

194

ICA 00809



International Cooperative Alliance 'Asia and the Pacific' (ICA-ROAP)



Organizational profile, 2006

334 (54)
ICA-D





Agriterra
P.O. Box 158
6800 AD Arnhem
Willemsplein 43-II
The Netherlands

T +31 26 44 55 445
F +31 26 44 55 978

agriterra@agriterra.org
www.agriterra.org
Postbank: 42214
Rabobank Arnhem: 16 21 46 280



*Foundation Agriterra
Chamber of Commerce
41 048542*

Member of AgriCord

Author : Agriterra
Title : International Cooperative Alliance 'Asia and the Pacific' (ICA-ROAP)
Publisher : Agriterra
Number AgriStudies : 12.5.06.51329
Country : India
Category : Institutional Building, Organisational Development, Socio-economics, Profiling

CONTENTS

i. Acronyms	
A. Country indicators	3
B. Organisation Indicators	4
C. Contact information	6
D. Organisation description	7
E. Programmes and services	8
Key Competencies of the Organisation	8
Services	12
Economic Enterprise Capabilities	15
Programmes and Services for Women Members	15
Mechanisms Ensuring Equal Gender Participation	15
F. Structure and leadership	19
Organisation and Operational Structure	19
Leaders and Staff	19
Procedures and Regulations	20
Organisational and Operative Structure Chart	20
G. Membership and member characteristics	22
Individual (Household) coop membership in Asia and Pacific	22
Member Organizations	23
Membership Characteristics	25
Membership Participation	25
Social Groups	25
Strong and Weakness Aspects Regarding Membership and Members	26
H. Resources of the organisation	26
Human Resources	26
Material Resources	26
Financial Resources	27
I. Systems and procedures	28
Membership Procedures and Policies	28
J. Networks and linkages	29
Local, Regional or National association with Organizations	29
Associations and Contacts with the Government Agencies	29
Participation in Consultative Commissions/Fora	30
Associations and Cooperation with Commercials and Privates Sectors	30
Associations and Cooperation with Cooperative Societies	30
Cooperation with Research Institutes	30
Local, Provincial and National Affiliations and Networks	31
International Affiliations and Networks (membership)	31
International Relations (non governmental)	31
K. Interview situation and information resources	32
Interviews, carried out 21-24 June, 2006	32
Information Resources (reports, web-site, documents)	32
Responsible Liaison Officer	33
L. Appendices	34
APPENDIX 1: Explanation of country indicators	34
APPENDIX 2: Explanation of leading indicators of the organisation	34
APPENDIX 3: Explanation of financial indicators	37
APPENDIX 4: Questionnaire	39

Acronyms

ADB	Asian Development Bank
EU	European Union
FAO	Food and Agricultural Organisation (UN)
HRD	Human Resource Department
IRMA	Institute of Rural Management in India
ICFTU-APRO	International Confederation of Free Trade Unions
IDACA	International Institute of Development of Agricultural Cooperative of Japan
ILO	International Labour Organisation
MOU	Memorandum of Understanding
NEDAC	Network of Development of Agricultural Cooperatives
NICD	National Institute of Cooperative Development of Sri Lanka
NISPID	National Institute for Supporting Peace and International Development
VMNICM	Vaikunth Mehta National Institute of Cooperative Management of India

A. COUNTRY INDICATORS¹

Human Development Index (HDI) (0.1-1)	0.70
Gender related Development Index (GDI) (0-1)	no data
Women's Political Participation Index (WPPI) (0-1)	no data
Economic Freedom Index (Fraser Index) (0-10)	no data
Political Rights and Civil Liberties Index (worst: 7-best:1)	no data
Efficiency in Poverty Combat (EPC) Ratio	no data
GDP recent year x billion US\$	3,278.8
GDP Growth (%)	7.6%
Inflation (%)	no data
Investments in Agriculture, value added (%)	18.2%
Population x 1.000	3,823,389
Rural Population x 1.000	2,341,989
EAP (Economic Active Pop.) Country x 1.000	1,153,378
EAP in Agriculture x 1.000	1,055,987
EAP Female in Agriculture x 1.000	469,273
Surface Area Country (ha)	2,140,000
Arable land (ha)	375,000
Average farm size	no data
Gini ratio land distribution	no data
Dutch backdonor priority of country (1-10)	N.A.

¹ 2003 and 2004 data. Sources: WB, UNDP, FAO, Freedomhouse, Freetheworld, CIA, IMF, Eastwood 2003-2005. Please see Annex 1 for an explanation of the Country indicators.

B. ORGANISATION INDICATORS

General indicators²	2006
Faoundation year	1960
Main activity	Interest representation
Legal status	Cooperative
Working level (int'l, national, provincial, district, local)	International
Number of organisational layers	3
Number of member organisations	57
Potential number of member organisations	57
Membership registration system	Yes
Number of registered members in this system	57
Number of female members (as % of registered members)	33%
Number of represented members (households)	520,000,000
Potential number of represented households (target group)	Approx. 1 billion

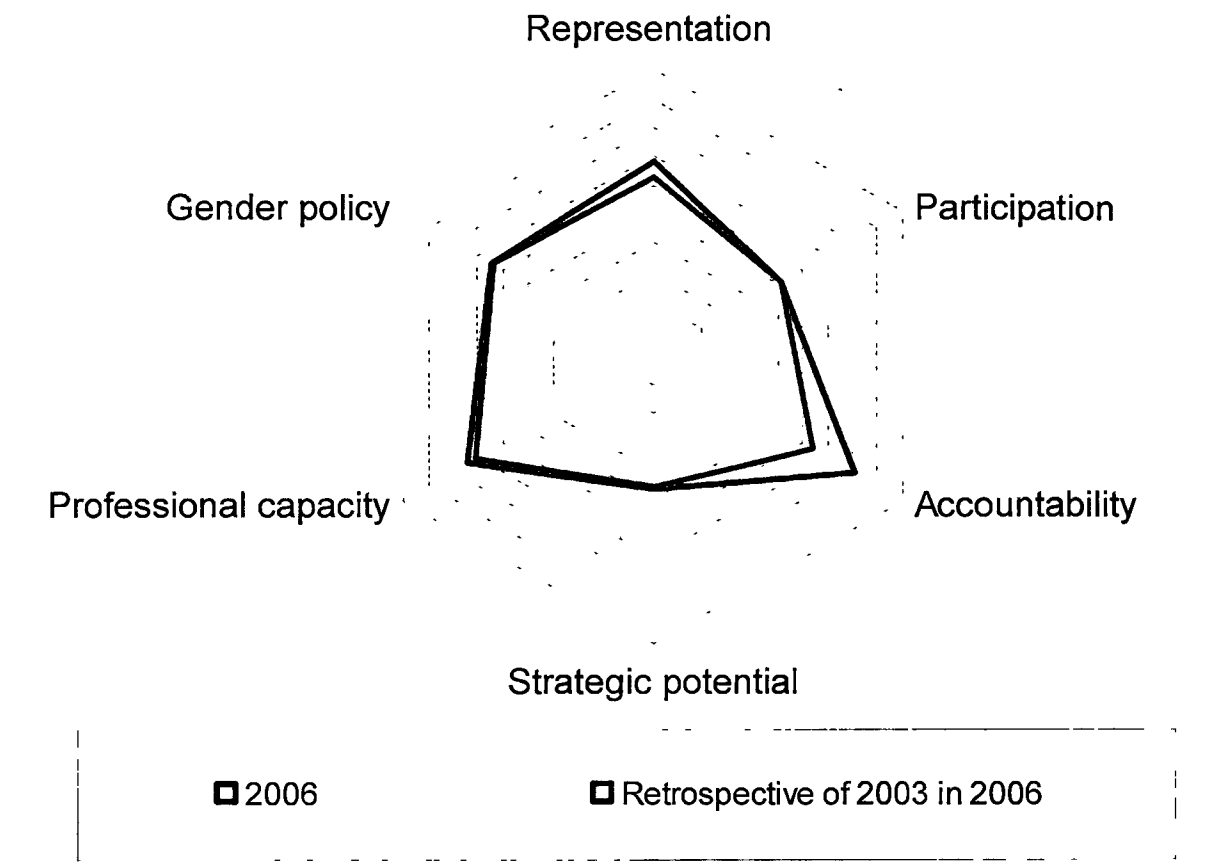
Leading indicators	2006
Representation indicator	68%
Participation indicator	51%
Accountability indicator	80%
Strategic Potential indicator	46%
Professional Capacity indicator	74%
Gender Policy indicator	65%
Organisation degree	49%
Income Diversification indicator	10%

Financial indicators³	2006
Income Diversification indicator	10%
Liquidity ratio	884%
Solvency ratio	88%
Rentability ratio	8%
Dependency ratio	76%
Activity ratio	561%
Continuity ratio	17%

² Sources: WB, UNDP, FAO, Freedomhouse, Freetheworld, CIA, IMF, Eastwood 2003-2005. For an explanation of these indicators, please see Appendix 2.

³ Please see Appendix 3 for an explanation of the financial indicators.

ICA-ROAP (organisation strengths)



The 'spider-diagram' shows six (out of 8) 'leading indicators', which Agriterra uses in order to visualise the strengths and weaknesses of an organisation. The outer dotted line is the ideal situation, representing a score of 100%. The leading indicators are the result of information obtained from a combination of two types of information: facts and opinions. On the one hand there is quantitative information about human and financial resources, on the other hand there are the results from opinions given by different panels in a specific year about the involvement of the organisation over a three-year period: 1) The board of the profiled organisation; 2) members or member-organisations of the profiled organization; 3) external organizations who know the profiled organisation relatively well (NGOs, government agencies, research institutes); and 4) principal technical advisors of Agriterra who have been dealing with the profiled organization over the years. The combination of the two types of data gives us weighted average scores and thus an overall picture of the organisation.

Why are only six principal indicators visualised and not all eight? For the moment, Agriterra has decided to leave "organisation degree" and "income diversification" out of the spider diagram as these two indicators are based exclusively on concrete data, and not on opinions, which complicates the relative comparison between the indicators.

C. CONTACT INFORMATION

Head office International Cooperative Alliance Head Office
15, Route des Morillons
CH-1218 Le Grand-Saconnex
Geneva, Switzerland
Tel : (41-22) 929.88.88; Fax (41-42) 798.41.22
E-Mail : ica@coop.org
Web Site: www.ica.coop

Regional Office International Cooperative Alliance
Regional Office for Asia and the Pacific
9, Aradhana Enclave,
Sector-13, Ring Road
R.K. Puram,
New Delhi-110 066, INDIA

Tel : (91-11) 26888250
Telefax : (91-11) 26888067 / 26888241
E-Mail : icaroap@vsnl.com
info@icaroap.coop
Web-Site : www.icaroap.coop
www.directories.coop

Business Office International Cooperative Alliance
Regional Office for Asia and the Pacific
510, Thomson Road
12-02, SLF Building
Singapore 298 135

Tel : (65)6358-2322
Telefax : (65)6358-2292
E-Mail : icasing@icaroap.org.sg

Contact persons Mr. Iain MacDonald, Director General ICA Global

Mr. Shil Kwan Lee, Regional Director ICA – Asia - Pacific

D. ORGANISATION DESCRIPTION

ICA-AP, being the Regional Office of International Cooperative Alliance (ICA), Geneva for Asia-Pacific Region is responsible for promotion and development of cooperative movement in the region. It acts as representative of cooperatives at national and international forums. It also represents the cooperative issues with the Government, civil society and international institutions. ICA-AP represents 520 million households (total individual membership of Cooperatives in Asia-Pacific), assuming one individual member represents one household. Presently ICA-AP member organisations are spread in 22 countries of Asia-Pacific.

History of the Organisation

The 19th Congress of ICA Global held in Paris in September, 1954 passed a resolution emphasizing drawing up a programme of action by ICA and its members for promotion of cooperation in all its forums in underdeveloped regions of the world and to consider ways and means of providing the finance necessary for execution of the programme. Following of the ICA Congress, a conference was convened in Kaulumpur in January, 1958 for the purpose of consulting the cooperative organizations and region which recommended establishment of the Regional Office of ICA in New Delhi. Subsequently, Swedish Cooperative Movement agreed to provide financial support for starting a Regional office. This resulted in the establishment of the Regional Office of ICA Asia and Pacific in New Delhi in 1960. In the beginning it was known as ICA Regional office for South East Asia and Education Centre which subsequently evolved into ICA Regional Office for Asia and Pacific. Now it is known as ICA Asia Pacific.

The ICA holds general category consultative status with the UN Economic and Social Commission (ECOSOC) enabling it to participate in meetings of the UN, make oral statements and distribute printed materials. Using its status, the ICA participates in a wide variety of United Nations agencies, commissions and major UN conferences.

Goals of the Organisation

Vision

We, the ICA in Asia Pacific believe in the ICA Cooperative Identity Statement as our guide post to promote and enhance cooperative development in the region.

Mission

We the ICA in Asia and Pacific shall strive to promote and strengthen cooperative movement in the region.

Strategy of the Organisation

ICA Asia Pacific has evolved a four year strategic plan from 2005-2008. The plan is based on based on the following priority areas:-

- (a) Propagation of cooperative values and principles;
- (b) Cooperative legislation and policy reforms;
- (c) Strengthening of cooperative governance and management capabilities;
- (d) Active participation of cooperatives in poverty alleviation;
- (e) Promotion of international cooperative trade;
- (f) Gender main stream in involvement of youth;
- (g) Improvement of education information and technology in cooperatives;
- (h) Dealing with the sectoral concerns of cooperatives particularly agriculture, banking and consumer cooperatives;

E. PROGRAMMES AND SERVICES

Key Competencies of the Organisation

ICA-AP is responsible for promotion and development of cooperative movement in the region. It acts as representative of cooperatives at national and international forums. It also represents the cooperative issues with the governments, civil society and international institutions.

Its main activities are

- . Project identification, formulation, preparation and evaluation;
- . Organising Annual Coop Think Tank Consortia;
- . Convening Minister' Conferences;
- . Organising members' Regional Assembly and Specialised Committee meetings;
- . Developing and facilitating human resource development, research and gender integration activities;
- . Coordinating other cooperative related activities.

Important of the activities conducted by ICA in the past two years are as follows:-

- (i) 19th and 20th ICA/Japan Training Course on Strengthening Management of Agricultural Cooperatives - 24 participants from 10 countries from China, Cambodia, Laos, India, Indonesia, Nepal, Pakistan, Philippines, Sri Lanka, Thailand and Vietnam.
- (ii) ICA-Japan Rural Women Leaders Training Programme.
- (iii) Capacity Building of Cooperative Leaders and Government Officials Incharge of Cooperatives from Afghanistan – 10 participants from Afghanistan.
- (iv) Regional Workshop of Managers for Consumer Cooperatives – 19 participants from 7 countries namely; India, Sri Lanka, Malaysia, Indonesia, Vietnam, Philippines and Korea.
- (v) International Cooperative Trade Fare and Symposium on Promotion of Cooperative to Cooperative Trade.
- (vi) Trainers Training Programme for Women Leadership Development.
- (vii) Sensitization Workshop of Cooperative Leaders to Generate Awareness for Prevention of Spread of HIV/AIDS.
- (viii) Policy Proposals in Evaluation Programmes particularly in regard to cooperative development, the following events have been conducted/activities have been undertaken.
 - (a) Cooperative Government Dialogue on Cooperative Policy and Legislation attended by 70 delegates from 15 countries.
 - (b) Conference on Role of Cooperative in Poverty Alleviation – 45 delegates from 11 countries.
 - (c) Workshop on Impact of WTO Negotiations on Agricultural Cooperative and Family Farms in Asia and Pacific – 30 delegates from 10 countries participated.
 - (d) Symposium on Corporate Governance of Cooperative Banks – 70 participants.
 - (e) Workshop on Cooperatives A Micro Finance – 35 participants from 9 countries.
 - (f) Workshop on Regulation for Cooperative Focussing Laos,
 - (g) Implementation of the project on Strengthening Agricultural Cooperatives in Cambodia, Laos and Vietnam.
 - (h) Research on Sex Disaggregated Data in Cooperative.

- (i) Implementation of the Project on Rehabilitation of Cooperative in Tsunami affected area to formulate policy relating to the role of cooperative in disaster management in India, Sri Lanka and Indonesia.

Programmes on organization issues are general deliberated in the management bodies of ICA Asia-Pacific namely; Standing Committee responsible for administration and finance and regional assembly which is the general body of ICA Asia-Pacific.

Training Courses	
<p>Title</p> <p>Objectives</p> <p>Coverage</p> <p>Start and end dates</p> <p>Supporting agencies</p>	<p>1st ICA-JAPAN TRAINING COURSE ON "ENHANCEMENT OF FARMERS' INCOME AND POVERTY REDUCTION THROUGH COOPERATIVES"</p> <ul style="list-style-type: none"> • To learn the farm guidance method aimed at increasing farmers' income through introduction and dissemination of new commodities which meet the need of diversifying markets. • To learn a diversifying joint collection and shipment and marketing methods which enables farmers' income to be increased by responding to diversifying agricultural distribution. • To study a method on safety and increase of quality of farm products • To study a latest method on the integrated business management as well as vitalization of organization of agricultural cooperatives. <p>12 participants from Member organizations of ICA-AP in Asian countries. India-Thailand-Japan: 15th December, 2006-20th April, 2007.</p> <p>Ministry of Agriculture, Forestry & Fisheries (MAFF), Government of Japan.</p>
<p>Title</p> <p>Objectives</p> <p>Coverage</p> <p>Start and end dates</p> <p>Supporting agencies</p>	<p>1st ICA-JAPAN TRAINING COURSE ON "PROMOTING SUSTAINABLE ENTERPRISES FOR RURAL WOMEN"</p> <ul style="list-style-type: none"> • To learn a method of enterprise development by rural women through case studies. • To study a management method of micro-enterprises by rural women. • To learn a method of encouraging women to be involved in rural community development. <p>12 women participants from Member organizations of ICA-AP in Asian countries.</p> <p>Philippines-Japan: 24 September to 31 October, 2006 Ministry of Agriculture, Forestry & Fisheries [MAFF] Government of Japan</p>

Title	JAPAN TRAINING PROJECT FOR "CAPACITY BUILDING FOR MARKETING-2006"
Objectives	<ul style="list-style-type: none"> • To learn the significance of strengthening economic partnership • To study marketing methods of farm products by theory and case study • To study the methods for the rural development
Coverage	20 leaders of farmers' organizations, etc. as the participants for each course mainly from ASEAN members and other countries in Asia.
Start and end dates	November 20 – December 15, 2006 February 5- March 2, 2007
Supporting agencies	Ministry of Agriculture, Forestry & Fisheries [MAFF] Government of Japan
Title	CAPACITY BUILDING OF COOPERATIVE LEADERS AND GOVERNMENT OFFICIALS OF AFGHANISTAN
Objectives	To expose to Afghan cooperative leaders about the experiences of Indian cooperatives with special reference to cooperative promotion, cooperative law and strengthening of agriculture cooperatives.
Coverage	10 Afghan cooperative leaders and Government officials.
Start and end dates	29 th April to 6 th May, 2006.
Supporting agencies	ICA Domus Trust and National Cooperative Union of India
Title	STUDY-CUM-TRAINING PROGRAMME OF COOPERATIVE LEADERS AND MANAGERS OF AGRICULTURAL COOPERATIVES TO KOREA
Objectives	To expose cooperative leaders and middle level managers of agriculture cooperatives of Asia and Pacific region to the success factors of agriculture cooperatives of Korea. This will help them in applying the experiences back home.
Coverage	Member organizations of ICA in Asia and Pacific region.
Start and end dates	September, 2006
Supporting agencies	National Agricultural Cooperative Federation of Republic of Korea (South Korea).

Title	TRAINING WORKSHOP FOR MANAGERS OF CONSUMER COOPERATIVES
Objectives	To expose the senior and middle level managers of consumer cooperatives of Asia and Pacific region to the experiences of developed consumer cooperative movement in Singapore (NTUC Fair Price Stores).
Start and end dates	11-13 th July, 2005
Supporting agencies	NTUC Fair Price Cooperative Limited of Singapore.

Services	
Title	FORMULATION OF ACTION PLAN FOR STRENGTHENING CONSUMER COOPERATIVES FOR INDIA, BANGLADESH, SRI LANKA, VIETNAM, PHILIPPINES AND THAILAND
Objectives	To enable the member organizations in the respective countries for preparation of national action plans for strengthening consumer cooperatives in the above referred countries by holding sub-regional and national workshops of the participants from those countries.
Coverage	India, Bangladesh, Sri Lanka, Vietnam, Philippines and Vietnam
Start and end dates	Year: 2005-2006
Supporting agencies	Japanese Consumer Cooperative Union (JCCU)
Title	FORMULATION OF STRATEGIES FOR HUMAN RESOURCE DEVELOPMENT IN COOPERATIVES
Objectives	To sensitize cooperative educators from Asia-Pacific region through their association with the ICA Human Resource Development Committee. ICA in collaboration with National Cooperative Union of India has set up a web based global HRD network linked with Cooperative Learning Centre located at Geneva. Through this network information about various HRD programmes organized in different countries will be available. This will also provide a forum for interaction among the HRD practitioners in the cooperative movement.

Projects	
Title	Rehabilitation of Earthquake Affected Handicraft Artisans in Kutch district of Gujarat
Objectives	<p>Sustainable rehabilitation of Handicrafts Artisans in the earthquake affected areas in Kutch district.</p> <p>To regenerate capacities and capabilities of Handicrafts Artisans in the project area.</p> <ul style="list-style-type: none"> . To organize the groups of Artisans into self-reliant & user friendly Community Based Enterprises (CBEs) based on the philosophy and principles of self-help and cooperation. . To empower Women Artisans and non-artisans women members of the community through micro-credit operations and alternatives income generation activities. . To integrate Artisans' community through bonds of solidarity established through women thrift & credit operations and . To expand Business operations through effective networking paradigm using Information Technology means.
Coverage	6 blocks namely Bhuj, Nakhtrana, Naliya, Anjar, Mandavi and Rapar in Kutch district, Gujarat
Start and end dates	from August, 2002 to March, 2006
Supporting agencies	European Commission (1.2 m Euro) Council of Handicraft Development Corporations and Body to Regulate Integrated Development of Groups and Entrepreneurs.
Accomplishment	<ul style="list-style-type: none"> • Artisans have understood the need of acquiring market driven skills. • Artisans have started understanding the market trends with market exposure through series of business exhibitions in big cities and metros in India, contact with designers and experience of the show rooms in Jaipur & Delhi. • Opinion leaders have been identified in craft community to bear the stakes in market. • Craft clusters have been classified on the basis of skill levels and production capacity. • Institutional form has been established to undertake sustainable business development & networking.
Title	Post-tsunami Reconstruction of Coops in India – July 2005 to June 2006
Objectives	Physical reconstruction of cooperative infrastructure and ware-house.
Coverage	6 coops in Cuddalore and Vellupuram Districts, Tamil Nadu, 1 Tribal Cooperative in Nicobar Island
Start and end dates	July, 2005 – June, 2006
Supporting agencies	National Cooperative Union of India Ellengo Hillengo Ltd.
Title	Strengthening and promoting agricultural cooperatives in Cambodia, Laos and Vietnam.

Objectives	<ul style="list-style-type: none"> • To sensitize the policy makers and senior officials of the Government target countries and rural leaders/farmers, organizations, self-help groups regarding the need, importance and role of agricultural cooperatives. • To educate and mobilize cooperative leaders, farmers and rural community regarding commercially viable and diversified agro sector. • To develop management capacity of those who would manage cooperatives. • To sensitize Government officials and cooperative leaders/farmer leaders regarding suitable legislation and policy frame work for agricultural cooperatives. • To promote and develop model agricultural cooperatives at the village level for further application in the country.
Coverage	Cambodia, Laos and Vietnam – In Cambodia and Vietnam 5 agricultural Cooperatives each have been identified to be developed as model Agricultural Cooperatives - In Laos PDR 5 water users group/production groups have been identified to be transformed into agricultural cooperatives.
Start and end dates	2002 till December, 2006
Supporting agencies	AGRITERRA of Netherland
Accomplishment	<ul style="list-style-type: none"> • In Cambodia and Vietnam concept of business development planning in the target agricultural cooperatives implemented. In Laos management of target water users group/production group sensitized about the nature of cooperative enterprise particularly with special reference to agricultural cooperatives. • Infrastructure of target agricultural cooperatives/farmers' groups/water users groups developed. • Computerization of business activities of target agricultural cooperative in Cambodia and Vietnam introduced. • The leaders and managers of target agricultural cooperatives/water users associations/production groups educated about the management of agricultural cooperatives. • Cooperative leaders and Government officials exposed to the working of <i>Agricultural Cooperatives in Thailand</i>. • The members of target agricultural cooperatives/water users group/production groups sensitized about the diversification of their activities and promotion of commercially viable agriculture and marketing of agricultural commodities. • Concept of micro finance introduced in the target agricultural cooperatives/water users group/production groups. • Broad parameters for regulatory frame work/legislation prepared for Laos etc. etc.

Agreements (MOUs)

With international agencies namely ILO and FAO specific MOUs for development of cooperatives have been signed between ICA Global and these institutions at Global level.

At the regional level the following MOUs to conduct various programmes have been signed by ICA ROAP from time to time. Some of the examples are given as follows:

- MOU with National Cooperative Council of Sri Lanka for organizing Regional Assembly of ICA ROAP in August, 2006.
- MOU with the Governments of Cambodia and Laos and with Vietnam Cooperative Alliance regarding implementation of Project on "Strengthening and Promoting Agricultural Cooperatives" in these three countries.
- MOU with the Iran Chamber of Cooperatives for organizing the International Cooperative Trade Fair and a Symposium on Fair Trade in November signed by ICA ROAP.
- MOU with Nepal Cooperative Federation to implement a Project for Development of Cooperatives of informal workers in Nepal.
- MOU with India based NGO namely; RCSHA for implementing an awareness and advocacy programme on HIV/AIDS in four States of India namely; Andhra Pradesh, Uttar Pradesh, Bihar and Gujarat reaching out to approximately 20 million individual cooperative members.

Economic Enterprise Capabilities

Not applicable; since ICA Asia Pacific is a promotional arm of ICA Global for cooperative development in Asia and Pacific, it does not undertake any economic enterprise. However, all its programmes help in building up economic enterprise capabilities of its member organizations in Asia and Pacific region.

Programmes and Services for Women Members	
<p>Title</p> <p>Objectives</p> <p>Coverage</p> <p>Start and end dates</p> <p>Supporting agencies</p> <p>Accomplishment</p>	<p>Gender Integration Project</p> <p>To achieve gender equality at all levels of cooperatives in Asia and Pacific Region. The Project seeks to create democratic, equitable and sustainable involvement of women in the project decision making and representation in the leadership and management of cooperatives.</p> <p>Entire Asia-Pacific Region.</p> <p>Continuing for last 5 years.</p> <p>Japanese Consumer Cooperative Union</p> <ul style="list-style-type: none"> • Creation of regional and national cooperative women fora • Sensitization of member organizations in the Government for suitable amendment in cooperative legislation and policy for ensuring gender equality in cooperatives. • Development of manual for trainers training on Leadership Development of Women in Cooperatives in collaboration with ILO-COOPNET. • Regular organization of meetings of regional Women Committees of ICA to deliberate on important issues relating to women in cooperatives. • Publication of quarterly news bulletins on happenings in the region regarding women in cooperatives. <p>Total budget per year: US dollar 20000</p>

Mechanisms Ensuring Equal Gender Participation

One of the key result areas of ICA Asia-Pacific is gender integration and increasing involvement of women in the management and decision taking of cooperatives. However, even at its own level, the ICA Asia-Pacific has established two fora namely; Regional Women Committee and Asia-Pacific Women Cooperative Fora. Through these fora ICA Asia-Pacific develops workable strategies for increased women participation in the management and decision making of cooperatives for the benefit of its member organizations.

Care is taken that in the Board of Management of both ICA Global and ICA Asia-Pacific due representation is provided to women. For example in the 11 Member strong Standing Committee, there are two women members. Similarly, of the four ICA Global Vice-Presidents, one is woman.

ICA Asia-Pacific has constituted a Regional Women Committee which formulates the strategy for the guidance of the member organizations regarding increased involvement of women in the membership and management of cooperatives. Important services rendered by ICA Asia-Pacific, in this regard are:

- (i) Organisation of women forum every two years for discussing issues relating to women involvement in cooperatives.
- (ii) Completion of a Research Project on Sex Disaggregated Data in Cooperatives of Asia and Pacific Region.
- (iii) Organisation of a series of manual based training Workshops for Trainers for Women Leadership Development in Cooperatives. Manual was prepared in collaboration with ILO. The trained trainers thereafter are expected to organize training programmes back home.

Sectoral Issues and Concerns	
Sectoral concern	How to develop strong agricultural cooperatives at primary level, as they come in direct contact with the farmer members.
Organisational stand	ICA Asia-Pacific believes that for overall competitive strength of the cooperative movement, priority should be given to agricultural cooperatives at primary level. It is also felt that agricultural cooperatives should pay a greater attention to the value addition in agricultural commodities through effective marketing and processing activities. Mere dispensation of agricultural inputs would not be enough.
Recent propositions	Agricultural Committee of ICA Asia-Pacific formulates guide points for the benefit of its member organizations for strengthening agricultural cooperatives. In addition, ICA Asia-Pacific has been implementing a specific project for promoting and strengthening agricultural cooperatives in Cambodia, Laos and Vietnam. Experiences and lessons drawn from this project would be beneficial for the agricultural cooperatives in Asia and Pacific region. Recently ICA Asia-Pacific has also initiated programme of capacity building for the Managers and Government officials of Afghanistan for strengthening agricultural cooperatives.
Sectoral concern	In view of poverty and large number of the poor living in Asia and Pacific region, it is necessary for cooperatives to be involved increasingly in the poverty alleviation programmes.
Organisational stand	ICA Asia-Pacific believes that in all the PRSP countries as identified by the World Bank/UNDP Cooperative should be specifically involved and multilateral agencies should support cooperative centric projects in area of poverty alleviation.
Recent propositions	ICA Asia-Pacific organized regional conference on the issue of Role of Cooperative in Poverty Alleviation. Workable projects were formulated in the Workshop and the multilateral financing agencies were impressed upon to support these projects in PRSP countries.
Sectoral concern	Cooperatives and Micro-Finance
Organisational stand	In view of the importance of poverty alleviation in Asia and Pacific region, ICA Asia-Pacific is of the view that cooperative financing agencies at various levels should introduce the component of micro finance in their lending portfolio.
Recent propositions	The Regional Workshop on Cooperatives and Micro-Finance was organized in 2005. The Workshop has formulated a strategy for the guidance of member organizations in Asia-Pacific region to enable cooperative financing agencies for implementing micro-finance activities.

<p>Sectoral concern Organisational stand</p> <p>Recent propositions</p>	<p>To strengthen Consumer Cooperatives. In view of opening of national economies and entry of multinational retailers, there is a possibility of exploitation of common consumer. ICA Asia-Pacific, therefore, feels that there is a need to have a comprehensive action programme for strengthening consumer cooperative in various cities of the region so as to enable them to face the competition from multinationals.</p> <p>As a pilot step, ICA Asia-Pacific conducted comprehensive critical studies of consumer cooperative in India, Sri Lanka, Vietnam, Philippines and Thailand. These studies were deliberated in sub-regional and national workshops and country specific action plan for consumer cooperatives has been prepared.</p>
<p>Sectoral concern Organisational stand</p> <p>Recent propositions</p>	<p>Increased involvement of women and youth in cooperatives. In order to ensure that leadership resources in cooperatives are strengthened and become more dynamic, increased involvement of women and youth in leadership of cooperatives is necessary.</p> <p>ICA Asia-Pacific has created Fora for women and youth and organized regional workshops, seminars to draw the attention of cooperative movement of the region of this issue.</p>
<p>Sectoral concern Organisational stand</p> <p>Recent propositions</p>	<p>Enabling environment for the development and growth of cooperatives in Globalised World. ICA Asia-Pacific is of the view that to create an enabling environment for cooperatives in a Globalised world, there is a need for continuous amendments of cooperative law and policies and for redefining the role of the Government in support of cooperative.</p> <p>ICA Asia-Pacific has been organizing Cooperative Ministers Conferences and Policy Dialogue between Government and Cooperatives from time to time. Next Ministers Conference is slated to be organized in 2007 to take stock of the situation regarding cooperative policy and legislation.</p>

F. STRUCTURE AND LEADERSHIP

Organisation and Operational Structure

- (a) ICA global
- (b) ICA Asia Pacific
- (c) Regional Assembly (ICA Asia Pacific)
- (d) Standing Committee
- (e) Sector Committees
- (f) Regional Director
- (g) Professional Staff
- (h) 57 member organizations in 22 countries.

Leadership structure

The Board of ICA Asia Pacific, known as Standing Committee, is constituted through election by the General Assembly (Regional Assembly). Due representation has been given to the social categories like women and youth on the Board. The President of the ICA-AP standing committee is one of four vice-presidents of ICA Global. The Board is responsible for policy formulation and evaluation of the working of the organization. On the Board, experienced cooperative leaders represent and they have enough professional capacity to manage the institution. The operational management is the responsibility of the Regional Director supported by few professional staff members. All the professional staff members and Regional Director are specialists in various areas of cooperative development.

Leaders and Staff		
<i>Leaders / board</i>	<i>Name</i>	<i>In charge Since</i>
President	Mr. Lee Chunsheng (China)	August, 2006
Vice-President	Ms. Junko Itoh (Japan)	2004
Vice-President	Royal Professor Ungku A. Aziz (Malaysia)	2004
Member	Dr. S.S. Sisodia (India)	2004
Member	Dr. Yehudah Paz (Israel)	2004
Member	Mr. Chung Dae-Kun (Rep. of Korea)	2004
Member	Mr. Seah Kian Peng (Singapore)	2004
Member	Mr. Bandupala Ranawaka (Sri Lanka)	2004
Member	Mr. Deepak Prakash Baskota (Nepal)	2004
Member	Mr. Adi Sasono (Indonesia)	Sept. 2006

Staff /secretariat		
Regional Director	Mr. Shil Kuan Lee (Korea)	2001
Senior Consultant	Mr. B.D. Sharma (India)	1998
Director	Mr. R.I.D. Mehta (India)	2004
Adviser	Mr. Naka Mura (Japan)	2004
Gender Adviser	Ms. Savitri Singh (India)	2001
Adviser	Mr. Prem Kumar (India)	1999
Planning Officer	Mr. K. Sethumadhavan (India)	1992
Programme Officer	Mr. A.K. Taneja (India)	2003
Finance Officer	Mr. K. Kukreja (India)	1993
Communication Officer	Mr. P. Nair (India)	1996
Librarian-cum-Documentation Officer	Ms. Archana Gupta (India)	2003
Financial Assistant	Mr. Gupta (India)	2003
Receptionist	Ms. Neela Sharma (India)	2001
In addition, there is support staff of one Attendant one Office Assistant one Driver-cum-Maintenance in charge.		

Procedures and Regulations

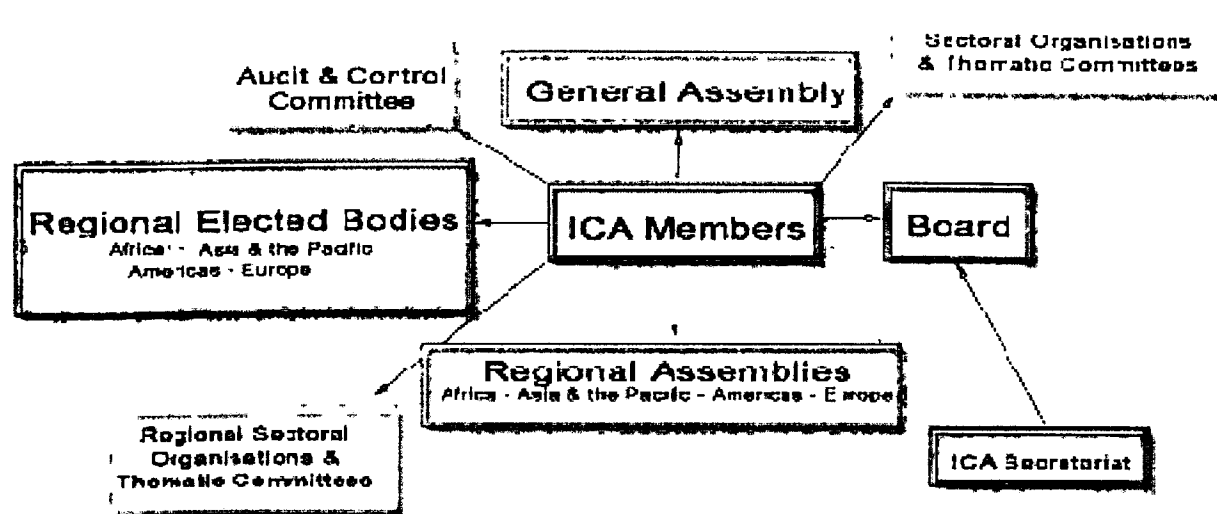
There is prescribed statute of the working of ICA Asia Pacific within the overall framework of ICA global standing rules. Well defined staffing policies and procedures have also been adopted for recruitment of the experts and staff.

Membership registration system – the potential member organization has to formally apply for membership along with the recommendation of the national cooperative organization of that particular country. The application is forwarded by ICA Asia Pacific Office to ICA global for approval of the Board. After global Board approval, the membership is registered.

Organisational and Operative Structure Chart

In line with the organizational structure of ICA globally, all Regional Offices of ICA have defined administrative structures.

There is the Regional Assembly which meets once in every two years, bring together the member organizations in the Region. The Regional Assembly formulates policies on major aspects of the organization and the cooperative movement in the Region. The Regional Assembly elects a Standing Committee and its Chairman. Chairman of Standing Committee is nominated to be one of the Vice-Presidents of ICA Global. Besides Regional Assembly also elects two Vice Chairpersons for Asia – Pacific for a period of 4 years.



Structure of ICA in the Asia-Pacific Region

The Regional Assembly constitutes a Standing Committee, elected from the delegates to Assembly to oversee the working and activities of the ICA Regional Office. Standing Committee shall have eight other members to the Standing Committee from among the candidates member organizations, who shall be representatives of the Region as a whole and of its c

There are sector specific specialized committees established in the Region to take care of. The committees elect their office bearers for a two-year term. At present, the following sectoral/thematic Committees are functioning in the region:

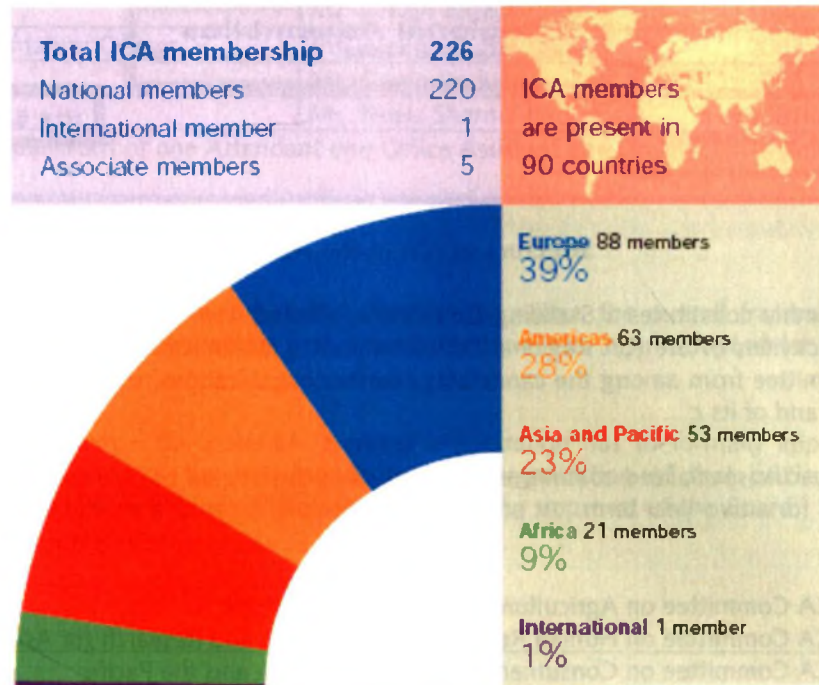
- . ICA Committee on Agriculture for Asia and the Pacific
- . ICA Committee on Human Resource Development and Research for Asia and the Pacific
- . ICA Committee on Consumer Cooperation for Asia and the Pacific
- . ICA Consumer sub-committee on University/College Cooperatives for Asia-Pacific
- . ICA Regional Women's Committee for Asia and the Pacific
- . ICA Committee on Fisheries for Asia and the Pacific
- . Regional Cooperative Banking Association for Asia and the Pacific.
- . ICA Committee on Cooperative Housing for Asia and the Pacific
- . Asia-Pacific Health Cooperative Organization (APHCO)

The Regional Office for Asia and the Pacific has its offices in New Delhi, India. To promote trade in the region, a business office has been set up in Singapore.

The day-to-day operations and activities are conducted by the Regional Director with the and support staff.

G. MEMBERSHIP AND MEMBER CHARACTERISTICS

ICA-AP represents 520 million households (total individual membership of Cooperatives in Asia-Pacific), assuming one individual member represents one household. Presently ICA-AP has 57 member organisations, spread in 22 countries of Asia-Pacific. One member is an international organisation (ACCU). Nearly all the member organizations participate in policy making and evaluation of the organization and also in formulating their views on the policies relating to cooperative development in Asia and Pacific Region. In all the activities, events and projects the member organizations are effectively involved. As per the mandate, ICA Asia Pacific acts only through its member organizations. Policy issues relating to organization issues of ICA AP are deliberated in its Regional Assembly which consists of the representative of member organizations only.



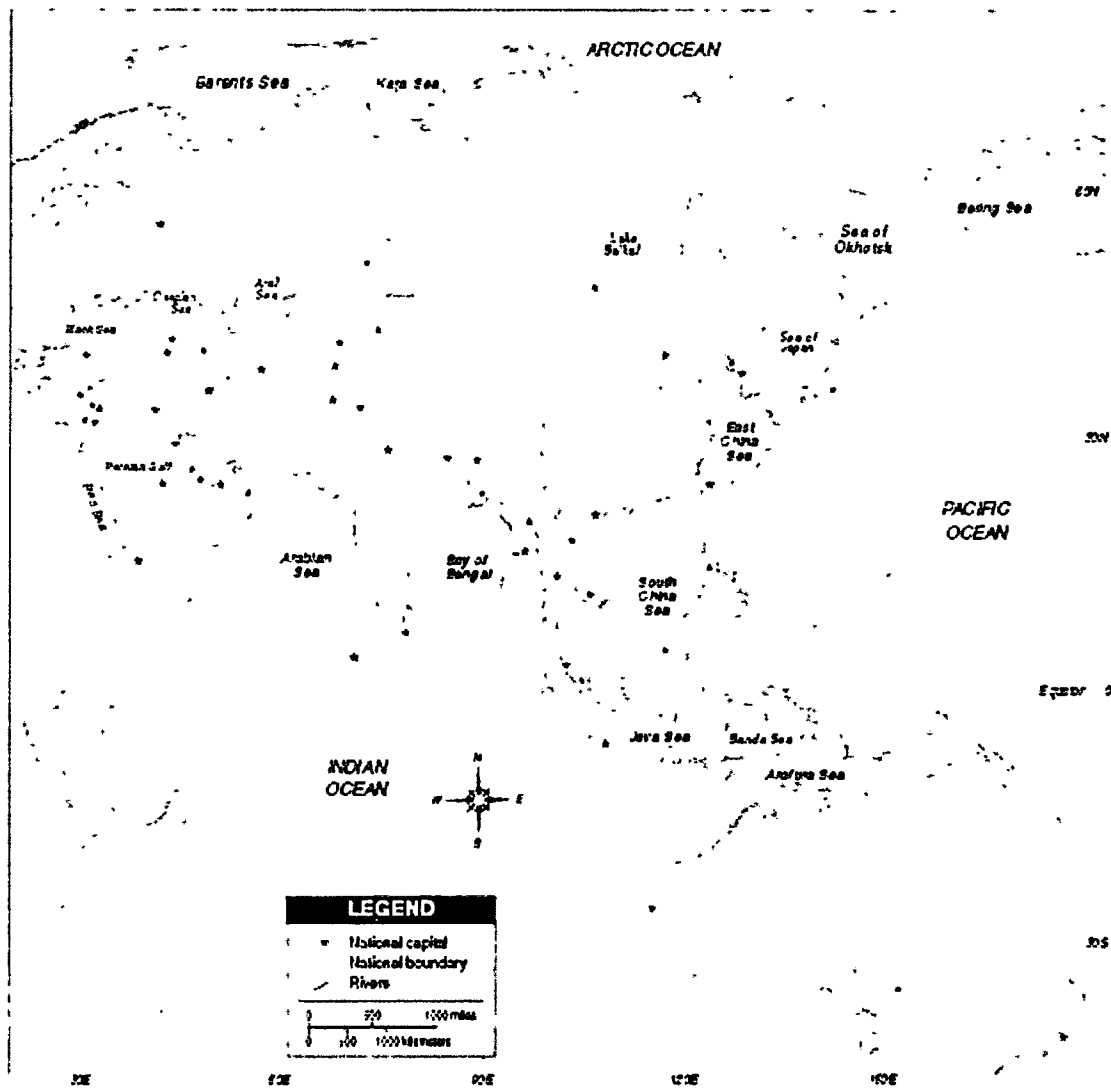
Individual (Household) coop membership in Asia and Pacific⁴:

China	160,000,000
India	230,000,000
Indonesia	27,000,000
Rep Korea	2,000,000
Sri Lanka	5,600,000
Singapore	1,000,000
Thailand	9,400,000
Vietnam	116,000
Various	85,000,000
total:	520,116,000

⁴ Source: Mr. B.D. Sharma

Member Organizations			
<i>Name</i>	<i>Number of member organisations</i>	<i>Total number of staff</i>	<i>Total number of individual members</i>
1. National Agricultural Cooperative Federation of South Korea (NACF)	1387	11,723	2.4 million
2. All China Federation of Supply and Marketing Cooperatives (ACFSMC)	25,274	2.4 million	160 million
3. Singapore National Cooperative Federation (SNCF)	73	11	1.6 million
4. Japanese Consumer Cooperative Union (JCCU)	572	52,189	21,047
5. Central Union of Agricultural Cooperatives Japan (JAZENCHU)	887	N.A.	90,830
6. Capricorn Society Ltd., Australia.			
7. Bangladesh Jatiya Samabaya Union (BJSU), Dhaka, Bangladesh.			
8. National Cooperative Union of India, New Delhi, India.			
9. National Cooperative Consumers' Federation (NCCF), New Delhi, India.			
10. Indian Farmers Fertiliser Cooperative Limited (IFFCO), New Delhi, India.			
11. National Agricultural Cooperative Marketing Federation (NAFED), New Delhi, India.			
12. National Cooperative Agriculture and Rural Development Banks' Federation, Mumbai, India.			
13. National Federation of State Cooperative Banks Ltd., Mumbai, India.			
14. Krishak Bharati Cooperative Ltd., (KRIBHCO), NOIDA, Uttar Pradesh, India.			
15. National Federation of Urban Cooperative Banks and Credit Societies, New Delhi, India.			
16. Dewan Koperasi Indonesia (DEKOPIN), Jakarta, Indonesia.			
17. Cental Organisation for Rural Cooperatives of Iran, Tehran, Islamic Republic of Iran.			
18. Central Union of Rural Agricultural Cooperatives of Iran, Tehran, Islamic Republic of Iran.			
19. Iran Chamber of Cooperatives (ICC), Tehran, Islamic Republic of Iran.			
20. Mollah al-Morahedini Credit Cooperative Ltd.,(MAMCC), Iran.			
21. Central Union of Cooperative Societies in Israel, Jerusalem, Israel.			
22. Co-op Jerusalem, 19, Hagana Street, Jerusalem, Israel.			
23. National Federation of Fisheries' Cooperatives Associations (Zengyoren), Tokyo, Japan.			
24. National Federation of Forest Owners' Cooperative Associations (Zengyoren), Tokyo, Japan.			
25. The Norinchukin Bank (Central Co-op Bank for Agriculture & Forestry), Tokyo, Japan.			
26. National Federation of Agricultural Cooperative Associations (Zen-Noh), Tokyo, Japan.			
27. IE-NO-HIKARI ASSOCIATION (Association for Education & Publications on Agricultural Co-ops), Tokyo, Japan.			
28. National Mutual Insurance Federation of Agricultural Co-ops. (ZENKYOREN), Tokyo, Japan.			
29. National Press & Information Federation of Agricultural Cooperatives, Tokyo, Japan.			
30. Japanese Workers' Cooperative Union (JIGYODAN), Tokyo, Japan.			
31. The National Federation of University Cooperative Associations (NAFUCA) of Japan.			
32. National Federation of Workers and Consumers Insurance Cooperatives (ZENROSAI), Tokyo, Japan.			
33. Union of Consumer Societies, Almaty, Kazakhstan.			
34. National Agricultural Cooperative Federation, Seoul, Republic of Korea.			
35. National Federation of Fisheries Cooperative Associations, Seoul, Republic of Korea.			
36. Korean Federation of Community Credit Cooperatives (KFCCC), Seoul, Republic of Korea.			
37. National Credit Union Federation of Korea (NACUFOK), Seoul, Republic of Korea.			
38. National Forestry Cooperatives Federation (NFCF), Seoul, Republic of Korea.			
39. Union of Consumer Cooperative Societies, Safat, Kuwait.			
40. National Cooperative Organisation of Malaysia (ANGKASA), Petaling Jaya, Malaysia.			
41. National Land Finance Cooperative Society Ltd., Kuala Lumpur, Malaysia.			
42. Central Cooperative Society, Yangon, Myanmar.			
43. National Cooperative Federation of Nepal Ltd., (NCF), Kathmandu, Nepal.			
44. New Zealand Cooperatives Association Inc., New Zealand.			
45. National Cooperative Union of Pakistan, Islamabad, Pakistan.			
46. The Agricultural Cooperative Union, Palestine, (Via Israel).			
47. National Confederation of Cooperatives Inc. (NATCCO), Quezon City, Philippines.			
48. Singapore National Cooperative Federation Ltd., Singapore.			
49. National Cooperative Council of Sri Lanka, Colombo, Sri Lanka.			
50. Federation of Thrift & Credit Cooperative Societies Ltd.. (SANASA), Colombo, Sri Lanka.			
51. Consumer Cooperative Societies' Federation (Sri Lanka), Colombo, Sri Lanka.			
52. National Institute of Cooperative Development, Sri Lanka.			
53. Cooperative League of Thailand, Bangkok, Thailand.			
54. Vietnam Cooperatives Alliance (VCA), Hanoi, Vietnam.			
ASSOCIATE MEMBERS			
56. Cooperative College of Malaysia, Petaling Jaya, Selangor Darul Ehsan, Malaysia.			
57. National Cooperative Development Corporation, India.			
INTERNATIONAL MEMBER ORGANISATIONS			
58. Association of Asia Confederation of Credit Unions, (ACCU), Bangkok, Thailand			
TOTALS	58		520,000,000

Location of the members/member-organisations of 'ORGANISATION – COUNTRY'



Membership Characteristics

According to ICA Constitution, there are two categories of membership: (i) regular (full-fledged members) and (ii) associate members. Associate members are not entitled to vote in the elections of ICA bodies. However, they can participate in all the functional activities of ICA as well as in the discussions at General Assembly. This means that only regular members are entitled to participate in the election process and for being elected on the management organs of ICA at global as well as regional level.

In the member organizations of ICA, there are national umbrella organization representing entire cooperative movement and national federations of different sectors of the cooperatives. In the category of associate members are included those who do not fulfil the conditions for becoming regular members but are actively involved in the cooperative development of their countries.

Membership Participation

Members actively participate in the deliberations of ICA Global General Assembly and ICA Asia Pacific Regional Assembly. Those member organizations which are members of the thematic committees or sectoral organizations participate in the deliberations of these institutions. It may also be mentioned that ICA Asia Pacific always functions through its member organizations for implementing any kind of activities including the cooperative development projects. Participation of member organizations is always reflected in all the ICA activities and programmes. However, there are no real internal protest possibilities, nor is there a real possibility to change Board pre-maturely.

Trend of female participation in membership:

Gender integration is one of the key result areas of ICA Asia Pacific. A Regional Women Committee has been constituted which meets from time to time on the issues of gender particularly involvement of women and youth in cooperatives. The gender issues are also deliberated in other policy making, such as Coop Government dialogue and Cooperative Ministers Conference. Important policy recommendations in this regard are representation of women at all levels of cooperatives i.e. from membership to the management levels. Very recently ICA Asia Pacific has also taken up a comprehensive research study on Sex Disaggregated Data in Cooperative Sector based on which the policy parameters on gender integration in cooperatives are being formulated

Commitment of organization to encourage participation at levels.

The ICA AP is fully committed to the participation of its member organizations at all levels. In all the projects implemented by ICA AP in the region national level Steering Committee is constituted wherein the implementing partner member organization and other associate participate.

Members Newsletter and frequency of publication.

Two Newsletters namely ICA Asia-Pacific News and News Bulletin of ICA Asia Pacific Women Committee (Quarterly) are brought out. Besides, Regional Director also sends communication to the member organizations from time to time on specified emerging issues.

Social Groups			
<i>Social Category</i>	Total (Member Organisation)	Potential Group total	Representation in the board
Developed countries	25	N.A.	4
Developing countries	28	N.A.	6
Least Developed countries	4	N.A.	1
Total	57		11

Strong and Weakness Aspects Regarding Membership and Members

Strengths

Most of the ICA member organizations in Asia-Pacific region being national in their character have their visibility from the grass root level to the national levels. In all the countries the national apexes/umbrella organizations are recognized by the Government as the accredited spokesmen on behalf of national cooperative movements. This enables the member organizations to articulate their view points effectively through their national apex regarding policy issues pertaining to cooperative development.

Weaknesses

Important weaknesses of the member organizations, particularly in the developing countries and least developed countries are:

- (a) lack of resources,
- (b) lack of professional management and
- (c) active involvement of the Government in the management and working, which affects their autonomy.

H. RESOURCES OF THE ORGANISATION

Human Resources

ICA Asia Pacific has a nucleus of professional experts in various branches of cooperative development. Besides, whenever there is a need, outside consultants on short-term basis are also drafted for certain activities. Another important aspect of human resources in ICA Asia Pacific region is that for implementing various cooperative development projects, experts of member organizations are also actively involved.

Material Resources

According to regulations of ICA, ICA Asia Pacific cannot own physical assets in any part of the region. However, it has sponsored and promoted a Trust known as ICA Domus Trust whose objective is to support ICA Asia Pacific in its cooperative development activities particularly in India. ICA Domus Trust owns an impressive building wherein the office premises of ICA for Asia Pacific are located. Besides, ICA Asia-Pacific also draws the facilities of Library-cum-Documentation Centre owned and managed by ICA Domus Trust.

Financial Resources

DESCRIPTION (All amounts are in Swiss Francs)	Total Budget	ACTUAL JAN-DEC 2006
INCOME:		
SNCF, Singapore	22,050	22,050
JCCU, Japan	2,520	2,520
TOTAL	24,570.	24,570
EXPENSES:		
Travel Expenses	4,788	1,650
Rent and General Office Expenses	15,120	8,291
IT & Telecommunication	4,662	3,590
TOTAL	24,570	13,531
SURPLUS	0	11,039

Contributions received from Partners/Members	Amount (CHF)
MAFF, Government of Japan	705,120
JCCU, Japan	109,200
AGRITERRA, Netherlands	270,756
UK Cooperative	63,600
NACF, Republic of Korea	36,000
SNCF, Singapore	22,222
ACFSMC, China	48,000
NFUCA, Japan	4,800

The first of these two tables is about the income and expenditure of the Singapore Business Office, whose resources are mainly contributed by two of ICA's member organisations: the Singapore National Cooperative Federation and the Japanese Consumer Cooperative Union. Its accounts are maintained separately. The second table relates to the contributions and support of ICA-ROAP's development partners and member organisations. These contributions are project specific

I. SYSTEMS AND PROCEDURES

Membership Procedures and Policies

ICA follows universally accepted Cooperative Principles regarding its membership. However, according to its standing rules only the national level cooperative organizations/cooperatives at tertiary level are entitled for the membership of ICA Global. In those countries where such organizations are not existing, cooperative organizations at secondary regional or even at local level could be admitted as regular members. Eligibility for membership also calls for payment of annual membership subscription which is calculated on the basis of a formula agreed in ICA General Assembly.

There are also another category known as "associate membership" which includes those organizations which are involved in cooperative development but are not eligible for the regular membership. However, associate members do not have voting rights.

According to the procedure for admission of members, the eligible institution has to send an application along with its Board resolution, activity report, financial statements including balance sheet to the ICA Headquarters in Geneva which generally consults the ICA Asia-Pacific and also the national cooperative organizations of the country to which the member application belong. Thereafter the application is placed before the ICA Global Board for approval.

The policy of ICA is to ensure that eligible cooperatives in all the countries of the region should be enrolled as its members. Therefore periodical visits are undertaken by the senior officials of ICA to increase the members.

Information Dissemination and Retrieval

Information regarding ICA Global and ICA Asia-Pacific are disseminated and retrieved through their websites. Besides periodical Newsletters/News Bulletins/Journals brought out by ICA at global level and ICA Asia-Pacific at regional level are circulated to all the member organizations.

The Annual Report of ICA global and ICA Asia-Pacific is sent to all the member organizations.

Further, at the meetings of the General Assembly and the Boards required information is placed for deliberation.

J. NETWORKS AND LINKAGES

Regarding representation towards the Government in cooperative issues, ICA AP has established two fora: (i) Regional Consultation and Coop-Government Dialogue on Policies and Legislation and (ii) Cooperative Ministers Conference. These fora have been meeting biennially since 1990 and deliberating on cooperative policies and legislations. Implementation of their recommendations is effectively monitored by ICA-AP with the national Governments and cooperative movements. Important contribution of ICA-AP in this context has been to set in a process of cooperative legislation and policy reforms for creating an enabling environment for cooperative development in Asia and Pacific Region.

For dealing with sectoral issues relating to various segments of cooperative sector, special sectoral Thematic Committees such as Agriculture Committee, Consumer Committee, Banking Committee, HRD Committee, Women Committee, etc. have been constituted to provide opportunities to the representatives of sectoral cooperatives to associate themselves with ICA Asia Pacific. A number of delegations of cooperatives from Asia and Pacific Region also visit ICA-AP Office to discuss the issues of cooperatives.

ICA-AP has also tried to establish its linkages with the civil society organizations such as NGOs involved in cooperative development, trade unions, etc. A special project for the development of cooperatives for informal sector is being implemented in Nepal in collaboration with Nepalese cooperative movement and Nepalese trade unions movement. The civil society organizations involved in research in cooperatives are invited biennially, Asia-Pacific Cooperative Research Forum promoted by ICA-Asia Pacific.

At global level specific MOUs have been signed by ICA with FAO and ILO regarding cooperative development. As a follow up of these MOUs, ICA-AP participates in the activities of these organizations in Asia-Pacific region. Similarly these organizations also participate in ICA-AP activities. ICA-AP is also founder member of Network of Development of Agricultural Cooperatives (NEDAC), sponsored by FAO, Bangkok. Besides this, ADB also invites ICA-AP to participate in its Annual General Meetings as Observer. Interactions with UN Agencies and World Bank generally held by ICA global periodically to apprise them about contribution of cooperative movement and also elicit their support.

ICA-AP has paid due attention to development of workable means of communication with its members and also associates electronically as well as through printed material. It has its website (www.icaroap.coop) and also publishes quarterly News Bulletin "Asia-Pacific Coop News. All the professional staff have their E-mail and in the office "Local Area Network" LAN system of computerized networking has been established.

Local, Regional or National association with Organizations	
Name	Description / benefits
ICA Asia-Pacific essentially functions through its member organizations in the region which are generally national level associations. However, as and when required, it establishes linkages with the national member organizations also. For example in the course of implementation of EU Project for rehabilitation of Earthquake victims of Gujarat support of Council for Handloom Development of Government of India was elicited.	

Associations and Contacts with the Government Agencies	
Name	Description / benefits
(a) Ministry of Agriculture, Fishery and Forestry, Government of Japan.	Providing funding support for training programmes in agricultural cooperative management; rural women leaders; agricultural marketing.
(b) Ministry of Agriculture and Forestry, Government of Laos PDR.	Partner in the implementation of the project on promotion of agricultural cooperatives in Laos.

(c) Ministry of Agriculture, Fishery and Forestry, Government of Cambodia.	Partner in the implementation of the project on Strengthening Agricultural Cooperatives in Cambodia.
(d) All Governments of Asia and Pacific Region.	They participate in the Cooperative Ministers Conference and consultations with permanent Secretaries on Cooperative Policy and Legislation.

Participation in Consultative Commissions/Fora	
Name	Description / benefits
(a) Department of Agriculture and Cooperation, Ministry of Agriculture, Government of India – Deliberations on Coop. Reforms.	Issue of Coop reform is discussed at the Conference of Provincial Ministers In charge of Cooperative and Registrars of Cooperative Societies convened by the Government of India. ICA Asia-Pacific is invited as an Observer. Recently in the meeting to deliberate on constitutional amendments to ensure autonomy and timely election in cooperatives, ICA was invited.
(b) Chinese Deliberations on Cooperative Reforms.	In a workshop convened by All China Federation of Supply and Marketing Cooperative which included Government representatives, ICA Asia-Pacific along with ILO was invited as resource persons on Cooperative Legislation Reforms.
(c) Ministry of Agriculture, Government of Afghanistan – Deliberations on Coop Reform.	A two member study team of ICA Asia-Pacific visited Afghanistan and held extensive discussions on the proposals for strengthening cooperative movement. The team also prepared proposal for capacity building of the officials and cooperative leaders of Afghanistan. The Deputy Minister of Ministry of Agriculture of Afghanistan was invited to participate in the Cooperative Ministers Conference convened by ICA Asia-Pacific.
(d) Ministry of Cooperatives, Government of Sri Lanka – Deliberations on destruction of Cooperatives due to tsunami.	ICA Asia-Pacific was invited to participate in the deliberations on reconstruction of tsunami victim cooperatives in Sri Lanka. ICA Asia-Pacific gave its views and also formulated a project for reconstruction of affected cooperatives.

Associations and Cooperation with Commercials and Privates Sectors	
Name	Description / benefits
none	

Associations and Cooperation with Cooperative Societies	
Name	Description / benefits
See membership list (section H).	

Cooperation with Research Institutes	
Name	Description / benefits
(a) Institute of Rural Management in India (IRMA).	Support of IRMA is elicited for conducting a training programme on management for the participants of agricultural management training course. IRMA also prepares case studies for the benefit of ICA Asia-Pacific.
(b) Vaikunth Mehta National Institute of Cooperative Management of India (VMNICM).	Faculty of VMNICM was associated to conduct a research on Cooperative Legislation in India and also their support was solicited for organizing a capacity building programme for cooperative leaders and Government officials of Afghanistan.
(c) National Institute of Cooperative Development of Sri Lanka (NICD).	NICD was involved in organizing trainers training programme for women leadership. It also formulated an Assessment Report on Impact of Tsunami on Cooperatives which was used as a input by ICA Asia-Pacific to formulate a project. NICD was also involved in trainers training programme for affected cooperatives.

(d) International Institute of Development of Agricultural Cooperative of Japan (IDACA).	IDACA is supporting the conduct of Programme on Agricultural Cooperative Management Training implemented by ICA Asia-Pacific.
--	---

Local, Provincial and National Affiliations and Networks		
<i>Name</i>	<i>Description / benefits</i>	<i>Position</i>
None		

International Affiliations and Networks (membership)		
<i>Name</i>	<i>Description / benefits</i>	<i>Position</i>
NEDAC (Network of Development of Agricultural Cooperatives)	ICA Asia-Pacific is founding member and participates in the deliberations of NEDAC from time to time.	

International Relations (non governmental)	
<i>Name</i>	<i>Description / benefits</i>
ILO	MOU for involvement of cooperatives for poverty alleviation.
FAO	MOU for development of agricultural cooperatives
EU	Supported a project on Rehabilitation of Earthquake victims and artisans of Gujarat.
Agriterra	Supported the project on Promoting and Strengthening Agricultural Cooperatives in Cambodia, Laos and Vietnam implemented by ICA Asia-Pacific.
National Institute for Supporting Peace and International Development (NISPID).	It is extending support to implement a capacity building programme for tsunami affected cooperatives in Sri Lanka implemented by ICA Asia-Pacific.
International Confederation of Free Trade Unions (ICFTU-APRO).	It has extended collaboration with ICA Asia-Pacific and vice-versa to promote cooperatives of informal workers in Asia and Pacific region.

K. INTERVIEW SITUATION AND INFORMATION RESOURCES

Interviews, carried out 21-24 June, 2006

Key Informants

Name

Address

Staff:

Mr. B.D. Sharma, senior consultant

9, Aradhana Enclave,
Sector-13, Ring Road
R.K. Puram,
New Delhi-110 066, INDIA
bds@icaroap.coop

Mr. Shil-Kwan Lee, regional director

9, Aradhana Enclave,
Sector-13, Ring Road
R.K. Puram,
New Delhi-110 066, INDIA
sklee@icaroap.coop

Boards Panel

Mr. D.P. Neb, Sr. consultant National
Cooperative Union of India (NCUI)

3, Siri Institutional Area, August Kranti marg, New Dehli- 110016
Tel: 95120 – 2535489/4318290
Dpneb_1@yahoo.co.in

Mr. K.L. Nalwaya, executive director
National Cooperative Union of India
(NCUI)

3, Siri Institutional Area, August Kranti marg, New Dehli- 110016
Tel: 26858618
ncuidel@ndb.vsnl.net.in, kl_nalwaya@rediffmail.com

Central Union of Agricultural Cooperatives
(JA-ZENCHU), Japan

Questionnaire sent by e-mail ; not returned

National Agricultural Cooperative
Federation, Korea

Questionnaire sent by e-mail ; not returned

RAHAIAH BAHERAN, VICE PRESIDENT –
ANGKASA, National Cooperative
Organisation of Malaysia (ANGKASA)

Questionnaire sent by e-mail ; returned.

Members Panel

RAHAIAH BAHERAN, VICE PRESIDENT –
ANGKASA, National Cooperative
Organisation of Malaysia (ANGKASA)

Questionnaire sent by e-mail ; returned.

Mr. Uma Shankar, managing director
National Cooperative Development
Corporation (NCDC), India

4, Siri Institutional Area, Hauz Khas, New Dehli- 110016
Tel: 26510314 & 26515917
Pumashankar1@yahoo.com
Questionnaire not returned.

Cooperative League of Thailand

Questionnaire sent by e-mail; not returned

Iran

Questionnaire sent by e-mail; not returned

Vietnam

Questionnaire sent by e-mail; not returned

External Panel

Institute of Rural Management, Gujarat,
India (IRMA)

Questionnaire sent by e-mail; not returned

Vaikunth Mehta National Institute of
Cooperative management (VAMICOM),
Pune, India

Questionnaire sent by e-mail; not returned

Mr. Satish Chandra, Joint Secretary,
Ministry of Agriculture, Government of
India

Questionnaire sent by e-mail; not returned

Information Resources (reports, web-site, documents)

1. www.ica.coop
2. <http://www.ica.coop/publications/ar/2004-annual-report.pdf>
3. e-mail correspondence with Mr. B.D. Sharma

Responsible Liaison Officer

Rik Delnoye
Liaison Officer Agriterra
Arnhem - Holland
Tel: (026) 354 2059
E-mail: delnoye@agriterra.org

The interviews were carried out in New Delhi by:

Jeroen (Jerome) Kruft
Amigos Internacional Consultancy
Postbus 401
6700 AK Wageningen
Tel: (06) 29 16 16 11
E-mail: jeromekruft@yahoo.com

Profiling calculations and compilation of report by:

Jeroen (Jerome) Kruft for Wageningen University and Research Centrum,
Leeuwenborch 6022
Wageningen University and Research Centre
Wageningen, The Netherlands
jeroen.kruft@wur.nl
+31-317482927 (office)
+31-6-29161611 (mobile)

L. APPENDICES

APPENDIX 1: Explanation of country indicators

The UNDP **Human Development Index (HDI)**, ranging from 0 (lowest) to 1 (highest) is compiled of three major elements: life expectancy; enrolment in education; and income distribution.

The **Gender related Development Index (GDI)** is compiled from the same elements as the HDI, but for women only. A negative value for a country ($GDI < HDI$) means that the de gender-related development is lower than the average development. A positive value means that gender-related development is higher than the average.

The **Women's Political Participation Index (WPPI)** Index shows the participation of the women in politics; the WPPI is compiled of three elements: women in government at the ministerial level, women in a lower or single house of parliament, and women in an upper house of parliament or senate. A low WPPI index at national level could be a representation of the low participation of women at the level of the governance of organisations.

The **Economic Freedom Index**, also called the Fraser Index, ranges from 1 (least freedom) to 10 (most freedom). It is compiled of economic indicators only.

The **Political Rights and Civil Liberties Indicators** are developed by Freedom House. A scale of 1 to 7 is used, where a ranking closer to 1 indicates a higher degree of freedom. Agriterra uses the average of the two, also on a scale of 1 - 7.

The **Efficiency in Poverty Combat (EPC)** ratio was developed by Agriterra. It is compiled of the HDI, Economic Freedom Index and Political Rights and Civil Liberties indicators. It shows how effective a country is expected to be in poverty alleviation. The higher the economic freedom, political rights and civil liberties, and the lower the ranking on the HDI index, the higher the EPC, so the more likely it is that a country will be effective in poverty alleviation. EPC is expressed on a scale of 0-100%.

The **Gross Domestic Product (GDP)** (in US\$) refers to the total value of final goods and services produced within a country's borders in a year. It is one of the measures of national income and output.

Inflation is the same as the GDP deflator expressed as % of GDP. The GDP deflator measures the difference between the real (or chain volume measure) GDP and the nominal (or current price) GDP.

Investments in Agriculture (Value Added) expressed as % of GDP gives an indication of the (economic) importance of the agricultural sector in a country.

The **Gini index** is a measure of income inequality. The **Gini Index for Land Distribution** is a measure of inequality related to land distribution. Inequality is expressed by higher percentages. Due to the limited data on this index, the scores listed here are from 1992.

The **Backdonor Priority** indicates to what extent the country is included in the concentration policy of the Dutch Donor Organisations ICCO (3 points), Cordaid (3 points) and DGIS (4 points).

APPENDIX 2: Explanation of leading indicators of the organisation

1. Representation

This indicator shows the strength of the organisation's relations and representation in the 'outside world'. It accumulates the panels' opinion-scores of the following factors:

- Presence in governmental commissions;
- Functions and influence in governmental commissions;
- Linkages with civil society;
- Functions and influence in civil society linkages;
- Policy proposals to the government;
- International memberships;
- Functions and influence in international memberships;
- International relations;
- Choice for deliberation and consultation;

- The organisation's presence in the media;
- The organisation's means on external communication;
- The organisation's means on internal communication;
- The quality of foreign delegations visiting the organization;
- The quality of the organisation's visits abroad.

2. Participation

This indicator shows the degree of involvement of the members in (activities of) the organization. It consists of facts and scores given by the different panels on the following factors:

- Total number of men and women that participated in consultation and training organized by the PO in the last two years;
- Number of represented members (households)
- Circulation of members' newsletter x frequency of publication;
- Participation in policy-making and preparation;
- Commitment of the organisation to encourage participation at all levels;
- Representation of social categories in board. Groups are indicated by the organization itself;
- Number of represented members (farming households).

3. Accountability

This indicator shows the measure of accountability of an organisation towards its members and the possibilities for the members to control the organization and the board and to take corrective measures. It consists of yes/no questions and panel scores:

- Presence of annual report;
- Existence of formal general assembly;
- Presence of annual financial report;
- Commitment of the organization to encourage participation at all levels;
- Real internal protest possibilities;
- Real possibilities to change board prematurely;
- Representation at general assembly.

4. Strategic potential

This indicator conveys the strategic capacity of the organisation and its members. Included are the financial strategic position, and the ability of an organisation and its members to engage in strategy development. Includes scores and data on:

- Number of members participating in organisational training;
- Number of members participating in policy preparation training
- Total number of represented members eligible for training;
- Aspiration of the organisation to own its own enterprise(s);
- Quality of a strategy document;
- Total turnover of services and enterprises (as % of total income);

5. Professional capacity

Gives an indication of the values given by the four panels on the expertise and professional ability of the organisation and the board, taking into account the following factors:

- Recruitment on expertise;
- Division of policy and management processes;
- Formalisation in statutes, regulations, procedures.

6. Gender policy

Indicates whether an organisation is aware and actual includes gender issues in their activities. Consists of gender representation and gender mainstreaming in the following bodies:

- Governmental/parliamentary consultative commissions;
- Civil society co-operation linkages (in country);
- Research institutes;
- International memberships;
- International relations.

It furthermore considers:

- The participation of women in the development of propositions to government;
- Equal representation of women within the organisation;
- Expertise of women's issues within the organisation;
- The extent to which gender is considered in the vision, mission and strategy;
- The formalisation of gender in statutes, regulations and procedures;
- Extent to which gender is considered as part of programmes and services;
- The role of women in deciding on policy within the organisation;
- The financial resources dedicated to gender programmes (% of total);
- Female members in the Board of Directors (% of total)

7. Income Diversification

This indicator shows the extent to which an organisation depends on one sole (or very few) sources of financing. A high percentage of this indicator implies that there are multiple sources of income, and that the organisation does not depend exclusively on external donors. The following information is considered:

- Total income;
- Income from membership fees;
- Income from services for members;
- Income from services and contracts for third parties;
- Income of own economic activities, including capital investment

8. Organisation degree

This indicator tells us something about the extent to which the organisation is capable to attract new relevant members within their sector. The indicator is obtained by dividing the number of represented members of the organisation by the potential number of represented members.

APPENDIX 3: Explanation of financial indicators

1. Income Diversification Indicator

The Income Diversification Indicator shows to what extent the organisation is independent from one or very few sources of financing. A high rating of this indicator signifies that there are multiple sources of income and that the organisation does not exclusively depend on external donors. The Income Diversification Indicator is also one of the 'leading indicators' of the organisation (see Appendix 1).

2. General Liquidity Ratio

The liquidity ratio measures the payment capacity that the organization has to face its short term debts, in other words, the cash available with which to cancel debts. The ratio expresses not only the handling of the total finances of the organization, but the management capacity to turn certain active and passive accounts to cash. The *general* liquidity ratio is obtained by dividing the current assets by the current liabilities. Here, the current assets basically include cash, bank accounts, receivables, stocks and bonds, and inventories.

$$\text{General Liquidity} = \frac{\text{Total current assets}}{\text{Total current liabilities}}$$

3. Solvency Ratio

The solvency ratio indicates the financial standing (payment capacity) of the organization to fulfil its short-term obligations. In other words, it shows the relation between the organisation's equity and debts. It is obtained by dividing equity by the result of the total balance:

$$\text{Solvency} = \frac{\text{Equity}}{\text{Balance total}}$$

4. Rentability Ratio

The rentability ratio measures the effectiveness of the management of an organization, demonstrated by the obtained profit of sales and investments. These utilities are the product of a competent administration, intelligent planning, integral reduction of costs and expenses. The ratio is obtained by dividing the total balance (income – costs, or earnings before taxes) by the result of the total balance (current liabilities + equity):

$$\text{Rentability} = \frac{\text{Total Result (Income – Costs)}}{\text{Result Balance Total (Equity + Current liabilities)}}$$

5. Dependency Ratio

The (economic) dependency ratio is obtained by dividing the obtained income from governments and/or foreign subsidies (and donations) of by the total income. The smaller the relation between subsidies (and donations) and the total income, the more financially independent is the organisation in carrying out her operations, making her more sustainable in time.

$$\text{Dependency} = \frac{\text{Subsidies and Donations}}{\text{Total Income}}$$

6. Activity Ratio

La tasa de actividad da una indicación de cuánto dinero circula dentro de una organización en relación a sus fondos totales. Se obtiene la tasa haciendo una división de los ingresos totales por el promedio del balance de 2 años:

The activity ratio gives an indication of how much money circulates within an organization in relation to its total funds. The rate is obtained by dividing the total income by the average of 2 years' balances:

$$\text{Activity} = \frac{\text{Total Income}}{\text{Total Balance (average of 2 years)}}$$

7. Continuity Ratio

The continuity ratio shows what part of one year's activities (expressed in a percentage) can continue if the organisation's income were to come to a halt and would have to cover its operations with equity held:

$$\text{Continuity} = \frac{\text{Equity}}{\text{Total Costs}}$$

APPENDIX 4: Questionnaire

ORGANISATION	ICA-ROAP
COUNTRY / REGION	Asia & Pacific

YEAR PROFILING: 2006
YEAR IN RETROSPECT: 2003

GENERAL INFORMATION

COUNTRY INDICATORS	2002	2003	2004	2005	2003 data
Population x 1.000	477,948	3,823,389	no data yet	no data yet	3,823,389
Rural Population x 1.000	2,333,125	2,341,989	no data yet	no data yet	2,341,989
EAP (Economic Active Population) in Country x 1.000	1,903,976	1,153,378	no data yet	no data yet	1,153,378
EAP in Agriculture x 1.000	1,050,739	1,055,987	no data yet	no data yet	1,055,987
EAP Female in Agriculture x 1.000	466,439	469,273	no data yet	no data yet	469,273

ORGANISATION INDICATORS

Organisation was founded in	1961	W.A.S. = Weighted Average Score
Main activity (interest representation, economic, training/education)	interest representation	A = Ante
Legal status (cooperative, association, enterprise, other)	association	R = Retrospective
Working level (international, national, provincial, district, local)	international	I = Intervention
Number of organisational layers	3	P = Post
Organisation targets agricultural population (yes = 1, no = 0)	1	
Organisation targets women only (yes = 1, no = 0)	0	

NETWORKS AND LINKAGES

A. Formal presence in governmental/parliamentary bodies and its possible usefulness to the PO	Score								W.A.S.	
	LO/CTA		Board		Extern		Members		A	R
	2006	2003	2006	2003	2006	2003	2006	2003	2006	2003
India Governmental Deliberations on Cooperative Reform	7	5	3	3					5.4	4.2
Chinese Governmental Deliberations on Cooperative Reform	6	6							6.0	6.0
Iranian Governmental Deliberations on Cooperative Reform	7								7.0	
Afgan Governmental Deliberations on Cooperative Reform	7								7.0	
	Overall evaluation								76%	67%
Participation of PO's women (board/staff)	5		3	2					42%	20%
Mainstreaming of gender issues	5		4	3					46%	30%
Functions and influence										
Consultant in India Governmental Deliberations on Cooperative Reform	7	5	3	3					5.4	4.2
Consultant in Chinese Governmental Deliberations on Cooperative Reform	6	5							6.0	5.0
Consultant in Iranian Governmental Deliberations on Cooperative Reform	6								6.0	
Consultant in Afgan Governmental Deliberations on Cooperative Reform	6								6.0	
	Overall evaluation								59%	46%

B. In-country cooperation linkages (NGOs, cooperatives, associations, governmental agencies) and its potential use	Score								W.A.S.	
	LO/CTA		Board		Extern		Members		A	R
	2006	2003	2006	2003	2006	2003	2006	2003	2006	2003
ICA-AP member organisations (cooperations)	8	8	8	7.5			8	7	8.0	7.5
International Confederation of Free Trade Unions, A&P (ICFTU-APRO)	7	7							7.0	7.0
Asian Confederation of Credit Unions (ACCU)	6	6							6.0	6.0
Asian Development Bank (ADB)	6								6.0	
	Overall evaluation								78%	79%
Participation of PO's women (board/staff)	5	5	6	5					54%	50%
Mainstreaming of gender issues	5	5	8	6.5			9	8	73%	65%
Functions and influence										
Umbrella organisation of member organisations	8	7	6	6			6	6	6.8	6.4
ICFTU: Collaborator on development of role of cooperatives in employment generation for informal workers			2	1					2.0	1.0
ACCU: Recipient of advice on savings and credit issues	6	6							6.0	6.0
ADB: Participant in annual meetings	6								6.0	
	Overall evaluation								49%	45%

C. Cooperation with research institutes and its potential	Score								W.A.S.	
	LO/CTA		Board		Extern		Members		A	R
	2006	2003	2006	2003	2006	2003	2006	2003	2006	2003
usefulness for the organisation			7	6					7.0	6.0
Institute of Rural Management of India (IRMA)			7	6					7.0	6.0
Vaikunth Mehta National Institute of Cooperative Management of India (VMNICM)			6	7					6.0	7.0
National Institute of Cooperative Development of Sri Lanka (NICD)										
IDACA International Institute of Development of Agricultural Cooperatives of Japan			7.5	7			8	7	7.8	7.0
	Overall evaluation							80%	78%	
Participation of PO's women (board/staff)			7	6			8	7	76%	66%
Mainstreaming of gender issues			7.5	6			9	8	84%	72%

D. International memberships and their potential usefulness	Score								W.A.S.	
	LO/CTA		Board		Extern		Members		A	R
	2006	2003	2006	2003	2006	2003	2006	2003	2006	2003
for the organisation										
Agriterra (Holland)	7	4	6	9			9	9	7.5	7.1
European Union (EU)	7	5							7.0	5.0
DFID (UK)	7								7.0	
Weighing factors	30		20		20		30			
	Overall evaluation							73%	65%	
Participation of PO's women (board/staff)										
Mainstreaming of gender issues	7	6	9	8			9	8	83%	0.725
Functions and influence										
Partner organisation in developing farmer cooperatives	4	3	3						3.6	3.0
Partnership in ICA-EU project on rehabilitation of earthquake victims of Bhuj	5		5						5.0	
Recipient of funds for Aids awareness among cooperative members										
	Overall evaluation							43%	30%	

E. International Relations and their possible usefulness	Score								W.A.S.	
	LO/CTA		Board		Extern		Members		A	R
	2006	2003	2006	2003	2006	2003	2006	2003	2006	2003
for the organisation										
UN agencies (ILO, FAO)	7	7	7	6					7.0	6.6
UN programmes (UNAIDS)	6	6							6.0	6.0
WOCCU	6	5							6.0	5.0
IFAP	5	5							5.0	5.0
	Overall evaluation							73%	71%	
Participation of PO's women (board/staff)	4	4							40%	0.4
Mainstreaming of gender issues	4	4							40%	0.4
Functions and influence										
Collaborator on development of agricultural cooperatives	6	6	5						5.6	6.0
Recipient of funding support	6	6							6.0	6.0
Fraternal association	6	6	5						5.6	6.0

Joint organiser of workshop on the impact of WTO negotiations on agricultural cooperatives	7	6	4						5.8	6.0
Overall evaluation								58%	60%	

ACTIVITIES OF THE ORGANISATION

F. Policy proposals to the government and their relevance for the organisation	Score								W.A.S.	
	LO/CTA		Board		Extern		Members		A	R
	2006	2003	2006	2003	2006	2003	2006	2003	2006	2003
1. Education of individual members	5	5	4	4					4.6	4.6
2. Professional training of paid staff	6	6	5	5					5.6	5.6
3. Sensitization of policy makers on cooperative issues	6	6	6	5					6.0	5.6
4. Implementation of a codified human resource management manual	6	6	5	5					5.6	5.6
Overall evaluation								70%	69%	
Participation of PO's women (board/staff)	4		4	4					40%	40%
Mainstreaming of gender issues	4		5	4					44%	40%

G. Participation of members in consultation and training in the last year accounted for	Men reached		Women reached		Total	
	2006	2003	2006	2003	2006	2003
Technical programmes (production, trade, standards, etc.)	117	172	37	28	154	200
Policy proposals and evaluation	70	20	12	13	82	33
Organisational issues	0	0	0	0	0	0
Other programs	50	10	85	20	135	30
Total	237	202	134	61	371	263
Equal gender representation					72%	46%

H. Services	1.....		2.....		3.....		4.....		Total	
	2006	2003	2006	2003	2006	2003	2006	2003	2006	2003
Turnover latest year									0	0
I. Enterprises	1.....		2.....		3.....		4.....		Total	
	2006	2003	2006	2003	2006	2003	2006	2003	2006	2003
Turnover latest year									0	0
Total turnover of services and enterprises (as % of total income)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

INTERNAL ORGANISATION AND STRATEGY

J. Communication	Score								W.A.S.	
	LO/CTA		Board		Extern		Members		A	R
	2006	2003	2006	2003	2006	2003	2006	2003	2006	2003
1. Willingness for deliberation and consultation with other actors	7	5	8.5	8.5			9	9	81%	74%
2. Encouragement for active internal participation at all levels	6	6	8	8			9	9	76%	76%
3. Visibility in external media (newspapers, radio, TV)	6	6	5.5	5			6	6	59%	58%
4. Image in the external media	6	6	5.5	5.5			6	6	59%	59%
5. Means of external communication (Web-site, publications, campaign, etc.)	7	6	7	5.5			7	7	70%	63%
6. Means of internal communications (newsletters, e-mail, regular visits, etc.)	7	6	7.5	6.5			7	7	71%	65%

7. Choice to protest (=low) or make proposals (=high)	7	6	4.5	4.5			4	4	53%	49%
---	---	---	-----	-----	--	--	---	---	-----	-----

K. Policy and management	LO/CTA		Board		Extern		Members		A	R
8. Own enterprise as aspiration (includes for-fee-services)	5	4	9	9			9	9	75%	71%
9. Ability to mobilize people within organisation	7	6	8	8			8	8	76%	73%
10. Choice of PO to recruit staff with expertise	6	6	8	8			8	8	73%	73%
11. Separation of policy and management processes	7	6	7	7			7	7	70%	66%
12. PO's formalisation in statutes, regulations and procedures	8	7	8	8			8	8	80%	76%
13. Real internal protest possibilities of members	7	7							70%	70%
14. Real possibilities (ease) to change board prematurely	7	7							70%	70%
15. Quality of the PO's strategy document	7	7	8	8			8	8	76%	76%
16. Representation of members at AGM			8	8			8	8	80%	80%
17. Participation of members in policy-making and preparation	6	6	9	9			9	9	79%	79%
18. Relevance of visits of foreign delegations to PO	8	7	7	7			7	7	74%	70%
19. Relevance of PO's visits abroad	8	7	7	7			7	7	74%	70%

L. Gender	LO/CTA		Board		Extern		Members		A	R
20. Expertise on gender issues	7	6	7	8			9	8	78%	73%
21. Gender as part of vision, mission and strategy	7	6	7	9			9	9	78%	79%
22. Formalisation of gender policy in statutes, regulations and procedures	7	6	6.5	9			9	9	76%	79%
23. Gender issues as part of programmes and services	6	6	6.5	9			9	9	73%	79%
24. Role of women in policy- and decision making	6	5	6.5	9			9	9	73%	75%
25. Possibility for women to gain full membership at local level	8	8	8	8			8	8	80%	80%

FINANCIAL SITUATION

M. Financial resources (in national currency)	2002	2003	2004	2005	2006
Annual financial (profit/loss, balance) statement? (yes = 1, no = 0)					
Total income		0	969,208	1,240,167	1,337,668
Income from membership fees		0	0	0	0
Income from services for members		0	0	0	0
Income from services and contracts for third parties		0	0	0	0
Income from own economic activities (including capital investment)		0	0	0	0
Income from national donations for projects		0	152000	152000	152000
Income from international donations for projects		0	817208	1088167	1185668
Income from public (governmental) subsidies		0	0	0	0
Financial resources allocated to gender programmes (as % of total)		10%	10%	10%	10%

HUMAN RESOURCES

N. Members and staff	2002	2003	2004	2005	2,006
Number of salaried board members		0	0	0	0
Number of unpaid (volunteer) board members		11	11	11	11
Number of paid staff		6	6	6	6
Number of unpaid (volunteer) staff		0	0	0	0
Number of member organisations		55	52	56	57
Potential number of member organisations		65	65	65	65
Household membership registration system (yes = 1, no = 0)		1	1	1	1
Number of registered members (households) in this system		520,000,000	520,000,000	520,000,000	520,000,000
Number of female members (as % of registered members)		33%	33%	33%	33%
Number of represented members (households)		520,000,000	520,000,000	520,000,000	520,000,000
Potential number of households to be represented (target group)		1,055,987,000	1,060,000,000	1,065,000,000	1,070,000,000
Average number of years board members are in charge		4	4	4	4
Female board members (as % of total)		18%	18%	18%	18%
Circulation members' newsletter x frequency of publication		0	0	0	1600
Presence of annual report (yes = 1, no = 0)		1	1	1	1
Formal general assembly (yes = 1,		0	1	0	1

no = 0)					
---------	--	--	--	--	--

K. Membership according to category	Developed Countries		Developing Countries		Least Developed Countries		4.....		Total	
	2006	2003	2006	2003	2006	2003	2006	2003	2006	2003
Membership in the organization per category	25	23	28	28	4	4			57	55
Size of target group per category										
Representation of category in board (yes = 1, no = 0)	1	1	1	1	1	1			100%	100%

LEADING INDICATORS	A	R
	2006	2003
1. Representation Indicator	68%	62%
2. Participation Indicator	51%	51%
3. Accountability Indicator	80%	64%
4. Strategic potential	46%	45%
5. Professional Capacity Indicator	74%	72%
6. Gender Indicator	65%	63%
7. Income Diversification Indicator	10%	0%
8. Organisation Degree	49%	49%
9. Cooperation with research institutes	80%	78%
10. Dialogue with government	70%	66%
11. Participatory Policy Research Capacity Indicator (average 7 to 10)	52%	48%

Completeness of Info	A	R
	2006	2003
	39%	33%
	62%	57%
	47%	47%
	38%	38%
	75%	75%
	61%	59%
	100%	100%
	n.a.	n.a.
	25%	25%
	100%	100%
	100%	100%