

PROCEEDINGS REPORT



AFOSP-MTCP2

ASEAN
FOUNDATION

The 2nd Regional Workshop on Developing the Action Plan of ASEAN Roadmap for Enhancing the Role of Agricultural Cooperatives in the Agricultural Global Value Chain

25 September 2019, Jakarta

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ABBREVIATIONS

AC	Agri Coops/Agricultural Cooperative
ACBF	ASEAN Cooperatives Business Forum
ACEDAC	ASEAN Centre for the Development of Agricultural Cooperatives
AEC	ASEAN Economic Community
AF	ASEAN Foundation
AFA	Asian Farmers' Association for Sustainable Rural Development
AFOSP	ASEAN Foundation for ASEAN Farmers' Organisations Support Programme
AMAF	ASEAN Ministerial Meeting on Agriculture and Forestry
AMS	ASEAN Member State
ASEC	ASEAN Secretariat
ALSPEAC	ASEAN Learning Series and Policy Engagement on Agricultural Cooperative - Inclusive Agricultural Value Chain on Coffee
ASWGAC	ASEAN Sectoral Working Group on Agricultural Cooperatives
DGRV	Deutsche Genossenschafts- und Raiffeisenverband e.V. is the Co-operative federation for German Co-operatives
EU	European Union
FAF 2025	Food, Agriculture and Forestry 2016-2025
FAFD	Food, Agriculture and Forestry Division
Fintech	Financial Technology
ICA	International Cooperative Alliance
IFAD	International Fund for Agricultural Development
IFPRI	The International Food Policy Research Institute
GAP	Good Agriculture Practices
GI	Geographical Indication
GIZ	The Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH or German development agency
KPI	Key Performance Indicator
MCTP	Medium-Term Cooperation Programme
MRL	Maximum Residue Limit
MSME	Micro and Small Medium Enterprise
NGO	Non-Governmental Organisation
NTFP	Non-timber forest product
SP	Strategic Plan
TOT	Training of Trainers

1. Executive Summary

This proceedings report captured the process of the second multi-stakeholder partnership workshop to enhance the role of agricultural cooperatives in the agricultural global value chains, as the continuation of the first meeting, which was held in line with the 8th ASEAN Cooperative Business Forum (ACBF) in Bangkok on 28February 2019.

The ASEAN Roadmap for Enhancing the Role of Agricultural Cooperatives (ACs) in the Global Agricultural Value Chain (ASEAN Roadmap) for 2019-2025 was approved by Ad. Referendum on 4 June 2018 by the focal points of the ASEAN Sectoral Working Group on Agriculture Cooperatives (ASWGAC). The document was further endorsed by the 40th AMAF Meeting in Viet Nam in October 2018.

The workshop outcomes include common areas of interests that contribute to the roadmap action plan. It also has resulted on the update of country database on AC development across ASEAN Member States (AMSs). However, the first action plan drafted at the first workshop needed to reaffirm the recommended actions, identify the lead country and possible partners as well as timelines, and to outline new projects for ASWGAC’s consideration in 2020 for mode of cooperation to implement. Hence, the second regional workshop was proposed, and was later initiated by the ASEAN Secretariat (ASEC), ASEAN Centre for the Development of Agricultural Cooperatives (ACEDAC), and organised by the ASEAN Secretariat (ASEC) and the ACEDAC Secretariat. It was supported by the ASEAN Foundation for its ASEAN Farmers’ Organisations Support Programme (AFOSP).

During her opening remarks, the Chair of ASWGAC recalled the last meeting held at the 40th ASEAN Ministerial Meeting on Agriculture and Forestry (AMAF) in Viet Nam had identified ten key priorities. However, the contribution of respective AMSs and key stakeholders were not yet clarified. Hence, the discussion on the roadmap and action plan has been conducted, particularly identifying action plans to involve AC practitioners in the design process.

Forty eight participants from ASWGAC focal points, ACEDAC, ASEC, development partners, and private

sector attended the second workshop. They were clustered into two groups based on the Four Pillars, to discuss items that required completion in the action plan. The two groups has now come up with more detailed sub-activities, including the responsible ASEAN bodies, timeline, and Key Performance Indicators (KPI). There were also several new action programmes under Pillar Four (Access to Market). In detail, the two groups discuss the following topics:

- Pillar 1: Institutional/Capacity Development) on improving access to good advisory services.** The participants viewed that ACs as needing to improve their knowledge on the value-chain concept through various trainings, including their agricultural techniques in terms of yield capacity to produce GAP, organic, and good quality standard products for market supply. On the subject of advocacy, the discussion groups results said ACs have to comply with the stipulated law or policy, as well as understand the legal framework to garner government-support. The KPIs expected from the regional project proposal include number of training manuals developed, number of cooperatives and farmers’ organisations, and number of government officials. Training of Trainers (TOT) for government officials will be conducted, with the knowledge transferred to the cooperatives in their respective countries later on.
- Pillar 2: Competitiveness.** Participants affirmed the importance of replicating such initiatives as pilot TOT on FAO’s rural investment tools has kicked off in Bangladesh, Lao PDR, and the Philippines, B2B platforms for AC products; and to create a regional coop business information system. Several recommendations covered the need for feasibility studies on agri-sector’s value chain on specific commodities; a proposal to have access to market for coop-to-coop exported commodities; and study tour to learn about successful cooperatives. Other activities can also contribute to competitiveness, e.g. the Compendium of Cooperative Laws, policy

dialogues with financial institutions to ease access to loans for ACs; partnering with local universities & other local institutions on drafting guidelines; develop the proper legal framework of small ACs at country level, raise awareness of agri-coop development.

- **Pillar 3: Access to Finance.** The main financial sources for cooperatives are mostly from: private or micro finance institutions, and from the membership. The group proposed to conduct study or research on such government funds, and the findings and information disseminated to other countries to help them learn and advocate with their own government to set up a cooperatives fund. Cambodia is currently in the middle of creating a sub-decree on establishing government funds to promote cooperatives. Another proposed regional-scale activity is an ASEAN Agricultural Cooperatives Investment Forum, combined with the ACBF. The group also proposed several recommendations: an activity that links agri-coops to financial providers to access credit/soft loans with a long-term tenure of 5-10 years; and to enhance agri-insurance and loan insurance for ACs. In order to help farmers to improve their products, activities such as provision of special credit for farmers based on costs & profit sharing; workshops on financial literacy and training on proposal development; identifying green investments opportunities, and impact investment funds would be beneficial. In terms of identified deliverables, feasible KPIs include number of ACs set up; insurance products being developed; lists of service providers for financial access; and credit-ready business plan lessons with special loan interest rate without collateral guarantee.
- **Pillar 4: Access to Market.** The group proposed such activities such as mapping of market opportunities; enhancing marketing information system; improving the value-added products of ACs in each country; increasing the participation of smallholders farmers in the market; a proposal for ACBF to create directory on market opportunities in new emerging markets, namely, China, Middle East, East Europe, Africa. Regarding the creation of the ASEAN Brand, the proposed activities incorporate the assessment of and

alignment between national standards and ASEAN standards; promote ASEAN products at the regional level; and create agri-coop own market by branding their own specialty products. Viet Nam will take the lead for this.

ASEC representatives from the Food, Agriculture and Forestry Division (FAFD) appreciated the workshop's regional deliverables such as production of a handbook on financing mechanisms in ACs development in ASEAN. They also emphasized the need to look-at the legal frameworks, and relevant policies. The representative reiterated the importance of the ASEAN brand initiative to enhance the competitiveness of AC products with high standards. The workshop outputs especially the recommendations, roadmap and workplan are stepping stones towards ASEAN AC development for 2020, and will be used as a review towards the implementation of Strategic Plan (SP) for the FAF sector 2016-2025.

As a conclusion of the workshop, the representative from FAFD ASEAN Secretariat conveyed his gratitude to the AF and the AFOSP for their support to the ACEDAC and ASWGAC in ALSPEAC programme, especially in several capacity building workshops on the roadmap. He wished for a long-lasting strong cooperation on activities of common interests between the AF and ASWGAC.

2. Opening and Introduction

2.1. Welcome remark by the Chair of ASWGAC

The welcome remark was delivered by Ms. Mya Myo Swe, Chair of the ASWGAC. Ms. Mya Myo Swe welcomed the distinguished guests, affiliations and all the delegates to the "Second Regional Workshop on Developing the Action Plan of ASEAN Roadmap for Enhancing the Role of Agricultural Cooperatives in the Agricultural Global Value Chain". She felt privileged and honoured to participate in this workshop as a representative of Myanmar, and also welcomed the chance to speak on behalf of the Chair of 21st ASWGAC meeting. She recalled the last meeting held from 21 to 24 May 2019 in Nay Pyi Taw, Myanmar, that discussed the possibility of a follow-up workshop to implement the Roadmap based on priorities discussed at the first workshop such as cooperatives insurance and e-commerce, strengthening the role of agricultural cooperatives in the agricultural global value chain under ASEAN's Four Pillars. The Pillars are: Institutional Capacity Building, Competitiveness, Access to Finance, and Access to Market. This second workshop was proposed to develop the action plan. The Chair believed collaboration between ASEAN member states and stakeholders would become the effective way to strengthen the agricultural cooperatives in implementing the ASEAN plan, and stressed the importance of capacity building to increase the awareness and knowledge.

2.2. Welcome remark by the Representative of ACEDAC Secretariat

The welcome remark was delivered by Ms. Ms. Destry Anna Sari. On behalf of ACEDAC Secretariat, Ms. Destry Anna Sari expressed her warmest welcome to the chairpersons, focal points of ASWGAC from their respective ASEAN member countries, Assistant Director ASEAN Ministerial Meeting on Agriculture and Forestry (AMAF), Executive Director of ASEAN Foundation (AF), government representatives, distinguished participants to the workshop. In order to strengthen the participation of ACs in agricultural global value chain, ASEAN has been facilitating a dialogue on AC development through ASWGAC, and ACEDAC. One major identified need is to create the roadmap, incorporating the Four Pillars. Under each Pillar, important measures have been identified and should be simultaneously used to strengthen AC development over the long run. She also highlighted the aim of this workshop to deliberate on the draft action plan from the 8th ASEAN Cooperative Business Forum (ACBF) workshop on February 2019. The first regional workshop had considered strengthening market access and capacity building of agricultural cooperatives as main priorities, with suggested activities to launch e-commerce and e-payment system using the existing platform under the ASEAN Committee for Micro and Small Medium Enterprises (MSMEs) mechanisms. She expected this second workshop to outline the operationalisation of projects for ACEDAC consideration s for year 2020. She expressed her hope that this workshop will strengthen the partnership and cooperation between government, private sector, and internal organisations in developing ACs, and to join in active participation for sharing ideas and best practices.

2.3. Welcome remark by the ASEC representative

The welcome remark was delivered by Mr. Pham Quang Minh, ASEC representative from Food, Agriculture and Forestry Division (FAFD). On behalf of FAFD, Mr. Pham Quang Minh welcomed all delegates to the ASEC's new building, and the first workshop event inaugurated there. In ASEAN, ASEC is responsible for programmes related to food, agriculture, and forestry under the Food, Agriculture, and Forestry (FAF) 2016-2025. This has resulted the key priorities and focus in different aspects, such as to increase the capacity building and promote the

quality and quantity of products by using relevant technologies, and a focus on food safety and food security, and certification. At the same time, the Secretariat has also promoted the private sector s, MSMEs including ACs across ASEAN. The 40th AMAF Meeting in Viet Nam has identified ten key priorities. However, the contribution of respective AMSs and key stakeholders were not yet clarified. Hence, a regional workshop on the roadmap was held that involved AC practitioners during the conceptual process and has resulted on an action plan and several key priorities to implement.



3. Presentation of the results of ASEAN roadmap workshop

As an introduction, Ms. Destry Anna Sari (ACEDAC) underlined the existence of ACEDAC as an information exchange platform on AC development across ASEAN. The activities include: gather, analyse, compile and, disseminate related information through various media; promote, foster, and encourage joint activities related to ACs within the framework of supporting specific development; various policies and programmes promoting intra-ASEAN trade and enhancing cooperatives and ASEAN competitiveness, both regionally and internationally; as well as to initiate joint efforts in human resource development and management, especially in training and education.

The ASEAN Roadmap has been launched for enhancing the role of agricultural cooperatives in the agricultural global value chain for 2019-2025. The first was held in Bangkok on 28 February 2019, and this workshop is a follow-up to that. The first workshop resulted in using the common areas of interests to contribute to roadmap action plan, as well as an update of the country database AC development across AMSs. She expected this workshop to complete the identification on each country's interests, including the action priorities at national & regional levels, and defining milestones with more multi stakeholders' involvement, to ensure that all the efforts will strengthen their to operationalize the action plan and prioritise towards ASEAN Roadmap 2019-2025



4. Regional Group Discussions: Key Priorities and Action Plan of the Roadmap

The discussions were facilitated by Dr. Le Duy Binh and Ms. Maria Elena Regabay with assistance by ACEDAC and ASEC.

Dr. Le Duy Binh reinstated the objective and methodology during discussion opening with several key priorities on the action plan of the roadmap, and their tasks to break down the activities being endorsed. The participants were organised into two groups; each group would discuss two Pillars. The Four Pillars are: (1) Institutional –Capacity Development, (2) Competitiveness, (3), Access to Finance, and (4) Access to Market.

Participants were split into two groups:

- Group 1 discussed Institutional/Capacity Development (1st Pillar) and Access to Finance (3rd Pillar) for investments and working capital markets. This group comprised representatives—from ASWGAC Cambodia, Malaysia, Thailand, and Vietnam, AFA, GIZ ASEC Office, Grow Asia, NTFP – EP Asia, Enterprise and Stakeholder Engagement Division, ASEC, EU Mission to ASEAN, IFPRI, Agriterra, and ACEDAC. Guiding questions were provided on the key priorities in Institutional/Capacity Development and Access to Finance for investments and working capital, and the actions which should be included in the action plan.
- Group 2 discussed Competitiveness (2nd Pillar) and Access to Market (4th Pillar). This group comprised representatives from ASWGAC Philippines, Myanmar, Indonesia, and Lao PDR, IDH Sustainable Trade Initiative, International Cooperative Alliance, Ministry of Agriculture Republic of Indonesia, IFAD, Pisagro, ASEAN EU Business Council, and DGRV. The main issues discussed were the key priorities in Competitiveness and Access to Finance, and the actions which should be included in the action plan.

Key discussions of the group are presented as below.

4.1. Pillar 1: Institutional/Capacity Development

Strategic Action 1 - Improve access to good advisory services

For this strategic action, the group have identified six important areas and key activities to be improved or implemented:

1. Training for agri coop governance & management
2. Financial management and promotion in relation to business and entrepreneurship activities, and cooperative financial management: accounting, auditing, etc.
3. Marketing & business development training
4. Sustainable production technology: GAP training. Farm guidance (technical advisory)
5. Value-chain training: Value-chain concept & protocol, product specific value-chain development, e-commerce
6. Policy lobby & advocacy & TOT

The group also identified key sub-activities as below:

1. Training
2. Assessment and module development
3. Conduct all training & learning exchanges
4. Pool of trainers

4.2. Pillar 2 - Competitiveness

Strategic Action 1 – Create resilient cooperatives

For this strategic action, the group have identified key activities to be improved or implemented:

1. Expose and support agri-coop to access market for high-value, organic, and GI food products
2. Assist agri-coop in making feasibility study/ business planning
3. Expand relationship with donors and other farmers' organisations

The group also identified key sub-activities as below:

1. Coop-to-coop trading (i.e. coffee, coconut, banana)
2. TOTs on FAO's rural investment tools
3. Assist agri-coop for management and accounting

training

4. Expose and support ACs for exhibiting their products nationally and abroad
5. Training on SOP/Documentation
6. GI, organic, halal, GAP training and certification.
7. Stakeholders mapping which can be used for stakeholder engagement.
8. Feasibility studies on agri-sector specifics, for example coconuts in the Philippines.
9. Product innovation and development.
10. A profile on platform for B2B and B2C on agri products.
11. TOT for ACs on business management
12. Trade fairs & business forums
13. Access to market with high value:
 - MRL training in the curriculum
 - Quality product
 - Exports
14. Study tour to successful or high-performing cooperatives
15. Training for climate resilience
16. Regional coop business information system
 - Featuring their products
 - Online markets
17. Doing agri-coop scoping to assess the capability of the agro-coop to do business
18. Capacity building for the agri-coop to change their mind set on doing business.
19. Capacity building for local government officials and cooperatives
20. Expand the relationship (or) partnership between agri-coops and off-takers.
21. Mapping:
 - Consultation with private sector on what they're looking for in a "good" agri-coop
 - Find existing high-functioning coops
 - Facilitate linkages with private sector for capacity building, specialties, etc.
22. Private sector's engagement
 - H&S quality control standards
 - Direct linkage with private sector to determine this
 - GAP training
 - Vocational training
23. Documentation
 - Clear lists of what products exist within the specific markets especially for high quality/ value goods→ traceability. Definition of resilience needs to be aligned.
24. Industrialisation of agriculture coop
 - Low-cost production
 - High quality products

- Encourage farmers and agri-coop to build their own factory (example, a rice factory 100% owned by farmers) to gain much better economies of scale. Farmers should invest through agri-coop.

Strategic Action 2 – Create enabling environment for agri-coop

For this strategic action, the group have identified key activities to be improved or implemented:

1. Conduct FGD/policy dialogues on drafting guidelines for the consolidation of small agri-coop and legal framework.
2. Promote the allocation of budget for capacity building of agricultural cooperative

The group also identified key sub-activities as below:

1. Compendium of cooperatives laws in AMSs
2. Crafting of model by-laws for AC
3. Policy dialogues with financial institutions on easy access to financial assistance for agri-coop
4. Collaborate with other working group and ministry to promote and advocate for more appropriate tax rates and compliance costs.
5. Partner with local universities & other local institutions on drafting guidelines
6. In-country stakeholders' platforms (possibly lead by AFA) to consolidate coops→ or linked the unallied coop (This dialogue needs to involve banks & non-banks) → feed into an appropriate regional body
7. To develop the proper legal framework of small agri-coop in country level
8. To involve more policy-makers and decision-makers (high-level officials) in policy dialogues
9. Mentoring agri-coop to develop their own specific products. This is beyond capacity building, but someone to directly guide them.
10. Regional consultation on comparing policies and regulations for supporting agri-coop
11. Concrete policy support with actual budget allocations
12. Market development
13. Dialogue on the importance of:
 - Savings
 - Sustainability practices
 - Digitalisation

Strategic Action 3 – Promote and raise awareness of agri-coop development

For this strategic action, the group have identified key activities to be improved or implemented as below:

1. Maximise ACBF as a mechanism for agri-coop and link with other stakeholders (like private sector)
2. More systematic/programmatic setting of themes for ACBF to guide host country
3. Joint preparation of ACBF (together with agri-coop, private sector, etc.).

The group also identified key sub-activities as below:

1. Involvement of municipal/township level government is crucial in standardising regulations/ guides on how to coordinate and execute the functions → with linkages to all relevant ministries
2. Communication programme to promote ACBF at the country level
3. Development of promotional materials, video presentations for reproduction and distribution to the AMSs.
4. Focus on specific commodities/products to discuss in the ACBF
5. To exhibit one product or commodity from each cooperative in the ACBF
6. Increase the number of partners to be invited into the forum
7. Have the stakeholder platforms identified earlier to facilitate linkages with private sector (possibly through crop/producer/industry associations) to secure commitment & funding
8. Conduct policy gap analysis on coop development
9. Standardisation and certification for agri-products
10. Partnership of ACBF promotions through various channels /associations
11. Promote ACBF to get access into markets (export) for coffee, tea, oil, palm, spices

4.3. Pillar 3 - Access to Finance

Strategic Action 1 – Sustainable financial support for agri-coop

For this strategic action, the group have identified key activities to be improved or implemented as below:

Group 1:

1. Technical assistance to establish policy & programme in coop-financing (for member states without policy and programme)
2. Agri-coop financing model: internal, external (e.g. banks, fintechs, etc.), government

Group 2:

1. To support credit/soft loans to agri-coop with a long-term tenure (e.g. 5 to 10 years)
2. Link agri-coops to finance providers
3. Enhance agri-insurance and loan insurance of ACs
4. Regional profile of financial institutions providing funding assistance to cooperatives
5. Provide information to agri-coop on the mechanism to access credit/loans
6. Provide special credit for farmers based on costs & profit sharing
7. Provide a simple platform to access capital
8. Open up opportunity for funding from fintechs, especially those who support agriculture
9. Voucher, credit or cash assistance to cooperatives, supported by resources from donor organisations, and inputs from private sector
10. Impact investment funds
 - a. Identify those in the region who would like to expand their portfolios
 - b. Donors provide funds to reduce risks by ACs?
11. International organisation/NGO/donor support for coops to develop good business plan proposals to submit to financiers, and then act as guarantor, if necessary
12. Areas of funding from revolving funds/impact investment/government grants
13. Supporting financial institutions to make flexible loan products to be paid back by season instead of weekly. E.g., KUR in Indonesia.
14. Conduct workshop on financial literacy
15. Conduct training on proposal development
16. Identify green investments opportunities
17. Crop insurance schemes:
 - a. Action to look at effective models
 - b. Link to digital programme
 - c. 3rd party conflict resolution & training

4.4. Pillar 4 - Access to Market

Strategic Action 1 – Development of regional product information system

For this strategic action, the group have identified key activities to be improved or implemented as below:

1. Mapping of market opportunities
2. Enhancing marketing information system
3. Improving value-added products of agri-coop
4. Increasing the participation of smallholders' farmers in the market

The group also identified key sub-activities as below:

1. Profiling cooperative products (per country)
2. System development and operations management
3. Mapping of trades in the region that are useful to farmers' needs.
4. Understanding the needs of the private sector (and not just large agri-food companies) e.g.: smaller organisations, local markets
5. Market information: consider the ASEAN SMEs Service Centre to promote products from agri coop
6. Promoting the production of high-value & niche premium products (e.g. tropical fruits and produce with GI status)
7. ACBF creates a directory on market opportunities in new emerging markets like China, Middle East, East Europe, Africa

Strategic Action 2 – Enhance/Develop quality standard

For this strategic action, the group have identified key activities to be improved or implemented as below:

1. Develop quality products
2. GI products promotion/index
3. Produce quality and safe foods
4. Provide infrastructure for agri-coop (cold storage, food processing, warehouse system)
5. Build a reliable system to transport products to the market

Strategic Action 3 – Create the ASEAN Brand to promote ASEAN products

For this strategic action, the group have identified key activities to be improved or implemented as below:

1. Assessments of and alignment between national standards and ASEAN standards

2. Promote food safety of products coming from ASEAN
3. Promote ASEAN products at regional expos
4. Create agri-coop own market by branding their own specialty products. Internet has now made it easier to do this online and reach a much wider audience as well.

The group also identified key sub-activities as below:

1. ASEAN GAP
2. GI, and the 'Made in ASEAN' brand
3. Select the most competitive products
4. Joint branding, joint products, joint quality management of products, inter-country cooperation for higher competitiveness of ASEAN products

Strategic Action 4 – Linking off-takers & Producers

For this strategic action, the group have identified key activities to be improved or implemented as below:

1. Linking traders & off-takers → including international buyers that want to buy products where there is no market locally.

The group also identified key sub-activities as below:

1. Mapping (the use thereof is as explained above)
2. ACBF
3. Promotional campaign

(For more information, please refer to the "Action Plan of ASEAN Roadmap for Enhancing the Role of Agricultural Cooperatives in the Agricultural Global Value Chain" as the result of the Second Regional Workshop on Developing the Action Plan of ASEAN).

4.5. Responses and Feedback for Group Presentations

Agriterra

Aside of several overlaps, Agriterra believed that the orientation should be a clear action plan on marketing strategy development for ACs as there are ongoing challenges for farmers like starting from self-examining their marketing strengths to select a good product marketing plan and to target the right consumer. There is also an idea about linking with big cooperatives (such as big commodity suppliers) in the established value chain as a form of business development between cooperatives. Hence, small- or medium-sized coops can become suppliers of the established value-chain cooperatives, with capacity building programmes, such as coaching and training, to complement this. To create an enabling environment, the Philippines has just amended the Cooperative Development Authority (CDA), and the Charter of Cooperative Development Authority that might feed the success stories for other countries. On the legal framework, U.S. cooperatives have specific tools called 'clarity' scorecards on laws based on seven cooperative principles. The results from different countries can show where cooperative laws stand, vis-a-vis common sets of principles. This is something to consider in ASEAN region.

ASWGAC Thailand

The delegate expressed her gratitude for having Thailand appointed as the responsible AMS to develop an enabling environment for ACs since they have many best practices to share. But she thought it might be too early to commit as a sole party due to limited resources, and would prefer to propose it at the ACEDAC meeting level.

Grow Asia

On the point of training government officials and providing technical assistance, generally the government and the private sector have appointed their own digital solutions. Possibility is to link them or using what is already out there.

ASWGAC Philippines

Initiatives to improve access to good advisory services, and create impactful capacity-building activities, a pre-assessment should be carried out to accommodate differences between countries. Ideally speaking, interventions should apply-specific training appropriately from one country to another.

EU Business Council

Since cooperative deals with how it is managed, integrity and capacity building are important when it comes to access to markets. The success of a programme also depends of the quality of its personnel.—There are many types of commodities in ASEAN countries, but competitive or high-value commodities or products need to be defined to match it them with their respective market demands. Even it should be considered what products can be produced local for local markets and for local buyers.

AFA

One way to increase competitiveness is by aggregating cooperatives at national and regional levels. (keep to this order: 'national' followed by 'regional') Those who attended the ACBF or the investment forum might see the need to further create a platform among themselves for greater competitiveness, such as setting up a federation of ACs, or consolidation at national & regional levels. Some activities or sub-activities required policy interaction, policy initiatives, or legislation included in almost all Four Pillars. The AFA representative suggested that during the consolidation and finalisation process, these should be put under the objective of creating an enabling environment-for agri-coops.

ASWGAC Philippines

Creating a structure that resembles a 'Cooperatives Parliament' might be a good channel for discussions, aside of supporting effective lobbying to the government. In the Philippines, there are Members of Parliament who are representatives from the cooperative sector and they could be an ally to push the agenda on cooperative laws.

NPTFP

Delegate from NPTFP inquired further upon the idea of ASEAN branding, for the lack of feasibility resulting from extensive array of agricultural products in the region.

ASWGAC Lao PDR

Defending the idea of ASEAN branding on the basis that AMSs working like one family and the existing good quality products, like coffee, across many SEA countries. He stressed the importance of clustering the cooperatives to improve their respective internal condition, while at the same time raised the bargaining position of SEA export products. He also suggested to improve the packaging and branding of ASEAN

products to be sold in Europe, America, Japan, and in addition to increase the consumption within ASEAN.

DGRV

ASEAN GAP standards have been initiated and adopted ahead of the ASEAN brand initiative. The ASEAN brand initiative could contribute to compliance on GAP.

AFA

Supported the statement from ASWGAC Lao PDR. Through the support of ASEAN Foundation and coffee-producing partners from Indonesia, a prototype pilot has been created on ASEAN coffee. In cooperation with ACEDAC we have ALSPEAC on

coffee last year. Eventually this thematic commodity-focused learning series can help the regional co-creation of the ASEAN Brand.

ASWGAC Lao PDR

Currently, many in the culinary world considered GI products to be the best. The representative from Lao PDR suggested to the audience to start thinking about the future of ASEAN products. Using the example of Japan, he said they never have any trade mark, but they have the term 'made in Japan' on their packages which itself was enough to convey quality products. Similar concept can be replicated in 'made in ASEAN' where confidence in quality control and-the packing processing will contribute to costumers' satisfaction.



5. Plenary Session

5.1. Feedbacks on Group 1 Discussions: Pillar 1 (Institutional Capacity Building) & Pillar 3 (Access to Finance)

GIZ

The representative raised the issue of capacity building, particularly the need to identify issues at national level before any facilitation of capacity building activities across the countries. To improve competitiveness, feasibility studies & stakeholders mapping perhaps are the most relevant issue before drafting any proposal. Impactful capacity building must match the capacity level of each country. Possible support from the government to hire consultants to undertake a mapping exercise on capacity-building needs of each sectorial group, and this might be referred to as a baseline data for these groups before creating any training modules.

IFAD

Commented on the issue of improving access to good advisory services. The activities listed might need extension from standard training for the government and cooperatives. One thing that is missing was training for business providers and financial institutions; they need to be sensitised to particular needs of different cooperatives. On the indicators, he thought that providing the training does not necessarily mean that it will automatically strengthen the cooperative. So, this deliverable should be viewed as an output rather than an outcome. He suggested the workshop participants to consider using two levels of indicators that combined outputs and outcomes.

GrowAsia

Raised the concern on quantity-oriented indicators as the justification of success, while there are actually certain behavioural changes which impactful training aims for, not to mention other types of deliverables including adoption, certification, or behavioural changes rather than just running the programme.

Agriterra

The delegate from Agriterra addressed several points of expanding the scope of programme, particularly in terms of capacitating not only the cooperatives but also the enablers/service providers around them. In other words, build an ecosystem on cooperative development. A two-level approach that incorporated tools, training modules, and available experts can be synergised and complementing each other. First step covers sharing the database of experts, and the training modules. Second step covers ways to capacitate the cooperatives. In terms of indicators, Agriterra has itself been through a definite 8-steps process to work with the cooperatives, so they have the experience to share. Start with a profile of the cooperative; apply—a certain set of criteria; do an assessment on how to measure indicators of progress; do an assessment on governance issues, if necessary; establish KPIs that are developed based on both financial and non-financial aspects.

Training is a good intervention to build capacity and for cooperatives to have a plan on how to improve. That should be the outcome of any training, to actually have an action plan to improve weak areas. Experts can be utilised in training for various topics, and can provide customised advice. Sometimes a training will not address the weakness of a coop; sometimes it requires someone to really examine the problem. For instance, if there was conflict between the management and the board, sometimes it cannot be addressed by a training. They need someone with experience in conflict management, and conflict resolution. Therefore, specialist advisory missions are also important.

AFA

In response to the concerns of indicators on training assessments—the process of mutual development can be addressed here, including the thematic training design. Several tools are available to track the growth of cooperatives such as ICA, AFA, government tools, to see how coops improve across levels during the training. This can later serve as the baseline, and to oversee the progress.

ASEAN-EU Business Council

Adding the points on fintech under Pillar 4, Access to Finance, particularly the agro-financing model. This model has been through a vast development, in the agriculture sector—that might attract young farmers and millennials to be involved. The delegate recommended to get more AMSs involved; currently it mainly covers Cambodia, Thailand, Malaysia, and Viet Nam.

AFA

Addressed several pressing issues on engaging local institutions including coop federations, governments, and business providers. In the Philippines, a new federation of farmers' cooperatives is currently being organised. Although relatively new as an organisation, its members consist of those with decades of experiences. On financial support, the delegate recommended one of the sub-activities to be regional workshop or forum on enhancing the access on farmers' cooperatives or agri-coops to finance institutions or impact investments, and can utilise existing sources such as IFAD's investment prospectus framework which has been used in Africa.

5.2. Feedbacks on Group 2 Discussions: Pillar 2 (Competitiveness) & Pillar 4 (Access to Market)

Grow Asia

The delegate wished to clarify the term of stakeholders mapping should be more of stakeholders' engagement. Country-specific feasibility studies would be required in advance. Related to the point of taxes, he recommended rephrasing the term 'lesser tax transaction' to 'appropriate tax transaction' in regards to total amounts and particular actions applicable. Other correction was on the involvement of 'higher officials' as decision-makers. The presence of higher officials might just slow down the efficiency of the process.

ASWGAC Thailand

For the feasibility studies, the delegate recommended to broaden the varieties of farm products to accommodate particularities in markets of various SEA countries. She recommended to put more than one country on the table. As for the activities concerning lobbying for tax transactions and budget allocations, investment for coops, such condition was

not a common topic in Thailand, since the law and tax system are different from others. Therefore, she is reluctant to be appointed as the sole representative leading agency.

ASWGAC Cambodia

Recommended to diversify the GAP products, and to incorporate GI & organic products that are also equally competitive for the market.

GIZ

Recommended halal products for consideration, next to GI and organic products. Concerning lobby for lesser tax transaction, sometimes tax transactions belong to different ministries and they already have their own tax support to agriculture coops other than the sectorial working group. Instead of using the term 'lobby or promote', she recommended 'collaborate with other ministry', including engaging the sectorial working group as information provider available to guide agricultural coops about tax supports coming from the government.

ASWGAC Philippines ASWGA Philippines enquired about the KPI under 'good governance' and the tendency of subjectivity. Further development of tools and standards is necessary for this proposal, in order to reach accurate measurement, including the sustainability and stability of cooperatives.

IFAD

The delegate from IFAD explained several proxies of indicators applicable to measure good governance. These are written constitutions; number of general assemblies organised, of whether they were organised in a timely manner, whether the executive, board, and members attended them; and general provisions to ensure that some rules of the constitutions are applied. He referred the question to Ms. Maria Elena Ragabay (Lany) since she could share some of her experiences on the MCTP logframe. On creating an ASEAN brand, he realised this matter contains work on a broad scale including investment in time; and having regional brand won't necessarily guarantee a successful marketing strategy. In fact, from experience, a lot of the brands that worked in ASEAN are actually very niche local products. As a French person, he mentioned how there are incredible variety of very specific cheeses coming from very specific areas of his country, and they are marketed not as being 'French cheese' but rather as cheese from specific area. Good example of GI branding

Instead of campaigning over a global ASEAN brand (which he thought was not a bad idea knowing a lot of thought has been put in it) he would rather see a shift to strategic actions for promoting existing niche local brands or products from ASEAN countries.

Agriterra

Under the strategic action on Pillar 1, he emphasised more on adaptive market towards changing consumer behaviour. In terms of risks management, it is important to make sure that the cooperatives are climate risk-proof in the future, or able to address other types of risks in business. He addressed the resiliency issue beyond the indicator under institutional capacity, which might integrate viability of the market, climate viabilities, natural risks in business. Knowing this is a supply-based industry, youth participation was something he stressed at the workshop, including for the older generation of farmers to communicate the succession or sustainability plan to their children, the team, and the relationships to cooperatives.

AFA

Representative from AFA recalled the success stories they have in terms of access to finance as the result of a successful legal framework for farmers, such as Angkasa in Malaysia, or coops federation in the Philippines, including potential schemes on agri-insurance in various countries. Secondly, regarding the working group on parliamentarians, who assist the lobbying process on enabling environment for the agri coops (including the current International Co-Operative Alliance/ICAs working groups), perhaps a long-term plan will be critical to establish some kind of working group to help-review, follow through, and push for various demands to the government.. Maybe we can collaborate with the ICA and other AMSs regarding the policy development for this.

She suggested that we should have an internal policy to support our farmers. For example, ASEC could use cooperatives' products like tea and coffee for their meetings. She recalled a conversation with Senior Officer Dian, a local farmer who said "such decision depends on the AMS agency as the local host". We should begin by giving preferential patronage to and using products from our agri-coops for all ASEAN-related meetings.

IFPRI

Under the Pillar of Competitiveness with sub-activities such as expo, she conveyed her expectation that ASEAN products will be showcased within each AMS. Knowing that a learning series on coffees had taken place, followed up by promoting the ASEAN coffee commodities, it is time to campaign for it during ASEAN events. She continued by putting this as a commodity prototype towards the ASEAN Brand, and create follow-up sub-activities from there.

GIZ

Representative of GIZ informed the workshop participants about the ALSPEC, which resulted in the ASEAN coffee promotions. This was an initiative to stimulate our farmers' readiness for exporting or trading their coffees beyond borders. The AF brought these coffees during the 7th ACBF in the Philippines. However, feedback from farmers at that time was that they did not care about ASEAN branding as long as they could create demand. At least farmers have already got their networks, and knew how to deal with buyers outside of the country. Another difficulty was on how to curate the information, because having the regional brand would mean creating stories to sell the product and showcase its traceability. It takes a lot of hard work to do that, and ASEAN producers are mostly lagging behind on this. Thus, the private sector triggered an idea by acknowledging the cooperative's presence within the products, such as Olam's coffee in the Philippines, a branding collaboration between a big company and cooperatives

ASWGAC Malaysia

Delegate from Malaysia reminded the workshop participants on the missing important component under Competitiveness. The agri-coop feasibility studies should be situated as a side activity, instead of major activity, and several major activities were unidentified there such as products and services development, improvement, and innovation.

6. Wrap-up and way forward

The session "wrap-up and way forward" was facilitated by the ASEAN Secretariat. Starting the session, senior Officer Mr. Dian Sukmajaya from Food, Agriculture and Forestry Division, ASEAN Secretariat extended his gratitude for the participations and fruitful discussion. As the follow up of this meeting, a matrix of action plan will be later consolidated by the ASEAN Foundation & ASEC, and sent to all the member states for further inputs. Several activities proposed by the members and partners still contained some overlapping activities, activity gap from one Pillar to another, and the lack of stakeholders' mapping. The document will be circulated to ACEDAC and ASWGAC, while noting the need of setting up the timeline and priority agenda for the next five years.

Nevertheless, this workshop has successfully identified several regional deliverables, including production of a handbook on financing mechanisms in agri-coop development in ASEAN, including the need to look at the legal frameworks, and relevant policies. Another great initiative is to enhance the competitiveness of agri-coop products such by establishing the ASEAN brand with certain standards. The Four Pillars within the Master Plan (access to finance, competitiveness, institutional and capacity building, access to market – these 4 are not in order) are intersecting one another, and can contribute to one another within some areas. The workshop outputs especially the recommendations, roadmap

and workplan are a stepping stone towards ASEAN agri-coop development for 2020, and will be used as a source of review towards the implementation of Strategic Plan for the FAF Sector 2016-2025 for agri-coop development in ASEAN.

Mr. Dian Sukmajaya also conveyed his gratitude to the AF and the AFOSP, that has been supporting the ACEDAG and ACEWAC in the ALSPEAC programme and several capacity-building workshops on the roadmap. He wished for a long-lasting strong cooperation on activities of common interests between the AF and ASWGAC. He informed the workshop participants that after being circulated and consulted for inputs, the draft matrix of action plan will be further discussed at the upcoming ACEDAC meeting in the Philippines, and then will be considered by the ASWGAC. He expected that he would be able to invite all partners in this 2nd regional workshop to attend the meeting next year.

The ASEAN Secretariat, Food, Agriculture and Forestry Division closed this regional workshop by thanking all the partners, and congratulating all AMSs and partners finally completing the action plan matrix, and thanking the organising committee members, including Elaine and Hana and all colleagues from the AF, and the ACEDAC Secretariat, for smooth logistical arrangements of the workshop.



7. Annexes

7.1. Concept note

CONCEPT NOTE

The Second Regional Roadmap Workshop on Developing the Action Plan of the ASEAN Roadmap for Enhancing the Role of Agricultural Cooperatives in the Agricultural Global Value Chain

25 September 2019
ASEAN Secretariat, Jakarta

BACKGROUND

The ASEAN Roadmap for Enhancing the Role of Agricultural Cooperative in the Global Value Chain (ASEAN Roadmap)2018–2025 was approved by Ad. Referendum on 4 June 2018 by the focal points of the ASEAN Sectoral Working Group on Agriculture Cooperatives (ASWGAC). The document was further endorsed by the 40th AMAF Meeting in Viet Nam in October 2018.

On 28 February 2019, the first regional roadmap workshop was organised to translate the ASEAN Roadmap into an action plan to highlight priorities in order to harmonise actions of the national cooperatives with the four pillars of the ASEAN Roadmap. This workshop brought together multi-stakeholders to enhance the role of agricultural cooperatives in the agricultural global value chain as it attended by focal points of ASWGAC, ACEDAC Secretariat, farmers Organisations and cooperatives, private sector, and development agencies. Later, the draft action plan was submitted to the 21st ASWGAC Meeting in Nay Pyi Taw.

At the 21st ASWGAC Meeting, the Meeting noted the organisation of the first regional roadmap workshop where a fruitful exchange of views resulted in a recommended action plan and priorities that can be utilised to operationalise the ASEAN Roadmap 2019-2025 by the ASWGAC and/or stakeholders for cooperation. Based on the discussion, strengthening the market access and capacity building on agricultural cooperatives were considered as

the priority with suggested activity to launch an e-commerce with e-payment system using the existing platform under ACCMSME. Under financial service, it was recommended to establish a weather index for insurance scheme. The Meeting discussed the possibility to conduct another regional roadmap workshop to develop a new project/collaboration in order to implement the roadmap based on the priorities discussed at the first regional roadmap workshop focusing on cooperatives insurance and e-commerce with agreed appointment of lead country for each thematic project.

The Meeting requested the ACEDAC Secretariat, the ASEAN Secretariat and the ASEAN Foundation under the project of ASEAN Farmers’ Organisations Support Programme (AFOSP) to facilitate a second regional roadmap workshop.

OBJECTIVE:

The second regional workshop is organised with the following objectives:

- to deliberate on the draft action plan that was drafted in the first regional roadmap workshop in February 2019 by reaffirming the recommended actions, identify the Lead Country and possible partners as well as timelines
- to outline new projects from the draft action plan for ASWGAC’s consideration in 2020 for mode of cooperation to implement

OUTPUTS:

- 20 participants from ASWGAC, ACEDAC, ASEAN Secretariat, development partner and private sector
- A recommended action plan 2021-2025 at the regional level based on the pillars of the roadmap for submission to the next ASGWAC Meeting in 2020

EXPECTED OUTCOMES:

Strengthen cooperation among regional stakeholder to operationalize Action Plan and Priorities of ASEAN Roadmap 2019-2025.

LIST OF INVITEES:

- 10 ASWGAC Focal Point
- ACEDAC Secretariat
- ASEAN Secretariat (FAFD)
- AFOSP Stakeholders
 - EU Mission
 - IFAD
 - ASIAN Farmers Association
 - ASEAN Foundation
- Development Partners Who attended the previous workshop
 - FAO
 - Growasia
 - IFPRI
- Others Potential Partners:
 - AFMA (Agricultural and Food Marketing Association for Asia and the Pacific)
 - Agriterra
 - DGRV
 - IDH Sustainable Trade Initiative
 - Agricord (FFP)
 - GIZ (ASEC Office)
 - Non-Timber Forest Product (NTFP) NGO
 - E-commerce/marketplace platform
 - Private company

7.2. Agenda of the workshop

Time	Activities	PiC
08:30 – 09:00	Registration	ASEAN Foundation
09:00 – 09:30	Welcome Remarks <ul style="list-style-type: none">- Chair of ASWGAC- ACEDAC Secretariat- ASEAN Secretariat- Group Photo Session	ASEAN Foundation
09:30 – 09:45	Presentation the result of ASEAN roadmap workshop: multi-stakeholder partnership to enhance the role of agricultural cooperatives in the agricultural global value chain.	ACEDAC
09:45 – 10.45	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	Facilitator: <i>TBA</i> Assisted by: <ul style="list-style-type: none">- ACEDAC- ASEC
10.45 – 11.00	<i>Coffee/tea break</i>	
11.00 – 12.00	Presentation by Group 1 and Group 2 Q&A	
12:00 – 13:30	Lunch break	
13.30 – 14.30	Plenary Session: Discussion and review the draft Action Plan and Priorities for the Roadmap <i>Coffee/tea Break</i>	Facilitator: <i>TBA</i> Assisted by: <ul style="list-style-type: none">- ACEDAC- ASEAN Foundation
14.30 – 15.00	Wrap up and way forward of the Action Plan and Priorities Closing	Chair: ACEDAC Assisted by ASEC

7.3. PowerPoint Presentation of ACEDAC



The functions of ACEDAC are:

- To provide fora for exchanging information and improving agricultural cooperatives development;
- To gather, analyse, compile and disseminate information through various media;
- To promote, foster and encourage joint project activities related to agricultural and related cooperatives within the framework of supporting specific development policies and programmes, promoting intra-ASEAN trade, and enhancing cooperatives and ASEAN's competitive edge regionally as well as internationally;
- To initiate joint efforts in human resource development and management, especially in education and training.



ASEAN Roadmap For Enhancing the Role Of Agricultural Cooperatives in Agricultural Global Value Chains 2018-2025



The ASEAN Foundation, through ASEAN Farmers Organisation Support Program (AFOSP), agreed to support the development of the roadmap in collaboration with the ACEDAC Secretariat and the ASEAN Secretariat.



ASEAN ROADMAP WORKSHOP: Multi-Stakeholder Partnership to Enhance the Role of Agricultural Cooperatives in the Agricultural Global Value Chain 28 February 2019, Bangkok



Common Areas of Interests to Contribute to the Actions of the Roadmap at the National and ASEAN Level

Actions	BD	CA M	RI	LAO	MA L	MYN	PHI	T H	VN	ASEAN
1 Institutional and capacity development										
a. Updating database on the country development on ACs		X	X			X	X		X	X
2 Competitiveness										
a. Implementation of common standards										X
a. Food Safety (food standard)										X
3 Access to Finance										
a. Support from national budget							X			X
a. Internal Financial mobilisation			X							X
4 Access to Market										
a. Market platform (e.g. market place)		X		X	X	X				
a. Support service (e.g. e- payment)					X	X				

"Strengthen cooperation among regional stakeholder to operationalize Action Plan and Priorities of ASEAN Roadmap 2019-2025"



Priorities at the Regional and National Level

	MILESTONES						
	2019	2020	2021	2022	2023	2024	2025
4. Access to market (considered as priority)							
Activity: Launching e-commerce with e-payment	Use the existing platform such as available under ACCMSME	Increased participation in the platform through products developments by AC for high value markets			Monitoring and ensuring the increased participation of ACs in the e-commerce platform		
1. Institutional and Capacity Building							
Activity: Financial service, in particular development of weather index for insurance scheme	Launching (note: may work together under the ASEAN Guidelines on Promoting Responsible Investment in Food, Agriculture And Forestry		Increased participation in the platform			Monitoring and evaluation	
2. Competitiveness							
Activity: Mobilization of resource and professionalism of ACs	Advocacy						
3. Access to Finance							
Activity: Improved capacity or establish youth entrepreneurship	Development of platform/use existing platform		Work under Pillar 4: access to market				



7.4. Recommendation Action Plan 2021-2025

Pillar 1: INSTITUTIONAL and Capacity Development

Action Programme	Activities	Sub Activities	Responsible ASEAN Bodies/Lead Country	Timeline	Key Performance Indicators /Deliverables/ Means of Verification
Improve access to good advisory services	Conduct training and learning exchanges on following themes: 1. <u>Training on agriculture cooperative governance & management</u> : leadership, cooperatives concepts, good governance 2. <u>Cooperative financial management</u> : accounting, auditing, etc. 3. <u>Marketing & business development training</u> (e.g. value creator) 4. <u>Sustainable production technology</u> : GAP training, farm guidance (technical advisory) 5. <u>Value-chain training</u> : value chain concept & protocol, product specific value chain development, e-commerce, 6. <u>Policy advocacy for better policy and regulatory framework for agriculture cooperatives</u> . (I underlined above: they are titles of training activities?)	1. Implement Training Needs Assessment for specific AMS 2. Development of training modules 3. Conduct all training & learning exchanges 4. Training of trainers	AMS: - Cambodia - Thailand - Viet Nam - Malaysia Partners: - Agriterra - NTPF-EP - IFPRI - AFA - ACEDAC	2020 - 2025	1 tool or toolkit for institutional capacity of agriculture cooperatives is shared'. At least 15 cooperative and farmers organisations being strengthened (at least 1 organisation per AMS). At least 100 government officials being strengthened in capacity (10 per AMS between 2020-2015). At least 6 training modules are developed.
Peer-to-peer learning and knowledge sharing	1. Set up an exchange programme on thematic agricultural cooperative policy issues (e.g. by-laws, taxation, financing instruments), especially for young agricultural cooperative managers and board members.	1. Development of a regional capacity building project proposal by ACEDAC ² . 2. Conduct study tours to successful cooperatives. 3. Establishment of a pool of trainers; sharing information on the pool of trainers and strengthening the network.	The Philippines ACEDAC	2020-2025	The proposal is to be presented at the ACEDAC & ASWGAC Meeting by May 2020. Activities on peer-to-peer learning, study tours, pool of trainers, among others, are to be included in the proposal.

Pillar 2: Competitiveness

Action Programme	Activities	Sub Activities	Responsible ASEAN Bodies/Lead Country	Timeline	Key Performance Indicators / Deliverables/Mean of Verification
Create resilient cooperatives	1. Expose and support agriculture cooperatives to access market for high-value, organic, and geographical indication (GI) food products 2. Assist agriculture cooperatives in making feasibility study/ business planning 3. Expand relationship with donors and other farmers' organisations	1. Promote coop-to-coop trading (i.e. coffee, coconut, banana) TOIs on FAO's rural investment tools 2. Assist agriculture cooperatives for management and accounting training 3. Expose and support agriculture cooperatives in exhibiting their products nationally and abroad. 4. Offer training to cooperatives on SOP/documentation. 5. Support to initiatives in GI, organic, Halal, GAP products 6. Implement stakeholders mapping for each of the AMS for the purpose of stakeholder engagement. 7. Implement feasibility studies on specific agriculture sectors in each of the AMS, e.g. coconut in the Philippines. 8. Carry out product innovation and development for agriculture cooperatives. 9. Set up profiles on platform for B2B and B2C for agriculture products. 10. Trainings of trainers for agricultural cooperatives on business management 11. Trade fair & business forum 12. Access to market with high value, e.g. MRL training in the curriculum, quality product, exports. 13. Training for climate resilience, targeting cooperatives managers. 14. Establishment of regional coop business information system to feature their products and to market on-line. 15. Implementing agriculture cooperatives scoping to assessing their capability on how to do business. 16. Capacity building for the agriculture cooperatives to change their way of doing business. 17. Capacity building for local government officials and cooperative staff? 18. Expand the relationship (or) partnership between agriculture cooperatives and off-takers. 19. 20. Implement mapping by: (i) Consultation with private sectors on what they're looking for in the "good" coop; (ii) Find existing high functioning coops; (iii) Facilitate linkages with private sectors for capacity building, specialties, etc. 21. Private sector's engagement: (i) H&S quality control standards; (ii) Direct linkage with private sector to determine this; (iii) GAP training; and (iv) Vocational training 22. Implement documentation to provide lists of what products exist within the specific market, especially for high-quality/value goods. This will improve traceability. Definitions of resilience will be aligned. 23. Industrialisation of agriculture coop for low-cost production and high-quality products 24. Encourage farmers and agriculture cooperatives to build their own factory (ex-rice factory 100% owned by farmers) to gain better economies of scale. Farmers should invest through agriculture cooperatives.	Philippines IFAD (with grow? Asia to support private sectors engagement) AFA DGRV	2020- 2025	Sales by agriculture cooperatives in each AMS increase by 15% per year. 5 country TOTs and 3 regional TOTs on multiple topics, e.g. good coop governance, product standard/ certification, sustainability and stability, environmentally friendly cooperative development, are implemented Number of coop-to-coop contracts increase by 10% per year. Exports by cooperatives increase by 10% per year. Improvement in cooperative financial health, proven by consolidated financial indicators of cooperative in respective AMS. Number of farmers and cooperatives trained on GAP increase by 15% per year.

Action Programme	Activities	Sub Activities	Responsible ASEAN Bodies/Lead Country	Timeline	Key Performance Indicators / Deliverables/Mean of Verification
Create enabling environment for agriculture cooperatives	1. Provide policy guidelines and incentives for the consolidation or merger of small agricultural cooperatives to attain economies of scale. 2. Support national agricultural cooperative federations in building their capacities to provide services to their member agriculture cooperatives. 3. Encourage ASEAN governments to establish a clear and uniform legal framework for agriculture cooperatives and preferential treatment for ambitious and well-performing ones.	1. Carry out a compendium of Cooperative Laws 2. Crafting of model bylaw of agriculture cooperatives. 3. Policy dialogues with financial institutions for giving easy access to get financial for Agriculture cooperatives 4. Advocate for appropriate and reasonable tax rate and tax compliance costs applicable to agriculture cooperatives. 5. Partner with local university & other local institution on drafting guidelines. 6. Implement in-country stakeholders' platforms (possibly lead by AFA) to consolidate cooperatives. Additionally, fragmented cooperatives are to be linked (this dialogue needs to involve banks & non-banks) and linked with relevant regional bodies 7. Develop the proper legal framework of small agriculture cooperatives at country level. 8. Involve more policy- and decision-makers in the policy dialogues Mentoring agriculture cooperatives to develop their products both capacity building and general mentoring) 9. Regional consultation on <u>consumption of</u> policy and regulation for supporting agriculture cooperatives. 10. Concrete policy support with certain budget allocations. 11. Market development for cooperatives. 12. Implement cooperative dialogues on: (i) the importance of saving; (ii) the importance of sustainability practices; and (iii) digitalisation.	Thailand As for the compendium, contribution of all AMSs is needed.	2020-2025	1 compendium is completed. 1 workshop on the compendium is organised. 1 easily adapted & implemented guideline by agriculture cooperatives 10 dialogues conducted per years. 10 match-making events conducted per year. 1 support policy per AMS in support of agriculture cooperatives issued, _
Promote and raise awareness of agriculture cooperatives development	1. Communication programme to promote ACBF at the country level 2. Involve municipal / township level government in standardising regulations/guides, and to improve coordination between different functions and linkage to all relevant ministries	1. Development of promotional materials, video presentations for reproduction and distribution to AMSS. 2. Focusing on specific commodities/products to discuss in the ACBF 3. To exhibit one product or commodity from cooperatives at the ACBF 4. Increase the number of partners to be invited to the forum 5. Have the stakeholder platforms identified to earlier facilitate linkages with private sector (possibly through crop/producer/industry associations) to secure commitment & funding 6. Conduct policy gap analysis on coop development 7. Standardisation and certification for agriculture products 8. Partnership of ACBF promotions through various channels /associations 9. Promote ACBF to get access into more markets (especially export markets) for coffee, tea, oil, palm, spice, etc.	Indonesia ACEDAC Secretariat Private sector stakeholders	Annually, 2020-2025	1 promotional material being published per year. At least 1 forum being organised per AMS per year. 1 policy gap analysis on cooperative development per AMS

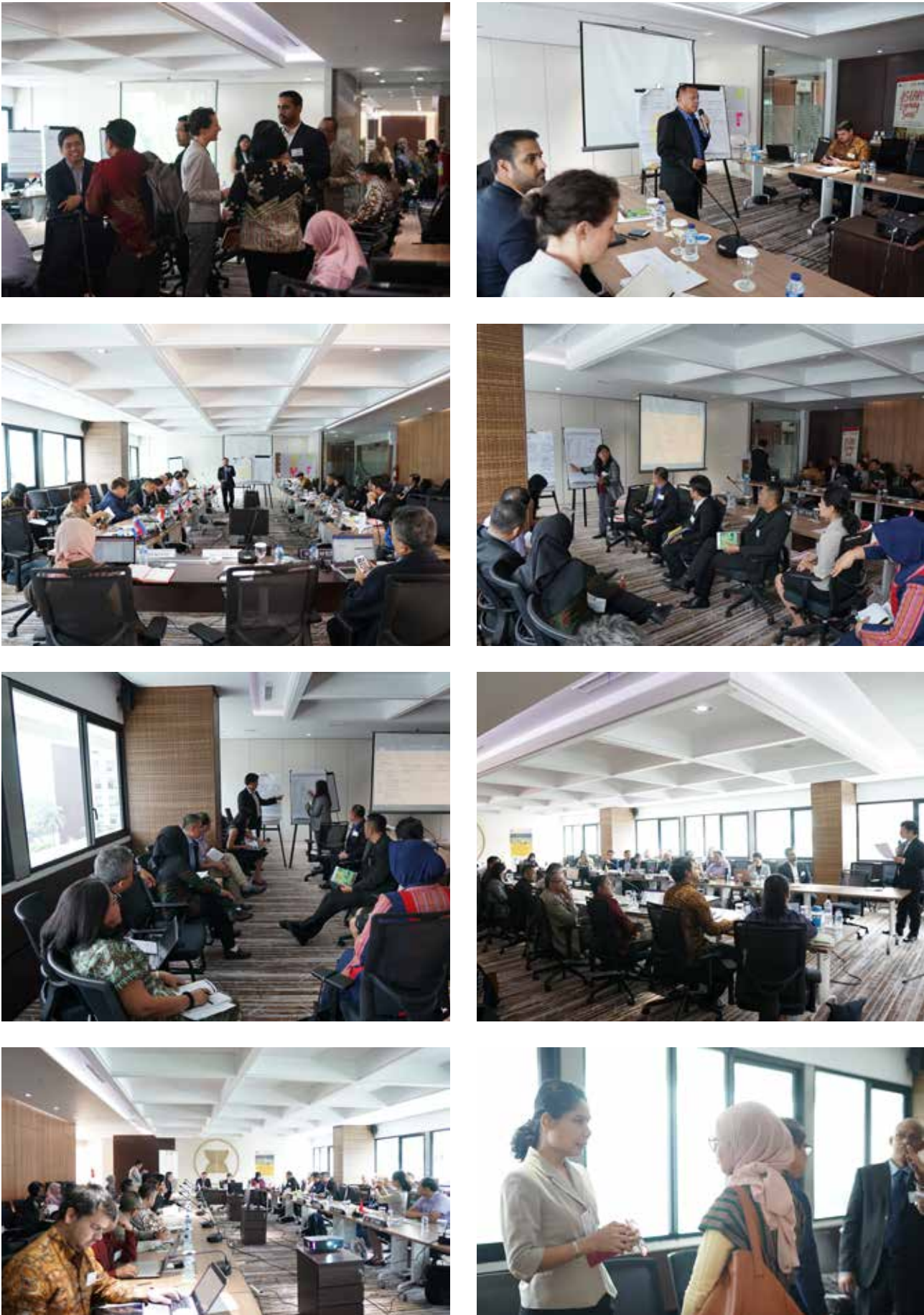
Pillar 3: Access to Finance

Action Programme	Activities	Sub Activities	Responsible ASEAN Bodies/Lead Country	Timeline	Key Performance Indicators / Deliverables/Mean of Verification
Sustainable financial support for agriculture cooperatives	1. Technical assistance to establish policy & programme in coop-financing (for member states without policy and programme) 2. Agriculture cooperatives financing model: internal, external (e.g. bank), government, fintechs, etc.	1. Implement study/policy research (risk reduction) on sustainable financing for agriculture cooperatives. 2. Develop handbook on financing mechanism for agriculture cooperatives. 3. Promote fintechs which target their services to agriculture cooperatives. 4. Regional workshop and use of IFAD tools. 5. Formulate a regional capacity building project proposal on sustainable financial support for agriculture cooperatives ³ .	ACEDAC Secretariat (draft proposal)	2020-2025	One policy research on sustainable financing for agriculture cooperatives is finalised. A handbook financing mechanism for agriculture cooperatives. A documentation of good practices, case studies of fintechs which target their services to agriculture cooperatives in ASEAN is finalised. The proposal on regional capacity building project proposal on sustainable financial support for agriculture cooperatives is finalised and adopted.
	3. ASEAN Agriculture Cooperatives Investment Forum (during ASEAN Cooperative Business Forum) (why 'during' ? at the meeting? As part of?)	1. Identifying and attracting potential investors. 2. Preparation of feasible business plan for priority commodities and lead coops.	Viet Nam Brunei Cambodia Indonesia Lao PDR (Malaysia)	2020 2021 2022 2023 2024	200 investors mobilised in each event. 50 agriculture cooperatives project financed by investor after each event 75 business plans prepared 50 contracts, MOUs signed after each events.
	4. Strengthening the linkage between financial service providers and agriculture cooperatives, and improve the bankability of agriculture credit.	1. Support credit/soft loan to agriculture cooperatives with a long-term tenure (e.g. 5 to 10 years) 2. Link agriculture cooperatives to blended finance providers 3. Enhance agri-insurance and loan insurance of agriculture cooperatives 4. Regional profile of financing institutions providing assistance to cooperatives 5. Provide information to or educate agriculture cooperatives on the mechanisms to access credit/loan and choices of institutions 6. Provide special credit for farmers based on costs & profit sharing 7. Provide simple platform to access capital 8. Opening the opportunity of funding from fintech—especially those who support agriculture 9. Voucher, credit or cash supports to cooperatives, supported by resources from donor organisations, and inputs from private sector 10. Impact investment funds: (i) Identify those who would like to expand their portfolios; and (ii) Donors provide funds to reduce risks. 11. International organisation/NGO/donors support for coops to develop bankable business plans. 12. Areas of funding from revolving funds/impact investment/government grants 13. Supporting financial institutions to make flexible loan products to be paid back by season instead of weekly. Example, KUR in Indonesia 14. Conduct workshop on financial literacy 15. Conduct training on proposal development 16. Identify green investments opportunities 17. Crop insurance schemes: (i) Action to look at effective models; (ii) Link to digital programme 18. 3 rd party conflict resolution & training	Indonesia	2020-2025	Numbers of agriculture cooperatives being able to access to blended finance increase by 10% per year. 2 new financial products for agriculture cooperative (credit and insurance) are launched in each AMS. A regional profile of financing institutions providing assistance to cooperatives is completed and launched. A credit and financing programme for cooperatives is introduced in each AMS (e.g. support credit, voucher or cash support, etc.) At least 1 credit financial institution introducing 1 new product/ service for cooperatives in each AMS.

Pillar 4: Access to Market

Action Programme	Activities	Sub Activities	Responsible ASEAN Bodies/Lead Country	Timeline	Key Performance Indicators /Deliverables/Means of Verification
Development of regional product information system	<ol style="list-style-type: none">Mapping of market opportunitiesEnhancing market information systemImproving the value-added products of agriculture cooperativesIncreasing the participation of smallholder farmers in the market	<ol style="list-style-type: none">Profiling cooperative products (per country)System development and operations managementMapping of trades in the region that are useful for farmersUnderstanding the needs of the private sector, not just large agri-food companies but also of smaller organisations, and local marketsImprove the offer and quality of market information from the ASEAN SMEs Service Centre to promote products from agriculture cooperatives.Promoting the production of high-value & premium products for niche markets (e.g. tropical fruits with GI status)ACBF creates directory on market opportunities in new emerging markets: China, Middle East, East Europe, Africa	Singapore ACBF	2020-2025	<p>1 profile of key cooperative products is completed per AMS.</p> <p>A workshop on the market opportunities, regulations, etc is organised.</p> <p>The ASEAN SMEs Service Centre finalise the programme to promote products from agriculture cooperatives.</p> <p>The directory on market opportunities in new emerging markets: China, Middle East, East Europe, Africa is launched.</p>
Enhance or develop quality standards	<ol style="list-style-type: none">Promote the quality and safety standards of ASEAN products.Assessments of & alignment between national standards and ASEAN standards.	<ol style="list-style-type: none">Develop quality productsGI products promotion/indexProduce quality and safe goodsProvide infrastructure for agriculture cooperatives (cold storage, food processing, warehouse system)Build reliable products, transport system to the market	Vietnam EU Chamber of Commerce	2020-2025	<p>Number of private-sector-players involved in the effort increase by 15% per year.</p> <p>1 campaign of health & organic food products organised per AMS.</p>
Create ASEAN Brand	<ol style="list-style-type: none">Promote ASEAN products regional exposCreate a market for agriculture cooperatives' own specialty products by branding and strong use of online platforms to broaden the audience and reach more buyers.	<ol style="list-style-type: none">Promote the use of ASEAN GAPPromote GI, "Made in ASEAN" as a brand for some selected products, especially the most competitive onesImplement initiatives for joint branding, joint quality management of products, inter-country cooperation for highly-competitive-ASEAN productsPromote food safety standards of ASEAN products as part of the ASEAN brand. Encourage alignment between national standards and ASEAN standards.	Vietnam Neutral countries	2020-2025	<p>At least 50 products being launched to the market by agriculture cooperatives with the brand "Made in ASEAN"</p>
Linking off-takers & producers	<ol style="list-style-type: none">Linking traders & off-takers with agriculture cooperatives. This will cover international buyers that want products (and buy products) where there is not a market locally.	<ol style="list-style-type: none">Implement a mapping of off-takers, traders, international buyers of key products of agriculture cooperatives (with focus on products which do not have a local market).Implement promotional campaignImplement off-takers and cooperatives matchmaking events.	Indonesia ACBF	2020-2025	<p>1 mapping is completed for each AMS</p> <p>At least 1 matchmaking event is organised in each AMS.</p> <p>20 agreements between off-takers and producers after each event.</p> <p>Investment (financial or otherwise) leverage forum from the private sector increased by 20% as a result of the campaign.</p>

7.5. Selected photos of the workshop





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