PROGRESS • HARMONY • DEVELOPMENT
PHD
CHAMBER OF COMMERCE AND INDUSTRY
ESTD. 1905

PHDCCI GLOBAL DELEGATION

TO UNITED STATES OF AMERICA

WEST COAST **CALIFORNIA**

31 MAY – 13 JUNE 2027

Where Cooperation Meets Opportunity

A study delegation for India's cooperative leadership - exploring cooperative enterprise, agriculture and the agri-food value chain across San Francisco (with proposed Sacramento visits) and Los Angeles.







PROGRAM	BASES	WORKING DAYS	REGISTER BY
Study Delegation · 14 Days, 13 Nights	**San Francisco · Los Angeles**	**9 Working Days · 2 Bases**	**31 January 2027**

13–15 INSTITUTIONAL ENGAGEMENTS

7+ FARMER COOPERATIVES

2 BASES · 9 WORKING DAYS

INCLUDING
Universities & Research Centres · Consulate General of India · Ports & Logistics · B2B Interactions

All figures and visits are indicative, subject to confirmation.









THE QUESTION THIS DELEGATION GOES TO ANSWER

How does a farmer-owned cooperative survive a hundred years in the world's most competitive food market - and what happens when it stops being one?

ORGANISED BY THE COMMITTEE ON COOPERATIVES, PHDCCI **LIMITED SEATS · REGISTER BY 31 JANUARY 2027**

THE CASE FOR CALIFORNIA

Where cooperatives have built lasting success

California is home to some of the world's most enduring and successful farmer cooperatives.

California produces more than a third of America's vegetables and a significant share of its fruits and nuts, supported by a remarkable ecosystem of farmer-owned enterprises built over generations.

Their stories are not simply about longevity. They are about how farmers can come together, build scale, create strong brands, add value, reach global markets and generate lasting value for their members.



PHDCCI delegates in session with the National Cooperative Business Association CLUSA, Washington DC, June 2026.

1893 **Sunkist**

1917 **Sunsweet**

1944 **Farmers' Rice Cooperative**

THIS IS THE PURPOSE OF THE DELEGATION

Designed for India's cooperative leadership, this is an opportunity to go beyond presentations and experience successful cooperative models in practice - to explore how cooperatives are addressing the most important questions facing the sector today:

01 *How can collective strength translate into market power?*

02 *How can thousands of farmers build and own a global brand?*

03 *How can value addition and professional management deliver greater returns to members?*

04 *And how can a cooperative remain member driven while competing in global markets?*



Citrus Groves



Dairy Cooperatives



Ports & Global Markets

California offers a rare opportunity to see these principles in action. **Learn from proven models. Connect with cooperative leaders. Discover new possibilities.**

A STRATEGIC JOURNEY. POWERFUL OUTCOMES.

The California Study Delegation 2027

14	2	1	13	9
DAYS	BASES	PURPOSE	NIGHTS	WORKING DAYS

TWO BASES. ONE CONTINUOUS PROGRAM.



BASE 1

SAN FRANCISCO

6 Nights · San Francisco base · Sacramento visits proposed

- Cooperative ecosystem & institutional meetings
- Policy sessions and engagement with public agencies & think tanks
- University & research centre interactions
- Exposure to the rice, dried fruit & dairy ecosystems



BASE 2

LOS ANGELES

7 Nights · second and final base of the program

- Citrus, dairy & agricultural cooperative visits
- Business & industry interactions and B2B meetings
- Corporate & startup ecosystem exposure
- Agri-food logistics & market access exposure
- Consulate General of India engagement

Two bases, one continuous program - San Francisco for policy, research and the cooperative ecosystem; Los Angeles for cooperatives, industry, market access and global trade linkages.

PROGRAM TYPE

This is a **study delegation, not a business mission** - a structured learning journey of institutional engagements and curated exposures across California.

LEARN · CONNECT · EXPLORE · COLLABORATE

WHO IT IS FOR

Who Should Join & What You Take Back

WHO SHOULD JOIN

Leaders and decision makers from cooperative societies, federations and unions across sectors:

- Industry Leaders
- Startups & Entrepreneurs
- Cooperative Sector Representatives
- Policymakers & Regulators
- Academia & Researchers
- Professionals & Consultants

SECTORS IN FOCUS

CORE FOCUS

- Agriculture & Agri-Tech
- Food Processing & Value Addition
- Dairy & Animal Husbandry
- Cooperative & Rural Enterprises
- Agri-Food Value Chain & Logistics
- Cooperative Governance & Finance

ALLIED AREAS

Renewable Energy · Technology & Innovation · Infrastructure & Logistics · Education & Skill Development

GLOBAL COOPERATIVE EXPOSURE

- Study successful global cooperative models
- Learn governance, finance & digital transformation
- Explore market access opportunities
- Build long-term international partnerships

WHAT YOU TAKE BACK

STRONGER PARTNERSHIPS
With global cooperative leaders and institutions

ACTIONABLE INSIGHTS
On governance, finance, technology and markets

NEW OPPORTUNITIES
Trade, investment and collaboration prospects

INNOVATION & SUSTAINABILITY
Future-ready cooperative practices

GLOBAL EXPOSURE
First-hand experience of proven global models



Delegation at The World Bank, Washington DC, 2026



Address to the delegation, Embassy of India, The Hague, 2025

A CAREFULLY DESIGNED JOURNEY

14 Days. Two Bases. Countless Opportunities.

DATES	DURATION	BASES	REGISTER BY
31 May - 13 June 2027	14 Days · 13 Nights · 9 Working Days	San Francisco (6 nights) · Los Angeles (7 nights)	31 January 2027

DAY-WISE PROGRAM OVERVIEW

DAYS	DATES	DESTINATION	FOCUS & KEY ACTIVITIES
Day 1	31 May 2027 (Mon)	San Francisco	Arrival in San Francisco · hotel check-in and initial arrangements
Days 2 - 5	1 - 4 June 2027 (Tue - Fri)	San Francisco / Bay Area (Sacramento visits proposed)	Engagements with agricultural institutions & cooperatives · University & research centres · Consulate General of India · Rice, dried fruit & dairy ecosystems
Day 6	5 June 2027 (Sat)	San Francisco	No institutional engagements · weekend landmark visits / free time
Day 7	6 June 2027 (Sun)	San Francisco to Los Angeles	Transfer to Los Angeles · hotel check-in
Days 8 - 12	7 - 11 June 2027 (Mon - Fri)	Los Angeles	Citrus, dairy & agricultural cooperatives · A leading citrus cooperative & packing operation · University & innovation ecosystem · Consulate General of India
Day 13	12 June 2027 (Sat)	Los Angeles	No institutional engagements · weekend landmark visits / free time
Day 14	13 June 2027 (Sun)	Los Angeles	Departure from Los Angeles

SEAMLESS TRAVEL, WELL PLANNED

- Seamless travel from San Francisco to Los Angeles by domestic flight / intercity train / luxury coach, as deemed appropriate by PHDCCI.
- Baggage as per the rules of the chosen transport mode
- Comfortable private air-conditioned coach for all local travel

GOOD TO KNOW

- Policy and public agency exposure alongside the cooperative program
- City orientation and local experiences in both bases; 6 June is the transfer day to Los Angeles
- All visits and meetings are indicative and subject to confirmation; Sacramento may be included

MEANINGFUL INTERACTIONS. LASTING IMPACT.

Proven track record

PAST DELEGATION · USA 2026 The institutions below were engaged on the delegation that preceded this one. They illustrate the level of access a PHDCCI chamber delegation opens - they are not the confirmed 2027 itinerary.



US-India Business Council
Industry synergies, market access and cooperative-corporate partnership pathways.



The World Bank
Financing, inclusive development and strengthening cooperative models.



Embassy of India, Washington DC
India-USA cooperation, trade opportunities and institutional support.

INSTITUTIONS ENGAGED

30 May - 7 June 2026 · Washington DC & New York

- **NCBA CLUSA** — WASHINGTON DC
- **US-India Business Council** — WASHINGTON DC
- **Consulate General of India** — NEW YORK
- **The World Bank** — WASHINGTON DC
- **National Council of Farmer Cooperatives** — WASHINGTON DC
- **Port Authority of NY & New Jersey** — NEW YORK
- **Embassy of India** — WASHINGTON DC
- **University of Maryland** — MARYLAND
- **UNDP** — NEW YORK

Further photographs from this delegation, and from the Netherlands delegation of July 2025, appear in the photo gallery on page 17.

VOICES FROM OUR PAST DELEGATIONS

"An extremely well-organised delegation with high-value meetings and institutional interactions. The exposure to successful cooperatives in the USA has given us practical ideas to take back and implement in India."

- Delegate, PHDCCI USA Cooperative Leadership Delegation, 30 May - 7 June 2026

"The Netherlands delegation was a great learning experience. The level of planning, engagements and insights shared will help strengthen cooperative models in our country."

- Delegate, PHDCCI Netherlands Cooperative Delegation, 20 - 25 July 2025

BEYOND MEETINGS. MEANINGFUL EXPOSURE.

What the 2027 program sets out to explore

A curated program that blends institutional interactions, field visits and knowledge sessions to give delegates practical insights and global best practices across the cooperative and agri-food value chain.

PROPOSED VISITS & EXPOSURE INDICATIVE - TO BE CONFIRMED



Citrus Cooperative & Packing

A working citrus operation and packing facility - understanding scale, quality standards, sustainability practices and global reach.



Dairy Cooperative

Progressive dairy cooperatives and modern farming practices - production efficiency, farmer support systems and value addition.



University & Research Centres

Leading universities and agri-research institutions - research collaboration, agri-technology and capacity building.



Logistics & Market Access

How California produce reaches global markets - aggregation, cold chain, trade facilitation and export linkages.

These visits are **proposed and indicative**, and illustrate the themes the program covers. The final list is confirmed by PHDCCI closer to departure and shared with delegates in the pre-departure briefing.

HOW THE PROGRAM IS BUILT

Program Priorities & Local Experiences

01
Institutional exposure
Meetings with cooperative institutions, public agencies and consulates.

02
Cooperative & agriculture learning
Field visits across the citrus, dairy and agri-food value chain.

03
Business & networking
Sectoral roundtables, B2B interactions and partnership conversations.

04
Cultural & local experiences
A limited, curated element alongside the working program.

BEYOND THE WORKING PROGRAM A SECONDARY, CURATED ELEMENT

CURATED LOCAL EXPERIENCES

- Group city orientation
- Weekend landmark visits
- Networking dinners
- Free time to explore

The two Saturdays are kept free of institutional engagements. Group transport is provided to these locations; entry tickets and personal expenses at the venues are at the delegate's own account.


Iconic Landmarks


Vibrant Cities


Coastal Landscapes


Agricultural Landscapes

FEE & PAYMENT

Delegation Fee

What it costs, and what it covers.

SINGLE OCCUPANCY

INR 8,75,000

+ 18% GST · per delegate

One delegate per room - without international flight (Delhi-USA-Delhi)

DOUBLE OCCUPANCY

INR 7,00,000

+ 18% GST · per delegate

Twin sharing, subject to availability - without international flight (Delhi-USA-Delhi)

WITHOUT HOTEL

INR 4,30,000

+ 18% GST · per delegate

Own accommodation, arranged and paid for by the delegate - without international flight (Delhi-USA-Delhi). All other program inclusions apply.

WHAT THE FEE COVERS

INCLUDED IN THE PROGRAM

- **13 nights' accommodation in 4-star hotels** - Single and Double Occupancy options only; not included in the Without Hotel option
- All breakfasts, lunches and dinners - vegetarian meals only, as per the group menu
- Airport transfers on arrival and departure (as per group schedule)
- All ground transportation by private coach
- Seamless travel from San Francisco to Los Angeles by domestic flight / intercity train / luxury coach, as deemed appropriate by PHDCCI.
- All institutional meetings, visits and interactions as per itinerary
- Scheduled local experiences and city orientation as per program (entry tickets excluded)
- Delegate kit with travel essentials and materials
- On-ground coordination and logistics support by the PHDCCI team

NOT INCLUDED IN THE PROGRAM

- International airfare (Delhi-USA-Delhi) - to be booked by the delegate
- US visa fees and related consular charges
- Travel insurance (mandatory) - USD 100,000 medical cover
- Excess baggage charges, as per the rules of the chosen transport mode
- Personal expenses (laundry, telephone, minibar, tips, etc.)
- Entry tickets, private activities and any meal or visit not part of the official program
- Any cost arising due to flight delays, cancellations, natural events, political changes, etc.



REGISTER BY 31 JANUARY 2027 · LIMITED SEATS

HOW TO PAY

Payment Details

BANK ACCOUNT DETAILS	
Account Name	PHD Chamber of Commerce and Industry
Bank	ICICI Bank Ltd - Green Park Branch, Near Uphaar Cinema, New Delhi 110016
Account Type	Current Account
Account Number	007105012573
IFSC Code	ICIC0000071
MICR Code	110229009
GSTIN 07AAACP1438L1ZE · PAN AAACP1438L	

PAYMENT TERMS

- Full payment in INR at the time of registration; 18% GST is payable in addition.
- Confirmation of participation is sent after receipt of full payment.
- **Bank transfer:** e-mail the transaction receipt along with the registration form.
- **Demand Draft:** in favour of PHD Chamber of Commerce and Industry, submitted with the registration form at PHD House, New Delhi.
- **Registration form:** obtain it from, and send it to, any of the contacts on page 18.

The Official PHDCCI Invitation Letter is issued only after completion of registration and receipt of the full delegation fee - not against partial payment or pending registration.

HOW TO REGISTER · 4 SIMPLE STEPS

01 Fill the form
Complete the registration form and choose Single, Double or Without Hotel.

02 Pay in full
Transfer the full fee + 18% GST to the PHDCCI account above and e-mail the receipt with the form.

03 Get confirmed
Receive your confirmation of participation and the Official PHDCCI Invitation Letter.

04 Visa & profile
Start your US visa process at the earliest and share your delegate profile.

KEY DATES AT A GLANCE

Registrations Open	At the earliest	31 Jan 2027	10 May 2027	31 May 2027	13 Jun 2027
	Start US visa process	Last date to register	Last date for refund / credit	Program begins (SF)	Departure (LA)



Moments from PHDCCI cooperative delegations - USA 2026 and the Netherlands 2025

IF YOU NEED TO CANCEL

Cancellation, Refund & Credit Note

Once registration is confirmed, the amount you get on cancellation depends only on the date PHDCCI receives your written request. All percentages are of the **delegation fee (excluding GST)** for the option selected; GST is adjusted or refunded as per applicable Government rules. You may choose **either** a refund **or** a credit note:

DATE OF CANCELLATION	OPTION 1 - REFUND YOU GET			OPTION 2 - CREDIT NOTE
	SINGLE	DOUBLE	WITHOUT HOTEL	CREDIT YOU GET
On or before 31 January 2027	**90%** (10% deducted)	**85%** (15% deducted)	**90%** (10% deducted)	**100%** (Nil deducted)
1 February to 31 March 2027	**75%** (25% deducted)	**65%** (35% deducted)	**75%** (25% deducted)	**90%** (10% deducted)
1 to 30 April 2027	**50%** (50% deducted)	**40%** (60% deducted)	**50%** (50% deducted)	**75%** (25% deducted)
1 to 10 May 2027	**25%** (75% deducted)	**15%** (85% deducted)	**25%** (75% deducted)	**50%** (50% deducted)
After 10 May 2027	**No refund** (100% deducted)	**No refund** (100% deducted)	**No refund** (100% deducted)	**No credit** (100% deducted)

OPTION 1 - REFUND
You get the refund shown in the table, paid within 30 days of PHDCCI receiving your written request.

OPTION 2 - CREDIT NOTE (OPTIONAL)
You get the credit shown in the table, to use for your next eligible PHDCCI delegation within one year from the date of payment. **Any unused balance is refunded in full on expiry.**

Example - Single (INR 8,75,000), cancelled on 15 March 2027: **Refund:** you get INR 6,56,250 (75%; 25% deducted) · **Credit Note:** you get INR 7,87,500 credit (90%; 10% deducted)

Visa Rejection

If a US visa is refused, the amount you get is decided by the table above, based on the date PHDCCI receives the written cancellation request.

Withdrawal After Registration

Registration is a confirmed commitment. Any withdrawal - with or without a reason, and whether or not the US visa has been approved - follows the table above. A documented medical emergency or death in the immediate family may be considered on merit, at PHDCCI's sole discretion.

BEFORE YOU TRAVEL

Travel & Logistics

San Francisco to Los Angeles Travel

Seamless travel from San Francisco to Los Angeles by **domestic flight / intercity train / luxury coach**, as deemed appropriate by PHDCCI based on the program, timings, availability, cost and group convenience. The final mode will be shared in the pre-departure briefing, and its cost is included in the program fee.

Baggage is subject to the rules of the chosen mode - airline rules if by flight, and the operator's rules if by train or coach. Any excess baggage charge is paid directly by the delegate.

If the sector is covered by flight, PHDCCI will provide an economy class ticket. A delegate wishing to travel business class may do so by paying the fare difference applicable at the time of booking.

Hotels & Ground Transport

Hotel bookings, ground transport and other arrangements are made at the discretion of PHDCCI for the benefit of the delegation. International flights are booked by delegates.

Local transportation is provided only for the official delegation program and the scheduled checkout date. Delegates extending their stay arrange and pay for their own additional accommodation, transport and airport transfers.

Airport transfers in the US are organised as group transfers aligned with the delegation's official flight schedule. Individual transfers outside the official schedule do not form part of the delegation arrangements.

Travelling the San Francisco - Los Angeles sector independently? Inform PHDCCI at the time of paying the program fee. **INR 15,000** will be deducted from the program fee **for this intercity sector only**. You then arrange and pay for your own travel, baggage and transfers for this sector, and join the group at the Los Angeles meeting point and time communicated by PHDCCI.

Delegates are advised to coordinate their international travel with the group and, wherever practical, to travel on the designated group flights.



San Francisco



Santa Monica, Los Angeles



Los Angeles waterfront

BEFORE YOU TRAVEL

US Visa & Documents

US Visa

Delegates are advised to initiate their US visa process well in advance. Visa appointment availability and processing timelines are determined by the concerned US authorities and are outside PHDCCI's control; delegates holding a valid US visa may proceed subject to the applicable visa conditions.

B-1/B-2 interview wait times at Indian posts have been running long and vary by post. Delegates should check current wait times on the official US Travel Docs portal and book an interview appointment as early as possible.

Invitation Letter & US Visa Support

PHDCCI will issue an official Invitation Letter to eligible registered delegates to support their application for a US B-1/B-2 visa, where applicable.

The Invitation Letter is issued solely in support of the visa application and does not constitute a guarantee of visa approval. The decision rests entirely with the US Embassy or Consular authorities.

Delegates are responsible for providing complete, accurate and truthful information and for complying with all requirements of the US authorities.

DOCUMENTS REQUIRED FOR REGISTRATION

- Passport valid well beyond the travel dates - PHDCCI requires minimum validity up to December 2027
- Recent passport-size photograph (as per US visa specifications)
- US B-1/B-2 visa, or a booked interview appointment
- Company / cooperative / organisation profile
- Travel insurance with minimum USD 100,000 medical cover (mandatory)
- Completed registration form and proof of payment

Visa Advisory: Start your US visa process as early as possible. Interview wait times vary by post, and PHDCCI does not guarantee a visa appointment or visa approval. If a visa is refused, the cancellation table on page 11 applies (based on the date of the written request). US visa fees and travel insurance are not included in the fee.

Travel Insurance (mandatory): Each delegate must buy their own travel insurance with a minimum USD 100,000 medical cover for the entire duration of travel, and share proof with PHDCCI before departure. A delegate without valid insurance, travel documents or the required US visa cannot join the delegation; the cancellation policy (page 11) applies.





GOOD TO KNOW

Delegate Guidelines

Please read before you register.

01 Airport transfers are a group arrangement
PHDCCI will share a recommended group flight schedule, and delegates are advised to book their international tickets accordingly. Airport pick-up and drop in the US are provided only as scheduled group transfers; delegates travelling outside this schedule arrange their own transport, unless PHDCCI approves otherwise in writing.

02 Transport covers the official program period
Local transportation is provided only for the official group program and within the official delegation dates. Private activities, shopping, personal sightseeing and individual pick-up or drop are not covered. Delegates extending their stay arrange and pay for their own accommodation, transport and airport transfers.

03 Meals are scheduled as part of the program
Only vegetarian meals are provided by PHDCCI, as per the group arrangement and the available menu at selected restaurants. Separate menus, non-vegetarian food or special meals as per personal preference are not part of the package and cannot be guaranteed. Delegates choosing to dine independently do so at their own cost.

04 Share your interests in advance
The delegation follows a common institutional program for the collective benefit of all delegates. Delegates wishing to raise a specific institutional or sectoral issue during a relevant engagement should indicate their interest at the time of registration, so it can be coordinated with the host.

05 Delegate profile for the official directory
Delegates are requested to provide their organisation and professional profile within the stipulated timeline before departure, accurately and in the prescribed format, for the official delegation booklet and directory.

06 Exposure, networking & collaboration
The program facilitates institutional interactions and networking opportunities. No specific transaction, order, partnership or MoU is guaranteed, and any such engagement remains subject to the independent decision of the parties concerned.

LOGISTICS & COMFORT: Air-conditioned coach for all transfers and visits · Vegetarian meals throughout, as per the group menu · Delegate kit with travel essentials · Group airport transfers on arrival and departure · Dedicated on-ground assistance by the PHDCCI team

ONE DELEGATION · ONE COMMON PROGRAM · MAXIMUM VALUE FOR EVERY DELEGATE

BEFORE YOU PAY

Important Terms & Policies

Clear terms, so there are no surprises later.

01 Registration, Fee & Discounts

- The delegation fee is charged per registered delegate and is exclusive of 18% GST. International airfare is not included in any option.
- Registering several delegates from the same organisation does **not** automatically qualify for any bulk or group discount.
- All package inclusions are for the registered delegate only.
- Registration is a confirmed commitment. Any withdrawal - with or without a reason, and whether or not the US visa has been approved - is governed by the cancellation table on page 11. A documented medical emergency or death in the immediate family may be considered on merit, at PHDCCI's sole discretion.

02 Accompanying Persons

- A spouse, partner or other accompanying person may join only if declared at the time of registration and approved by PHDCCI.
- Their meals, local transport, entry tickets and any other services are charged separately. PHDCCI will confirm these charges in advance, and they must be paid before departure.
- If they share the delegate's hotel room, the room arrangement and any applicable charge will be confirmed in advance.

03 Meals

- **Only vegetarian meals** are provided, as per the group arrangement and the available menu.
- Separate menus, non-vegetarian food or special meals as per personal preference are not part of the package and cannot be guaranteed.

04 Hotels & Rooms

- Hotels are selected by PHDCCI; final arrangements are subject to availability.
- **Single Occupancy:** one delegate per room. **Double Occupancy:** twin sharing with another registered delegate, subject to availability. Delegates may indicate a preferred room-mate at registration.
- Room availability, room-mate pairing and any extra charge for an accompanying person are confirmed by PHDCCI in writing before departure.
- **Without Hotel:** accommodation is **not included**. The delegate arranges and pays for the hotel, check-in/check-out, travel between the hotel and the group, and any hotel-related costs, and joins the official group transfers at the meeting point and time communicated by PHDCCI.

05 Group Flights & Airport Transfers

- PHDCCI will share a recommended group flight schedule. Delegates are advised to book their international tickets accordingly.
- Airport pick-up and drop are provided only as scheduled group transfers. No separate transfer is guaranteed for individual flights.
- Delegates travelling outside the group schedule arrange their own transport, unless PHDCCI approves otherwise in writing.

06 Meetings, Visits & Program Changes

- All meetings and visits are subject to confirmation and availability of the host institutions. No meeting with a specific institution or official is guaranteed without formal confirmation.
- The program, hotels or transport may change due to operational requirements or availability.

07 Local Transport & Personal Activities

- Local transport is provided only for the official group program, within the official delegation dates.
- Private activities, shopping, personal sightseeing, extra entry tickets and individual pick-up or drop are not included. Requests for additional vehicles cannot be guaranteed.
- Delegates extending their stay arrange and pay for their own accommodation and transport.

08 San Francisco - Los Angeles Sector

- Seamless travel by domestic flight / intercity train / luxury coach, as deemed appropriate by PHDCCI based on the program, timing, availability, cost and group convenience. No particular mode is guaranteed.
- Baggage follows the rules of the chosen mode - airline rules if by flight.
- A delegate travelling this sector independently (INR 15,000 deduction, page 12) arranges their own travel, baggage and transfers for this sector and joins the group at the Los Angeles meeting point and time communicated by PHDCCI.

09 US Visa, Insurance & Documents

- Start your visa process as early as possible. PHDCCI does not guarantee a visa appointment or visa approval.
- If a visa is refused, the cancellation slab applicable on the date of the written request applies (page 11).
- Visa delays, non-availability of interview slots, late receipt of a passport or a late application by the delegate do not give an automatic right to a refund; the cancellation slabs (page 11) apply.
- Each delegate buys their own travel insurance (minimum USD 100,000 medical cover) for the entire travel period and shares proof before departure. US visa fees and insurance are not included in the fee.

10 Credit Note (Optional)

- On cancellation, the delegate chooses **either a refund or a credit note**, in writing. The credit note is optional.
- **Credit you get** (on the fee excluding GST): up to 31 Jan 2027 - 100% (Nil deducted); 1 Feb to 31 Mar - 90% (10% deducted); April - 75% (25% deducted); 1 to 10 May - 50% (50% deducted); after 10 May 2027 - no credit.
- **Validity:** one year from the date of payment, for any eligible PHDCCI delegation, subject to availability and that delegation's terms and fees. If the new fee is higher, the delegate pays the difference.
- **On expiry:** any unused balance is refunded in full, with no further charge. GST is adjusted as per applicable Government rules.

11 Cancellation by PHDCCI

- **Cancellation attributable to PHDCCI:** the delegate may choose either a refund of the eligible amount, after the applicable GST adjustment, or a credit note valid for one year (as in section 10). The participant cancellation slabs do not apply in this case.
- **Force majeure or circumstances beyond PHDCCI's control:** the cancellation slab (page 11) applicable on the date of cancellation will apply.

12 Legal Jurisdiction

- **Legal jurisdiction:** all disputes arising out of this delegation are subject to the exclusive jurisdiction of courts in Delhi only.

PLEASE READ THESE TERMS CAREFULLY BEFORE MAKING PAYMENT





MOMENTS FROM OUR DELEGATIONS

Photo Gallery

Institutional engagements, field visits and knowledge sessions from the two delegations led by the PHDCCI Committee on Cooperatives - the Netherlands in July 2025 and the United States in May-June 2026.

USA COOPERATIVE LEADERSHIP DELEGATION

30 MAY - 7 JUNE 2026



Felicitation, Washington DC



Leadership session, USIBC



Embassy of India, Washington DC



Institutional engagement



Felicitation, New York



Roundtable in session, Washington DC



US-India Business Council, Washington DC

NETHERLANDS COOPERATIVE DELEGATION

20 - 25 JULY 2025



Wageningen University & Research



Dutch Green Delta ecosystem



Embassy of India, The Hague



Royal FloraHolland, Aalsmeer - the world's largest flower auction cooperative



Delegation engagement, 2026



Delegation, Washington DC, 2026

THE VOICE OF INDUSTRY & TRADE

About PHD Chamber

Established in **1905**, the PHD Chamber of Commerce and Industry is one of India's leading and oldest apex chambers, representing industry, business and enterprises across sectors. Acting as the "Voice of Industry & Trade" and reaching more than 1,50,000 enterprises, PHDCCI serves as a bridge between industry, Government and policymakers - working on policy advocacy, entrepreneurship, investment, employment generation and inclusive development.

At the global level, the Chamber works with Embassies, High Commissions and international agencies in India and overseas to bring in international best practices and business opportunities for Indian industry.

1905
ESTABLISHED

1,50,000+
ENTERPRISES REACHED

PAN-INDIA
APEX ORGANISATION

*The Committee on Cooperatives led delegations to the **Netherlands (20-25 July 2025)** and the **United States (30 May - 7 June 2026)**. 2027 continues this journey, taking India's cooperative leadership to California.*

LEADERSHIP OF THE COMMITTEE ON COOPERATIVES



Shri Dileep Sanghani
CHAIR, COMMITTEE ON COOPERATIVES, PHDCCI
Chairman, Indian Farmers Fertiliser Cooperative Limited (IFFCO) - one of the world's largest cooperative organisations. Led the PHDCCI USA Cooperative Leadership Delegation, 30 May - 7 June 2026.



Shri Jyoti Saroop
CO-CHAIR, COMMITTEE ON COOPERATIVES, PHDCCI
Founder Director, Unati Multi-State Cooperative Society



Shri Annasaheb Shankar Jolle
CO-CHAIR, COMMITTEE ON COOPERATIVES, PHDCCI
Director, Oil Seeds Growers Co-operative Society Ltd.

FOR INQUIRIES & REGISTRATION

Dr. Jatinder Singh
Deputy Secretary General
jatinder.singh@phdcci.in
+91 11 4954 5454

Mr. Rupesh K. Pandey
Director
rupesh.pandey@phdcci.in
+91 95992 04729

Ms. Harshita Negi
Executive Officer
harshita.negi@phdcci.in
+91 98181 13093

Secure your spot today
PHD House, 4/2 Siri Institutional Area, August Kranti Marg, New Delhi 110016 · www.phdcci.in

31 MAY - 13 JUNE 2027
Register by 31 January 2027

See you in California!