



NCUI-CICTAB-KSRM International Training programme
“Development of Managerial Skills for Cooperatives and Rural Financing Institutions”
KIIT School of Rural Management (KSRM), KIIT University, Bhubaneswar, Odisha, India
6-9 October 2026

Brief Report and Key Takeaways

As many as 26 participants comprising of Cooperative functionaries and senior officials from Gambia, Liberia, Mauritius, Nepal, Bangladesh and India participated in the International Training programme on “Development of Managerial Skills for Cooperatives and Rural Financing Institutions” jointly organised by NCUI, CICTAB and KIIT School of Rural Management at the KIIT campus Bhubaneswar.

The participants had an opportunity to learn about the cooperative movements in different parts of the world, particularly that of India. They understood and appreciated how the newly formed Ministry of Cooperation at the Federal Government level in India has taken path breaking new initiatives to strengthen the cooperative movement in India. Further, the cases of four different cooperative principles based organizations, two from India and two from other countries, have enlightened the participants how the cooperatives have to adopt resilient supply chains and their need to have robust business strategy while retaining cooperative principles with minor adjustments wherever needed. The international participants got to learn about the nature, types and functions of various federal cooperatives of India and the Multistate Cooperative Societies Act. They also got more awareness on the cooperation between globally recognized Indian cooperatives such as GCMMF (Amul), IFFCO and KRIBHCO and how they have been playing a key role in formation of National Cooperative Exports Limited (NCEL), Bharatiya Beej Sahakari Samiti Limited (BBSSL), and National Cooperative Organics Limited (NCOL). The participants’ nine teams worked on an exercise of the roles of governments in cooperatives and these nine teams shared the experiences from six different countries.

Market analysis and business applications for cooperatives, identifying market opportunities, developing suitable products and services and enhancing the competitiveness of the cooperatives were the among the key learnings. Effective monitoring systems, regular audits, financial discipline, transparency resulting in good governance in cooperatives, institutional credibility, minimizing the financial risks and methods and processes for the improvement of the overall performance of the cooperatives were clearly understood by the participants. Identifying the various risks faced by the cooperatives and how to manage them were other important learnings for the participants. How to prepare a business plan for the cooperatives particularly when the Primary Agricultural Credit Societies (PACS) are in the process of diversification of their businesses, selection of suitable business opportunities, their feasibility, competitive analysis and marketing plan were other noteworthy imbibed by the participants. The discussions on roles of the digital technologies in transforming the cooperative sectors’ financial services and also appreciation of India’s globally acclaimed Unified Payments Interface (UPI) were eye openers for many participants.

Based on a highly interactive and informative session ‘Country Paper Presentations’, the participants from six different countries learnt from each other the practices, achievements and challenges of the cooperative movements in their respective countries and how they are addressing them. Participants from various states of India such as Gujarat, Karnataka, Kerala, Bihar and Odisha have also shared their diverse experiences. These presentations provided an excellent opportunity to compare cooperative systems, understand different regulatory and institutional approaches, and learn from the practical experiences of participating countries.

The Programme devoted for experiential learning and field exposure enabled the participants to understand the functioning of primary-level cooperatives, particularly Primary Milk Producers’ Cooperative Societies. It provided an excellent opportunity to connect classroom learning with real-life cooperative practices, understand grassroots-level operations, explore innovative approaches to cooperative management, financial inclusion, payment mechanisms and banking infrastructure, digitalization, record keeping and service delivery. The key lessons were on strengthening governance, transparent decision-making, member participation, building the managerial capacity, enhancing financial inclusion and accountable leadership.

