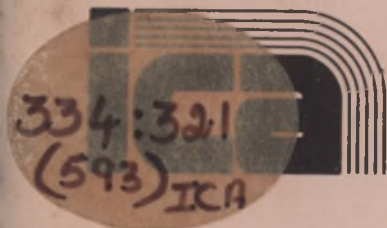
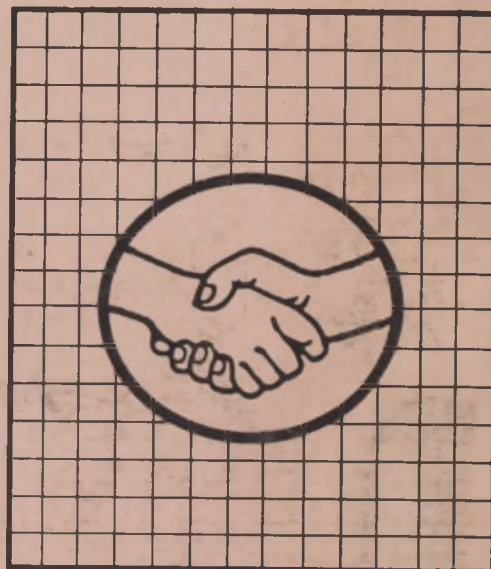
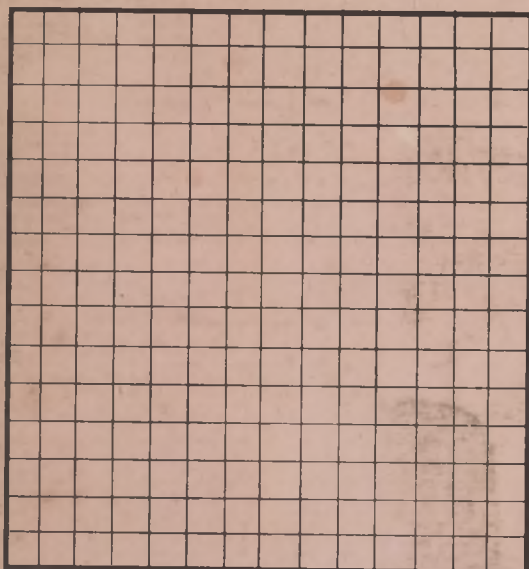


Report of the National Follow-up Workshop,  
Bangkok, August 26-28, 1991

## Cooperative-Government Collaborative Strategies for the Development of Cooperatives

### THAILAND



*in association with :*

- Cooperative League of Thailand
- Cooperative Promotion Department  
Ministry of Agriculture and Cooperatives  
Thailand.

INTERNATIONAL CO-OPERATIVE ALLIANCE

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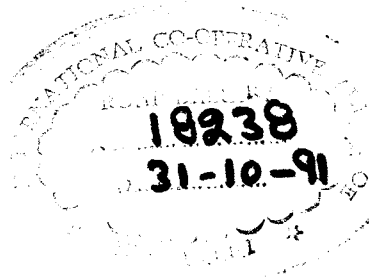
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Report of the CLT/CPD/ICA  
National Follow-up Workshop, Bangkok  
August 26-28, 1991



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**International Cooperative Alliance**  
**Regional Office for Asia and the Pacific**  
43 Friends Colony, New Delhi-110 065, India.



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**Cooperative-Government Collaborative  
Strategies for the Development of  
Cooperatives - Thailand  
(Report of the CLT/CPD/ICA National Follow-up Workshop  
Bangkok, August 26-28, 1991)**

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## Foreword

The Regional Conference of Cooperative Ministers held in Australia in February, 1990 has issued a Declaration and comprehensive recommendations with the objective to accelerate and develop a genuine cooperative movement in the Region. The recommendations were sent by the ICA ROAP to all national cooperative organizations and governments in the region for follow-up and implementation. The Conference had also advised the ICA to provide the needed motivation and encouragement to cooperatives and governments in the process of implementation and follow-up. In the Action Plan for the '90s, the Conference had made the following recommendation:

"The ICA should organise workshops and other relevant activities to take up follow-up actions on the above declaration and recommendations in collaboration with the national cooperative organisations and national governments".

The ICA in collaboration with the movements and governments, in the light of the above recommendations, planned a number of national level follow-up workshops. The Philippines, Indonesia, Fiji, India, Thailand and Bangladesh responded favourably to organise these follow-up workshops. The Canadian Cooperative Association (CCA) agreed to provide the needed financial support to carry out the follow-up work.

The present document contains the report of the national follow-up workshop that was held in Thailand. The national workshop which reviewed the Sydney Conference recommendations and developed a follow-up action plan was organised jointly by the Co-operative League of Thailand and the Co-operative Promotion Department of the Ministry of Agriculture and Co-operatives, Government of Thailand, in collaboration with the International Cooperative Alliance, Regional Office for Asia and the Pacific. The workshop was held at Majestic Palace Hotel in Bangkok, August 26-28, 1991. The report of the national workshop will provide important input to the Regional Consultation to be held in Manila in November, 1991 and Cooperative Ministers' Conference in February, 1992 in Indonesia.

In the organisation of this national workshop valuable support was extended by cooperative organisations at various levels and the primary level cooperative institutions in Thailand besides the various departments of the Government dealing with cooperative activities. Technical support was provided by my colleague, Mr. Daman Prakash, Regional Adviser (Development Planning and Coordination) to the organisers in facilitating discussions.

Bonow House, New Delhi  
September 15, 1991

G.K.Sharma  
Regional Director



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# **Cooperative-Government Collaborative Strategies for the Development of Cooperatives-Thailand**

Cooperative League of Thailand/Cooperative Promotion Department-  
Thailand/ICA ROAP National Follow-up Workshop, Bangkok  
August 26-28, 1991

## **Workshop Report**

### **Introduction**

In pursuance of the recommendations made by the Asia-Pacific Regional Cooperative Ministers' Conference held by the International Cooperative Alliance, Regional Office for Asia and the Pacific in Sydney, Australia, February, 1990, a National Follow-up Workshop was jointly organized by the Cooperative League of Thailand (CLT) and the Cooperative Promotion Department (CPD) of the Ministry of Agriculture and Cooperatives of His Majesty's Government of Thailand. The National Workshop was held August 26-28, 1991 at Hotel Majestic Palace in Bangkok. The ICA Regional Office for Asia and the Pacific (ICA ROAP) collaborated with the organizers.

### **Workshop Objectives**

The National Workshop was organized with the following objectives:-

- i) To review the Declaration, Recommendations and Action Plan as were adopted by the Sydney Conference in the context of Cooperative Development activities in Thailand; and
- ii) To take stock of the present situation and to make suitable recommendations to appropriate authorities in Thailand to fulfil the objectives laid down by the Sydney Conference.

The Workshop was inaugurated by Mr. Sangiam, Director-General of the Cooperative Promotion Department of the Ministry of Agriculture and Cooperatives on behalf of the Permanent Secretary of the Government. In his opening remarks the Director-General said that the Sydney Conference recommendations were timely and of great relevance to the Cooperative Movements of this region, especially to Thailand, and he commended the efforts and initiatives of the International Cooperative Alliance in stressing the importance of smooth



working relationship between the Movement and the Government. The two sectors should join hands and work more closely to provide security and services to the members of cooperatives in social and economic activities. A Cooperative organisation has special characteristics and the role and objectives of the cooperatives is the same as that of a government. The Director-General, therefore, said that in this context both of them have to collaborate and cooperate with each other more intensively. He hoped that the participants will discuss all the problem areas of the Thai Cooperative Movement in a greater depth and make suitable recommendations to improve further the potentials of cooperative enterprises and their members in Thailand. He thanked the ICA ROAP for extending its support and collaboration in the organisation of the national follow-up workshop.

In his remarks made at the opening session the Chairman of the Cooperative League of Thailand, Mr. Anan Chamnankit, thanked the Director-General of the CPD for inaugurating the Workshop, and said that the Cooperative Movement of Thailand was now showing trends of diversification of its activities, growth, professionalisation and consolidating its base. In the context of increased business activities and the growing need to compete with other business enterprises, it was felt necessary that the existing laws, government policies and procedures should undergo some review and revision. Since the aims and objectives of the government and cooperatives are similar it is also necessary that greater collaboration and understanding should be enhanced between the two sectors in order to provide socio-economic services to the members without compromising on cooperative principles and practices.

The CLT Chairman appreciated the efforts of the ICA Regional Office in fostering greater collaboration between the Cooperatives and the Government. The ICA-sponsored Cooperative Ministers' Conference in Sydney (1990) was a good step and most relevant to the existing condition of cooperatives in this Region. He supported the idea of continuing such an exercise of holding regular consultations and conferences of Ministers and Cooperative leaders.

Mr. Daman Prakash, Regional Advisor (Development Planning and Coordination) of the ICA Regional Office for Asia and the Pacific, while thanking the CLT and the CPD, in organizing the follow-up workshop said that the Declaration, Recommendations and Action Plans, as adopted by the Sydney Conference, were timely and of great relevance to improve the status, goodwill and characteristics of Cooperative institutions in the Region. In this context the Conference had specified the roles to be played by the governments, movements and the international agencies to make cooperatives as genuine, democratic and self-reliant institutions in the service of the community. It was the first time ever that a Conference at such a high-level was held and which had devoted its full attention specially to the issues confronting the Movements and the Commitment made by the Ministers and leaders to work together to make cooperatives self-reliant, genuine and democratic institutions to improve the socio-economic conditions of the members. He explained the strategy worked out by the ICA ROAP to encourage follow-up and monitoring the implementation of Sydney Conference recommendations in the Region.

Mr. Prakash informed the workshop of the international cooperative events that will be held in the region in the near future e.g., Regional Consultation Meeting, Nov 20-22 Manila; Ministers' Conference, Jakarta, February 1992; and the ICA Congress in October 1992 in Tokyo.

The Workshop was attended by 25 Senior level leaders of the Cooperative Movement and Officials of the Government of Thailand. A list of participants is attached. A copy of the programme followed by the Workshop is also attached.

### **Methodology adopted**

The Workshop considered the following documents :-

- a. Recommendations of the Sydney Conference
- b. Review of Sydney Conference recommendations (point-by-point)
- c. National Situation Paper-Movement
- d. National Situation Paper - Government
- e. Background paper from the ICA ROAP

The Workshop discussed developments in Thailand and made recommendations on the following subject areas:-

- a. Cooperative Law
- b. Cooperative Management
- c. General Recommendation.

The Workshop recommendations were formally adopted unanimously at the plenary session of the workshop.

## Workshop Recommendations

### I. Cooperative Law, Plans & Strategies

For quite sometime in Thailand discussions have been going on to make the existing Cooperative Societies' Act BE 2511 (of 1968) more responsive to the growing and diversified needs of the Thai Cooperative Movement. In this direction some positive efforts were made both by the Cooperative Movement and Ministry of Agriculture and Cooperatives. A Committee was appointed by the Cooperative League of Thailand which went through the provisions of the Act point-by-point in the context of the experience and needs of the Thai Cooperative Movement. The Committee had taken note of the views expressed by a study which was carried out by the ASEAN Cooperative Organisation (ACO). The ICA ROAP had also carried out an Asian regional study on "Facilitation of Effective Cooperative Legislation" and had proposed certain changes to be made in the Cooperative Laws in the Region. The CLT Law Committee had taken note of this study as well. The CLT Law Committee had made a set of proposals and requested the Government to carry out the necessary amendments to the Act.

The Cooperative promotion Department of the Ministry of Agriculture and Cooperatives had also constituted a Committee to consider the needed amendments to the Act. This Committee had also taken note of the ACO study and also the Study carried out by the ICA ROAP on "Facilitation of Effective Cooperative Legislation". The CPD Law Committee had also taken note of the suggestions and proposals made by the CLT Law Committee.

The Ministry of Agriculture and Cooperatives had recently constituted a special Working Group on the subject with the specific purpose of going through the recommendations made by the CLT and CPD Law Committees and evaluate the status of the current Act and the relevance and feasibility of the suggested amendments. The Ministry Working Group has now, more or less, endorsed the suggested amendments. Based on the observations of the National Follow-up Workshop (August 1991) the draft proposals will be formally submitted to the Minister of Agriculture and Cooperatives for his approval and onward submission to the Cabinet for necessary enactment.

The Workshop, taking into account the recommendations of the Cooperative Ministers Conference held in Sydney in 1990 and taking note of the developments in the cooperative legislation field, unanimously *endorsed* the recommendations of the Ministry of Agriculture and Cooperatives Special Working Group, and stressed on the concerned authorities to accelerate the revision of the Cooperative Act as expeditiously as possible. The amendments proposed by the Ministry of Agriculture and Cooperatives Special Working Group are given as follows :

**Section 4 of the Act:** It has been proposed to accept Associate Members in limited liability Cooperatives.

**Section 10:** A National Committee for Cooperative Development with the Minister of Agriculture and Cooperatives as its Chairman has been proposed to be established. Membership of this committee shall consist of the following :-

Permanent Secretary in the Ministry of Agriculture & Cooperatives; Secretary-General of the National Economic and Social Development Board; Secretary-General of the Agricultural Economic Bureau; the Directors-General of Cooperative Promotion Department, Cooperative Audit Department, Agricultural Extension, Fishery and Livestock Departments; Representatives from the Ministry of Finance, Ministry of Interior, Ministry of Education, and the Bank for Agriculture & Agricultural Cooperatives (BAAC). The Director of the Cooperative League of Thailand shall be the member of the Committee. Not more than 12 other members from the Movement shall be nominated by the Minister. Not more than 6 persons of eminence and with expertise in the Cooperative Sector shall also be appointed on the Committee. The Deputy Director-General of the CPD shall be the Secretary of the National Committee.

The main task of the Committee shall be to propose and prepare guidelines for the development of Cooperatives; ensure coordination among government agencies and public enterprises concerned with cooperative development; promote the activities of Cooperatives and Coordination with private Sector etc.

**Section 18:** Limited liability cooperatives can admit "associate members". Associate members do not enjoy the voting rights.

**Section 21:** An amendment has been suggested that Cooperatives can receive savings and fixed deposits from Board members and other cooperatives. Cooperatives should also be allowed to purchase shares or bonds of other federations of Cooperatives. They should also be allowed to purchase shares of any other institutions/organisations that do the business for the benefit of Cooperatives.

**Section 32:** Reserve funds should be allowed to be withdrawn from the accounts to compensate for the loss or to be given to a cooperative in case it is to be sub-divided into several cooperatives.

**Section 33:** Cooperative should be allowed to deposit its money into a Bank/ financial institution or in the Cooperative/ Cooperative federation or be invested in government securities or to buy promissory notes without the prior approval of the Registrar of Cooperative Societies.

**Section 46:** The Registrar or a person authorized by the Registrar shall be empowered to nullify the resolution of the general meeting which is found to be contrary to the Cooperative Act or contrary to the orders of the Registrar.

**Section 78:** The primary cooperatives should be allowed to have representations in the federation in proportion to the size of the primary cooperatives e.g., bigger primaries to have bigger representation at the general meetings of the federation.

*Section 86::* Limited liability cooperatives can be divided into smaller cooperatives if 1/10th of total members, or at least 100 members, request the Board and provided that the general meeting agrees to the proposal. Such a division of the cooperative shall come with effect if the Registrar of Cooperative Societies approves it according to the established norms.

*Section 99:* The scale of distribution of dividend should not appear in the Cooperative Act. It should be deleted from there and may be included in the Regulations.

*Section 103::* In case the liquidation case comes to the court of law, the Public Prosecutor shall assist the liquidator to facilitate the quick settlement of the case.

*Section 108:* The power of the Minister of Agriculture and Cooperatives to appoint the Board of Directors of the CLT should be withdrawn. Instead it should be the representatives of the affiliating cooperatives who should be eligible to become members of the CLT Board. The maximum strength of the Board, shall be 15. All types of cooperatives should be represented on the Board.

*Section 110::* The term of office of the CLT Board shall be three years. One-third of members shall retire every year.

*Section 115::* If any cooperative does not abide by the orders of the Registrar vide Sections 47 and 91, a fine of Baht 1000 shall be imposed or will face imprisonment for not more than 30 days.

## **Cooperative Principles**

Besides the amendments to the Cooperative Act, the Ministry of Agriculture is considering the revision of the byelaws of all types of Cooperatives. It has been agreed in principle that Cooperative Principles should be incorporated in the byelaws.

*(Note: Herein above is given the essence of the proposed amendments. The authentic version is in Thai.)*

## **II. Cooperative Management and Development**

The National Follow-Up Workshop made the following recommendations on the subject of Cooperative Management and Development:

1. The government and cooperative movement accelerate and promote all types of cooperatives in the country so as to cover all professions and a maximum number of people especially the small farmers, artisans, workers, women and youth. The cooperative movement should be made as broad-based as possible to cater to the socio-economic needs of a larger number of people.
2. To promote and develop cooperatives within the decade of the '90s special emphasis should be given on business-orientation of all types of cooperatives and provide them with the needed encouragement and strength so that

they become self-reliant and genuine cooperative institutions serving the needs of the members effectively and efficiently.

3. In order to develop and foster professional management in cooperatives, the government and the movement should arrange intensive training in cooperative management and business administration, as a first priority for Cooperative Managers. Special programmes of development should also be set up and operated for board members, members and government officials. The aim is to professionalize the cooperative enterprise.
4. In order to satisfy the growing financial requirements of all types of cooperatives, it is recommended that a separate financial institution of the Cooperative Movement e.g., a national cooperative bank, be established as soon as possible.
5. In order to strengthen the financial base of the cooperative movement and to invest and retain cooperative funds within the movement itself, it is recommended that a financial institution in the service of the cooperatives e.g., a National Cooperative Insurance Company, be established, in accordance with the current laws of Thailand. The proposed company shares may be held 100% by the Cooperative Movement itself.

The workshop notes with appreciation that a spadework on this project has been done and initial clearance from the Ministry of Commerce has been received. The feasibility study carried out by the Ministry of Commerce has since given a positive report on the proposal. The proposal may now be pursued vigorously.

6. With a view to improve and streamline the working relationship between the Board and the Manager of a Cooperative, it is recommended that clear areas of responsibilities be precisely laid down for the Board and the Manager. Such a step will help to remove misunderstanding, irritations and indecision (e.g., shifting of responsibilities) and promote better business results for the cooperative.
7. In order to enhance the business operational capabilities of a cooperative, it is recommended that greater business decision-making responsibilities be delegated to the manager of a cooperative society.
8. With a view to maintain and retain the loyalty of competent, skilled and efficient employees, it is recommended that a system of good working conditions, incentives, and motivations, based on performance appraisals, be developed and implemented. Since the board members are also involved in the business operations of cooperatives, it is recommended that the board members receive adequate remunerations in the form of salaries or bonus or commissions on the basis of business transacted by their cooperatives.
9. With a view to ensure an active and meaningful participation of members in the organizational and business operations of a cooperative, the cooperative leadership should draw up a system of strong and active communication with members through e.g., information, personal contacts, education,

consultation with members on services needed, participation in community services etc.

10. The National Workshop endorses the views of the Sydney Conference on strengthening of cooperative values by building up self-reliant Cooperative Movement of Thailand. The Workshop agrees to work on this aspect on a priority basis during the '90s.

### **III. General Recommendations**

The National Workshop made the following recommendations of general nature:

1. In the service of cooperatives and cooperative members, the Workshop recommends to develop collaborative strategies on cooperative trading activities between the cooperatives on one hand and between the cooperatives and the private sector on the other.
2. Keeping in View the dangers faced by mankind due to pollution, deforestation and disturbances in ecological balances, the Workshop strongly recommends that the government, cooperatives and cooperative members participate actively in all activities relating to Environment Protection. Special emphasis be laid on suitable sustainable cooperative development programmes on deforestation, regeneration of natural resources and pollution controls. The Workshop takes note of the initiatives taken in this sector by the ICA ROAP and the Canadian Cooperative Association. The Workshop agrees to support the ICA ROAP Asian Regional study on the subject.
3. The Workshop agreed to undertake a periodic review of its recommendations and of the Cooperative Ministers' Conference recommendations, at least once a year.
4. The Workshop stresses on the importance of developing a positive and open collaborative and understanding attitude between the Government and the movement on removal of unnecessary irritants thereby facilitating a faster development of cooperative activities in the country.
5. The Workshop noted that the next regional Consultation shall take place in Manila, Philippines, November 20-22, 1991; the Ministers' Conference in Jakarta, Indonesia, February 1992; and the ICA Congress in Tokyo, Japan in October 1992.

## **Review of Recommendations made by the Cooperative Ministers' Conference, Sydney, 1990**

A review of the recommendations of the Cooperative Ministers' Conference held in Sydney, 1990, was made by the Workshop point-by-point. Action taken or initiated on the recommendations by the Government of Thailand and the Cooperative League of Thailand was enumerated as stated below.

*(Note: Serial numbers given here correspond to the serial numbers of the Sydney Conference recommendations as are printed in the final report of the Sydney Conference.)*

### **Role of the Government**

1. Agreed
2. Agreed
- 3.1 The draft of the new National Constitution is currently under consideration in the National Assembly. The CPD will persuade and encourage the Ministry of Agriculture and Cooperatives to incorporate the role and importance of cooperatives in the new Constitution.
- 3.2 An amendment of the Cooperative Societies' Act of 1968 has been proposed. A National Cooperative Development Committee has been proposed to be established. The Committee will consist of representatives from the government as well as cooperative movement and experts. This Committee will be a policy-making body at the national level.
- 3.3 Currently under process of amendments of Law, bylaws, regulations, education and training activities etc.
- 3.4 Being done. Financial support in terms of soft loan to cooperatives, education and training programmes for managers, staff, boards, and cooperative members.
- 3.5 An amendment of the Cooperative Law has been proposed.
- 3.6 De-officialisation is under implementation. Government officials have to reduce their roles in the management and administration of cooperatives to the most minimum level (only when it is necessary or requested by cooperatives). Government officials role will be confined only to supervision and consultation.
- 3.7 Being done. Soft loan from Cooperative Promotion Fund to cooperatives for land improvements and building up infrastructural facilities.
- 3.8 This has been done by Cooperative Promotion Department (CPD) in the Special Project for Strengthening Agriculture Cooperative Management. Financial subsidy has been made to some 800 Agricultural Cooperatives so that they are able to employ qualified managers and staff. 100%



so that they are able to employ qualified managers and staff. 100% subsidies will be provided for the first year, 75% for the second year, 50% for the third year and 25% in the fourth year. After 4 years, no more subsidies will be provided and the cooperatives have to pay for the managers by themselves.

- 3.9 The Cooperative Audit Department is now taking the first step to transfer the audit function to the cooperatives. A proposal has been made to the Registrar that cooperatives can use external auditors where they are able to pay for the auditing fee. This should be done first in the case of strong cooperatives,
- 3.10 Now being done in all education and training programmes.
- 3.11 Now being done by an yearly contest. Most outstanding cooperatives of every type during the year is awarded prizes and officially recognized.
- 3.12 Now being done by encouraging cooperatives to trade among themselves.
- 3.13 Now being done in education and training programmes for members.
- 3.14 Being done.
- 3.15 Now being done
- 3.16 Being done in terms of soft loans to cooperatives (mostly agricultural cooperatives)
- 3.17 Now being done. Not to a great extent but only on some occasions.
- 3.18 Now being done but not to a great extent.
- 3.19 Done
- 3.20 Cannot be done according to the present Law. The Act needs to be amended.
- 3.21 Now being done. No secondment of government officers to the management of cooperatives is done.
- 3.22 Done
- 3.23 Cannot ensure that such competition be avoided.
4. A Study is currently going on.
5. Now being done.
6. Now being done
7. Such orientation programmes are almost impossible in the Thai society. However, briefings about cooperative roles and importance to the policy-makers could be made on suitable occasions.

### **Roles of National Cooperative Organisations**

- 8.1 Now being done occasionally by CLT and other National Federations.
- 8.2 Now being done by CLT and other National Federations.
- 8.3 Now being done by CLT but not to a great extent.

- 8.4 Now being done by CLT but not to a great extent.
- 8.5 Supervision and guidance to members is being provided by CLT and other National Federations. Internal auditing is being done unofficially by the National Federation of Credit Unions for some of its members.
- 8.6 Now being done through cooperative education and training programmes.
- 8.7 Some innovative approaches like use of computers for cooperative business, and use of credit cards are being done by National Federation of Thrift and Credit Cooperatives.
- 8.8 Cannot be done in Thai society.
- 8.9 CLT has started this programme beginning last year (1990).
- 8.10 CLT is now trying to do so.
- 8.11 CLT is now trying to do so.
- 8.12 CLT is now studying this matter further.
- 8.13 CLT is now trying to do so.
- 8.10 Now being done in CLT.

## **Role of the Government in the Promotion of Cooperative Movement in Thailand: Programmes and activities of the Cooperative Promotion Department of the Ministry of Agriculture and Cooperatives.\***

### **1. Duties and Responsibilities of CPD**

The following are, in brief, the duties and responsibilities of the Cooperative Promotion Department.

- To promote and disseminate cooperative ideology, principles and practices as well as providing information to the general public;
- To conduct research and studies concerning cooperatives including providing cooperative training and educational opportunities;
- To assist and coordinate with other government agencies in order to give financial support, infrastructure and services necessary for the development of cooperatives so as to make them self-reliant organisations;
- To promote and assist in the establishment of management structure in cooperatives;
- To provide credit facilities to the people through cooperatives;
- To supervise the operations of cooperatives so that the operations are carried out in accordance with the law, regulations, bylaws and orders of the Cooperative Registrar;
- To act on any matters authorized by the Ministry of Agriculture and Cooperatives in the interest of the Cooperative Movement.

### **Roles in Cooperative Promotion**

The government is trying to promote the organisation of cooperatives among people of various occupations with the main objectives :

- to establish people's organizations which are owned and controlled by the people;
- to use cooperatives as the organisations for the improvement of occupations and quality of life of the people;
- to enhance and perpetuate peace and social justice in the Thai society.

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\* Paper presented by Mrs. Wannee Ratanawaraha, Director of the Technical Division of the Cooperative Promotion Department (CPD) of the Ministry of Agriculture and Cooperatives, Thailand

The cooperatives which are organized will operate along the universally-accepted Cooperative Principles and practices based on the idea of self-help and mutual help. Operations and business activities of the cooperatives are not aimed at making profits for the benefit of any specific persons, but for the members who have problems in their occupations.

The main tasks of CPD, as the government agency, are to promote the organisation and development of cooperatives for the people both within and outside the agricultural sector. Cooperatives operating in all sectors are encouraged and supported. The CPD also strives to create conducive climate and infrastructure so that cooperatives are able to work together with the government in implementing national development plans without losing their autonomy and characteristic. In doing so the cooperative principles are duly protected and cooperative values are enhanced.

### **Land Allocation**

Land is the most important factor for e.g. production. In the past the Ministry of National Development was responsible for the government policy of allocating land to the poor and landless farmers through the land settlement cooperatives. Government waste land or reserved land is allocated to farmers in accordance with the Settlement Degree. After the settlement, the members who fulfil all the conditions set by the law and bylaws, will be eligible to get the land titles.

When the CPD was established after the merger of the Ministry of National Development with the Ministry of Agriculture and Cooperatives in 1972, the responsibilities of the Ministry of National Development were transferred to CPD. Now the CPD is allocating the land to the farmers in accordance with the laws concerned and the Cabinet Resolutions through the Land Settlement Cooperatives, Land Hire Purchase Cooperatives and Land Tenant Cooperatives.

For the urban communities, the CPD also organized Housing Cooperatives for the urban people who have problems and are in need of living places. By this practice poor and low-income urban people are able to acquire their own land and houses through cooperative principles and practices of self-help and mutual help. Housing Cooperatives or House Building Cooperatives are encouraged.

### **The Promotion and Building of Economic Infrastructure**

The CPD has built up, maintained, acquired economic infrastructure for the benefit of cooperative members in the form of roads, bridges, water resources, small irrigation dams, and others through its ten (10) Engineering Centres in the rural areas.

### **Human Resource Development**

The CPD realizes the importance of human resource development with the Movement. Education and training programmes are organized for cooperative

members, board of directors, cooperative staff as well as government officials. Besides the Cooperative Training Center in Bangkok, there are 10 regional training centres to conduct such education and training programmes. The CPD also coordinates its work with the CLT. The main aim of education and training programmes is to provide basic information on cooperative principles and practices, improving the skills of cooperative employees and to enhance professionalisation of the movement so that cooperatives are able to carry out their business activities efficiently and in accordance with cooperative practices. The following tables give an idea of the HRD activities of the CPD.

**Table A : Human Resource Development Activities carried out by the Government for the Cooperative Movement during 1989-1991**

<i>Target Group</i>	<i>1989</i>	<i>1990</i>	<i>1991</i>
Cooperative Members	84,729	85,405	80,000
Cooperative Leaders	12,662	8,739	10,000
Board Members	4,426	4,136	3,000
Government Officials	1,157	1,955	1,622

**Table B : Human Resource Development Programmes carried out within the Cooperative Movement of Thailand jointly by the Government and the CLT during 1989-1991**

Target Group	1989	1990	1991
Cooperative Members			102
Cooperative Staff	642	372	307
Board Members of all types of Cooperatives	458	618	337
Total Number of programmes	1,100	990	746
Budget (Baht)	1.55 m	1.36 m	.48 m

## **The Promotion of Cooperative Business**

At the early stage of operation of the cooperatives, in the country most of the cooperatives were single-purpose cooperatives. The CPD has encouraged these cooperatives to merge together to form large-scale multipurpose cooperatives. It has been seen that after the merger the membership of multipurpose cooperatives has increased as well as the number of cooperatives and their volume of business.

The CPD also has a policy to support the linkage of business and services of cooperatives for better services and bringing more benefits to the members. Coordination and cooperation among cooperatives and between cooperatives and private enterprises is also encouraged. Cooperatives are encouraged to become economically-viable, compete with others in the open market and provide increasing services to the members.

## **Social Development**

The CPD also promotes and encourages cooperatives to assist their members in the improvement of their standard of living. Social projects such as Lunch Project for School Children, Bananas as Supplementary Food Project, Cremation Welfare Project etc. are now in operation in many areas. Also projects for the promotion of occupations and involvement of women and youth in cooperatives are now being expanded to cover wider areas of the country. Special attention is paid to develop programmes which provide additional employment opportunities, skills development and income-generation.

## **Occupation Promotion**

The CPD in coordination and cooperation with various agencies is promoting and supervising cooperative members, especially in agricultural sector, to use appropriate technologies for production, i.e., the use of fertilizer, manure, seeds, farm machineries to increase yields, farm planning, farm management, integrated agriculture practices as well as sideline occupations to increase income of members through projects such as fish culture, feed mixing plants, ice plants etc.

## **2. The Result of Development**

### **Increase in Number of Cooperatives and Cooperative Members**

At present there are 3,299 cooperatives with total individual members of 3,322,063 families (as of July 31, 1991) which can be divided as follows :-

- Cooperatives in Agricultural Sector, which consists of Agricultural Cooperatives, Fisheries Cooperatives and Land Settlement Cooperatives are 1,685 societies with a total membership of 1,117,807 families.
- Non-Agricultural Cooperatives, consist of Thrift and Credit Cooperatives; Consumer Cooperatives, and Service Cooperatives, with total number of 1,614 societies with a total membership of 2,204,256 families.

## **Volume of Business and Services**

The total volume of business, including credit, members' deposits, purchasing of farm supplies and consumers' goods, marketing of members' products and services provided to members amounted to 69,669 million Baht. This figure demonstrates that cooperatives provide benefits to members both in occupation and living in term of reducing the cost of purchasing and family expenses, increasing the price of members' products and other benefits in terms of dividend on shares and patronage refunds as well as other services.

## **Roles in Economic and Financial Aspects of Cooperatives**

During the past decade all cooperatives could operate to render effective services to more than 3 million members. General people began to see and recognize the roles and importance of cooperatives as the organisations for self-help and mutual help. More and more people are now making request to the government to help them in organizing cooperatives for them. The number of members of cooperatives has also increased each year.

The operation of cooperatives in Thailand can be said to be satisfactory. During the period of the end of the fourth National Development Plan to the end of the sixth National Development Plan, the cooperative operational capital had increased from 13,953 million Baht to 57,294 million Baht or three times as much. Within this amount, 36,564 million Baht or 64% were cooperatives' own funds. The volume of business and services also increased during the same period from 13,990 million Baht to 69,669 million Baht or four-folds.

The facts mentioned above are good indicators to show that an increasing number of people are trying to solve their economic problems through cooperatives thereby increasing their standards of living. Cooperatives are peoples' organisations. These are the self-help groups enjoying a legal entity and which have also enjoyed the patronage of the government. The Government is aware of the fact that cooperatives are democratic, voluntary and socio-economic institutions and hence it is ensured that these basic principles are respected and further enriched.

## **3. Coordination Activities with the Movement**

- The CPD and other departments in the Ministry of Agriculture and Cooperatives participate in and support the activities of various organisations at various levels in the Movement.
- The CPD interacts closely with the Cooperative League of Thailand and participates in all types of promotional, advisory and consultative programmes carried out in the country. The CLT is supported by expertise consultation and information from the CPD and other departments.
- The auditing of cooperatives is done by the Cooperative Auditing Department of the Ministry. However, efforts are now being made to deofficialise and decentralize their function in accordance with the wishes of the investment.

**The CPD jointly organizes training and education programmes for cooperative leaders, members and government officials together with the Cooperative League of Thailand.**

**In several cases proposals on cooperative matters are framed jointly by the CPD and the CLT e.g., amendments to the Cooperative Law etc.**

**The CPD collaborates with the CLT and other cooperative federations at national and international for a e.g., Cooperative Ministers' Conference etc.**



**COUNTRY PAPER**  
**Present Situation of the Cooperative Movement**  
**in Thailand\***

**Introduction**

It has been accepted that Cooperatives, as a system of social and economic development, can help solve some of the problems of a developing country. Although the Cooperative Movement was introduced in Thailand some 73 years ago yet its visibility, utility and potentials has not yet been realized. The Cooperative Movement right from its inception has enjoyed the patronage of the State. In recent years some significant developments have taken place in the Movement. It has increasingly made its existence felt due to its acceptability by the rural communities and the working people in the urban areas. There has been an increase in the number of cooperatives, cooperative membership and the volume of business in all type of cooperatives in Thailand.

**Present Situation**

The Cooperatives in Thailand are vertically organized at three levels; primary societies at the local level, secondary societies at provincial level and the apex societies at the national level. The primary agricultural cooperative society consists of individual farmers, divided into various groups of a village or tambol level for training purpose, business activities or determination of proposals for forwarding to the board of directors.

Three or more primaries can together form a secondary federation at provincial level. These secondary federations undertake joint activities on behalf of their primary affiliates including processing of agricultural produce.

There are 6 types of cooperatives that have been registered under the Cooperative Societies Act of BE 2511 (1968). The details are given below:-

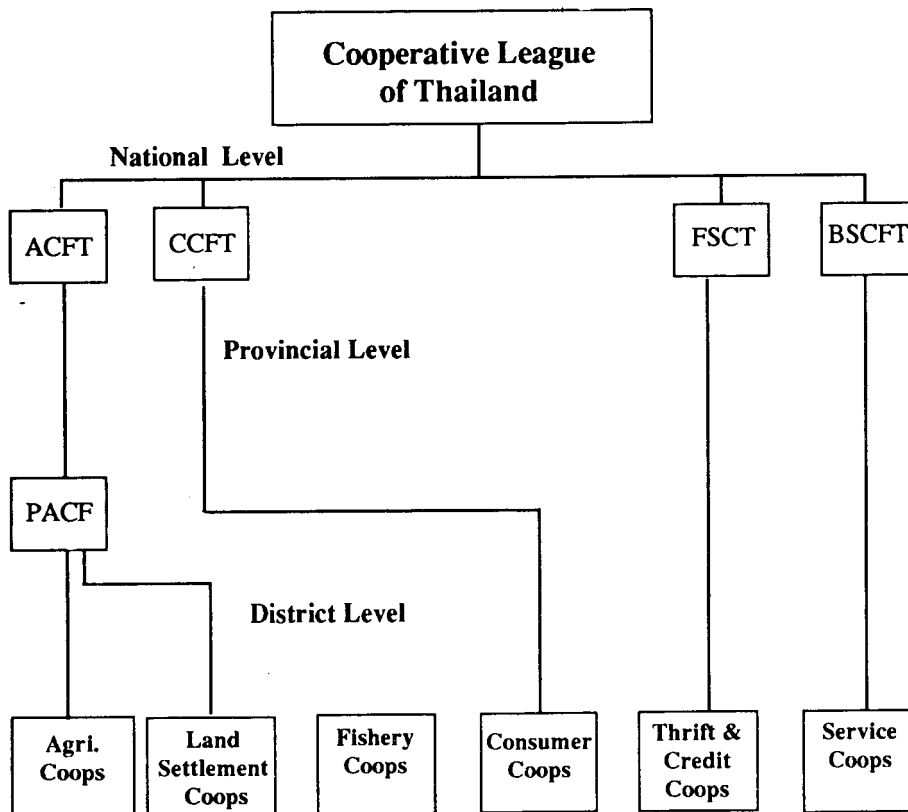
**Types and Membership of Cooperatives in Thailand**  
**as at the end of 1990**

No.	Types	No. of Coops	Cooperative Membership
1.	Agricultural Cooperatives	1,464	1,007,634
2.	Land Settlement Coops	94	95,604
3.	Fishery Cooperatives	26	6,236
4.	Thrift & Credit Coops	858	1,349,449
5.	Consumer Cooperatives	419	713,236
6.	Service Cooperatives	302	86,913
	Total	3,163	3,309,075

\* Paper presented by Anan Chamnankit, Chairman of Cooperative League of Thailand

The primary cooperatives federate in their respective federations at the provincial and national level. In addition to the number of cooperatives mentioned above, there are 11 national level cooperative federations. These are: Thrift and Credit Cooperatives Federation; Consumer Cooperatives Federation; Credit Union League of Thailand; Service Cooperatives' Federation; Sugarcane Growers' Cooperatives Federation; Swine Raising Cooperatives Federation; Dairy Cooperatives Federations; Military Cooperatives Federation; Vocational Schools Consumer Cooperatives Federation; and the Onion Growers' Cooperatives Federation. All the federations are affiliated to the Cooperative League of Thailand (CLT) which was established in 1968 as a national apex organisation of the Cooperative Movement of Thailand. The national federations have a membership of 991 cooperative societies, 74 provincial level cooperatives as in 1991. A structure of the movement is given below:-

### Structure of Cooperative Movement in Thailand



- ACFT - Agricultural Cooperative of Thailand Ltd.
- CCFT - Consumer Cooperative Federation of Thailand Ltd.
- FSCT - Federation of Saving & Credit Cooperative of Thailand Ltd.
- BSCFT - Bus Service Cooperative Federation of Thailand Ltd.
- PACF - Provincial Agricultural Cooperative of Thailand Ltd.

## **Performance of Cooperatives**

A majority of cooperatives in Thailand, some 2,725 are engaged in business. Other cooperative are either promotional or representative. Over the recent past cooperatives are diversifying their economic activities in order to provide additional services to their members and to compete in the open market. Some of the relevant statistics are summarized below:-

### *1. Business Volume*

- In 1990 the deposits received by cooperatives from the members was 12,925 million Baht (7,623 million as savings deposit and 5,305 million as fixed deposits). Over the year 1989 the increase in deposits was almost 20%.
- During the year 1990, cooperatives granted a variety of loans to their members. It was 47,992 million Baht (short-term 4,412 million; medium term 2,592 million, long-term 42.39 million, emergency loan 5,164 million; ordinary loan 33,425 million ; and extra ordinary 2,416 million). The amount of loans granted to cooperatives during 1990 was almost 24% over the year 1989.
- The Cooperatives supplied goods to the members worth 5,558 million in 1990 - an increase of 18% over that of the year 1989.
- Produce worth 2938 million was collected in the year 1990 by the cooperatives from their members. This was 18% more than that was collected in the year 1989.
- Agricultural extension and other services worth 252 million was provided to the members during 1990.

### *2. Results of Business Operations*

Based on the audit reports of 2,608 cooperatives, it was found that 2,260 cooperatives had made a profit of Baht 4298 million while 347 cooperatives had suffered losses to the tune of 52.30 million. It can be stated that the profit increased by 23.56% while the losses decreased by 0.89%.

### *3. Financial Status of Cooperatives*

Based on the results of the audit of 2,725 cooperatives at the end of the last year, the following figures are of special interest:

- Assets:** The assets of Cooperatives increased in 1990 by 24.54% over those of the year 1989.
- Liabilities:** In 1990 the cooperatives in Thailand had liabilities of 20,790 million. There was an increase of 26% over those of 1989. Total liabilities were 36.18% of the working capital.
- Own Funds:** Cooperatives own funds were reported to be 36,364 million Baht or 63.84% of the working capital in 1990, over those of 1989. It was an increase of 24% in own funds.

**Turnover:** The overall turnover of cooperatives increased by 24.42 % in 1990 over that of the previous year.

**Working :** There was an increase of 11,288 million Baht or 25% in the working

**Capital** capital of cooperatives in 1990 over that of the previous year

The table below indicates the progress of cooperatives (all the six types) during the periods covered by the National Development Plans 4-6.

**Progress of Six Types of Cooperatives during the period of National Development Plans 4-6 ( As on July 31, 1991)**

<i>Particulars</i>	<i>At the end of 4th Plan 1976-1981</i>	<i>Base %</i>	<i>At the end of 5th Plan 1981-1986</i>	<i>Increase %</i>	<i>At the end of 6th plan 1986-1991</i>	<i>Increase %</i>
No. of Coops	1,679	100	2,331	138.83	3,299	196.49
No. of Mbr families	1,672,694	100	2,417,980	144.56	3,322,063	198.60
Operating Capital (Mill)	13,953.89	100	26,876.64	192.61	57,294.14	410.60
Volume of Business (Mill)	13,990.54	100	29,659.00	211.99	69,669.74	497.98

*The six types are: 1. Agricultural Cooperatives; 2. Land Settlement Cooperatives; 3. Fishery Cooperatives; 4. Thrift & Credit Cooperatives; 5. Consumer Cooperatives; and 6. Service Cooperatives.*

### **Promotion of Cooperatives**

A summary of development measures undertaken by the government and other cooperative agencies is given below. The measures are primarily aimed at strengthening the cooperative structure, making cooperatives as self-reliant, genuine institutions as possible of the people and sustaining the growth in a planned manner.

1. The Cooperative Promotion Department (CPD) of the Ministry of Agriculture and Cooperatives, has been trying to promote the establishment and organisation of cooperatives among the people of various sectors to meet with their needs. Special efforts are made to set up single purpose cooperatives e.g., dairy cooperatives in order to ensure that the government programmes of promoting nutrition among the people are enhanced and supported. Such cooperatives have been meeting the market demands successfully thus generating benefits to the members of such cooperatives.

2. Timely audit of cooperatives is also an important component of the movement. In order that the audit of all cooperatives is done in time and well, the Cooperative Audit Department has completed its plan for setting up its own provincial audit offices. The CAD besides providing audit services, conducts training programmes in financial management and book-keeping for the benefit of the employees of cooperatives.
3. The Bank for Agriculture and Agricultural Cooperatives (BAAC) has started its plan to give loans to the farmers only through the farmer institutions. In order to facilitate credit to farmers, the BAAC plans setting up of multipurpose cooperatives and by September 1991 the BAAC plans to set up 64 provincial multipurpose cooperatives. The measure is to ensure proper loan supervision and consolidation of farmers' cooperative institutions.
4. The Cooperative League of Thailand is the national apex of the Cooperative Movement. It is engaged in a variety of promotional, advisory and educational programmes in the service of its affiliates. In order to provide timely and efficient services to its constituents, the CLT has decided to expand its network by setting up its provincial branch offices. The CLT has also prepared its perspective plan of development (1991-1996) under which it is proposed not only to streamline its services but also to strengthen its operational and financial bases.

### **Cooperative Education and Training**

Due to its special characteristic of cooperative enterprise, the business of cooperatives is carried out on the principles of self-help and mutual help. The main aim has been providing the needed services to the members. It has been however, a sad situation that professionalisation of cooperative business has not taken place. The education of members, training and development of staff and board members has not received adequate attention. There is, therefore, a strong need to vigorously pursue the education and training programmes for cooperatives with special emphasis on cooperative management, business administration, cooperative principles and practices. In recognition of these needs, the CLT has been providing a variety of education, training and extension services to its affiliates. These programmes are aimed at the general membership, Board/Committee members, cooperative employees and the general public. These are carried out through short-term member education courses, sponsoring for staff for training, offering and making use of external and internal training scholarships and opportunities.

During the year 1991 the CLT has planned to undertake an intensive programme of education and training for all types of cooperatives. It is planned to organize 39 such training programmes to be attended by 4,080 participants at a cost of 7.6 million Baht. The details are given below:-

**CLT Training and Education Programmes  
to be carried out During 1991**

<i>Types of Cooperatives</i>	<i>No. of Programmes</i>	<i>No of Participants</i>
1. Agriculture Cooperatives	7	946
2. Land Settlement Cooperatives	1	100
3. Fishery Cooperatives	1	44
4. Agri. Land Settlement and Fishery Cooperatives	2	335
5. Thrift & Credit Cooperatives	13	1,680
6. Consumer Cooperatives	6	300
7. Service Cooperatives	6	545
8. Institutional	3	130
<b>Total</b>	<b>39</b>	<b>4,080</b>
<b>Budget</b>	<b>Baht 7,626,950</b>	

Besides, the CLT in collaboration with local cooperatives has conducted training programmes for supplement occupation to meet the needs of each type of cooperatives. These training programmes included training programme for women and youth in cooperatives in order to educate them to work together on mutual basis and to promote the involvement of women and youth to participate in cooperative activities. In 1991, the CLT conducted training programmes for women in agricultural cooperative in 4 regions ( @ 1 session @ 30 trainees) in order to train them on various income-generating activities, health, housing, handicraft and sewing. The CLT has also conducted training programmes for youth in agricultural land settlement and fishery cooperatives for 4 regions (@ 1 session @ 30 trainees) in order to train them on cooperative principles, agriculture, sewing, health and sports.

**Relationship Promotion in Cooperative Movement**

The gathering of members in primary cooperatives is usually very difficult. The main problem is the lack of communication between them and the cooperatives. The CLT, as an apex organisation of cooperatives, has recognized the importance of relationship between all level of cooperatives. In 1991, CLT has planned to visit cooperatives throughout the country. The objective of this plan is to coordinate between cooperative movement to communicate between CLT and cooperative members, to exchange information and needs of cooperatives and members.

The CLT has also launched a programme for selection of outstanding agricultural cooperative managers for awards in order to boost the moral of staff of cooperatives. The managers will be cited as successful manager because of their productive performance.

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## **The Promotion of Business Activities in Cooperatives**

In 1990, the CLT in collaboration with the Thailand Innovative Administrative Consultancy Institute has conducted the seminar workshop on " the Business Activities in Cooperatives ". The objective was to encourage the cooperatives which were willing to join together to undertake trading activities, exchange their experiences and information and benefit from each other.

## **The Cooperative League of Thailand**

The Cooperative League of Thailand is the national apex organisation of the Cooperative Movement of Thailand. It is a non-governmental nationwide organisation representing the Movement at national and international forum. Established in 1968, the CLT is a member-organisation of the International Cooperative Alliance (ICA).

The main tasks of the CLT are as follows:

1. To enhance the progress and stability of its member societies through training programmes and educational activities;
2. To act as the representative of the cooperative movement and as a link between the movement and the government as well as national and international organisations with similar objectives and activities;
3. CLT Training and Education Programmes to be carried out During 1991 To organize and conduct courses, seminars, conferences, surveys and research for purpose of cooperative education and dissemination; and
4. To bring out publications on cooperation and allied subjects.

## **Some Problems Relating to Cooperative Management in Thailand\***

*(Note: This paper is intended only to highlight cooperative management-related problems with a view to generate discussion at the National Follow-up Workshop)*

A Cooperative institution is a special form of enterprise which has different characteristics from other enterprises. It is an organisation which is voluntarily established by the members. All members are owners of their cooperative. Members are empowered to administer and manage their cooperative. In practice, they do so through their representatives in the form of board of directors. The business activities of the cooperatives are intended for the benefit of members rather than outsiders. It can be said that the cooperative "belongs to the member, managed by the members and operated for the members".

There are so many factors which are responsible for the success or failure of the cooperative. The main factors of failure, which are often found, are ineffective or in-efficient administration, mis-management, lack of understanding in cooperative ideas, principles and practices of members due to which they have less participation in the cooperative activities and business. Interference from outside is also one of the main factors.

The history of cooperative movement in Thailand began with the government initiative and support in various ways. Organizing of cooperative in the past could not be done without government support no matter what type of cooperative it was. Though the initiation and support from the government is good thing that enable the cooperative to be organized and developed so as to render better services to meet the demands of the members, the support from the government may have a negative effect on the operation and development of the cooperative if such an initiative and support is based on certain preconditions. Excessive support also leads to excessive dependence thus killing the very objective of organizing people's organisations on the voluntary basis. The government tends to take control of the institution and the cooperatives loses all its freedom and character in the long run.

For more than 70 years the government has played an important role in the development and management of the cooperative movement. The government has enacted and amended the cooperative laws, registered and dissolved cooperatives, making by-laws, rules and regulations for the administration and management of cooperatives, provided financial support, education and training programs etc.

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\* Paper presented by Mr. Narong Marukatut, Director of the Cooperative League of Thailand.



We cannot deny the importance of the roles of the government but we can see that these roles also created some negative effects on the cooperative movement such as:-

1. The creation of misunderstanding among the general public, some government officials and cooperative members that the cooperatives are the government organisations or agencies. This still can be often found. Misunderstanding of the general people may not have much effect on the cooperatives but misunderstanding of the government officials and cooperative members always brings about conflicts within the cooperative, especially when the government officials interfere in the administration and management of cooperatives. It is thus essential that the characteristics of cooperatives are clearly understood by government officials and government leaders.
2. Since cooperatives and cooperative members are used to the luxury of government support, especially financial support, they tend to be inactive in developing themselves along the cooperative principles and practices. Many of them do not see the importance of self-reliance. Only self-reliant and self-sustaining cooperative institutions can be the genuine cooperatives. Dependency on government support weakens the whole structure and these institutions become ineffective.
3. Member participation in the cooperative operation and business is low. Thus the cooperatives cannot grow and develop fast. Participation is enhanced only when the cooperatives are able to respond to the needs of their members. Participation means taking part in the organizational and business functions of cooperatives.
4. Since the general public get used to the feeling and thinking that cooperatives are government organisations, it is true in the sense that very often cooperative development policies, plans, programmes or projects are set by the government without or with little consultation with the movement. In many cases, it has been found out that such policies, plans or projects set by the government unilaterally create a lot of problems for the cooperative or are not accepted by the cooperatives. The available mechanism of consultation either has been weak or has not at all been used by the government. The usefulness of the national apex organisation should be fully utilized by the policy-makers before deciding on policies for the cooperative sector.

Within the cooperative movement, there have been many studies about the failure of cooperatives. The results of such studies are similar. The main causes of failure are:-

1. Lack of understanding and knowledge of cooperative principles and practices among cooperative members and board of directors.
2. Lack of qualified personnel or professionals to work in the cooperative.
3. Inadequate fund for operations and business.

4. Law, rules, regulations and orders set by the government are not appropriate for the operation of the cooperatives.
5. Lack of member participation in the cooperative organizational structure and business.
6. Cooperatives cannot compete effectively with the private enterprises.
7. Cooperative staffs cannot be promoted or transferred among cooperatives since each cooperative is independent and has its own legal entity.
8. The roles and importance of cooperatives in the economic system and society are not widely recognized. The cooperative image is not good for the public, decision-makers and government.
9. High level organisations of cooperatives, CLT, National Federations, Provincial Federation are not strong enough to render effective and adequate services to meet the demands of their members since these organisations also have their own internal and financial problems.

It can be concluded that there are many problems in the management of cooperative. Some of the problems can be solved by the cooperatives themselves in a short period but some problems require a long time to solve and need support, coordination and cooperation from other cooperatives, other organisations and the government. All problems can be solved easily if there is a will and a proper climate. Therefore, it is necessary that the cooperatives and the government as well as concerned organisations and people should join hands in solving these problems by setting up clear policies, plans, programmes and projects for the development of cooperatives along the cooperative principles and practices so as to enable the cooperatives to achieve the ultimate goal of self-reliance. A systematic consultative mechanism need to be developed, operated and relied upon so that cooperatives receive well-intentioned support, guidance, financial assistance, legal base and logistic support from the government and their counterparts. The goodwill of an institution is of great value. Our joint efforts should aim at creating such cooperative institutions which effectively respond to the needs of the members and constitute in improving the quality of life and support democratic traditions and also participate fully in national development plans.

Adherence to universally accepted Principles of Cooperation, belief in Cooperative Values ethics and philosophy and acceptance and implementation of principles and practices of professional management of cooperatives can help enhance the goodwill of these voluntary institutions in the eyes of the members and general public. All development programmes of the government and of the movement need therefore to be reviewed and improved. Cooperatives are economic institutions and they have to be operated and developed professionally to be viable, competitive and useful to the member-owners.

## **Programme**

### **August 26, 1991, Monday**

- 0830 : Registration
- 0900 - 0930 : Inauguration by Director-General, Cooperative Promotion Department, Thailand
- 0930 - 1030 : ICA Background Paper
- 1030 - 1045 : Coffee Break
- 1045 - 1200 : Country Papers (1) Government (2) Movement
- 1200 - 1300 : Lunch
- 1300 - 1430 : Review of Recommendations of Sydney Conference
- 1430 - 1445 : Coffee Break
- 1445 - 1630 : Review (Contd.)

### **August 27, 1991, Tuesday**

- 0900 - 1030 : Group formation, allocations of subjects and briefing on working methods
- 1030 - 1045 : Break
- 1045 - 1200 : Group Discussions
- 1200 - 1300 : Group Discussions (contd)
- 1300 - 1430 : Group Discussions (contd)
- 1430 - 1445 : Break
- 1445 - 1630 : Preparation of Group Reports.

### **August 28, 1991, Wednesday**

- 0900 - 1030 : Presentation of Group Reports to the Plenary Session
- 1030 - 1045 : Coffee Break
- 1045 - 1200 : Adoption of Group Reports and Report of the National Workshop.
- 1200 - 1300 : Concluding Session

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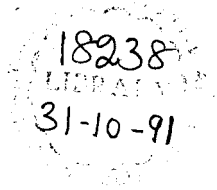
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### **The Cooperative Symbol of Thailand**

The bold twists of the rope represent strength, unity of purpose, affinity and togetherness; the ladderised steps on the rope represent opportunities of growth; the circle itself is the binding force and also represents dynamism; the circle around the rope is in rainbow colours which stand for Cooperative Principles and the hues of the ICA Cooperative Flag - a member of the world cooperative family; the ends of the rope represent the variety in cooperative activity. These are some of the salient features of the new Cooperative Symbol of the Thai Cooperative Movement.

The symbol is the product of a national contest launched by the Cooperative League of Thailand in December 1989. The symbol was formally commissioned for use nationally on 26th February 1990.

**The International Cooperative Alliance** is one of the oldest non- governmental international organisations. It is a worldwide confederation of cooperative organisations of all types. Founded in London on 18th August 1895, the ICA has affiliates in 77 countries with 195 national and ten international level cooperative organisations as members serving over 648 million individual members at the primary level. The ICA is the only international organisation entirely and exclusively dedicated to the promotion of Cooperation in all parts of the world. The ICA holds Consultative Status of Category-I in the United Nations Economic and Social Council (UN/ECOSOC).

Besides the head office in Geneva, Switzerland, there are four regional offices viz. the Regional Office for Asia and the Pacific in New Delhi, India (established in 1960); the Regional Office for East, Central and Southern Africa at Moshi, Tanzania (established in 1968); the Regional Office for West Africa at Abidjan, Ivory Coast (established in 1979) and the Regional Office for Central America and the Caribbeans at San Jose, Costa Rica (established in 1989).

The ICA Regional Office for Asia and the Pacific (ICA ROAP) serves 54 national level organisations from 19 countries, representing nearly 440 million individual cooperators. These countries are : Afghanistan, Australia, Bangladesh, China, Fiji, India, Indonesia, Iran, Japan, Democratic Republic of Korea, Republic of Korea, Malaysia, Pakistan, Philippines, Singapore, Sri Lanka, Thailand, USSR and Vietnam.

Main activities of the ROAP include coordination of cooperative development efforts within the region and promotion of exchanges and experiences; project identification, formulation and evaluation; promotion of establishment and development of national cooperative apex organisations; and organisation of seminars and conferences on specific subjects including support for programmes aiming at the involvement of women and youth in cooperative activities.

Finances are derived from member subscriptions, own funds and assistance from donors for various activities carried out by the IC

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