



## Governance

## ICA President in India



*Dame Pauline Green at NCUI Conference*

This was the first visit of the ICA President Dame Pauline Green to India after she was elected the President of ICA in November 2009.

She visited the ICA-AP office in New Delhi and met with staff and also paid a visit to Indian Farmers Fertiliser Cooperative Limited (IFFCO) and National Cooperative Union of India (NCUI). She had put down succinctly her views on the role India could play as an emerging economy and the present and future potential of the co-operative movement in the country. This is reproduced below:

"India is now getting used to being something other than just a 'developing' country, as its economy continues to grow at rates significantly greater than those of the mature Western economies — an average of 7.6% between 2002 and 2007, and of 8.2% for the four years 2007 to 2011.

So what of its huge co-operative sector?

The largest co-operative country by numbers of primary co-ops at just over 610,000, with 98% of Indian villages covered by co-operatives that are active in a vast range of economic activities, the Indian movement represents one quarter of the worlds one billion individual co-operative members!

A three-day visit can only touch the surface of understanding just what that means for the future of co-operation in this vast, teeming, energetic and young country as it starts to lift itself into a better future.

The ICA has had an Asia Pacific office in New Delhi now for over 50 years and this was the starting place for my visit. Its key aim was to recognise the growing influence of the Indian political and

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## From the Editor



Now that all the celebratory events of the IYC-2012 are over, it is time to give some serious thoughts on the challenges to the progress of cooperatives

still unmet in the areas of capacity building, gender mainstreaming and diversification with a view to placing the cooperative sector as strategic sector of the economy in this period of continuing global economic slowdown and therefore, ICA is concentrating on image building for development of a new global visual identity for the co-operative brand by replacing the current rainbow and implementation of the Blueprint for a Co-operative Decade.

In this background, Dame Pauline Green made her first visit to India during the last leg of her first tenure as ICA President. It was a significant event for cooperative fraternity in India as she met with leaders, exchanged views and visited cooperatives. During the months under report, the Regional Board meeting was held which discussed about membership subscription and other governance matters. The regular activities for capacity building and advocacy were also held involving members. In order to facilitate networking and information exchange, we have covered interesting news from members. Forthcoming events are also listed for information.

Please do share your news and views for making this newsletter more interactive.

Savitri Singh

## Important Information

Current Status of ICA membership in Asia Pacific Region is 77 members from 23 countries.



*The ICA President with staff at ICA-AP office*

economic leadership in the global economy, and the role of the leadership of the Indian co-operative movement in helping to develop its representative role, not just its traditional work on behalf of Indian co-operatives, but more particularly now on global issues as well.

The office visit was also a rare and valuable chance to visit with the staff of the New Delhi office, and I was able to see the way in which a significant tranche of the historical archive of the ICA (recently transferred from Geneva) is now housed and being catalogued in the library facility. Ultimately, the catalogue will be made available for worldwide researchers, whilst we continue to find ways to digitize as much as possible.

The Indian Farmers Fertiliser Cooperative (IFFCO) has been a strong supporter of the

work of the ICA and the international movement particularly during the last decade. Started in 1967 with 59 co-operative members, IFFCO now has nearly 40,000 primary co-ops grouping 55 million farmer members, and a turnover in 2011-12 of over USD 4.5 billion. The largest fertiliser production business in India by far, it now has five major manufacturing units in India, and significant investment in fertiliser production in Dubai, Oman, Jordan, Senegal and recently Peru and Canada.

Is this just big business? Not a bit of it.

What really encouraged me was the detailed, planned and utter focus of management and staff on trying to take a business with a traditional heavy energy and waste water discharge, and take down those levels year on year, and at the same



*The President with IFFCO Officials*





*ICA President addressing Indian Co-operators*

time encourage the use of non chemical fertiliser amongst its farmer membership through its 'Save Our Soil' campaign. Whilst that campaign started relatively recently, at a meeting I attended of a primary co-op in the village of Isanpur Mota in Gujarat, it is clear that the farmers had a very good understanding of the issues, and their need to protect their soil. Whatsmore, they were using their collective initiative to go further and develop a bio-digester and other organic fertiliser alternatives themselves, and by the way, the Chairman of the co-op showed me round the soon to be finished building that will become a shopping unit to bring consumer goods to the village. This is grass roots co-operation at its best and I was inspired.

One of the most powerful moments was to visit the IFFCO township. I was struck by the strong resonance with the work of social reformer Robert Owen's New Lanark, as I saw the homes built to house the workers at the original manufacturing plant in Kalol, Gujarat, some four kilometres away. Incidentally, those workers of the enlarged workforce not now able to be housed by IFFCO are given a 25% (of salary) housing allowance to find suitable local housing. The township had a shopping mall, a four bed hospital unit with doctors and nurses in attendance each day, a school, multiple play and recreation areas, a post office and bank, a small Hindu temple for worshippers, and a small facility where retired family members of workers could meet to avoid loneliness and alienation. The three gentlemen present when I visited told me that the Managing Director of the site visited them about once a fortnight to chat and see how they were.

So was this a one off, built when the co-operative was new in the 1970s and started as some idealistic dream?

No, the same provisions have been provided at all five

manufacturing units — just as every floor of the head office in New Delhi has exercise bicycles somewhere along the corridor! When you travel the streets of India and see the levels of housing deprivation, poverty and need that still waits to be tackled, it is very easy to see how unusual IFFCO is and why people are so loyal and keen to do a very good job.

The last day in New Delhi was a public holiday, but despite that, the long-standing national member of the ICA in India, the National Cooperative Union of India (NCUI) brought together about 70 people including many of its governing council and the leaders of many of its state co-operative federations and business sectors to talk to me and the Additional Secretary for Agriculture and Cooperatives from the Indian Government Mr Dilip Singh.

The NCUI has a major education and training arm and provides key traditional trade association services to this huge movement, and produced the excellent 'Indian Cooperative Movement A Statistical Profile' from which some of the statistics in this short article were taken. It was a unique opportunity to spend a couple of hours listening to just what they do and what their concerns are. What was very clear is that they know that they have some great challenges and some huge opportunities in the coming decades. They worry about the relationship with government, about some poor governance, a growing lack of knowledge about the value of co-operatives, the need for more co-op to co-op business, whether they can fund development — all this sounds very familiar? They can take heart that these are the worldwide issues that dominate the co-operative movement and that led us to come together in 2012, the International Year of Co-operatives, and develop the Blueprint for a Co-operative Decade.

Am I confident that the Indian co-operative movement will continue

to flourish in the new economic order? Yes, but there are some fundamental concepts that will make it much less painful as the need to embrace change becomes more evident — the most crucial is that they work together. This was also one of the challenges that they raised with me. The NCUI has just negotiated a ground-breaking amendment in the Indian Constitution to enshrine the right to form a co-operative as a fundamental right of Indian citizens. If they are to

make the most of this great opportunity, then confronting the competing interests of the sovereignty of an individual co-operative enterprise, with the need to lift their collective eyes to the big picture in a maturing domestic economy in a global market, will become paramount. I have every confidence that they will do so".

Her observations were well received.

## ICA-AP Regional Board Meeting



*The Regional Board Members in Hainan during the meeting*

First meeting of the reconstructed ICA-AP Regional Board was held in Haikou (China) on 15th March 2013 hosted by All China Federation of Supply and Marketing Cooperatives (ACFSMC). The meeting was chaired by Mr. Li Chunsheng, ICA-AP President and Chairman of the Regional Board. 24 persons including members, observers and interpreters were present.

Dr. Chan Ho Choi, Regional Director informed the meeting about his visit to Malaysia and signing of the Memorandum of Understanding (MOU) with ANGKASA on 21st February 2013 regarding opening of the Business Office, secondment of the staff and other logistics for smooth functioning of the office.

Dr. Choi also presented the draft subscription details of ICA-AP members for the 2nd phase (2013-2016). He said that the Invoices have been sent by ICA Geneva based on number of individual members and World Bank Country Income Index (WBCII). Prior to 2009, the subscription was based on business turnover which was more reasonable. For six countries in our region (China, India, Iran,

Pakistan, Thailand and Vietnam) the WBCII has gone up. Accordingly, the total subscription from our region has increased by 30 per cent which was very high.

The agenda for appointment of one trustee to ICA Domus Trust came up for discussion and Dr. Choi suggested that since it was an honorary post and involves additional time and funds, it could be better if a global board member from our region was nominated as trustee in his place.

Mr. Li Chunsheng asked the members to be a trustee of the Domus Trust voluntarily. Since nobody came forward, the meeting authorized the Chairman and two Vice Chairmen to discuss this issue further and nominate a person as trustee to the ICA Domus Trust.

The next board meeting will be held in Cape Town (South Africa) in the afternoon of 1st November 2013 in conjunction with the ICA General Assembly.



## Capacity Building

### Fostering Core Leaders of Agricultural Co-operatives



*Participants with ICA, Maff and IDACA officials*

2nd Training course on “Fostering Core Leaders of Agricultural Co-operatives-2012” was organized by ICA-AP, in India and Japan between 17th February and 12th April 2013. The overall objective of the training program was to assist fostering of the core leaders, who are expected to play the leading roles in agricultural cooperatives and farmers’ groups that will contribute to the improvement of agricultural production and income of the farmers in the LDCs of Mekong River countries and South Asian Countries. The training program was implemented by ICA-AP in collaboration with Institute of Rural Management, Anand India, Institute for the Development of Agriculture Cooperation in Asia (IDACA), Tokyo, Japan and ICA’s member-organizations in India and Japan. The program was inaugurated by Mr. Hitesh Bhatt, MDP Coordinator of IRMA on 20th February 2013. 13 participants from

10 countries – Bangladesh, Bhutan, Cambodia, Lao PDR, India, Maldives, Myanmar, Nepal, Sri Lanka and Vietnam attended the training. After completing the IRMA Module in India, the participants moved to IDACA and attended the Japan segment of the training.

At the concluding session, Mr. Masahito IWAHANA, Deputy Director of International Cooperation Division, MAFF, Dr. Chan Ho Choi, Regional Director, ICA-AP, Mr. Hiraoka Keiji, E.D. IDACA & Mr. A.K. Taneja, Project Coordinator, ICA-AP, addressed the participants. Ms. Dhiyana Fathimath, a participant from Maldives, presented a vote of thanks on behalf of all the participants. The Certificates of Participation were awarded to the participants at the concluding session.

### Workshop on Development of Consumer Co-operatives

ICA/NCCF Workshop on Development of Consumer Cooperatives was held on 3rd April 2013 in Goa, India hosted by National Co-operative Consumers’ Federation of India Ltd.

ICA Committee on Consumer Co-operation for Asia and the Pacific decided to start a Sub-Regional Workshop on Development of Consumer Co-operatives in 2009.

The Workshop is held every year by turns in India and Sri Lanka. It was the second time to hold the Sub-Regional Workshop in India. 50 delegates from consumer cooperative movement in India, Japan and Vietnam attended the Workshop.

The objectives of the Workshop were to promote understanding of

co-operative principles, strengthen management of consumer co-operative societies, understand the present status and problem areas of consumer co-operatives and strengthen relationship with local government.

Mr. P. M. Dhavlikar, the Honorable Minister for Cooperation Government of Goa, Mr. Virendra Singh, Chairman of the National Co-operative Consumers’ Federation of India Ltd, Mr. Haruyoshi Amano, Chairman of the ICA Committee on Consumer Cooperation for Asia and the Pacific, Dr. Chan Ho Choi, Regional Director of ICA Asia and the Pacific addressed the delegates during opening ceremony. Special invitee, Mr. Ramakant Khalap, Ex Union Law



*Group of participants and speakers at the workshop*

Minister, Government of India also delivered a speech.

Five reports were presented by the experts in the workshop as per following details:

- 1) Cooperative Law and Management & Future Challenges of Consumer Co-operatives in India: Mr. Rangan Dutta, Senior Consultant of ICA-AP
- 2) Government Policy on Consumer Cooperatives in Goa: Mr. J.B. Bhingui, Registrar of Cooperative Societies of the Government of Goa,

- 3) Business Collaboration in Store Operations amongst Cooperatives in Japan: Mr. Haruyoshi Amano,
- 4) Current Status of Consumer Cooperatives in India and their Challenges: Mr. Virendra Singh,
- 5) Introduction of Saigon Co-op and Joint Venture with NTUC Fairprice: Mr. Nguyen Anh Duc, Vice General Director, Saigon Co-op.

On the second day the participants visited Bardez Bazaar Consumers Co-op Society, Baigaitdar Consumer Co-op Goa and Goa Co-op Marketing and Supply Federation.

## Resource Guide for Advanced Training of Co-operatives

The Pilot testing of the ICA-AP “Resource Guide for Advanced Training of Cooperatives on Entrepreneurship Development of Women and Gender Equality” was held from 27 April to 1st May 2013 at Vakunth Mehta National Institute for Cooperative Management in Pune, India hosted by the National Co-operative Union of India.

Women empowerment and gender mainstreaming in cooperatives is one of the priority areas of ICA and we are very much concerned about low and negligible participation of women at all levels of cooperatives in the region. Therefore Training of Trainers program was being organized based on “Leadership Training Manual for Women Leaders of Co-operatives” jointly produced by ICA-AP and ILO-COOPNET.

In the present manual there is only one module which talks about cooperative enterprise management which is not adequate for meeting the requirement of the present day participants in coops who face more technical challenges in day to day operations of a coop. The focus is gradually shifting towards competence than the gender, the glass ceilings exists though.

Therefore, ICA-AP has commissioned developing of a resource

guide which is aimed at taking care of the requirement of the co-operators. First draft of the Resource Guide is ready and needs to be tested in a training class of cooperative trainers.

The pilot testing of the draft resource guide was held with the trainers and resource persons of the cooperative movement of India and hoped to generate valuable response which will enrich the document further and will be use full for the co-operators in the region. The consultant documented the responses on and gaps in the recourse guide and will revise the document with the inputs received during the testing.

The objectives of the program are :

1. To test the content and format of the resource guide
2. To get feedback from Trainers on the resource guide for improvement

The following topics were addressed during the programme:

**Chapter 1 :** Statement on the Cooperative Identity (SCI) vis-à-vis market economy perspective

**Chapter 2 :** Cooperative Governance Chapter

**Chapter 3 :** Cooperative Enterprise and Management





*Training in Progress*

#### **Chapter 4 : Case Studies**

The methodology of the programme involved presentation of status paper on “Situation of co-operative movement and women’s participation in India” by National Co-operative Union of India and discussion on various aspects facilitated by resource persons.

20 co-operative leaders, managers, trainers and Education Committee members etc attended the program which was inaugurated by Mr. Suhasrao Tidke, Chairman of the Maharashtra State Co-operative Union, Dr. Dinesh , Chief Executive Officer of NCUI, Ms. Savitri Singh of ICA-AP and Ms. Salome Ganibe Consultant were also present and have contributed as resource persons.

## Influence

*International Women’s Day – 8 March 2013  
“The Gender Agenda: Gaining Momentum!”*

*Message from Dame Pauline Green, President of the International Co-operative Alliance*

Over the last four decades, the position of women has made some progress, however, it is still too little and too long in coming. Let us encourage our daughters, and granddaughters. Let us insist that today’s world demands equality for each individual whether man or woman.

Today the world faces unparalleled challenges. What we know today is that the traditional approaches to governing society, managing businesses, financing public services, handling conflict and war are simply no longer relevant.

Having more women in key decision-making places in political, economic and social decision-making at all levels in society is the way to move away from the sort of decision-making that has served us so poorly in recent years.

Today we want a different approach – one that values each individual and the contribution they can make to building a better world.

We can no longer put up with a world where it is acceptable to shoot a girl child for wanting to go to school, or to disregard the crime of rape against a woman who just happens to be in the wrong place at the wrong time. We thought the campaign for equality was about low pay, discrimination, humiliation or glass ceilings in the work place, or by hunger and poverty. But its more, all too often it is a classic case of oppression and repression. Building a better world is about allowing each person to flourish and fulfil their potential – nothing else will do.

We want to prioritise policies for people; one that values businesses that have people at the heart of economic decision making and not profit; one that believes that money is better spent on creating a fairer, more just legal and social environment rather than funding political despots or trading in conflict.

Co-operative businesses have done so much to help women onto the ladder of economic activity. With that comes community respect, political legitimacy and influence. So far it has come too slowly. It is time for us to show that our co-operative movement can be a movement for the economic, social and political emancipation of all women. This is the real co-operative message of International Women’s Day.

## News from members

### **INDIA: Indian Co-operative Congress to be held**

The National Cooperative Union of India (NCUI), the apex organization of Indian Cooperative Movement is convening the 16th Indian Cooperative Congress on 25-26 June 2013 in New Delhi which will be inaugurated by the Hon’ble President of India on 25 June 2013 at 12 Noon at Siri Fort Auditorium, -August Kranti Marg, New Delhi, India (Opp. of NCUI office Complex). For further information contact Ritesh Dey at : riteshdeyncui@india.coop; visit [www.ncui.coop](http://www.ncui.coop) .

## Fisheries Sector: TMC Meeting

The 10th National Technical Monitoring Committee (TMC) review meeting on strengthening of database and geographical information system (Central Sector Scheme) for fisheries sector development was held under the chairpersonship of Shri V. K. Bhatia, Director, IASRI, New Delhi on 29th January, 2013 at Bhubaneswar, Orissa.

The review was chaired by key Government of India functionaries, Shri O.P. Mishra, Deputy Director General (Fy.), Ministry of Agriculture, Govt. of India, Sri B.K. Mishra, Managing Director of FISHCOPFED and Sri K. Vijay Kumaran, Director General, Fishery Survey of India.

## NEW ZEALAND

While new co-ops are emerging, consolidation is taking place

Two seemingly opposite trends are going on right now among New Zealand's cooperatives. While almost 30 groups are taking advantage of provisional membership of Cooperative Business New Zealand to help them get a new co-op off the ground, the members of large, well-established co-ops are voting to combine.

In February, members of the country's two largest farm supply co-ops voted in favour of merging. A merger of South Island co-op CRT and the North Island co-op Farmlands, with 54,000 members, more than 1,000 staff and 78 stores, the new Farmlands Cooperative Society will have an annual revenue of more than NZ\$2 billion.

The grocers who own Pak'nSave, New World and Four Square stores are members of one of the three cooperatives that cover the length of New Zealand: Foodstuffs Auckland, Foodstuffs Wellington and Foodstuffs South Island.

If the much discussed merger of Foodstuffs Auckland and Foodstuffs Wellington Cooperative Society goes ahead, the new co-

The Technical Session comprised of presentation by CIFRI, Barrackpur on Inland catch assessment and other related components while fishery survey of India presented on marine catch assessment. Directorate of Fisheries, Govt. of West Bengal submitted presentation on pilot project of Geographical Information System and presentation on marine fishery resource was made by CMFRI, Cochin.

The programme was attended by more than 80 delegates from across the country and was first of its kind, to be conducted in the state of Orissa.

op – likely to be known as Foodstuffs North Island – will have an annual revenue of more than NZ\$6 billion, making it New Zealand's third largest business.

Back in the rural sector, two grower-owned kiwifruit and avocado packhouse cooperatives, Te Puke-based Satara and Edgecumbe-based Eastpack, announced that they will be merging after a member vote supported merger by a large margin.

So as consolidation takes place among existing cooperatives, the number of co-ops in New Zealand is growing as more entrepreneurs become aware of what can be gained through joining together with others in a cooperative business that transacts with its members.

The small number of cooperative and mutual businesses in New Zealand are not insignificant: put together, their annual revenue is almost NZ\$40 billion. These two seemingly opposite moves are likely to result in a long-term increase in the contribution cooperatives make to the economy.

## Co-operative Business New Zealand education seminar

The annual Cooperative Business Education Seminar will be taking place in Wellington, New Zealand, on 17 and 18 September, 2013. The focus will be:

Adapting to the Demands of Modern Business – Leading Change in a Cooperative

The seminar is expected to attract senior managers and board members of cooperatives and mutuals from New Zealand and Australia, as well as those wanting to start a cooperative.

ICA Asia Pacific members should write to ask@nz.coop for details of their limited special offer for ICA members.

## Reaching Out



*Dr. Choi in meeting with IDACA Officials*

Dr. Chan Ho Choi, Regional Director visited to Japan on 10-12 April, 2013 to attend the closing ceremony of the ICA-Japan Training on "Fostering Core Leaders of Agricultural Co-operatives" at IDACA. He took the Opportunity to have a meeting

with IDACA officials and discussed about the long standing partnership between two organisations in the field of education and training for cooperative fraternity in the Asia and Pacific region. He also visited members in Tokyo and held meetings with member organisations: Japanese Consumer Co-operatives Union (JCCU) and Central Union of Agriculture Co-operative (JA-ZENCHU).

## Up Coming Events

Following programs will be held in the coming months:

- ICA-ACFSMC Training on 'Agricultural Products Marketing and Logistics for co-operatives' to be held in China on May 22- 31, 2013
- ICA-AP Regional Workshop on "Enhancing the Role of Women in Co-operative Business" to be held on 4-6 June, 2013 in Mangolia