topics shared listed below:
- Executing project planning and management; and Post management and evaluation of the training.
- Management for cooperatives with climate-smart topics;
- I am very appreciative of all lectures both Indian and Japanese sessions. The most useful part of the course is the project action plan, effective project planning, and management and video learning are also very important for an in-depth understanding. It is necessary to learn the history of cooperative how is cooperative movement and development, and lastly lesson on cooperative marketing development.
- Agricultural product distribution in Japan; Purchasing and marketing businesses of the agricultural cooperative; Business planning for the marketing strategy; Farm Guidance of JA and improvement of quality of agricultural products; Education Center of JA Kanagawa Prefectural Union.
- Quality of product subject is the most beneficial subject. Increasing the quality of the product is quite important in business. Working in a team, we should make a powerful team based on unity and belief.
- All of the subjects were very beneficial for me. However, the most beneficial subjects were the subjects related to the operation of the direct sale shop of JA and the education centre operated by JA.

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

- No comments since I feel the current Subjects are all relevant and meaningful.
- Is good enough.
- I would express that, we could not delete any subjects for this training course. However, we should add some of the cooperative impacts to the members especially in socioeconomic or any research papers which study cooperative development.
- I think I missed the in-depth information about the operation of primary cooperatives.
- Capital budgeting and distribution of the profit need some explanation.
- Technical guidance for farmers in cultivating fruit, vegetables, or grain...
- Strategy in Marketing and how to increase the quality of the products should add more.
- A bit more sessions on the production part as it is a vital part of the value chain.
- Activities of JA, focusing more on women-inclusive programs

6. Comments on the method of lecture (Video Learning Materials, LIVE Q & A sessions, Special Live Lectures, etc.)

- The methods used are very good. It's an excellent idea to let us participate in training apart from simply listening. The materials we got helped us revise the lessons that we couldn't understand and in a way, it really helped us all.
- It is already good.
- The blend of various teaching strategies made the learning interesting as I always look forward to every upcoming session daily and the lecturers and facilitators were lively both in India and Japan coupled showing a lot of experiences.
- The live lecture is preferable to VLM.
- In my opinion, I think video learning materials are very good materials, I can learn at any time, and be able to review some parts which do not understand. Nice video, nice figure, clear voice, good organizing, and professional explanation. All questions were solved with clear answers

and very comprehensive to define which ones I do not understand and selected as the questions.

- *Fairly talking: The training method in Japan is very tough, it required much time before the session and after the session. But compared to the results this method helps practical understanding. I got extra confidence to talk with foreigners and somehow, I became families to talk to others. Thank you very much for your contribution to me.*
- *Suitable for the participants.*
- *The method of lectures is quite good. It's a reality and necessary for us to understand deeply about the lectures.*
- *Very good. Appreciations to all of the lecturers for their efforts to make all the participants clear on the respective given topics.*

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

- *Good points:*
- *We had very fruitful learning without many hurdles in terms of Covid-19-related issues. We could also focus more on the learning materials and get as much as we could from the materials we received.*
- *Bad points:*
- *The negative impact is that the network issues led us to cut from attending class. And also lack of practical view like field visit which I feel would make much more difference in providing such training in motivating the participants.*
- *Good points: Spend less; Can learn anywhere.*
- *Bad points:*
- *Technology issue; Communication and interaction of trainer-participants; Time difference between the world.*
- *Good points: The warmth of knowing learning from each other and understanding one another as a cohort of learners from various cultural backgrounds and not forgetting the tireless working lecturers and facilitators. Really learnt a lot from the sharing of success stories from renowned countries and co-operatives such as JA in Japan and Amul Dairy and the use of case scenarios to bring real-life situations.*
- *Good points: Joining the training is more convenient. We can easily contact our seniors and colleagues to seek their input on your Action plan*
- *Bad points: Unable to join the training smoothly due to unstable internet connection; Some of the discussions in the training were not clear due to internet problem. Field trips and site visits to agriculture cooperatives that were discussed in the lectures were not possible.*
- *No comments, online is not good for me.*
- *Bad points: Better offline.*
- *Good points: we are available to attend the course at any location, we can record the lecture, receive documents by google drive, easy to share information with participants, no need the cost traveling, food, and hotel. Another point is to save time for all and for this time the participant is not to a big group, therefore is not too much time for discussion.*
- *Bad points: difficult to look at the screen for a long time and also sitting in long hours, internet unstable problem in some time, the lecturer cannot see the participants in during lecturing, time arrangement for participants are concerned with another job, the schedule is running from 10:30 to 14:30 that included lunchtime but very short for a break (limited time for having lunch).*
- *Good points: Economy, easy access.*

- *Bad points: Technical problems occurred, lack of group discussion, lack of concentration.*
- *Good points: Easy and flexible for the participants to join the course. Online classes foster more interaction among participants.*
- *Bad points: Participants can not have a field visit to learn from JA, Cooperatives and farmers. The different time zone may cause some inconvenience for participants.*
- *Good points: Contents are abundant and reality, full information about the cooperative. The method of the lectures is easy and clear to understand. The lecturers are enthusiastic and responsible with high knowledge.*
- *Good points: Convenient and flexible; Individual attention; Platform to meet interesting people even in this type of situation.*
- *Bad points: Attendance by only name, not in person (sometimes)-related to disciplinary issues. Issues of the connection problems. More effective in learning physical than online.*

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

Very Good (7) **Good (4)** **Fair** **Poor**

9. Comments on administration and management of the training course

- *All the success of this training had come from their dedication and we are so much happy with their support and coordination of this training. Thank you all. Esp. Usui San.*
- *On this, the organizers and facilitators were so extraordinary in the way they conducted themselves, delivery of the service, provision of training materials and clear and thorough instructions. They also were very particular with time management and submission of required activities from the trainees.*
- *The training management is good but intensive.*
- *I have no comments for organizers in terms of disadvantages, you did a good job, good information, and significant contracting with email.*
- *Management and Administration are excellent.*
- *Administrations and management of the training course are suitable and flexible during the course.*
- *Both are good and pleasant, friendly with big hearts.*
- *Good time management and good course setting*

10. Suggestions and requests for future training courses

- *Only request if Covid issues go down, the training to include some field visits which can make so much of difference in learning and seeing the perspective of this training.*
- *I hope can join the face-to-face training and could be visiting the company or farm.*
- *More on success stories videos in future.*
- *Only visiting the area – I mean offline.*
- *Reducing the time of the training course is necessary because the participants are not able to forecast for the two months of working activities in the offices.*
- *Group discussion helps us to improve our confidence levels. If possible please add more group discussion sessions.*
- *Need more field trips to experience. More frequent interaction of all participants is required.*
- *Participants of the training should be made to submit the questions related to VLMS just like the one asked by Kobayashi San. It will make all the participants more participative.*

11. Other than Video Learning Materials you have seen during the training course, what kind VLMS may be useful in your country?

In my case, the Bhutanese people have a notion that cooperatives don't succeed and they don't believe in the formation of cooperatives. So I would suggest if your good office could make a video focusing more from starting to the formation of cooperatives till the success of cooperatives, then showing such video to them would make them change in their mind.

The video of Amul.

VLM from various business sectors from various countries so that we can benchmark our small island country to developed countries.

Video courses training would be for us – technical training sessions: such as how to integrate to climate mitigation subject into our existing Action Plan.

Technical guidance for farmers in cultivating fruit, vegetables, or grain. Applying the new technology of JA cooperatives, and Japanese farmers in management, cultivation and farming. How to strengthen the quality and competitive power of agricultural produces.

Marketing Online video is useful in this modern life. Not only Online Market, but also other applications: Facebook, Instagram.

The production techniques include guidance for the proper use of chemical fertilizers.

More examples of farmers and their farms

SECTION - VIII

CONCLUDING SESSION OF THE COURSE AND AWARD OF “CERTIFICATES OF PARTICIPATION”

The concluding session of the ICA-MAFF (Japan) Training Course-2021 was held virtually on March 25, 2022. The session was attended online by Mr. MIYAZAKO Masahiro, Director, (Bilateral Affairs Division), Mr. Toshiyuki SHINADA, Dy. Director and Officer in charge of ICA-JAPAN Training Project, Ministry of Agriculture, Forestry and Fisheries (MAFF), Govt. of Japan, Mr. Balasubramanian Iyer, Regional Director, ICA-AP. A recorded video speech of Mr. Hirofumi Kobayashi, Executive Director, IDACA was also played at the closing ceremony. Senior staff members of IDACA and Mr. A.K. Taneja, Project Coordinator of the ICA-Asia Pacific, New Delhi, also attended.

Mr. Ashok Kumar Taneja, Project Coordinator, ICA-AP, presented a summary of the Training Course and congratulated the participants on their successful completion of the training course. Excerpts of his speech are as follows:

“First of all, I congratulate all the participants for their cooperation and IDACA for the successful completion of the 2nd ONLINE Training Course of 2021 on **“Strengthening Management and Development of Agricultural Cooperatives and Farmers’ Organizations in Asia and Africa-2021”**

On behalf of ICA-AP, I express my heartiest gratitude and appreciation to the Government of Japan, especially, the Ministry of Agriculture, Forestry and Fisheries (MAFF), for the financial support they have extended in the conduct of this Training Program. The program has been conducted successfully ONLINE in India and Japan. Proof of its success is the feedback we received through the Evaluation Report of the participants. Briefly, I may inform you that most of the participants have appreciated all online arrangements in both the countries - India & Japan - whether it is lecture coverage, virtual field visits, and other facilities. So, we can say that it was a successful event.

Dear Participants, I would like to appreciate your commitment, dedication and patience towards learning something good in spite of little odd situation due to the COVID-19 pandemic, I would also request that the knowledge you attained here by attending this training course virtually should be disseminated to all your colleagues, back home, by way of organizing a get-together or a seminar or through the distribution of your Training Report, as it is not practical to invite all your colleagues of Agriculture Cooperatives for the training.

Secondly, I would suggest you please try your best to implement the Action Plans you have prepared through your organization.

Further, I would like to thank IDACA, especially its Executive Director, Mr. Hirofumi Kobayashi, Mr. Nakashima, Mr. Usui, who is the coordinator of this part of the program and Ms. Oshita for their suggestions, support and guidance from time to time. I convey my sincere thanks to all of them for their help.”

First of all, **Mr. MIYAZAKO Masahiro** congratulated all the participants on the successful completion of the training course and he extended his deep appreciation to Mr. Hirofumi Kobayashi, Executive Director of IDACA and his staff and Mr. Ashok Kumar Taneja of ICA-AP.

He further said that “This is the last training course of the ICA-Japan Capacity Building Project in Fiscal Year 2021. As you know, the purpose of this course is to promote the establishment of agricultural cooperatives and to support the development of leaders of farmer organizations and agricultural cooperatives that are expected to play a central role in strengthening their organization and management. In addition, it is a core and important training course for this project.

I am also sure that you have learned more than just the training program. In addition, through lectures and exchanges of opinions, with conviction, you have gained valuable hints and insights that match the actual situation in your country.

During the last few days of the training, you drew up an action plan based on these tips and insights gained. Given the current global coronavirus pandemic situation, it may not be easy to implement an

Action Plan immediately after this training course. However, we expect you to implement your Action Plan at an early stage after your return in order to contribute to the improvement of the management of agricultural cooperatives and agribusiness. If you face difficulties in implementing your plans, I recommend that you consult with your organization's colleagues or IDACA staff and seek advice. Your implementation of the Action Plan will help promote the development of agricultural cooperatives in your country and will have a positive impact on the development of local communities.

Last but not least, I sincerely hope that you will play an important role in your community in your future and that we will deepen the friendly relations between Japan and your countries.”

Mr. Balasubramanian Iyer, Regional Director, ICA-AP, also congratulated all participants on completing Part-I and Part-II of the training course. He also thanked everyone involved in the organization of the training course – MAFF, IDACA, ICA, Host organizations and participants for their continued flexibility again this year in accommodating to the changing nature of the course.

Excerpts of his speech are as follows:

“The training course had two Parts. Part I with the Institute of Rural Management in India touched on topics from governance and management of agricultural cooperatives as business organizations. Women and youth play an important part in the management and development of cooperatives, and they were kept central to the discussion.

Part II with IDACA would have given you a thorough perspective of Agricultural Cooperatives in Japan. The agriculture cooperatives in Japan play a pivotal role in the lives of farmers, covering all aspects of their lives. Women also play an important role in the management of cooperatives. I hope you have gained insight into their growth, their focus on members, adherence to identity (values and principles), professionalism in the work, adoption of technology, and emphasis on the business value chain. We are very thankful to MAFF and Agriculture cooperatives in Japan for sharing their experiences, offering their expertise, and seeing the same adopted in other countries. I understand this time there was participation from the World Farmers’ Organization based in Rome, and the International Grains Council based in London.

I hope both Part I and Part II provided you with a proper perspective, you were able to relate and see how this could be applied. Application is important and the value of the training comes from how it is put into practice. The bottom line is how we contribute to the enhancement of competitiveness of agricultural products and income to lead to the sustainable development of agricultural production.

I hope you have incorporated your learnings into the ACTION PLAN, REFINED YOUR IDEAS, AND WILL NOW PUT them INTO PRACTICE. THE SUCCESS OF THE TRAINING WILL BE MEASURED IN HOW YOU APPLY WHAT YOU HAVE LEARNED.”

Mr. Hirofumi KOBAYASHI, Executive Director, IDACA, in his recorded closing remarks, spoke as follows:

“Let me, first and foremost, congratulate all the participants who joined this training course, on their excellent performance in strengthening their own knowledge bases, and exchanging and sharing their views with each other.

From tomorrow, you will be a catalyst of change and innovation in your community as one of the leaders, specifically in the management of cooperatives or farmers' organizations.

I hope you will take a steady step to implement the action plan you have elaborated on during this training course. To this end, I recommend that you will report your action plan immediately to the Head of your organization to obtain strong support to implement it. At the same time, you will talk to the officials of your national or local government to get potential financial support since I believe you will not reach the goal of your action plan without effective financing.

Such follow-up activities on your side will certainly ensure no one in your community be left behind, which is the key concept of the 17 Sustainable Development Goals of the United Nations.

Secondly, I am very pleased that we could work collectively with our colleagues at the ICA regional office for Asia and the Pacific. I appreciate the leadership of Mr. Balasubramanian Iyer, Regional Director for

Asia and the Pacific, and the dedication of Mr. Ashok Taneja, who worked very hard for the successful conclusion of this training course. IDACA is committed to continuing to work with ICA-AP in the future.

At the same time, it is our pleasure that we could collaborate with WFO, the World Farmers' Organisation based in Rome, and its member organization in Cambodia, as well as IGC, the International Grains Council based in London, during this training course.

Through the institutional networks between IDACA and these international organizations, we could provide perspectives at global levels with you. I hope we will work more closely with these international organizations in the future as well, to address several challenges farmers around the world share, such as mitigating and adapting to climate change and achieving food security for all.

Furthermore, it was a good opportunity for you, I believe, that we invited Mr. Makoto Osawa to give you a lecture on the new food system policy of Japan which he took leadership to figure out when he was the Vice-Minister for International Affairs of the Ministry of Agriculture, Forestry and Fisheries.

The lecture by Mr. Akihiro Fukuzono, Senior General Manager, JA Zenchu, the Central Union of Agricultural Cooperatives, helped you understand very well about what are the challenges and the roadmap of the whole JA Group, agricultural cooperative movement in Japan in the coming three years.

At the very end of my address, but most importantly, I would extend my sincere appreciation to the Ministry of Agriculture, Forestry and Fisheries (MAFF) for their full understanding of the importance to promote cooperatives and farmers' organizations in Asia and the Pacific and funding to organize this training course."

Mr. Wangchuk Wangchuk, a participant from Bhutan, extended a vote of thanks on behalf of all the 11 participants. Excerpts of his speech are reproduced below:

"First of all let me thank the Ministry of Agriculture, Forestry & Fisheries (MAFF), Govt. of Japan, and ICA-AP for sponsoring and organizing this training program in collaboration with IDACA & IRMA. It was not only a training organized in an extremely professional manner but all the information that we got was a global concern which gave us a new perspective on the whole agricultural cooperatives sector. The training was highly motivating, paramount, and significant to all of us.

I also would like to thank all the lecturers and guest speakers from IRMA and IDACA, who are not present today, for not only sparing their invaluable time in talking about their organizations but also for enlightening us with their commendable talk on the subject. Thank you all for clearing our concepts and enhancing our understanding of the Development of Agriculture Cooperatives-related subjects.

My heartfelt thanks to Mr. Ashok Kumar Taneja, Mr. Usui San, Mr. Nakashima and the entire IRMA and IDACA Staff for their valuable contribution, guidance and encouragement in all our efforts in making this Training a memorable success. We will remember each one of you for helping us and providing us with the necessary support whenever we needed it the most.

Now allow me to speak on my behalf. WE all started with a simple Hello and ended with a complicated goodbye. I thank you all for being fantastic colleagues and friends. All of you are supportive, reliable and competitive I have learnt a lot from you all apart from the lessons we have had. It's a pleasure having met you all through this training and moments spent with you all will always hold a special place in my heart."

The **Certificates of Participation** from IDACA were awarded to the participants at the end of the concluding session.

**2nd ICA-MAFF (Japan) Online Training Course on
“Strengthening Management and Development of Agricultural Cooperatives and Farmers’
Organizations in Asia and the Pacific”**

**IRMA Module on
‘Agri-Cooperative Business Management, Leadership and Planning
with Focus on Women and Youth’**

February 02 – 21, 2022

Programme Co-ordinator : Prof. S.N. Biswas

Programme Schedule

Date	09:00 – 10:10	10:25 – 11:35	11:50 – 13:00
Feb. 2, 2022 (Wed.)	Inauguration	Ice Breaking	FAC-1
Feb. 3, 2022 (Thur.)	FAC-2	TB&L-1	TB&L-2
Feb. 4, 2022 (Fri.)	FAC-3	TB&L-3	Introducing Amul Dairy
Feb. 5, 2022 (Sat.)	Holiday		
Feb. 6, 2022 (Sun.)	Holiday		
Feb. 7, 2022 (Mon.)	FM-1	LEE-1	MP-1
Feb. 8, 2022 (Tue.)	MM-1	MM-2	MM-3
Feb. 9, 2022 (Wed.)	DAP-1	LEE-2	FM-2
Feb. 10, 2022 (Thur.)	FM-3	GMAC-1	DAP-2
Feb. 11, 2022 (Fri.)	CST-1	GMAC-2	Introducing NDDB
Feb. 12, 2022 (Sat.)	Holiday		
Feb. 13, 2022 (Sun.)	Holiday		
Feb. 14, 2022 (Mon.)	CST-2	DAP-3	BDP-1
Feb. 15, 2022 (Tue.)	CST-3	TAPP-1	BDP-2
Feb. 16, 2022 (Wed.)	GMAC-3	BDP-3	MIS-1
Feb. 17, 2022 (Thur.)	TAPP-2	PSEMP-1	Introducing GCMMF
Feb. 18, 2022 (Fri.)	PSEMP-2	PSEMP-3	MIS-2
Feb. 19, 2022 (Sat.)	Holiday		
Feb. 20, 2022 (Sun.)	Holiday		
Feb. 21, 2022 (Mon.)	MISCE-1	MISCE-2	Feedback and Valedictory

**2nd ICA-MAFF (Japan) ONLINE Training Course on
“Strengthening Management and Development of Agricultural
Cooperatives and Farmers’ Organizations in Asia and the Pacific-2021”**

March 01 – 25, 2022

PART-II – IDACA MODULE

Date		First half (13:30~15:00)	Second half (15:00~16:30)
March 1	Tue.	Opening Ceremony 13:00 - 13: 40, Program Orientation 13:50 - 14:20 ⇒ Guidance on Action Plan Preparation 14:30 - 15:00	Presentation of Job Report
2	Wed.	Presentation of Job Report	Group Discussion based on Job Report Presentation (Sharing experience among participants)
3	Thu.	Interview on Direction of Action Plan	(Special Lecture) “Initiatives of Farmers Groups towards Climate Change” (Lecturer: Ms. Arianna Giuliadori, WFO)
4	Fri.	(Special Lecture) “Experience of Promoting Farmers Organizations in Cambodia” (Lecturer: Mr. Sok Sotha, CFAP)	(Special Lecture) “Overview of Global Grain Market” (Lecturer: Mr. Arnaud Petit, IGC)
5	Sat.	Free	Free
6	Sun.	Free, 【Distribution of VLMs】	Free
7	Mon.	(Live Lecture) Agriculture and History, Organizational Structure and Businesses of Agricultural Cooperatives in Japan (Lecturer: Mr. Nakashima, Coop Development Consultant, IDACA)	(Live Lecture) Overview and Case Study of Strategy for Sustainable Food Systems, MeaDRI (Current Japanese Agro-policy) (Lecturer: Mr. Osawa, The Norinchukin Bank)
8	Tue.	Q and A Session on VLM “Farm Guidance and Roles of Commodity- wise Group, Marketing Business Plan of JA” (Lecturer: Staff of JA Matsumoto Highland)	Q and A Session on VLM “JA’s Organizational Management and Members’ Organization (Commodity-wise Groups, JAWA* & JAYA)” (Lecturer: Mr. Fukuzono, JA-ZENCHU)
9	Wed.	Q and A Session on VLM “Distribution System of Agricultural Produce in Japan / JA’s Marketing and Purchasing Business” (Lecturer: Ms. Takanashi, Associate Professor, Tokyo University of Agriculture)	Q and A Session on VLM “Farm Management of JA’s Member Farmer”, “Actual Production and Shipment of JA’s Member Farmer” (Lecturer: Mr. Araki, Farmer in Chiba Pref. and Mr. Iino, Farmer in Saitama)
10	Thu.	(Live Lecture) Case Study of JA’s Businesses and Initiatives (Lecturer: Mr. Nakashima, Coop Development Consultant, IDACA)	Group Discussion on “Useful Findings from the First Half of the Training”
11	Fri.	Presentation of Group Discussion Results	(Special Lecture) “Initiatives of Doi Saket Pattana Coop in Thailand (Coffee Production)”
12	Sat.	Free	Free
13	Sun.	Free	Free

14	Mon.	Q and A Session on VLM "Marketing Strategy of JA ~ Blanding of Agro Produce" (Lecturer: Mr. Gomi, Manager of JA Fuefuki)	Q and A Session on VLM "Overview of National Chamber of Agriculture (NCA)" (Lecturer: Mr. Inagagi, Secretary general of NCA)
15	Tue.	Q and A Session on VLM "Agriculture in Nagano Prefecture and Processing Business" (Lecturer: Mr. OKUMA, Senior Researcher, Nagano Agricultural Cooperative Institute for Research and Development)	Q and A Session on VLM "Initiative to secure Safety and Reliability in Agro-production (GAP)" (Lecturer: Mr. Saito, Farmer in Chiba Pref.)
16	Wed.	Q and A Session on VLM "Overview and Initiatives of JF Zengyoren*" (Lecturer: Mr. Sasuga, Deputy Manage, JF Zengyoren)	Q and A Session on VLM "Marketing Strategy of JA ~ Operation of Direct Sales Shop" (Lecturer: Staff of JA Sagami)
17	Thu.	Q and A Session on VLM "Educational Activity for JA's Employees" (Lecturer: Mr. Kato, Manager, Education Center of JA Kanagawa Prefectural Union)	Group Discussion on "Useful Findings from the Latter Half of the Training"
18	Fri.	Presentation of Group Discussion Results	Supplementary Lecture ⇒ Discussion by Participants to decide Action Plan Presentation Method
19	Sat.	Free	Free
22	Sun.	Free	Free
21	Mon.	Preparation of Action Plan (by participants themselves)	Cont.
22	Tue.	Individual Consultation of Action Plan	Cont.
23	Wed.	Presentation of Action Plan	Cont.
24	Thu.	Presentation of Action Plan	Cont.
25	Fri.	Tips for Action Plan Implementation (Lecturer: Mr. Nakashima, Coop Development Consultant, IDACA)	Evaluation Session 15:00 - 16:00 Closing Ceremony 16:30 - 17:30

WFO World Farmers Organization
CFAP Cambodian Farmer Federation Association of Agricultural Producers
IGC International Grains Council
JA Japan Agricultural cooperative(s)
VLM Video Learning Material(s)
JAWA JA Women's Association (s)
JAYA JA Youth Association(s)
JF Zengyoren National Federation of Fisheries Cooperative Associations

Name and Organization in parentheses refer to lecture

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