



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 / Sacramento and Los Angeles.

PROGRAM Study Delegation · 14 Days, 13 Nights

BASES San Francisco / Sacramento · Los Angeles

GROUP SIZE 18 – 28 Delegates · 9 Working Days

REGISTER BY 31 March 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



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 MARCH 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.

1893
Sunkist

1917
Sunsweet

1944
Farmers' Rice Cooperative

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 (NCBA), Washington DC, June 2026.



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

DAYS

2

BASES

1

PURPOSE

18–28

DELEGATES

9

WORKING DAYS

TWO BASES. ONE CONTINUOUS PROGRAM.



BASE 1

SAN FRANCISCO / SACRAMENTO

6 Nights · San Francisco base

- 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

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 OF INTEREST

- 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

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.



LEARN

Best Practices



CONNECT

Global Networks



EXPLORE

New Possibilities



COLLABORATE

For Shared Growth

A CAREFULLY DESIGNED JOURNEY

14 Days. Two Bases. Countless Opportunities.

DATES	DURATION	BASES	GROUP SIZE
31 May – 13 June 2027	14 Days · 13 Nights · 9 Working Days	San Francisco / Sacramento · Los Angeles	Minimum 18 · Maximum 28 Delegates

BASE 1 · SAN FRANCISCO / SACRAMENTO

31 May – 6 June 2027
· 6 Nights

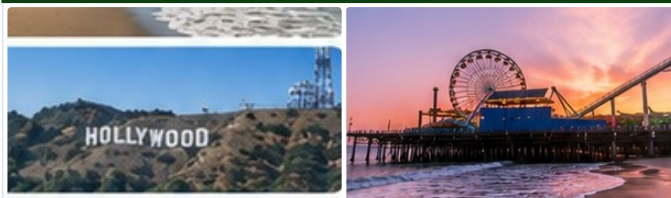


THE HEART OF INNOVATION & COOPERATION

Explore the cooperative ecosystem, meet leaders of leading institutions, participate in knowledge sessions and experience the spirit of innovation that defines Northern California.

BASE 2 · LOS ANGELES

6 – 13 June 2027 · 7 Nights



A GLOBAL HUB OF BUSINESS & CREATIVITY

Engage with influential cooperatives and businesses, explore dynamic sectors, and build partnerships in one of the world's most diverse and influential regions.

DAY-WISE PROGRAM OVERVIEW

DAYS	DATES	DESTINATION	FOCUS & KEY ACTIVITIES
Days 1 – 7	31 May – 6 June 2027	San Francisco / Sacramento	Engagements with agricultural institutions & cooperatives · Visit to university & research centres · Consulate General of India engagement · Exposure to rice, dried fruit & dairy ecosystems · Experience the Bay Area
Days 8 – 13	7 – 12 June 2027	Los Angeles	Visits to citrus, dairy & agricultural cooperatives · Visit to a leading citrus cooperative & working packing operation · Engagement with university & innovation ecosystem · Consulate General of India engagement
Day 14	13 June 2027	Los Angeles	Departure from Los Angeles

SEAMLESS TRAVEL, WELL PLANNED

- San Francisco to Los Angeles by flight (economy class), provided by PHDCCI
- 15 kg check-in baggage allowance per delegate on the domestic sector
- 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
- Sacramento, the state capital, may be included subject to the final program

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 for sustainable growth.



The World Bank

Financing, inclusive development and strengthening cooperative models for sustainable growth.



Embassy of India, Washington DC

India-USA cooperation, trade opportunities and institutional support for India's cooperative sector.

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 11.

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

Sustainable, future-ready cooperative practices



GLOBAL EXPOSURE

First-hand experience of proven global models

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.

PROGRAM PRIORITIES

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



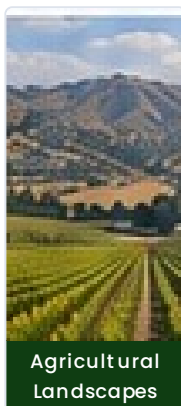
Iconic Landmarks



Vibrant Cities



Coastal Landscapes



Agricultural Landscapes

CURATED LOCAL EXPERIENCES

- ✓ Group city orientation
- ✓ Networking dinners
- ✓ Weekend landmark visits
- ✓ 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.

FEE & PAYMENT

Delegation Fee

What it costs, and what it covers.

All amounts are per delegate and exclusive of GST. International airfare (Delhi–USA–Delhi) is not included in any option.

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 3,75,000

+ 18% GST · per delegate

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

PROGRAM TYPE

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

18–28

DELEGATES

14

DAYS · 13
NIGHTS

9

WORKING DAYS

2

BASES

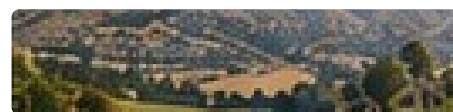
WHAT THE FEE COVERS

INCLUDED IN THE PROGRAM

- ✓ **13 nights' accommodation in 4-star hotels** – applicable to the Single and Double Occupancy options only; not included in the Without Hotel option
- ✓ All breakfasts, lunches and dinners – Indian vegetarian and non-vegetarian options
- ✓ Airport transfers on arrival and departure (as per group schedule)
- ✓ All ground transportation by private coach
- ✓ Economy class domestic airfare: San Francisco to Los Angeles (15 kg checked baggage per delegate)
- ✓ All institutional meetings, visits and interactions as per itinerary
- ✓ Sightseeing and cultural experiences as per program
- ✓ 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 (beyond 15 kg on domestic flights)
- ✗ Personal expenses (laundry, telephone, minibar, tips, etc.)
- ✗ Any meal, visit or activity that is not part of the official program
- ✗ Any cost arising due to flight delays, cancellations, natural events, political changes, etc.



**REGISTER BY 31 MARCH
2027**

Limited seats · Early registration ensures visas, smoother logistics and a better experience

HOW TO PAY

Payment Details & Cancellation Policy

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 at the time of registration.
- The delegation fee is exclusive of GST; 18% GST is payable in addition.
- All payments to be made in INR.
- A confirmation of participation will be sent after receipt of the payment.
- DD in favour of PHD Chamber of Commerce and Industry. E-mail the transfer receipt along with the registration form.

The Official PHDCCI Invitation Letter is issued only after completion of registration and receipt of the full delegation fee. No invitation letter is issued against partial payment or pending registration.

CANCELLATION & REFUND

Terms once your registration is confirmed

Once a delegate's registration is confirmed, any cancellation is subject to the terms below. The applicable charge is determined solely by the date the written cancellation request is received by PHDCCI, calculated as a percentage of the total delegation fee paid under the option selected at registration.

DATE OF CANCELLATION	SINGLE	DOUBLE	WITHOUT HOTEL
On or before 31 January 2027	10%	15%	10%
1 February to 31 March 2027	25%	35%	25%
1 to 30 April 2027	50%	60%	50%
1 to 10 May 2027	75%	85%	75%
After 10 May 2027 – non-refundable	100%	100%	100%

Refundable Amount – cancellation requests must be submitted in writing to PHDCCI, and the date of receipt is treated as the effective date of cancellation. The balance after deduction of the applicable cancellation charge is refunded within 30 days of that date.

Credit Note – a delegate may instead opt for a credit note for the refundable amount, which can be adjusted against the fee for a future PHDCCI delegation, subject to eligibility.

Visa Rejection

In the event of US visa refusal, the refund will be governed by the cancellation slab applicable on the date the written cancellation request is received by PHDCCI.

Withdrawal After Registration

Registration is a confirmed commitment to participate. Any withdrawal – with or without a reason, and whether or not the US visa has been approved – is governed by the cancellation slab applicable on the date PHDCCI receives the written request. For example, a withdrawal received on or before 31 January 2027 is refunded after a 10% (Single), 15% (Double) or 10% (Without Hotel) deduction. 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, US Visa & Documents

San Francisco to Los Angeles Travel

Given the distance between San Francisco and Los Angeles, this sector will be covered by flight. PHDCCI will provide an economy class ticket for this sector.

Delegates must restrict their baggage to the checked-in and cabin baggage allowance permitted by the airline on that ticket. If the baggage exceeds the permitted weight, the excess baggage charge is to be paid directly to the airline by the delegate.

A delegate wishing to travel business class instead of economy may do so by paying the fare difference applicable at the time of booking.

A delegate who prefers to book this sector independently, whether in economy or business class, must inform PHDCCI at the time of paying the program fee. In such a case **INR 15,000** will be deducted from the program fee and the balance amount is to be paid to the Chamber.

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 beyond the program dates are responsible for arranging and bearing the cost of 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.

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

US VISA & INVITATION LETTER

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 for the purpose of supporting 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 or assurance of visa approval. The decision to grant or refuse a US visa rests entirely with the US Embassy or Consular authorities; PHDCCI has no role in determining the outcome of an individual visa application.

Delegates are responsible for providing complete, accurate and truthful information and for complying with all requirements stipulated by 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: B-1/B-2 interview wait times at Indian posts have been running long and vary by post. PHDCCI asks every confirmed delegate to have a B-1/B-2 interview appointment booked by December 2026. Delegates should verify current wait times on the official US Travel Docs portal.

Travel Insurance (mandatory): All delegates must carry travel insurance with a minimum USD 100,000 medical cover for the entire duration of the visit. Participation remains subject to valid travel documentation and the required US visa.

GOOD TO KNOW

Delegate Guidelines

Please read before you register.

01 Airport transfers are a group arrangement

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

02 Transport covers the official program period

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

03 Meals are scheduled as part of the program

All meals are arranged by PHDCCI at selected restaurants and include Indian vegetarian and non-vegetarian options. Delegates choosing to dine independently may do so at their own cost; such arrangements are not ordinarily reimbursed unless approved by PHDCCI in advance.

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

- ✓ Comfortable air-conditioned coach for all transfers and visits
- ✓ Delegate kit with travel essentials and materials
- ✓ Dedicated on-ground assistance by the PHDCCI team
- ✓ Indian vegetarian and non-vegetarian options throughout
- ✓ Group airport transfers on arrival and departure

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

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



US-India Business Council, Washington DC



Felicitation at an institutional engagement



Delegation at the Em bassy of India, Washington DC



Leadership session, US-India Business Council



Delegation felicitation, New York



Roundtable in session, Washington DC

NETHERLANDS COOPERATIVE DELEGATION

20 – 25 JULY 2025



Wageningen University & Research



Dutch Green Delta ecosystem



Address to the delegation, Em bassy of India, The Hague



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

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 Tarun Bhargava

Co-Chair, Committee on Cooperatives

Senior General Manager, IFFCO



Shri Jyoti Saroop

Co-Chair, Committee on Cooperatives

Founder Director, The Unati Multistate Cooperative Society



Shri Dushyant Singh Punia

Co-Chair, Committee on Cooperatives

Managing Director, M/s Devbhoomi Agro Multi State Cooperative Society Ltd

FOR INQUIRIES & REGISTRATION

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Secure your spot today

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New Delhi 110016 · www.phdcci.in

31 MAY – 13 JUNE 2027

Register by 31 March 2027

See you in California!