

ICA-AP ACTIVITIES' MAPPING

ICA-JAPAN Training Course on "Fostering and Improving Management of Agricultural Co-operatives



At the successful conclusion of the training.

The ICA-AP regional office is implementing a Capacity Building project for the development of cooperatives with support of the Ministry of Agriculture, Forestry and Fisheries, under the Government of Japan's Overseas Development Assistance Program. Each Project over three years has within it three training courses each year to foster leaders for the management and development of farmers' organizations/ agricultural co-operatives; promote women's participation in business and management of agricultural co-operatives; and foster coordinators (leaders) of agricultural co-operatives in business development.

The Training course on "Fostering and Improving Management of Agricultural Co-operatives in Africa-2017" was organized by ICA-AP, in Malaysia and Japan between February 12 and March 29, 2018. The objective of the training course was to assist farmers' organizations, including agricultural co-operatives, to boost agricultural production and increase farmers' income through the development of agriculture in African. This was the first time the training course was focused on the African

continent. The training program was implemented by the ICA-AP in collaboration with the Cooperative College of Malaysia (CCM) and the Institute for the Development of Agricultural Cooperation in Asia (IDACA), Tokyo (Japan). The Training Course was funded by the Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Government of Japan.

The Training was formally inaugurated by Prof. Datuk Mohd. Yusof Kasim, Chairman of the Cooperative College of Malaysia, on February 13 2018, at the Training Centre of CCM. In attendance were, Ms. Michiko Nishikawa, Second Secretary, Embassy of Japan in Malaysia; Mr. Konno Masahiro, Executive Director, IDACA; Dr. Juliawati Janius, Chief Assistant Director, Malaysian Co-operative Society Commission; Mdm. Rosmawati Zul, Assistant Manager, Agriculture and Agro-based Sector of ANGKASA; Mdm, Noor Azlinn Zahariman Mr. Sungjoon Kang, and Mr. Kim Sangmin from the Malaysia Business Office (MBO); and Mr. A.K. Taneja, Project Coordinator, ICA-AP, New Delhi, India.

There were 10 participants from 10 countries — Botswana, Ivory Coast, Ethiopia, Ghana, Kenya, Morocco, Mozambique, Nigeria, Rwanda, and Tanzania, in addition to a coordinator from ICA-Africa. The Training Course in Malaysia was conducted at the Training Centre of CCM in Petaling Jaya, Malaysia. After completing the CCM Module in Malaysia, the participants moved to IDACA Japan on March 6, 2018. They remained in Japan till March 29.

At the concluding session at IDACA on March 28 2018, Mr. Hiroaki Kinoshita, official in-charge of the training course at the Overseas Investment and Cooperation Division, International Affairs Department, MAFF; Mr. Konno Masahiro, Executive Director, IDACA, & Mr. A.K. Taneja, addressed the participants. Mr. Taneja presented a brief report of the entire training course at the concluding session. Mr. Tito Bathlolomew Haule, the participant from Tanzania, presented a vote of thanks on behalf of all the participants.

Follow-up guidance and survey of ex-participants of the ICA-JAPAN training course to Lao PDR



Members of the coffee growers' co-operative.

The participants attending the ICA-MAFF training course prepare an action-plan which is reviewed and approved for implementation. The Capacity Building project has a component of follow-up visits to two countries each year to meet the participants and get a picture of implementation, visit to cooperatives and discussions with stakeholders. The follow-up is important as it gives us a picture of

how the participants have implemented their action plans and the issues encountered. The follow-up also provides us guidance for planning future year activities. This year the follow-up visits took place to India (brief report in March 2018 newsletter) and Lao PDR. The team comprising of Mr. Nakashima Toru, Manager, Training/Development Department, IDACA; Mr. Hiroshi Terunuma, Cooperative Development Advisor, IDACA, Ms. Hiroko Tayama, Program Coordinator, IDACA; and Balasubramanian lyer, Regional Director ICA-AP visited Lao from February 18 to 23. During the visit, the team interviewed participants who attended from 2014-2017' met with leaders from the Department of Rural Development and Co-operatives (DRDC; the former DAEC (Department of Agricultural Extension and Co-operatives) has split up to two new departments); and visited co-operatives in Vientiane (organic vegetables co-operatives) and Champasak (coffee producers co-operatives and cattle raising).

The enabling environment for co-operatives in Lao PDR is improving each year. Mr Khamouane Khamphoukeo, Director of DRDC said that the new structure will give impetus to promote agriculture in rural areas by integrating infrastructure, creating value chain and providing access to credit. They are keen to move forward with Decree 136 and develop an agriculture co-operative law. While the decree has scope for agriculture and service co-operatives; the emphasis so far is on the former. Since decree 136 (in 2010), there have been further efforts to create farmers groups (Agreement 2984) and associations and co-operatives (Agreement 2983). As per the latest figures there are 582 groups and 20 co-operatives (micro-finance 7, coffee growers 7, and 2 agriculture) and associations (6). In addition, there are savings and credit unions which are overseen by the Bank of Lao PDR.

The participants for the most part have implemented their action plan. Some of the successful ones have been the linkage between co-operatives producing organic vegetables with markets in Vientiane; the formation of a new coffee producers co-operative under the aegis of the Bolaven Plateau Coffee Producers Co-operative. The participants said the trainings were useful and they were able to share their experiences with the colleagues. The participants who were successful seem to have thought through their project well in terms of implementation, budget and support. Initiative taken on part of the participant was also an important factor.

ICA-EU PARTNERSHIP PROGRAM ON CO-OPERATIVES IN DEVELOPMENT: PEOPLE CENTRED BUSINESSES IN ACTION





In March 2016, the ICA and the European Union signed a Framework Partnership Agreement (Europe Aid/150-053/C/ACT/Multi) to implement a multi-year and multi-country development programme aimed at benefitting and advancing co-operatives worldwide. The Partnership is officially titled "Co-operatives in Development: People Centred Businesses in Action", translated into the social media hashtag #Coops4Dev (cooperatives for development). The Partnership has 8 Result Areas and 33 Activity Streams for delivery by 5 units, one housed in each regional office and one at the coordination level in Brussels. The AP unit has identified three strategic development priorities namely, participation of Co-operatives in Achieving the Sustainable Development Goals (SDGs), Youth Inclusion in Co-operatives, and Exploring Work and Ownership Structures in Co-operatives. The ICA-AP implements the programme in collaboration with Alliance members and in partnerships with other stakeholders such as governments, international development agencies, private sector and NGOs in the region. You may read more about the Partnership here.

Global meeting of the Policy Forum on Development

The 6th Policy Forum on Development (PFD) meeting took place in Brussels from March 20-22, 2018. The PFD brings together representatives from networks of civil society organizations (CSOs), associations of local authorities (LAs), private sector as well as European Union (EU) and Member States representatives. Mr. Neven Mimica, Commissioner for International Cooperation and Development, European Commission in his welcome address stressed on the PFD's unique opportunity to exchange knowledge, experience and resources between the European Union, its Member States, civil society organizations, local authorities and the private sector. Without such dialogue, none of the Sustainable Development Goals can be within reach. He said that the "EU was committed to strengthen these partnerships to deliver concrete results for the most vulnerable people across the world." The opening was followed by a session/panel discussion on enabling environment.

The second day was on trade with a focus on the European plan and domestic resource mobilisation followed by group work. On the last day, the Forum discussed issues around the security and development nexus, and had a dedicated session on the next multi-annual financial framework.

Ms. Savitri Singh, Program Director attended and represented ICA-AP at the meeting. She made a five minute intervention during the session on enabling environment: How to confront new challenges: employing the multi-stakeholder approach to enhance the enabling environment for inclusive development cooperation. In her intervention she acknowledged and appreciated the points made by the panellists and said that, "The 2030 Agenda and the new European Consensus on Development recognises civil society and local authorities as key partners in achieving the SDGs. The EU has recognised co-operatives as civil society organizations and entered into a partnership agreement: 2016-2020 on "Co-operatives in Development: People Centered Businesses in Action." This is a historic step towards creating an enabling environment for co-operatives worldwide and specially in Asia-Pacific region. Ms. Rosário Bento Pais, Head of Unit, Civil Society, Foundations, Directorate General for International Cooperation and Development, European Commission and one of the panellists, in her response to the intervention observed that the Commission fully acknowledges co-operatives as development actors and supports them globally. As for the lack of initiatives for active engagement at the country and local level, the EU is aware about this and efforts are being made to improve communication and engagement.



Ms. Singh during her presentation at the PFD.

The group work was held with an objective to allow smaller groups to debate on the three topics of the day, namely aid for trade, blending/European Investment Plan and Domestic Resource Mobilisation, their regional challenges and recommendations. Ms. Singh was assigned to help in proceedings and be the rapporteur of the Working Groups: Trade for all. The objective of the working groups is to have both a more in-depth debate and a constructive dialogue about themes that have

been discussed during the day and are highly relevant for the development agenda. She presented the outcome of the group work at the plenary.

Revisiting Year 2 of the ICA-EU Partnership in the AP Region

We bring you a summary of the activities under the #Coops4Dev program during project year 2 (1 March 2017-28 February 2018]. In Year 2, the AP unit worked with 50 of its current 99 member organizations and witnessed considerable growth in its capacities and programming. It opened dialogues and conversations around its strategic priorities, and it expanded its outreach (table below).

Work Stream	Number of Participants and Countries
Institutional Strengthening [Coop	15000 participants (online and Offline) globally
Mic]	
Capacity Building	280 participants from 37 countries
Co-operative Networking	75 participants from 10 countries
Policy Conference	100 Participants from 23 countries

Institutional Strengthening



The AP unit recruited a Research Officer and a Communications Officer to complement the team which includes the Program Manager, Policy Officer and Finance Officer. The Unit organized the first if its kind live lecture series titled Coop Mic, inspired by Open Mics, to create a space for co-operative thought and action. Delivered by co-operative experts, CSO activists and friends of the

co-operative movement, Coop Mic met with significant success and helped over 10,000 persons around the world with fresh content on important topics like co-operative principles, youth and SDGs, and crowd-funding projects. The video produced for the 1st Coop Mic can be found here. The Unit also started a series of Twitter chats with officials from co-operative apex organizations and international development agencies to create a space for open and frank discussions on topics like leadership, human resource development etc. In terms of institutional strengthening, the Partnership also creates the opportunity for training and capacity building of staff and members to help better the coordination and implementation of the program.

Enabling Environment

As one of the key and largely harmonized (among regional units) work stream, enabling environment focuses on research based initiatives such as mapping of co-operative actors, analysis of legal frames for co-operatives, youth & co-operatives and, exploring work & ownership in co-operatives (AP Decentralized Research). The research officers, in collaboration with EURICSE agreed on the methodologies, decided on experts to be engaged, and finalized agreements with partners (CICOPA and ALC India). The decentralized research on 'work & ownership structures in co-operatives', will look at the status of industrial and service co-operatives in Asia Pacific, the scope and challenges faced and offer recommendations to aid the creation of an enabling environment for the proliferation of industrial and service co-operatives to mitigate employment and decent work challenges in the region.

Capacity Building

In year 2, the AP unit carried out 5 capacity building seminars (CBS) to build the capacities of member organizations, also create space for members to interact with CSO movements and the government to further the movement.

The first CBS to strengthen co-operative federations in Central Asia was organized in association with the Co-operative Union of Kyrgyzstan(CUK) in June 2017. An outcome of this exercise was the successful application of CUK to the ICA membership. The ICA-AP is currently working with the CUK on analysing the Kyrgyz Co-operative Law and offering recommendations. The second CBS focussed on the fourth principle of co-operatives - Autonomy & Independence of Co-operatives, was organized in collaboration with the ALC India, in Hyderabad in September 2017. The aim of the seminar was to open a dialogue among stakeholders on the practice of fourth principle by co-operatives in South Asia and to add value to the decentralized research on work & ownership. The adoption of the ILO Recommendation 193 on Promoting Co-operative Enterprises, the UN proclamation of year 2012 as the International Year of Co-operatives, and substantive changes in co-operative legislation in several countries are creating space for autonomy & independence in co-operative governance and entrepreneurship. The third CBS on advocacy towards the European Union delegations (EUD) was organized in collaboration with the National Co-operative Union of India and the Forum for International Development and Partnership (FINEP) in October 2017 in New Delhi, India. The participants from the ICA member organizations were trained on the workings of EU Institutions, locating call for proposals, proposal writing etc. The CBS was useful in acquainting co-operative federations with the EU projects, and is expected to help them engage with EUDs in their respective countries. The fourth CBS targeted young persons and was designed around the University/Campus Co-operative mode. It was organized in collaboration with Angkasa Malaysia, during the ICA Global Conference in November 2017, in Kuala Lumpur, Malaysia. The seminar saw the participation of more than 100 persons including students from Indonesia, Japan, Malaysia, the Philippines, and South Korea and members of the academia from Asia Pacific and beyond. Important developments in the Asia Pacific campus co-operative movement like favourable policies for the development of school cooperatives in Malaysia and the Philippines, and active involvement of national apex organizations in youth co-operatives in Singapore and Indonesia had prompted the AP unit to organize the seminar during the ICA Conference, with the aim to open space for the proliferation of campus co-operative model in South Asia. The fifth CBS in the context of SDG 5 – achieve gender equality and empower all women and girls was organized in partnership with the Nepal Co-operative Federation in Kathmandu in December 2017. The objective of this seminar was to acquaint co-operators on SDG5, develop targets relevant to co-operatives and evolve ways monitor and evaluate the contributions of co-operatives.



Capacity building seminars on various thematic areas in Year 2.

Co-operative Networking

The Partnership creates a mandate for all regional units to create a network of co-operative actors (and relevant stakeholders) on the platform of international (co-operative) development. The AP unit carried out sub-regional co-operative network meetings in Jordan in February 2017 with support from the Economic and Social Development Center, Palestine; for ASEAN countries in Manila in September 2017 in collaboration with the Philippines Co-operative Center; and for East Asia, in Ulan Bator in collaboration with the National Association of Mongolian Agricultural Co-operatives in October 2017. The sub-regional meetings were designed to bring co-operative actors together on the topic of SGDs

through four streams - Inform (build the knowledge and information quotient of co-operatives on the SDGs), Engage (analyse the work done by co-operatives that address SDGs, directly or indirectly), Build (capacitates participants on monitoring, evaluating and reporting on co-operative contributions to the SDGs at high-level points like the VNR), and Commit (pledge for joint action towards co-operative development).



East Asia Cooperative Development Meeting, Ulan Bator, Mongolia

Advocacy & Political Dialogue

One of the main achievements of the AP unit for Year 2 was to bring together participants of the subregional development meeting to the 1st Asia Pacific Co-operative Development Conference (APCDC) in February in Colombo, Sri Lanka. The event was attended by over 100 participants from the multistakeholder pool of co-operative organizations, governments, CSOs and international development

agencies. The APCDC was designed around the three strategic development priorities of the ICA-AP. The panel sessions were around the four areas identified by the <u>Co-operatives For 2030 Platform</u> and witnessed experts deliver thematic presentations and offer strategy to co-operatives to help achieve the SDGs. The Conference was inaugurated by Mr. Abdu Rishad Bathiudeen, Minister for Industry and Trade (in charge of co-operatives), Sri Lanka and in attendance were Mr. Daniar Imanaliev, Minister of Economy of Kyrgyz Republic (in charge of co-operatives) and several high ranking officials and leaders.

The AP unit also engaged in bilateral meetings with EUDs in India (& Bhutan), Jordan, Kyrgyz Republic, Mongolia, Nepal, the Philippines, Sri Lanka, Thailand, and Vietnam. The meetings were to introduce ICA members in the country to the EUDs and to familiarize the EUDs to the Partnership activities.



Representative images from various policy events and meetings with European Union Delegations.

Year 2 activities closed with the Annual Review Meeting of all regional units under the Partnership, in New Delhi, India in March 2018.



Please use #Coops4Dev on social media to get latest updates from all units. A video explaining the hashtag and the program can be viewed here.

Annual Review meeting of the ICA-EU Partnership: looking back and planning for Year 3



Mr. Marc Noel from the ICA-EU Coordination Unit speaking on Day 1.

The ICA-EU Partnership teams from the four regional offices (Africa, Asia-Pacific, Europe and Latin America) met in New Delhi from March 12 to 15, 2018 to evaluate Year 2 of the Partnership and plan for Year 3. The review was facilitated by Mr. Ralph Griese (FINEP) and was a combination of individual and team exercises to cull out our learnings and tackle challenges from the year gone by. The best practices from each region was shared and this gave everyone a chance to plan replication of some across regions as well. Coop Mic from ICA-AP is an example of a well appreciated practice during the review. The last day of the review concluded with trainings received by the different work streams, and feedback on the methodology adapted to conduct the review.

POLICY WATCH

Policy action points from the Working Sessions at the Asia Pacific Co-operative Development Conference (APCDC)

The Asia-Pacific Co-operative Development Conference (#APCDC2018) was organized on "Building Multi-Stakeholder Partnerships on Sustainable Development" in Colombo (Sri Lanka) from 27-28 Feb 2018. It was co-organized by the International Cooperative Alliance – Asia and Pacific (ICA-AP), ICA-EU Partnership on Cooperatives in Development: People Centered Businesses in Action (#coops4dev) and the Sri Lankan cooperative movement led by the National Cooperative Council, Consumer Cooperative Federation, SANASA Federation, Kotikawatta Thrift & Credit Cooperative and National Institute of Cooperative Development. The Conference was a strategic dialogue among stakeholders on development policy, which was aimed to create structured exchange and development partnerships among cooperatives and stakeholders in the pursuit of Sustainable Development

The APCDC was structured in four thematic sessions on the following themes a.) Eradicating Poverty b.) Building a Sustainable Food Systems c.) Increasing Access to Basic Goods & Services and d.) Protecting the Environment. These thematic panels were followed by round table discussions on the three strategic development priorities of the ICA-AP under the #Coops4Dev program — Youth Inclusion; Exploring Work & Ownership; Coop-Participation in SDGs.



Ms. Lasalette Gumban addresses the working session participants.

The main outcomes based on the reports submitted by session facilitators, and commitments made by conference participants are as follows:

Strengthen cooperation among co-operatives to deliver on the global goals, and increase coordinated action towards international development by creating the Asia Pacific Co-operative Development Platform comprising of Alliance members and other relevant and committed stakeholders.

Encourage

- 1. Active stakeholder-engagement and inclusive planning and implementation in the international co-operative development process.
- 2. Practical education and support to youth, women and the marginalized to help them secure their livelihood through ideas like Agri-entrepreneurship, and address challenges of low productivity and employment.
- 3. Meaningful inclusion of the Youth in the Leadership Structure of the Co-operatives.
- 4. Knowledge sharing, especially on co-operative development, across partners in Asia and the Pacific in the form of learning exchange, sharing of manuals and educational materials, organization of training pool to support the needs of co-ops in areas related to youth development, and active social media presence.
- 5. Digitization of co-operatives' operations and education programmes for its members.
- 6. Good practices of member-service like skill development, welfare measures like medical & educational allowances, housing facilities, marriage and festival advances; pension facility etc. especially in industrial and service co-operatives.
- 7. Capacity building among Co-ops in the areas of Financial Inclusion and Enterprise Development, especially for women, youth and marginalized sections of the society.

Promote

1. Partnerships with governments, CSOs, and stakeholders for co-operative development, and promote participation of co-operatives in governments planning process.

- 2. Diversification of the co-operative business based on the needs and wants of members and trends in the business environment.
- 3. Co-operatives to build their data infrastructure and be data ready to fully understand the scope of challenges faced by co-operatives.
- 4. The use of Co-op Identity tools on a large scale at the local, national and international level, to firm up co-operatives' collective response to the SDGs.
- 5. The adoption of new technology for development of cooperative business and governance.
- 6. Co-operatives to work closely with governments to align socio-economic development policies with SDGs, and in it, highlight the role of co-operatives.
- 7. The creation of local, national and international relief & reconstruction funds to increase the response time for co-operatives to address challenges posed by natural and man-made calamities.

COMMUNICATIONS WATCH

A Tête-à-tête with Willem Paulus, Regional Coordinator-Asia, Agriterra



Mr. Willem Paulus

1. Given your thesis on the subject of member involvement, what do you think is the key role member involvement plays in a co-operative?

A: Commitment is the reason for the existence of farmer organizations. Commitment comes in many forms like financial, normative, narrative and calculative; and plays a crucial in an organization. The concept of internal capitalization is that farmers start investing not only in their own farms, but also in the co-operative. They understand and see the opportunity for the co-operative to establish, for example, a processing factory which will add value to the products being processed, and remember, these products have been procured from members' farms. Such factories are expensive to establish but, with members coming together and collecting funds it becomes easier to build one. It's also a two-way process as farmers will be more willing to invest in their co-operative if its strong, there is trust, good business model and good governance at the Board. So that's what we at Agriterra try to do - help co-operatives with their business plan, financial management, governance and human resources management.

2. How did you come to study and conduct research on co-operatives?

A: I have always found the organizational form of co-operatives very interesting because it has a business and to a certain extent a social angle to it. It's not only 100% profit driven but it's also really about thinking about how it can add value to what members are doing. At the end of the day, what co-operatives do is serve the demands and needs of their members. I see co-operatives as a very good

model to boost development. Many economies that are still developing are also mostly agrarian. Even Netherlands was completely agrarian at one point, and then farmers started coming together, (quite similar to Sri Lanka now), and forming co-operatives. They started investing and nurturing them and today we have billion-dollar corporations like Friesland Campina, Rabobank etc. It's interesting to note that organizations like Friesland Campina have a large part of their turnover coming from outside Netherlands, but are still very much owned by the Dutch farmers. It's because the farmers realized that if they didn't invest outside their borders, their co-operatives would not be competitive in a globalizing world, with competition posed by countries like China. Also, Netherlands is much smaller when compared to other countries, so we need to look outwards.

Q3. You are currently working for Agriterra in Nepal. What is your perception about the strengths and challenges of agriculture co-operatives in Nepal?

A: Co-operatives in Nepal need to make a more consistent and committed attempt at freeing themselves from the mind-set that restricts them to the 'Donor Agenda'. What's really lacking is farmers, farmer leaders and Board members taking initiative to set up factories, value-adding activities/services to members, and also really promoting their members interest. Secondly, most of the farmers in Nepal are farmers by default as it's a way of survival. The productivity of these famers is really low because they are cultivating in hilly areas which are not necessarily suitable for large agricultural output. The government should make sure that farmers remain lead actors in development and support those famers who are really taking initiative. Financial crunch is not the issue here as we have cases where the government's fund to support farmers remains underspent, as nobody is coming forward with good proposals. As organizations working towards building the of capacity of farmers, we should advise them in such a way that its doesn't become hand-holding but help become more productive through innovative techniques. I believe ICA can potentially be a very strong source to facilitate exchange of knowledge, as it is best suited to advise Board members, managers, especially in countries where such knowledge is not easily accessible. We believe that this works because, since 1997 Agriterra has been transferring expertise from the Dutch co-operative sector to different countries. I have seen that when I personally try to advise a farmer, it may not necessarily land, but if a Manager from Friesland Campina or let's say Amul advises a dairy cooperative in Nepal, that knowledge or inspiration is really motivating to them.

UPCOMING EVENTS!

Upcoming International Conference on Co-operatives in the Changing World of Work, Kerala, India



Representational image of a machine.

ICA-AP, in association with Uralungal Labour Contract Co-operative Society Ltd, International Labour Organization, Indian Institute of Management Kozhikode (IIM-K), and others, is organizing an International Conference on Co-operatives in the Changing World of Work, from April 29 – May 1, 2018, at the IIM-K campus. The conference is co-funded by the ICA-EU Partnership on Co-operatives in Development: People Centered Businesses in Action and supported by the ICA Domus Trust. The motivation behind this Conference is that the worker co-operative model has (re)emerged as an organizational model responding to the changes within the world of work. As against the conventional model of an employee earning wages by his/her labour; the workers play an active role in owning, managing, planning and executing the work. However, the combined role of being a worker as well as the owner is not without its challenges. The evolving industrial climate with an increasing role of information and communication technology, automation, platform-based enterprises, growth of service enterprises etc. have created a major shift in the eco system of economies around the world.

The Conference will feature paper presentations, panel discussions and a co-operative-based hackathon (Coopathon). For more information on this exciting event please visit the Conference website.

ICA-AP to Organize its 1st Cooperative Hackathon during the International Conference on Cooperatives in the Changing World of Work



Representational image of a Hackathon.

Platform cooperative-ism is a growing international movement that aims to build a fairer future of work. Rooted in democratic ownership, co - op members, technologists, unionists, and freelancers create a concrete near - future alternative to the so - called extractive sharing economy. Countless platform co - ops and initiatives supporting them have developed rapidly over the past few years. This ecosystem challenges the practices of the "sharing economy" and the 'win - at - all - costs' culture. The co-operative platform ecosystem ranges from alternative financing models, labour brokerages for nurses, massage therapists, and cleaners, to co-operatively owned online marketplaces, and data - protection platforms for patients.

The ICA-AP in collaboration with the Kerala Start-Up Mission and the Uralungal Technologies Ltd., will organize a 48 - hour co-operative hackathon (or a Coopathon) to allow vibrant minds to work on solutions (based on the co-op model) to tackle some of the 21st century challenges facing the co-operative platform ecosystem. 20 participants from across the region will work on addressing challenges facing the regional cooperative movement. The idea is to have four multi - stakeholder teams of up to five members each (academicians, researchers, policy - experts, co - operators, incubators, technology enthusiasts etc. on each team) deliberating on the shortlisted problem statements.

April 2018

- Regional Board meeting in Kathmandu, Nepal; April 6, 2018
- Re-work, Re-imagine, Re-shape: Advancing women CEOs in Co-operatives Guiyang, Guizhou Province, China; April 17-19, 2018
- International Conference on Co-operatives in the Changing World of Work: Call for Papers,
 Expert Panels and Co-operative Hackathon, Indian Institute of Management, Kozhikode,
 Kerala (India) April 29 May 1, 2018. www.worldofwork.coop

June 2018

 Capacity building of members in ASEAN on EU lobbying and proposal writing (Jakarta) June 27-30, 2018

July 2018

International Day of Co-operatives, July 7, 2018

August 2018

• ICA-AP Co-operative Youth Summit, The Philippines, August 19-21, 2018.

November 2018

• 13th ICA-AP Regional Assembly and 10th Co-operative Forum, Tehran, Iran; November 26-30, 2018. Theme: Co-operatives Help Economies Become More Resilient and Sustainable.