



THE FINAL PROCEEDING



THE 8TH ASEAN COOPERATIVE BUSINESS FORUM (ACBF) and Workshop on the ASEAN Roadmap Developing Action Plan for ASEAN Roadmap for Enhancing the Role of Agricultural Cooperative in the Global Value Chain

Bangkok, 26 – 28 February 2019

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BUSINESS FORUM (ACBF)
and Workshop on the ASEAN Roadmap

**Developing Action Plan for ASEAN Roadmap for
Enhancing the Role of Agricultural Cooperative
in the Global Value Chain**

Bangkok, 26 – 28 February 2019

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ASEAN Centre for the Development of Agricultural Cooperative (ACEDAC) Thailand
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Executive Summary

This report provides an overview of the presentations and discussions at the 8th ASEAN Cooperative Business Forum (ACBF) and Workshop on the ASEAN Roadmap: Developing Action Plan for ASEAN Roadmap for Enhancing the Role of Agricultural Cooperative in the Global Value Chain. A delegation of 66 participants from ASEAN sectoral working group for agricultural cooperative, farmers' organisations, and development agencies from Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, the Philippines, Thailand and Viet Nam gathered in Bangkok from 26-28 February 2019.

Based on the experiences and feedback of the participants, the report finds that the forum has met its threefold objectives to encourage exchange and sharing among participants in cooperative promotion and product marketing; to learn about successful agricultural cooperatives in Thailand; and to propose lines of action that will foster concrete cooperation among cooperatives in ASEAN.

To facilitate greater participation and more vibrant discussions, the three-day programme was designed in three parts.

The first part was a main forum. Presentations from government representatives and group presentations by distinguished speakers painted a landscape of development across ASEAN and India and areas of priorities for agriculture and cooperative development.

In the early stages of development was Lao PDR with little data and no institutional framework, to Thailand in the advanced stages with increased complexity of governance and organisation. The future plans of Lao PDR include better regulations, setting up a framework for forming a federation of cooperatives and more training.

Myanmar would implement the Agricultural Development Strategy through the Eight Action Plan.

Over 6 million members belong to more than 4,000 cooperatives in Thailand. They introduced a group work model which categorised cooperatives into three levels: High Potential Core, Potential Core and Low Competitive Core. This model enabled a wide spectrum of cooperatives which had very different capacities to grow by tapping on one another's experiences, resources and

networks. Another effective capacity building initiative was the *One District One Cooperative* programme that targeted emerging cooperatives. Thailand also found that developing various distribution and marketing channels as a strategy has helped improved cooperatives' competitiveness.

Brunei Darussalam spoke of incentives to attract new members.

Cambodia had a commission structure that mutually supports the cooperatives and their members. Their initial goals would be increased awareness of the role of cooperatives.

Indonesia had a new collaborative scheme, a co-owned enterprise called Corporate – Farmer Cooperative Business Model. Their priorities were to be more sustainable and be better at capacity building, through initiatives funded by the European governments.

The Philippines introduced a web-based Cooperative Business Matching Information Systems that would serve a wider marketplace. Their plans would focus on the four P's; Peace, People, Prosperity and the Planet

The diverse environmental, economic and cultural backgrounds gave rise to distinct characteristics of the agriculture sectors and the cooperatives in each country and the regions therein. However, they share similar issues and challenges in training and capacity building, finding skilled workforce, consistency in quality of products and packaging, access to markets regionally and globally, financing, and support from the governments. It appeared that more research and development, adoption of new technologies, government intervention and initiatives and finally, training and capacity building in the relevant areas of production and business management would mitigate some of these problems.

The subsequent breakout session brought out more ideas and recommendations from each country to bolster cooperative development. It concluded with a joint statement on ten points for concrete collaboration and cooperation after the 8th ACBF at the national and regional levels. The ten points can be found in Annex 14.

The study visits to two cooperatives in the host country, Nongpho Ratchaburi Dairy Cooperative Limited (under

the Royal Patronage) and Baan Rang Si Mok Ratchaburi Agricultural Cooperative Ltd took place on the second day of the programme. Participants had the opportunity to learn first-hand how a successful dairy cooperative was run and the key to a sustainable future. At the next stop, participants learnt how a cooperative adapted to changing market conditions and turned its business around.

The third and last part of the programme was a full day workshop to help translate the ASEAN Roadmap into tangible work plans. The ensuing recommendations would be brought to the Sectoral Working Group by the ASEAN Secretariat and ASEAN Foundation. The workshop began with sharing of current priorities and areas of focus of cooperative development in each country and the rationales behind them. The participants were then divided into groups to consolidate their thoughts and finalise their recommendations.

The recommendations discussed include:

- Training for government officials and more dialogues and consultations on drafting of guidelines and legal framework.
- Lobbying of budget allocation for more training, exchange programmes and trade fairs.
- Capacity building and incentives for agri-coop for developing high-value products to making business plans.
- More access to credit and loans for agri-coop.
- Better designed forums and training programmes and materials that can be standardised across ASEAN.
- More funding for research and development.
- More awareness of benefits of cooperatives



Introduction

Following the 2018 success of the 7th ACBF in the Philippines, delegates from ASEAN sectoral working group for agricultural cooperative, farmers' organisations, and development agencies across ASEAN came together to exchange and share experiences in cooperative promotion and product marketing. At the 8th ASEAN Cooperative Business Forum (ACBF) on 26-27 February 2019, one of its aims was to establish more concrete cooperation between ASEAN agricultural cooperatives.

The theme of the 8th ACBF was "Enhancing the Competitiveness of Cooperative Products in the Market and Cooperation among Cooperatives in ASEAN Countries." The objectives of the 8th ACBF were to:

- Exchange and share experiences among participants in cooperative promotion and product marketing;
- Visit and learn about successful agricultural cooperatives in Thailand; and
- Establish concrete cooperation among cooperatives in ASEAN, leading to the sustainable development.

The 8th ACBF is organised by the ASEAN Centre for the Development of Agricultural Cooperative (ACEDAC) Thailand under the Cooperation Promotion Department of the Ministry of Agriculture.

After the forum, delegates were able to apply their learning and strengthen their networks at the Workshop on ASEAN Roadmap for Enhancing the Role of Agriculture Cooperatives in the Global Value Chain 2018-2025, held in Bangkok the following day.

Organised by the ASEAN Farmers' Organisation Support Programme (AFOSP), the workshop aimed to translate the roadmap into a work plan that can align the development of national cooperatives with the roadmap's four pillars – institutional and capacity building, competitiveness, access to finance, and access to market.

Proceedings

Day 1: 26 February 2019
The 8th ACBF

Opening Ceremony

The forum opened with welcome remarks by Ms. Kornapa Chaiyawat, the representative from the Cooperative Promotion Department of Ministry of Agriculture and Cooperatives, Thailand. She highlighted the importance of active participation of agricultural cooperatives in regional markets and addressing challenges of trade and growth in the region. She conveyed her hopes that the outcomes of the 8th ACBF would help ASEAN in establishing and enhancing the competitiveness of cooperatives' products in the market. She also hoped that the sharing and exchanging of experiences will lead to the more sustainability of production and consumption in the region.

The next speaker was Mr. Panuwat Na Nakornpanom, Director of the Planning Division of the Ministry of Agriculture and Cooperatives, Thailand. In his opening remarks, he reinforced Thailand's strong commitment to work with ASEAN in transforming the traditional agriculture into modern agriculture and becoming the world's leading agricultural sector. He highlighted the role of agricultural cooperatives in developing the market, – to drive production through value addition and increased products competitiveness. He hoped the forum could address market access problems and come up with applicable business ideas to support the participation of agricultural cooperatives in local and regional value chains.

The opening sessions closed with a group picture, networking sessions at the delegates' booths, and welcome dance of Jaturapakin.

Country Paper Presentation

Brunei Darussalam, Mr. Haji Idris Haji Ismail, Senior Supervisor of Cooperative Development Unit of the Ministry of Energy, Manpower and Industry

Of the 158 cooperatives in Brunei Darussalam, 59 out of them were active. There were eight types of cooperative business lines in Brunei Darussalam. The business lines were further divided into services, consumer (trading), multipurpose, agriculture, school cooperative, aquaculture, credit, and processing. There were 23 cooperatives that work in agriculture sector and 1 cooperative which focused on aquaculture sector.

During the Questions and Answers session, Brunei Darussalam highlighted incentive schemes that attracted new members such as rice contract farming which helped members of Koperasi Setia Kawan (KOSEKA) Berhad receive premium price. Another example was Koperasi Ladang Komunal, Kelompok Hijau Kampong Kulapis DTB with 25 members. It occupied 32 hectares of seasonal fruits' production areas, such as durian, rambutan, langsat, jack fruit, and tarap.

Cambodia, Mr. Saintdona Chea, Director of Department of Agricultural Cooperative Promotion (DACP) under the Directorate General of Agriculture of Ministry of Agriculture, Forestry and Fisheries

The country's support in enhancing the competitiveness of agricultural cooperatives through innovative marketing and value addition was highlighted. In one of the success stories, the ministry managed to promote contract farming and mediate business operation contract between agricultural cooperatives and private companies. Some of them were Rice Seed Value Chain Marketing Business of Sambo Meanchey AC and Papaya Marketing Business of Sambo Meanchey AC.

Cambodia is currently promoting agricultural commodities through branding strategies of organic, geographical indication (GI), and GAP products for aromatic rice, cassava, mango, black pepper, cashew nut, pomelo, and palm sugar.

In the Questions and Answers session, Mr. Saintdona shared that the members were paying commission fee to agricultural cooperatives to finance the administrative and operational costs for providing production and marketing services. The commission fees were different in each agricultural cooperative based on consensual agreement made at board and member meetings. The agricultural cooperatives were also setting schedules for harvesting time to determine the price. The price was calculated based on market fluctuations.

Lao PDR, Dr. Sengpaseuth Rasabandith, Director of Cooperative Promotion Division of the Ministry of Agriculture and Forestry

The development of Laotian cooperatives was still in the early stages due to the limited research and availability of data. There was currently no specific regulatory body working on the establishment of agricultural cooperatives laws. In spite of that, there were six policies

on that governed and regulated the development of agricultural cooperatives in Lao PDR. The Department of Rural Development and Cooperatives (DRDC) was responsible for cooperative development in the country.

Although agriculture sector contributed significantly to the country's GDP, the government has chosen to focus on the growth of industrial and services sectors. According to Dr. Sengpaseuth, that there were a total 4,339 farmer groups in 2016, consisting of 1,864 plantation groups, 1,776 livestock groups, and 699 saving groups.

The success of Bolaven Plateau Coffee Producers Cooperative was cited as an example; how they provided livelihoods for and benefitted around 1,093 families, 48 groups of producers, and 35 employees. For the past ten years, an impressive 8,348 tonnes of coffee had been exported to Canada, the United States, the United Kingdom, France, and many other European countries.

Indonesia, Mr. Hery Sugiartono, Member of the Board of Trustee of Pringgodani Agricultural Cooperatives

Farming activities from upstream (production) to downstream (consumers) must be competently managed and efficiently organised. A new collaborative scheme under the Corporate-Farmer Cooperative Business Model was highlighted – an enterprise owned by the cooperative members with support from the Ministry of Cooperatives and Agriterra. In this scheme, the bank provides loans up to 30% of the total investment to farmers who in turn buy compulsory deposits from the cooperatives. The cooperative buys shares issued by rice factory company (100% of the issued and paid up shares). The bank also provides investment loans to rice mills company (70% of the total investment).

Malaysia, Mr. Mohd. Tarmizi bin Mohamed Nor, Assistant Director of Budget, Planning and Evaluation Division of Farmers' Organisation Authority (FOA)

It started with a history of the progress of the farmers' organisation in Malaysia, from individual members to area farmers organisation, from state farmers organisation to national farmers organisation (NAFAS), and finally to the highest coordinating body, the FOA. The NAFAS worked as a marketing agency for products produced by individual members. NAFAS business lines are in the areas of:

- Supply agriculture machineries
- Plastic-based production
- Poultry processing
- Animal feed production
- Palm oil plantation and refinery

Malaysia shared their challenges such as need to increase the labour force in the agricultural sector, improve access to modern technology (automation, processing technology), and increase stability of regional economy, political and social cultural aspects for an integrated and cohesive ASEAN Community.

Myanmar, Mr. Myo Aung, Deputy Director General of Cooperative Department at the Ministry of Agriculture, Livestock and Irrigation

The total number of cooperative members as of December 2018 was 4.49 million. The increase in participation was a positive outcome of the implementation of comprehensive action plan and country strategy, specifically: businesses in microfinance business and farming machinery for sale and hire purchase system (credit). Currently focusing on coffee production, Myanmar had six state-owned coffee plantations in six different regions. Their products have been exported to Switzerland, Taiwan, China, Thailand, USA, South Korea, Japan and Germany.

The Philippines, Mr. Pedro T. Defensor, Jr., Chief of Cooperative Projects-Development and Assistance Division at the Cooperative Development Authority (CDA)

The mandate of CDA was in enhancing the competitiveness of cooperatives' products in the market. Support was given in the form of technology intervention, capacity building (institutional development), and development of Cooperative Business Matching Information Systems (CBMIS). The web-based platform was expected to create wider marketplace for cooperatives. Currently, the total number of cooperatives in the Philippines was 27,265 from 27 types of cooperative business lines in agrarian reform, agriculture dairy, fisherman and many others.

Thailand, Mr. Panuwat Na Nakornpanom, Director of Planning Division under the Cooperative Promotion Department of the Ministry of Agriculture and Cooperatives

There were three types of agricultural cooperatives, namely agriculture, fishery, and land settlement. One of the strategies to enhance the competitiveness of agricultural cooperatives was to develop different platforms and marketing channels. For example, selling durians online since 2016 (online marketing channel); 124 cooperative distribution centres which contributed a total of USD 337 million in 2017 (offline marketing channel); and exchange studies (business partnerships). To promote cooperatives for sustainability, Thailand collaborated with Chiang Mai University for the "corn pallet fuel" project to reduce post emission after the harvest.

Viet Nam, Mr. Nguyen Trong Khanh from the DGRV-German Cooperative and Raiffeisen Confederation

The total number of cooperatives in Viet Nam was 16,888 in 2018 and it was expected to increase. Several achievements were highlighted including the establishment of 1,096 new chains for marketing products with food safety; better access to high-level technology for agricultural production mechanisation (evident from 142 agricultural cooperatives that were currently using that technology for production); and the implementation of a pilot model with aimed at increasing the participation of young generation in agriculture cooperatives. A total of 303 people participated in this pilot model as technical and accounting officers. The main difficulties were mostly related to access: to finance, to the market, and to involvement in policy-making process and implementation.

Summary of Number of Agricultural Cooperatives and Its Members in ASEAN

Source: Country presentations at the 25th ACEDAC / 20th ASWGAC Meeting and the 8th ACBF

AMSs	Total Cooperatives	Total Members of Total Cooperatives	Agricultural Cooperatives (AC)	Total Members of AC	Average in USD
Brunei Darussalam	157	-	23	-	-
Cambodia	-	-	880	89,474	11,210
Indonesia	152,189	-	973	-	193,274,714
Lao PDR	-	-	4,339	65,000	-
Malaysia	-	-	396	881,664	-
Myanmar	40,587	4,251,717	-	-	-
The Philippines	27,625	10,952,000	-	-	-
Thailand	8,194	11,574,271	4,629	6,556,005	-
Viet Nam	-	-	11,688	-	59,000

India, Mr. A Thant, Deputy Director of National Cooperative Development Corporation (NCDC) under the Ministry of Agriculture and Farmer Welfare

The government's efforts towards increasing farmers' income through schemes with subsidy and no-subsidy was shared. The agricultural cooperation was covered by the subsidy scheme. The total number of cooperatives registered under the government was 833,560. Cooperatives were present in some of the important sectors such as fertiliser, dairy, sugar, spinning mills, marketing federations and many others. The agriculture export policy-vision was "Make India a Global Power in Agriculture". Lastly, Mr. Thant invited the delegates to India to visit the international cooperative and trade fair in October 2019.

Breakout Session

Moderators:

Mr. Fiter Silaen, Representative, ACEDAC

Mr. Panutwat Na Nakompanom, Director of Planning Division under the Cooperative Promotion Department at the Ministry of Agriculture and Cooperatives, Thailand

Ms. Yacinta Esti Wulan Wahyu Jati, Project manager of AFOSP

The purpose of the workshop was to discuss ways to foster more concrete cooperation among cooperatives in ASEAN. In a short time, delegates were asked to discuss and share about the agricultural cooperatives and market situations at the national level. The following section summarises their group presentations:

From **Brunei Darussalam** and **Cambodia**, delegates made five recommendations to build a more enabling environment for the agricultural cooperatives to enter the market. The recommendations were:

- Provide more technology for agricultural cooperatives.
- Promote specific commodity or unit products. For example, Cambodia had GI, GAP and organic products such as paper. We should aim to produce more quality products to access the market.
- Develop the infrastructure like cooling rooms, trucks and road systems.
- Advocate lower interest rates on loans. Microfinance might contribute by reducing the interest rates. High interest rates made it difficult for agricultural cooperatives to be more competitive.
- Strengthen the network between agricultural cooperatives.

From **Indonesia**, delegates discussed the following strategies for market expansion in agriculture and agri-enterprise:

- Develop quality products to gain access to the market.
- Build the capacity of farmers and youths, including familiarising them on principles and values of the cooperatives.
- Upscale the existing cooperatives. For example, Indonesia, Thailand, and Malaysia can upscale their economies through rubber production.

The delegation from Myanmar agreed with the Indonesian delegates about raising the awareness of farmers on the principles and values of cooperatives, the importance of low interest loan, and encouraging more collaboration between cooperatives. Myanmar emphasised the

importance of training, covering issues such as the usage of chemicals, post-harvest processing, packaging improvement and business management.

From **Lao PDR**, delegates highlighted the challenges that cooperatives faced. Since the cooperatives were still in the early stages, the government should intervene and offer more support for the next 9-10 years for enabling their access to the market. This support should be formalised (currently it was only a decree, not a law).

Delegates from **Malaysia** reinforced the point about developing quality products, with a focus on food products, especially Good Manufacturing Products (GMP). With good quality products, there was a higher chance to penetrate overseas market.

From the **Philippines**, delegates proposed the implementation of supply chain clustering, in which a farmer would be grouped by community and would perform certain functions of the supply chain. The link should be consolidated between the farmers, producers and buyers. They highlighted the necessity of engaging the consumers, so that we could predict the demand, and better organise the supply without flooding the market.

Delegates from **Thailand** also stressed the importance on knowing the market. In their presentation, they explained about the three levels of cooperatives that helped a wide spectrum of members work closely together and share information. The three levels were:

High potential core	Cooperatives that had the manpower and financial resources to achieve the market standards
Potential core	Acted as the collecting centre and finance
Low competitive core	Those cooperatives that needed to rely on the neighbouring bigger cooperatives

Table: Three Levels of Cooperatives, Thailand

Technology support from the universities might be needed. The Thai government was working on a project to improve the cooperatives, bearing some of the cost of research and development.

On the interest rates, Thailand had a bank for farmers to provide cooperative funds with low interest rates. If their products reach a certain quality, the interest rates would be lower than of set standards.

From **Viet Nam**, delegates proposed more engagement between government and NGOs. The government's support could be in the form of policy and finance while

the NGO could look more into capacity building. The linkage among the cooperatives should be strengthened. The stronger the connections among the cooperatives, the greater the collective capacity to access the market. Creating the federation of cooperatives between ASEAN countries could be another solution.

From The Philippines, the group also suggested updating general information on agricultural cooperatives in ASEAN and providing free access for farmer organisations / agricultural cooperatives to access the information, specifically on how to cluster the level of agricultural cooperatives into low, medium, and high levels as seen earlier in Thailand's presentation.

The Cambodian delegation suggested developing a pilot project to test the guidelines for establishing concrete cooperation among cooperatives in ASEAN. The pilot project should address institutional development of agricultural cooperatives across ASEAN and participation in coop-to-coop marketing and trading.

Finally, it was recommended that the following points be discussed at the next 26th ACEDAC Meeting in Myanmar:

- Updated information about ASEAN and making it accessible for farmers organisations or agricultural cooperatives
- Modalities and resource mobilisation for pilot project development

Venue of The Next 9th ACBF Meeting

Brunei Darussalam will consult with their focal point about the possibility of hosting the 9th ACBF in Brunei Darussalam. Meanwhile it was agreed that Cambodia would be the host for the 10th ACBF in 2021.

Joint Statement

The draft joint statement that reflected ideas from the presentations and breakout session was presented by the Chair. The delegates agreed on ten points for concrete collaboration and cooperation after the 8th ACBF at the national and regional levels.

Statement of Commitment

We, the representatives of the ASEAN Member States, together with representatives of agricultural cooperatives, farmers' and fishers' organizations, development partners, and civil society organizations, gathered during the 2019 ASEAN Cooperative Business Forum in Prince Palace, Bangkok, Thailand with the theme "**Enhancing the competitiveness of agricultural cooperatives' products in the market and cooperation among agricultural cooperatives in ASEAN countries.**"

In moving forward, we will unite to act in building and strengthening, farmers' organizations and agricultural cooperatives in the ASEAN region to:

- Strengthen the role of agricultural cooperatives in food marketing chain through capacity building that permits cooperatives to cooperatives sharing knowledge aiming to establish demonstration models for potential cross-border trade among the agricultural cooperatives;
- Increase and enhance the role of women and youth in the agricultural cooperatives by designing activities and enabling policy environment to improve the quality of life of women and their families;
- Engage with multi-stakeholders (e.g. business sector, academia, research institutions, development agencies, CSOs, Farmer Organizations, producers or smallholder farmers) in capacity building and sustainable agri - enterprises development;
- Engage with ASEAN Member States to formulate conducive policies supporting agricultural sector;
- Encourage supports to new/start-ups agricultural cooperatives;
- Request to update the ASEAN Member States Agricultural Cooperatives information in the ACEDAC website;
- Promote agricultural insurance, access to finance, and social welfare among the ASEAN Member States;
- Continue to showcase products of farmers' organizations and agricultural cooperatives through the conduct of the Cooperative Trade Fair Exhibits in each country and at the regional level;
- Engage other relevant ASEAN sectoral working groups such as on crops, on social forestry, to promote partnerships with farmer cooperatives engaged in value-adding endeavors for farm and forest-based products;
- Document contributions of agri-cooperatives in the Gross Domestic Product of each country and the overall United Nations' Sustainable Development Goals of ending poverty and hunger, promoting sustainable production and consumption, gender equality, and partnerships.

Presented during the 8th ACBF on 26 February 2019 in Bangkok, Thailand.

Day 2: 27 February 2019
The 8th ACBF

The second day of the forum was occupied with study visits, first to Nongpho Ratchaburi Dairy Cooperative Limited (under the Royal Patronage), Ratchaburi in the morning and subsequently to Baan Rang Si Mok Ratchaburi Agricultural Cooperative Ltd. in the afternoon. Agricultural cooperatives and farmers' organisation of Brunei Darussalam, ACEDAC members, ASEAN Foundation teams and government representatives from Cambodia, Thailand, Lao PDR, Malaysia, Myanmar, the Philippines, and Viet Nam attended the visits organised by the Cooperative Promotion Department of the Ministry of Agriculture and Cooperatives of Thailand.

Visit to Nongpho Ratchaburi Dairy Cooperative Limited (under the Royal Patronage)

Delegates were greeted by a representative from the Nong Pho Dairy Cooperative Ltd., (under the Royal Patronage) at the cooperative museum, a gallery of notable figures that helped establish and support the cooperative from its inception to the present day. Located in Tambon Nongpho, Amphoe Photharam, Ratchaburi, the cooperative also had a museum to showcase the equipment used in the process of milk production and apparatuses in storing milk, butter, and yoghurt. The tour took the delegates to the facilities and areas for the process of milk production, from storage silos and tanks to the loading docks from which raw milk were received



from farmers and the transportation of packaged milk. The facilities that received the most attention from the delegates were the inspection areas where milk was tested and examined thoroughly under seven different tests to ensure its quality and readiness for the market.

The tour continued to the conference room where delegates enjoyed UHT milk and snacks from the cooperative as well as a presentation by Mr. Sangwan Kongraphan (Vice Chairman of Nongpho Cooperative), Deputy Project Director of the cooperative. After a background and history of the cooperative, Mr. Sangwan Kongraphan acknowledged that the support of King Bhumibol Adulyadej after the founding of the cooperative led to proud farmers of Ratchaburi working together to obtain financial backing to fuel the growth of a multitude of cooperative members. The Questions and Answers session that followed was met with immense enthusiasm and engaging discussion surrounding the welfare and lines of credit for farmers in the form, including subsidised transportation and feed for cattle and dairy cows of farmers. Business technicalities soon became the topic of discussion, especially on dividends of profit, methods of recruitment and the cooperative's system of auditing.

Question & Answer Session

Q1: How many cows are there? How much milk does it provide a day?

The number of cows per farm depends on the size of the farms. Smaller farms house roughly 10-20 cows; mid-sized farms can maintain a healthy number of 30-50 cows; and large sized farms can range from 60 to 200 cows. We have maintained a membership of roughly 2,000 farms with a collective of 40,000-50,000 cows that provide milk to our cooperative.

Each dairy cow can produce roughly 10-12 kilogrammes of milk per day. While the figure is substantially lower than that of European cows, cows at this cooperative maintains the same high standards. The warmer climate is the contributing factor to the lower amount of milk produced per cow per day.

Q2: Can you talk about the strength of the cooperative? This cooperative is confident of high quality – 100% dairy cow producing fresh milk. The end product of our cooperative is clean and unaltered quality of milk, reflecting our high standards and attention to detail for cleanliness and operating procedures at the cooperative.

Q3: What are the procedures for receiving milk from the farmers?

There are two time-windows for receiving milk from member farmers; 4.00-10.00 AM and 5.00-8:30 PM. This

provides some farms the ability to make two trips a day to drop off fresh milk at our cooperative.

Q4: What are the benefits of a membership? Credit systems to farmers?

A credit system exists not only to provide incentives to our farmers who bring fresh milk to our cooperative, it also cares for our member farmers by subsidising the cost of travelling and the cost of cow feed. In other words, payments for the milk they bring to the cooperative do not end the relationship that the cooperative has with its member farmers. Through subsidy and financial support for example, the cooperative takes good care of the farmers, who in turn are committed to bringing high quality of milk to the cooperative.

Q5: Do you receive technological support or have a research & development department?

Adapting new technology to an already established and well-tuned machine proves such an uphill task nowadays. Having said that, our cooperative is open to research and development to ensure that higher efficiency is achieved.

Q6: Can you share about the future of the cooperative?

Despite many difficulties that the cooperative endured in the past, presently the cooperative has achieved a balanced system of receiving fresh milk which turns out high quality standards of both UHT and pasteurized milk. Although the balance has been achieved, the future in maintaining this balance requires continuous updating of technology as a guiding factor to help this cooperative reach its fullest potential.



Visit to Baan Rang Si Mok Ratchaburi Agricultural Cooperative Ltd

Mr. Bunma Sukbunchothep, current board member, senior representative and former head of Baan Rang Si Mok Ratchaburi Agricultural Cooperatives Ltd. welcomed the guests at the main hall.

The cooperative was registered as a legal corporate entity on 27 July 2006 at Tha Nat, Damnoen Saduak District, Ratchaburi. For the past 12 years, the cooperative has worked to improve the well-being of the local people. Originally, the main economic crops were bamboo shoots, produced and exported mainly to Taiwan via LONG KER Company Limited., a Taiwan-based import and export company of agricultural products. Due to an unfortunate severe attack of plant diseases in 2014, the business had to be terminated. Thereafter focus was shifted to coconuts as their core products. Now the cooperative has 268 members; 180 of whom are producing coconuts while the rest produce general household products,

some of them economic crops such as rose apple, guava and dragon fruit.

Considering the high demand of 25,000 coconuts a day, the cooperative plans to utilise the existing land of two Rai (Thai measurement unit), which is equivalent to 0.32 hectare to produce coconuts of up to 35 tonnes a day. By doing so, the cooperative can produce up to 1,000 coconuts a day, enabling the locals to generate monthly income of around 6,000-10,000 baht per family.

Next, Mr. Bunma showed the delegates the production line of fine coconut products. The tour began with the categorisation station where 30-40% of the coconuts were sorted to weed out those of inadequate size and low-quality standard. The peeling station was where all selected coconuts were soaked in an anti-fungus liquid. The process ended at the moulding and sealing station before storing the fine products in a cooling storage. Every worker at each station earned wages of around

500-600 baht a day. The quality products were exported to China and Malaysia while the lower grade ones were sold at low-cost markets at half price.

Question & Answer

Q1: Has the cooperative encountered any problems regarding the workers?

Although we require lots of manpower and mostly hire migrant workers, we rarely find issues. Furthermore, workers from Myanmar are skilful at this, thus we can count on them.

Q2: Is it not a bit challenging to rely mainly on exporting coconuts?

Yes, it is. We mitigate the risks by producing and exporting alternative "Grade A" products such as rose apples and guavas to China and Singapore. The strong potential quality of rose apples and guavas can be sold at around a hundred baht per kilogrammes, which is considered a good price in the market.

Q3: It sounds very easy for the cooperative to run the business. May we know how did the local community develop the confidence to export?

There is a central market in Ratchaburi where most of the products are exported worldwide and also transported to

Tesco Lotus, a hypermarket chain all across Thailand. Furthermore, we have easy access to the central market prices which are reliable and adjusted according to demand and supply.

Q4: What is the process for collecting coconuts from the farmers?

The farmers can harvest coconuts in not more than 22 days per round, otherwise their quality will change. After that, the cooperative will collect and pay the farmers according to the market price. They usually call the farmers for a meetup and consultation should there be any price issues. We have a daily record of every single farmer: what time they sell and how much they get. The transfer is made every week according to these records.

Q5: Why not mechanise the production line instead?

We might consider using new technology in the future, however simple manpower proves adequate and meets productivity for us now.

Q6: Why not produce dried coconuts as part of the process of prolonging foods?

We specialise in producing for "fresh produce" with no preservatives added. Also, dried coconuts require more technique, processes and new technology which we are not ready for.



Day 3: 28 February 2019**Workshop on the ASEAN Roadmap****Country Presentations**

Ms. Yacinta Esti, Project Manager of AFOSP opened the Workshop on the ASEAN Roadmap, extending the highest appreciation to the 8th ACBF. The following section summarises the presentations from the delegates – ideas to translate the roadmap into a work plan that can harmonise the cooperative development with the roadmap's four pillars, namely institutional and capacity building, competitiveness, access to finance, and access to market. The presentations also touched on the current status of agricultural cooperatives, key issues, and future directions.

Cambodia

The Department of Agricultural Promotion aims to engage in more activities to promote and facilitate agricultural development. A characteristic of the agricultural cooperatives in Cambodia is that its management and direction is facilitated by a majority of women. Women participation in the cooperatives as well as in positions of board members outnumber that of men in the sector. The challenges that the Cambodian government in agricultural cooperatives face are related to the ability to promote training and provide training facilities. As with any cooperatives and businesses, the problem of limited resources and funding also poses a challenge to the government and the agricultural cooperatives. The initial goals of the agricultural cooperatives would be to inform and raise awareness among the farmers of the purpose and objectives of cooperatives.

Indonesia

The ministry of Indonesia's priorities for the acceleration of development of cooperatives are to be more sustainable and to be better at capacity building. These initiatives, supported and backed by European governments, benefit cooperatives through impact investments of grants and financial aid to small and medium enterprises. The lack of training in these programmes are bolstered by cooperative tools that seek to understand the needs of the market and identify linkages between the market and the cooperative, ensuring improved productivity and quality of products.

Lao PDR

The cooperative development of Lao PDR prioritises the rural areas of the country and the existing cooperatives. The rural areas of Laos and their respective cooperatives make up 70% of the country's population and they are at

the heart of cooperative development. The farmers in the rural areas need the support – improved regulations and an establishment of a federation of cooperatives, as well as training strategies for capacity building. These plans mark the next stage of development for Laos for the next 5-10 years. As a long-term investment plan to support short-term projects and activities under the direction of the DRDC's mandate, the government has developed a credit fund for cooperatives.

Myanmar

The cooperative development department of Myanmar is set and backboned on the Agricultural Development Strategy and their pillars of Governance, Competitiveness and Productivity. These pillars are strengthened through the Eight Action Plan that provides guidance, regulation and a framework for the development of cooperatives in the near future.

The Philippines

The cooperatives in the Philippines focus on the four P's; Peace, People, Prosperity and the Planet. Pillars highlighted in the initiatives and programmes will introduce and strengthen capacity building; ensure sustainable development; and provide frameworks for business aspects. The hand holding ventures will promote more activities in the region and push cooperatives for better quality.

Thailand

The agricultural cooperatives in Thailand are best represented by their business activities in providing lines of credit and financial aid to small scale farmers, and encouraging savings and financial management among the farmers. The technical advice extension service is one of the government's initiatives to support farmers and their activities – to educate and provide knowledge-based services in both the promotion of product and improvement of quality. The *One District One Cooperative* programme aims to build the capacities of emerging cooperatives in two ways: advice and encouragement by the government at the district level and allowing room for a cooperative's independent management within the designated districts. This independence in developing their own plans also helps to promote good governance.

Discussion

After the presentations, the participants were divided into discussion groups led by GIZ. The outcomes of the discussion are as follow.

Regional Group:

Pillar	Priority Actions	Key Activities	Time Frame	Stakeholder
International and Capacity Development	Improve access to good advisory services	Conduct training for government officials e.g. governance and marketing, database of agri-coop laws, value-chain studies, technical assistance	2020-2025	IFPRI FAO
	Peer to peer learning and knowledge sharing	Learning and exchange programmes e.g. synergising ACEDAC learning visits and ALSPEAC (ASEAN Learning Series)	Annual	ACEDAC AFA
Competitiveness	Create resilient cooperatives	<ul style="list-style-type: none"> - Expose and support agri-coop to access market for high-value, organic and GI food products - Assist agri-coop in making feasibility study / business planning - Expand relationship with donors and other farmers' organisations 	2020-2025	Grow-Asia Asia-Terra FAO
	Create enabling environment for agri-coop	<ul style="list-style-type: none"> - Conduct FGD / policy dialogues on drafting guidelines for the consolidation of small agri-coop and legal framework - Promote the allocation of budget for capacity building of agri-coop 	2020-2025	DGRV AFA FAO Covestro IFPRI
	Promote and raise awareness of agri-coop development	<ul style="list-style-type: none"> - Maximise ACBF as a mechanism for agri-coop and link with other stakeholders (private sector) - More systematic / programmatic setting of themes for ACBF to guide local host - Joint preparation of ACBF (together with agri-coop, private sector, etc.) 	Annual	AFA ACEDAC
Access to Finance	Sustainable financial support for agri-coop	Provide preferential credit / soft loan to agri-coop	2020-2025	ACEDAC Cambodia

Indonesia:

Pillar	Priority Actions	Key Activities	Time Frame	Stakeholder
I. Access to Finance	Provide credit to ASEAN cooperative and farmers' organisations	Increase number of agri-coop to access credit from banks, government and NGOs	2019	IDH
I. Institutional and Capacity Development II. Competitiveness III. Access to Finance	Understand and build cooperatives' quality products	Collect and develop materials for training	2019	NIA Indonesia
		<ul style="list-style-type: none"> - Design commodity and specific training for ASEAN cooperatives e.g. amount of training, product clustering and flagship products - Promote internal capital mobilisation within ASEAN cooperatives, e.g. provide credit to ACs 	2025	
I. Competitiveness II. Access to Finance	Promote a systematic and comprehensive approach to risk management	<ul style="list-style-type: none"> - Issue products' insurance for both life and non-life plans - Allocate more funding to research and development - Create quality products with global standards through provision of e.g. solar dryer, water filtration system and other technologies 	2023	Covestro
	Monitoring of the process	<ul style="list-style-type: none"> - Conduct baseline data gathering and policy advocacy - Follow up through with meetings every six months - Consult with Ministry of Cooperatives, NIA and other platforms 		IDH NIA Indonesia Covestro

Vietnam:

Pillar	Priority Actions	Key Activities	Time Frame	Stakeholder
International and Capacity Development	Training government officials on the management and operation of agricultural cooperatives by bringing 250,000 FU staff and cooperative leaders together (training contents: 1. Management & operation 2. Easy access to information 3. Policy advocacy)	Step1: Nominate FU staff, cooperatives' leaders or members and develop materials for training	2019-2025	VNFU Coop
		Step2: Create pilot activities such as workshops and TOT training		
		Step3: Expand the activities for training		
		Step4: Evaluate past activities and gather experiences, modify training courses and materials, improve and expand the activities.		

Myanmar:

Pillar	Priority Actions	Key Activities	Time Frame	Stakeholder
Institutional and Capacity Development	Strengthen the foundation of farmers' organisations	Increase number of membership from 3,000 to 15,000 members	2019-2025	Myanmar's Farmer Organisations
		Raise awareness about the concept and operation of cooperatives		
		Build capacity such as business planning, risk mitigation, etc.		
		Form quality partnership in production and marketing with any possible stakeholders, e.g. trade organisations and general public.		
		Establish mini market in the industrial zone (400 factories)		
		Create organic fertiliser supply		
		Expand the existing seed bank and paddy		

Lao PDR:

Pillar	Priority Actions	Key Activities	Time Frame	Stakeholder
Access to Market	Support and attend business forums and match-making events between business and agricultural cooperatives	Survey the market actors and their interests	2019-2025	Government Agency DGRV Cooperative Farmer Network
		Conduct match-making business forums, trade fairs or any appropriate events (for community based products: rice, coffee and vegetables)		

Cambodia:

Pillar	Priority Actions	Key Activities	Time Frame	Stakeholder
Institutional and Capacity Development	<ul style="list-style-type: none"> - Conduct training for government officials - Collect and develop materials for training that support ASEAN cooperatives in the field of production, marketing, finance and business development 	Create training materials	2019	Cambodia
		Share and work on training materials	2020	
		Finalise and standardise training courses and materials across ASEAN	2021	
		<ul style="list-style-type: none"> - Conduct TOT 	2022	
		<ul style="list-style-type: none"> - Train farmers 	2023-2025	
Access to Market	Expose and support ASEAN cooperatives to access markets for high value organic, GAP and GI crops such as banana, cassava, palm sugar, pepper, mango and vegetables	Study and draft policy recommendations to incentivise ASEAN cooperatives to produce high valued, organic, GI and GMP products	2019-2020	Cambodia
		Develop GAP for quality products (e.g. by targeting one product per year)	2019-2025	
		<ul style="list-style-type: none"> - Organise ASEAN cooperatives' business forum and/or trade fairs every year for the purpose of business matching - Create farming contracts and other relevant agreements 	2019-2025	

Malaysia:

Pillar	Priority Actions	Key Activities	Time Frame	Stakeholder
Institution and Capacity Development	<ul style="list-style-type: none"> - Collect and develop materials for training - Support ASEAN cooperatives in the field of product development, marketing and finance 	Accredit farmers when they apply or register the SMEs (acceptance and accreditation)	2019-2025	FOA Farmer Organisation (under Ministry of Agriculture)
		Support agri-coop to penetrate local and international markets		
Access to market	Support agri-coop to penetrate local and international markets	Support agri-coop in using market intelligence (system on consumer patterns, new business opportunities and competitiveness)	2019-2025	NAFAS National Farmer Organisations
		Brand intellectual property rights (IPR) under FAO		
		Utilise e-commerce platforms for advertisements		

The Philippines:

Pillar	Priority Actions	Key Activities	Time Frame	Stakeholder
I. Competitiveness II. Access to Market	Create an online platform for facilitating the operation of cooperatives	Create weather-index insurance for cooperatives	2019-2023	CISP FPSDC NATCCO Agri-Coop
		<ul style="list-style-type: none"> - Create e-commerce platform for agri-coop and a portal for market information 		
		<ul style="list-style-type: none"> - Use online payment platforms for agri-coop 		
		<ul style="list-style-type: none"> - Organise exchange programmes on thematic areas related to agriculture - Create a knowledge learning platform for youth 		
	Mobilise resources for capacity building of professionalisation of ASEAN cooperatives			
	Set up peer to peer learning platform			
	Monitoring of overall implementation	Monitor and evaluate through working group meetings		

Closing Remarks

Ms. Yacinta Esti, Project Manager of AFOSP expressed her appreciation for the fruitful discussion. ASEAN Foundation will report to the ASEAN Secretariat the proposed work plan for recommendation to the Sectoral Working Group. Regarding capacity building and how ASEAN could better prepare ourselves to be ready for the market, she informed that a workshop report will be prepared by the ASEAN Secretariat for the Sectoral Working Group. Hopefully, based on the participants' inputs, the Sectoral Working Group will have them implemented at the grass-root levels.

Mr. Grahame Dixie, Executive Director of Grow-Asia, agreed that the workshop has been fascinating. Many ideas came out, which were great. As far as he was concerned, the workshop has brought the partners closer together. He spoke of the pipeline in digital technology that will enable farmers' cooperatives to sell the coffee beans directly to the American and the European markets through the association. It will reduce

logistic cost, potentially change the way we do business and increase diversity of buyers.

Dr. Sengpaseuth Rasabandith, Director of Cooperative Promotion Division of the Ministry of Agriculture and Forestry of Lao PDR, also conveyed his appreciation. This workshop provided very helpful information on cooperative development in ASEAN. With a focus on the four main pillars of Institutional and Capacity Development, Competitiveness, Access to Finance and Access to Market, he would bring back some of the ideas and look into them further in his home country.

Finally, Ms. Esti closed the workshop with special thanks and token of appreciations. Centered on improving ASEAN products, participating farmers organisations adjusted their packaging style and its quality according to customers' preference and offered those locally made products to the distinguished guests at the workshop.



Programme Schedule

Day 1: 26 February 2019	
Time	Key Activities
08.30 - 08.45	Registration
08.45 - 09.30	Opening Ceremony
09.30 - 09.45	Group Picture and Visit to Country Booths
09.45 - 12.00	Country Paper Presentations
12.00 - 13.00	Lunch at Sunset Dining Room on 11 th Floor
13.00 - 13.45	Group Discussion on enabling environment for agricultural cooperatives to access the market
13.45 - 15.00	Workshop: Guidelines for establishing concrete cooperation among cooperatives in ASEAN
15.00 - 16.00	Discussion on Joint Statement
16.00 - 16.30	The 8 th ACBF Declaration
16.30 - 17.00	Announcement of the Field Visit: Location and Cooperative's Profile
18.00 - 21.30	Farewell Dinner at Krua Mahanak dining room 31 st Floor

Day 2: 27 February 2019	
Time	Key Activities
06.30 - 07.00	Registration
07.00 - 09.30	Travel to Ratchaburi
09.30 - 11.40	Visit to Nongpho Ratchaburi Dairy Cooperative Limited (under the Royal Patronage), Ratchaburi
11.40 - 12.00	Travel to lunch
12.00 - 13.00	Lunch
13.00 - 15.45	Visit to Baan Rang Si Mok Ratchaburi Agricultural Cooperative Ltd.
15.45 - 18.00	Travel to Hotel
18.00 - 19.00	Dinner in the Hotel

Day 3: 28 February 2019	
Time	Key Activities
08.30 - 09.00	Registration
09.00 - 09.30	Welcome Remarks
09.30 - 10.00	Presentation on the Roadmap for enhancing the role of agricultural cooperative in the global value chain
10.00 - 10.30	Presentation on the National Agriculture Cooperative Development Strategy / Plan
10.30 - 10.45	Coffee/tea break
10.45 - 12.00	Presentation on the National Agriculture Cooperative Development Strategy / Plan
12.00 - 13.30	Lunch break
13.30 - 14.30	Focus Group Discussion on key priorities and action plans for the Roadmap (facilitated by AFA / ASEC) <ul style="list-style-type: none"> Group 1. Institutional / Capacity Development and Access to finance for investments and working capital markets Group 2. Competitiveness and Access to Market
14.30 - 15.30	Plenary Session: <ul style="list-style-type: none"> Presentation by Group 1 and Group 2. Discussion on Draft Action Plans and Priorities for the Roadmap
15.30 - 15.45	Coffee/tea Break
15.45 - 16.45	Continuation of Discussion on Draft Action Plans and Priorities for the Roadmap
16.45 - 17.00	Wrap Up and the Way Forward for the Action Plans and Priorities, by Facilitator and ASEC

Glossary

ACBF	ASEAN Cooperative Business Forum
ACs	Agricultural Cooperatives
ACEDAC	ASEAN Centre for the Development of Agricultural Cooperatives
AFA	Asian Farmers' Association for Sustainable Rural Development
AFOSP	Asian Farmers Organisations Support Programme
AMAF	ASEAN Ministerial Meeting on Agriculture and Forestry
APEC	Asia Pacific Economic Cooperation
ASWGAC	ASEAN Sectoral Working Group on Agricultural Cooperatives
CDA	Cooperative Development Authority (ASWGAC National Focal Point of the Philippines)
CPD	Cooperative Promotion Department (ASWGAC National Focal Point of Thailand)
EU	European Union
FAF	Food Agriculture and Forestry (it refers to ASEAN document for cooperation in the FAF 2016 -2025)
FAFD	Food Agriculture and Forestry Division of the ASEAN Secretariat
FAO	Food and Agriculture Organisation of the United Nations
FOs	Farmer Organisations
FFP	Farmers Fighting Poverty
FPSDC	Federation of Peoples' Sustainable Development Cooperative
GAP	Good Agriculture Practices
GDP	Gross Domestic Product
GMP	Good Manufacturing Practices
IFAD	International Fund for Agricultural Development
LVC	La via Campesina
MTCP 2	Medium Term Cooperation Programme
NAFAS	National Farmers Organisation Malaysia
NiAs	National Implementing Agencies
NGO	Non-Governmental Organisation
SMEs	Small Medium Enterprises
USA	The United States of America
UK	The United Kingdom
VNFU	The Viet Nam Farmer's Union



CONCEPT NOTE

ASEAN ROADMAP WORKSHOP: Multi-Stakeholder Partnership To Enhance the Role of Agricultural Cooperatives in the Agricultural Global Value Chain

28 February 2019

Prince Palace Hotel, Bangkok

BACKGROUND

ASEAN Farmers' Organisation Support Programme (AFOSP) is a European Union -IFAD Grant funded multi-stakeholder project that aims to improve the livelihood and food security situation of smallholder farmers and rural producers in ASEAN Countries. The programme consists of two major components of the Regional Policy Dialogue (Medium term Cooperation Program Phase II and Regional Policy Dialogue/MTCP 2) and Farmers Fighting Poverty (FFP). The main stakeholders of AFOSP are the Asian Farmers' Association for Sustainable Rural Development (AFA), La Via Campesina (LVC), the ASEAN Foundation (AF), and participating ASEAN Farmers' Organisations (FOs).

The Article 15 of the ASEAN Charter mandates the ASEAN Foundation to work with multi-stakeholders to raise awareness of ASEAN and ASEAN identity as well as strengthening people-to-people connectivity. The multi-stakeholder approach defines the way ASEAN Foundation works with diverse stakeholders whether in agricultural sector or other sectors like education and youth. Through ASEAN Farmers' Organisation Support Programme (AFOSP), ASEAN Foundation reaffirms its commitment to promote ASEAN Agriculture in collaboration with reliable partners: the European Union and the International Fund for Agriculture Development (IFAD).

The objectives of the event are:

To translate the ASEAN Roadmap into an action plan and priorities that can harmonise the national cooperatives development with the four pillars of the ASEAN Roadmap, namely institutional and capacity building, competitiveness, access to finance, and access to market

GENERAL OBJECTIVE

Engaging stakeholders for 2019 – 2025 collaboration to harmonise the implementation of ASEAN Roadmap in the regional and national levels in particular to strengthen to roles of agricultural cooperatives in agricultural global value chain under the four ASEAN Roadmap's pillars, namely: Institutional/Capacity Development, Competitiveness, Access to finance for investments and working capital markets, and Access to Market. ASEAN Roadmap appears as **ANNEX 1**.

OUTPUTS:

- 40 participants from diverse stakeholders' background
- A Report on the recommended actions at the local and regional level based on the PILLARS

EXPECTED OUTCOMES:

Agreed Action Plan and Priorities to operationalise the ASEAN Roadmap 2019-2025 by the ASWGAC and/or stakeholders for cooperation at the national and regional level.

ANNEX 1.

Details please retrieved to <http://www.aseanfoundation.org/files/publications/asean-roadmap-agricultural-cooperatives.pdf>



ASEAN ROADMAP FOR ENHANCING THE ROLE OF AGRICULTURAL COOPERATIVES IN AGRICULTURAL GLOBAL VALUE CHAINS 2018-2025

ASEAN SECTORAL WORKING GROUP ON AGRICULTURAL COOPERATIVES 2018

INTRODUCTION

Background

ASEAN aims to expand economic growth and harness trade potential by working towards an ASEAN Economic Community (AEC) that will bring prosperity for the whole region. Towards this goal, the ASEAN Leaders have set up a 2025 vision of a highly integrated, cohesive, competitive, innovative and dynamic ASEAN, specifically geared at 'enhanced connectivity and sectoral cooperation, and a more resilient, inclusive, and people-centred community that is integrated with the global economy'. One of the strategies for a successful growing economy in ASEAN is empowering agricultural cooperatives to deal with their challenges and enhance their roles in the agricultural global value chains.

Agricultural cooperatives in ASEAN can be described in general as small and multi-purpose. Although some have been well-established and nurtured with strong cooperative values, the right mindset and appropriate capacity building interventions vary from country to country. They also often have strong linkages with government institutions.

Agricultural cooperatives face the challenges of competitiveness in ASEAN and beyond. Large and small agricultural cooperatives in the region need to compete with the agribusiness companies or Micro and Small Medium Enterprises (MSMEs) in terms of access to markets, finance, and modern production techniques. Agricultural cooperatives need to improve governance and professionalize management to successfully compete as businesses in modern markets.

Based on a study conducted among ASEAN Member States (AMSs), the most important support needed by agricultural cooperatives are in the areas of institutional and capacity building, competitiveness, access to markets and access to finance to improve their positions in specific value chains. In addition, AMSs also work in many other areas to assist agricultural cooperatives.

In order to strengthen the participation of agricultural cooperatives in agricultural global value chains, ASEAN has been facilitating a dialogue on agricultural cooperative development through the ASEAN Sectoral Working Group on Agricultural Cooperatives (ASWGAC) and the ASEAN Centre for the Development of Agricultural Cooperatives (ACEDAC). One major need identified is the creation of a roadmap for agricultural cooperative development in ASEAN.

Following the endorsement of the Strategic Plan of Actions for ASEAN Cooperation on Agricultural Cooperatives (2016-2020) by the 38th ASEAN Ministerial Meeting on Agriculture and Forestry (AMAF) in 2016 in Singapore, the 20th ASWGAC Meeting agreed to have an "ASEAN Roadmap for Agricultural Cooperatives Development in the context of Agricultural Global Value Chain".

Objectives

The "Roadmap for Enhancing the Role of ASEAN Agricultural Cooperatives in Agricultural Global Value Chains 2018-2025" aims to:

1. Provide guidance for enhancing participation of ASEAN agricultural cooperatives in the agricultural global value chains;
2. Advance the implementation of Strategic Thrusts 2 (Enhance trade facilitation, economic integration and market access) and 5 (Assist resource-constrained small producers and SMEs to improve productivity, technology and product quality, to meet global market standards and increase competitiveness in line with the ASEAN policy Blueprint on SME development) of the ASEAN Cooperation in Food, Agriculture and Forestry 2016-2025 (FAF 2025); and,
3. Serve as a framework to harmonize agricultural cooperatives' legal structures and institutional arrangements within and among ASEAN member countries and share best practices.

Implementation and Coordination

ASWGAC shall be the overall coordinating and monitoring body in the implementation of the roadmap, while the AMSs will give updates on its implementation during its annual meeting.

In order to create long-term impact for the cooperative network in the implementation of the roadmap, the following principles should be embraced by ASEAN:

1. Working with agricultural cooperatives should be embedded in all agricultural projects in ASEAN to increase their sustainability and inclusiveness;
2. Focus should be on creating showcases and success stories by investing in practical projects with clear expected outcomes for agricultural cooperatives taking part in the roadmap; and,
3. A common message and joint vision on agricultural cooperatives should be continuously shared under the roadmap.

ASEAN Roadmap 2018 - 2025

In this roadmap, four main pillars have been identified as the foundation for agricultural cooperative development in ASEAN towards 2025:

1. Institutional and capacity development;
2. Competitiveness;
3. Access to finance; and
4. Access to markets.

Under each pillar, measures have been identified that are equally important and should be simultaneously strengthened to make ASEAN agricultural cooperative development successful in the long run.

Pillar 1: Institutional and Capacity Development

To successfully integrate into the agricultural global value chain, agricultural cooperatives need to be competitive in order to attract financing for investments and working capital and to efficiently access markets. For this to happen, institutional and capacity development of agricultural cooperatives through their management and board is crucial.

Measure 1 – Improve access to good quality advisory services

Success has been achieved in modernizing national legislation in ASEAN countries on agricultural cooperatives that are now almost completely in line with international principles. Nevertheless, these principles must be internalized by government officials and practical implementation frameworks need to be drafted to make sure real changes are seen in agricultural cooperative development on the ground.

At the same time, government institutions must support primary agricultural cooperatives by providing or creating frameworks for high quality services and advise agricultural cooperatives and their members. This support can be provided by private and public stakeholders, but the key source of service provision must be the cooperative sector itself.

The skills and awareness of agricultural cooperative board, management and members need to be improved. Agricultural cooperatives have to understand market developments and strengthen their market position by improving the quality and quantity of their produce through participation in supply and value chains as a consequence of investments in innovation and processing and activities to draw attention of market partners and cooperative members.

Cooperative federations, alliances or associations can play a role in the provision of services by conducting trainings, sharing knowledge and providing advice. Realistically, it is difficult to provide services to all agricultural cooperatives all at once as there are so many of them. In that sense it is important to prioritize service provision in a way that stimulates excellence and provides incentives for well-performing agricultural cooperatives to grow quickly. Showcases are needed to create enthusiasm for working with agricultural cooperatives.

Actions:

- Conduct trainings for government officials on the management and operation of agricultural cooperatives so that they can play the needed facilitation role in the provision of services.
- Benchmark the classification and support systems for agricultural cooperatives against the standard of excellence in order to attract investments and partnerships with business.
- Collect or develop materials for training and support to agricultural cooperatives in the field of production, management, finance and business development, especially in areas where they are most lacking.

Option:

- Provide access to specialised advisory services by agricultural cooperatives in the areas of feasibility studies, business planning, financial management, governance and marketing.

Measure 2 – Peer-to-peer learning and knowledge sharing

Agricultural cooperatives need to support their members in innovating their production systems and adding value to their produce. They should initiate proper service provision at farm level. On the other hand, agricultural cooperatives also require good management systems and human resources. The establishment of an ASEAN peer-to-peer network of agricultural cooperatives can inspire and motivate them to learn from one another in a practical and hands-on manner. Through knowledge sharing, training and advising among agricultural cooperative leaders, agricultural cooperative service provision will be strengthened.

Actions:

- Gather all available information on agricultural cooperative expertise in ASEAN and make them widely accessible through a centralized database system.
- Set up an exchange program on thematic agricultural cooperative policy issues (e.g. by-laws, taxation, financing instruments), especially for young agricultural cooperative managers and board members.

- Share information on youth programs in ASEAN countries that are directed at agricultural cooperatives.
- Improve the use of online learning tools on agricultural cooperatives that were developed by ASEAN sectoral working groups or those from reliable sources like the International Fund for Agricultural Development (IFAD) and European Union (EU).
- Promote an integrated area development approach by agricultural cooperatives based on a combination of tourism, biodiversity, local economy and global markets with Geographical Indications (GIs).
- Support farm advisory and extension services of agricultural cooperative for their members on sustainable agriculture.

Measure 2 – Create an enabling environment for agricultural cooperatives growth and viability

For agricultural cooperatives to survive in a competitive global market, governments must provide legal frameworks and policies that will stimulate growth and ensure long-term viability. Agricultural cooperatives must be mainstreamed in agricultural policies and public-private partnerships to create impact.

Actions:

- Allocate budget for capacity building and professionalization of agricultural cooperatives.
- Develop a strategic agenda in ASWGAC to strengthen the position of agricultural cooperatives in the AEC and to develop policies at ASEAN and national levels to enable agricultural cooperative development.
- AMSs to share experiences, improve regulations and intensify efforts in:
 - a) Regional infrastructure;
 - b) Tax policies;
 - c) Rural education on financial literacy, management and business;
 - d) Knowledge transfer through good academic and vocational networks in rural areas;
 - e) Land consolidation and ownership; and,
 - f) Streamlining of regulations and their costs.

Options:

- Develop a marketing and fundraising plan towards 2025.
- Promote agricultural cooperative development in ASEAN through the production of brochures and flyers for donors and financing institutions.
- Develop a computerized and centralized database of agricultural cooperatives in ASEAN for benchmarking, marketing and fundraising.
- Define Key Performance Indicators (KPIs) for the database and establish a baseline for all agricultural cooperatives that will be updated annually.
- Mainstream agricultural cooperatives as important institutions for development programs in the ASEAN Economic Community.
- Develop voluntary guidelines on agricultural project financing by third parties involving agricultural cooperatives.

Options:

- Organize an expert pool at national and ASEAN levels that can provide hands-on advisory services to agricultural cooperatives.
- Invite agricultural cooperative practitioners into the ACEDAC network and transform it into a structure for formulating policies that are based on actual practices of agricultural cooperatives.

Pillar 2: Competitiveness

Agricultural cooperatives in ASEAN must become more competitive in the growing global markets by 2025. This will require optimized institutions and enabling environments. They can grow more quickly in size and number when the legal framework and business environment in ASEAN countries are more firm and secure than those of their competitors worldwide.

Measure 1 – Create climate-resilient cooperatives

In the next ten years, the biggest challenge in ASEAN agriculture will be climate change. It has significant impacts on how agricultural cooperatives will operate and do business. ASEAN countries are at the top of the list in the Global Climate Risk index. Strategies must be developed on how agricultural cooperatives can stay competitive amidst climate disruptions.

Actions:

- Promote a systemic and comprehensive approach to risk management for agricultural cooperatives, including diversification and insurance schemes.
- Expose and support agricultural cooperatives to access markets for high-value, organic and Geographical Indication (GI) food produce.

Options:

- Collect tools for agricultural cooperatives to train and assist members in tackling climate challenges in key commodities in line with the priorities of the different ASEAN working groups.
- Support the development and promotion of climate-resilient varieties and agriculture technologies such as agroecology and make them available to agricultural cooperatives through the ASEAN network.

Proposals, programs and projects on the actions above should be defined in close consultation with the respective key players in the agriculture sector, namely farmer organisations, agricultural cooperatives and public and private sector agribusiness. It is expected that these stakeholders will contribute to implementation and policy development based on actual challenges and opportunities on the ground.

Measure 3 - Stimulate commodity-specific agricultural cooperation

The creation of a competitive agricultural cooperative sector requires focus on commodity-specific or single-purpose cooperation. Governments may provide specific incentives for the establishment of commodity-specific or single-purpose agricultural cooperatives that can go hand in hand with the development of general or national agricultural cooperative federations representing the sector.

Action:

- Study the potential impact of agricultural cooperative federations in ASEAN and gather lessons learned from different countries.

Options:

- Design commodity-specific trainings for agricultural cooperatives.
- Research possibilities for cooperative-cooperative trading schemes to decrease costs and increase solidarity.

Measure 4 - Promotion and 'marketing' of agricultural cooperatives development

The role of agricultural cooperatives in agricultural global value chains should be promoted among public and private partners in ASEAN. A common vision to start cooperating with other stakeholders such as private companies and donor institutions must be developed by agricultural cooperatives. At the same time, a database of all agricultural cooperatives in ASEAN categorized according to turnover, membership, commodity and service provision should be made available to the public.

Actions:

- Set up an ASEAN Agricultural Cooperative Network based on existing agricultural cooperative federation structures to represent agricultural cooperatives and their members in networking events and policy dialogues.
- Expand the relationship of ASGWAC with donors, companies and financiers in the ASEAN region, such as Grow Asia, EU, IFAD, USAID agri-agencies and others.

- Claim a bigger role for agricultural cooperatives in public-private partnerships and development programs in the region.

Options:

- Provide policy guidelines and incentives for the consolidation or merger of small agricultural cooperatives to attain economies of scale.
- Support national agricultural cooperative federations in building their capacities to provide services to their member agricultural cooperatives.
- Improve auditing systems for agricultural cooperatives to ensure good governance and internal control.
- Encourage ASEAN governments to establish a clear and uniform legal framework for agricultural cooperatives and preferential treatment for ambitious and well-performing ones.
- Develop policies to require and support training for officers and staff of agricultural cooperatives.

Pillar 3: Access to Finance

Access to finance for required investments and working capital is crucial for ASEAN farmers to seize existing and arising market opportunities. The establishment of national programs that provide access to finance is a corner stone of agricultural cooperative development. Agricultural cooperatives might also engage in partnerships with agribusinesses when the terms and conditions are beneficial to them and their members.

Measure 1 - Promote sustainable financing systems for agricultural cooperatives

A big challenge in agricultural business is access to finance for investments, especially for smallholders and their cooperatives. Normally, the big stumbling blocks are lack of business plans, collateral and, specifically for cooperatives, lack of member capital. However, some financial institutions are interested in entering the agribusiness sector, despite the risks involved.

It is important to construct mechanisms and programs at different levels to ensure financial access for medium-sized borrowers (e.g. agricultural cooperatives) by reducing risks for commercial financial institutions. The design of programs shall depend on the commodities, areas and available chain partners.

Actions:

- Promote internal capital mobilization within agricultural cooperatives.
- Provide preferential credit to agricultural cooperatives and farmer associations through soft loans from government or financial institutions.

Options:

- Establish collateral security and create transparency in lending mechanisms for agricultural cooperatives.
- Provide guidelines, benchmarks or examples for agricultural cooperatives regarding the need for collateral, business plan and member capital.

and to bargain for fair price. Sustainability and quality assurance can be challenging for small agricultural cooperatives. Nevertheless, agricultural cooperatives can focus on existing agriculture markets or develop new ones using the branding approaches like agro-tourism, environmental services, carbon credit business, agro-forestry and many others.

Pillar 4: Access to Market

The projected economic growth in ASEAN will bring huge market possibilities for agricultural cooperatives. The growing middle class and the globalization of trade will lead to new opportunities for agricultural cooperatives to add more value and sell their members' produce in a competitive manner.

Measure 1 – Access to existing and to new markets, and outreach to business by agricultural cooperatives

Agricultural cooperatives need to access new and existing markets and trade opportunities for agricultural commodities, which are rapidly growing in Asia and beyond. The challenge is how to add value and integrate into the value chain.

At the same time, cooperation with private sector is needed to deliver agricultural products to the consumers

ASEAN governments can play the role of facilitator of business deals to ensure fair sharing in the value chains.

Actions:

- Support agricultural cooperatives in using market information systems on consumer patterns, new business opportunities and competitiveness.
- Allocate R&D funding for development of new products by agricultural cooperatives identified through the market information systems.
- Support and attend business fora and match-making events between businesses and agricultural cooperatives.
- Develop a code of conduct for agribusiness in relation to working with smallholders and their cooperatives, e.g. regional certifications and the use of a “cooperative and smallholder benefit logo”.

**ANNEX 2****ASEAN Roadmap Workshop to enhance the role of Agricultural Cooperatives in the Agricultural Global Value Chain**

28 February 2019

Prince Palace Hotel, Bangkok, Thailand

The adopted *ASEAN Roadmap for Enhancing the Role of Agriculture Cooperative 2018-2025* by the 40th ASEAN Ministerial Meeting on Agriculture and Fisheries (AMAF), outlines the recommendations to strengthen cooperation and capacity building, and competitive access to global value chains in-line with the ASEAN Vision 2025 for ASEAN Cooperation in Food, Agriculture, and Forestry. In response to the adoption of the Roadmap and the Report of 20th ASWGAC Meeting in 2018, the ASEAN Foundation-AFOSP supports ASWGAC and ACEDAC in conducting a regional workshop, back to back with the organisation of the 8th ASEAN Cooperative Business Forum (ACBF). The workshop aims to translate the Roadmap into a work plan that can harmonise the national cooperatives development with the four pillars of the Roadmap, namely institutional and capacity building, competitiveness, access to finance, and access to market.



Time	Activities	PiC
08:30 – 09:00	Registration	ASEAN Foundation
09:00 – 09:30	Welcome Remarks <ul style="list-style-type: none"> - Remarks by Thailand (host country) - Representative from the ACEDAC - Group Photo Session 	Thailand ACEDAC ASEAN Foundation
09:30 – 09:45	ASEAN Policy Framework in Agricultural Cooperative Development	ACEDAC
09:45 – 10:00	Presentation on the Roadmap for enhancing the role of agricultural cooperative in the global value chain	Agriterra
10:00 – 10:30	Country Presentation on the National Agriculture Cooperative Development Strategy/Plan: <ul style="list-style-type: none"> - Brunei Darussalam (10 minutes) - Cambodia (10 minutes) - Indonesia (10 minutes) : IDH Indonesia (10 minutes) 	Facilitator: <i>Dr. Juejan</i> Assisted by: - AFA/LVC - ASEAN Foundation - Rapporteurs
10:30 – 10:45	Coffee/tea break	
10:45 – 12:00	Country Presentation on the National Agriculture Cooperative Development Strategy/Plan: <ul style="list-style-type: none"> - Lao PDR (10 minutes) - Malaysia (10 minutes) - Myanmar (10 minutes) - Philippines (10 minutes) - Thailand (10 minutes) - Vietnam : DGRV Vietnam (10 minutes) 	Facilitator: <i>Dr. Juejan</i> Assisted by: - AFA/LVC - ASEAN Foundation - Rapporteurs
12:00 – 13:30	Lunch break	

Time	Activities	PIC
13:30 – 14:30	Focus Group Discussion on key priorities and action plan for the Roadmap Group 1. Institutional/Capacity Development and Access to finance for investments and working capital markets Group 2. Competitiveness and Access to Market	Chair: ASWGAC Thailand/ Cambodia Facilitator: <i>Dr. Juejan</i> Assisted by: - AFA/LVC - ASEAN Foundation - Rapporteurs
14.30-15.30	Plenary Session: Presentation by Group 1 and Group 2 Discussion on Draft Action Plan and Priorities for the Roadmap	Chair: ACEDAC Facilitator: <i>Dr. Juejan</i> Assisted by: - AFA/LVC - ASEAN Foundation - Rapporteurs
15:30 – 15:45	Coffee/tea Break	
15:45 – 16:45	Continued Discussion on Draft Action Plan and Priorities for the Roadmap	Facilitator: <i>Dr. Juejan</i> Assisted by: - AFA/LVC - ASEAN Foundation - Rapporteurs
16:45 – 17:00	Wrap up and the way forward of the Action Plan and Priorities	Chair: ACEDAC Facilitator assisted by AFA/ ASEAN Foundation
1800	Dinner provided at the Prince Palace Hotel	

Supports to the Workshop

Country	Facilitator per Group	Note Taker
Brunei Darussalam and Malaysia	Yacinta Esti	-
Thailand – Regional (ASEAN Chairmanship is Thailand and Thailand only represented by 2 delegates)	Estrella Penunia	Jinjuta
Cambodia	Lany Rebagay	Irish
Indonesia	Jose Ebron	Amy
Lao PDR	DGRV Lao	Phout
Myanmar	Bernice Galang	Hana
Philippines	NATCOO/FPSC	Ferdi
Viet Nam	DGRV Viet Nam	Dontree

Matrix for Workshop

Workshop activities and expected outputs

Workshop activities and expected outputs

a. Group/Country or Regional Focus

Stakeholders	Selected Action from the Roadmap	Rationalisation	Priority to accomplish by 2025 (5 years)

b. Group Roadmap by Stakeholders' priority at the national and regional level

Actions	MILESTONES						
	2019	2020	2021	2022	2023	2024	2025
1 Institutional and capacity development							
a.							
2 Competitiveness							
a.							
3 Access to Finance							
a.							
4 Access to Market							
a.							

c. Common areas of interests to contribute to the actions of the Roadmap at the national and ASEAN Level

Actions	BD	CAM	RI	LAO	MAL	MYN	PHI	TH	VN	ASEAN
1 Institutional and capacity development										
a.										
2 Competitiveness										
a.										
3 Access to Finance										
a.										
4 Access to Market										
a.										

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