

3. 議事録 (M/M)

(1)


MINUTES OF MEETINGS  
OF  
THE IMPLEMENTING ARRANGEMENT

FOR

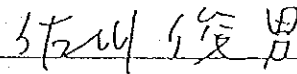
THE MASTER PLAN STUDY  
FOR  
STRENGTHENING OF THE AGRICULTURAL COOPERATIVE SYSTEM  
IN  
THE REPUBLIC OF THE PHILIPPINES

AGREED UPON BETWEEN  
COOPERATIVE DEVELOPMENT AUTHORITY  
AND  
JAPAN INTERNATIONAL COOPERATION AGENCY

NETRO MANILA, DECEMBER 13, 1991




EDNA E. ABERILLA  
Chairman,  
Board of Administrators,  
Cooperative Development  
Authority



TOSHIO SAGAWA  
Leader,  
Preparatory Study Team,  
Japan International  
Cooperation Agency

witnessed by:



ARTURO J. DANCEL  
Assistant Secretary,  
Department of Agriculture

In response to the request of the Government of the Republic of the Philippines (hereinafter referred to as "GOP"), the Government of Japan (hereinafter referred to as "GOJ") dispatched the preparatory study team headed by Mr. Toshio Sagawa, from 4 December to 14 December, through Japan International Cooperation Agency (hereinafter referred to as "JICA"), to discuss a technical cooperation on the proposed Master Plan Study for Strengthening of the Agricultural Cooperative System in the Republic of the Philippines (hereinafter referred to as "the Study").

The preparatory study team conducted field surveys and had a series of discussions with authorities of GOP. The list of attendants is shown in Appendix.

As a result of the discussions, both sides came to an agreement on the Implementing Arrangement.

This Minutes of Meetings complement the Implementing Arrangement for the smooth conduct of the Study and salient features are as follows:

#### 1. Technical Transfer

The Cooperative Development Authority (hereinafter referred to as "CDA") requested that technical training in Japan be given to counterpart personnel of the Study and a technical transfer seminar be held in the Philippines. The Japanese side took note of the request.

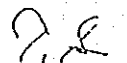
#### 2. Detailed study areas

1) The number and location of the detailed study areas will be selected depending on the result of Phase I study.

2) The Japanese Study Team (hereinafter referred to as "the Team") will select the detailed study areas in consultation with CDA:

#### 3. Report

The Team will consult with CDA on the basic concept of the Interim Report in the Philippines, before the Team finalizes the report.



4. Undertaking of GOP

1) The Japanese side explained that the kind of passport held by the members of the Team shall be changed from official to ordinary and in this connection requested CDA to make arrangements on the following;

- issuance of visa for the members of the Team, and
- tax exemption on equipment brought into the Philippines for the implementation of the Study.

2) The office of the Team shall be secured in CDA office.

5. Undertaking of GOJ

CDA requested that JICA provide appropriate number of vehicles, computers and other equipment which are necessary for the conduct of the Study. The Japanese side took note of the request.

*R*

*T.S.*

## LIST OF ATTENDANTS

Philippine Side

Edna E. Aberilla	Chairman, CDA
Vincente U. Quintana	Administrator, CDA
Afty. Florencio S. Corral	Administrator, CDA
Candelario L. Verzosa, Jr.	Executive Director, CDA
Iraida A. Banaria	Director, Institutional Development Department, CDA
Dominador C. Punzalan	Director, Manila Extension Office, CDA
Ernesto H. Boado	Chief, Cooperative Project Development and Assistance Division, CDA
Roy R. Rodriguez	Chief, Department of Agriculture
Eleanor Mamaril	Agriculture Development Specialist, Department of Agriculture
Loudes G. Faustino	Agriculture Development Specialist, Department of Agriculture
Shigetaka Saburi	Adviser, Department of Agriculture

Japanese Side

Toshio Sagawa	Leader, JICA Preparatory Study Team
Hasaru Kato	Member, JICA Preparatory Study Team
Jun-ichi Shimizu	Member, JICA Preparatory Study Team
Jiro Komatsu	Member, JICA Preparatory Study Team
Hidehiko Hioki	Member, JICA Preparatory Study Team
Katsumi Yoshida	Staff, JICA Philippines Office



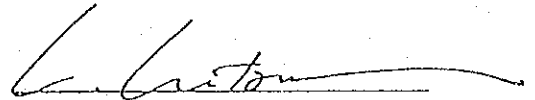

(2)

MINUTES OF MEETING  
OF  
THE INCEPTION REPORT  
ON  
THE MASTER PLAN STUDY  
FOR  
STRENGTHENING THE AGRICULTURAL COOPERATIVE SYSTEM  
IN  
THE REPUBLIC OF THE PHILIPPINES

METRO MANILA, JUNE 4, 1992

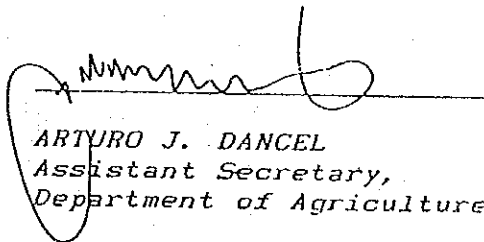


EDNA E. ABERILLA  
Chairman  
Board of Administrators,  
Cooperative Development  
Authority



MIDORI MATSUHIRO  
Leader  
The Study Team,  
Japan International  
Cooperation Agency

Witnessed by:



ARTURO J. DANCEL  
Assistant Secretary,  
Department of Agriculture

A Joint Meeting between the Cooperative Development Authority (hereinafter referred to as "CDA") and the JICA Study Team (hereinafter referred to as "the Team") was held on June 4, 1992 at CDA Head Office to discuss the contents of the Inception Report which was submitted to CDA on June 2, 1992.

After discussion, no proposed change was made, therefore, the contents of the Inception Report were generally agreed upon by and between both parties with confirmation of the following items:

1. CDA nominated the counterpart staff headed by Dr. Vicente U. Quintana as overall coordinator. The names and positions of the counterpart staff are listed in the attached sheet No. 2.
2. Should some alterations in regard with implementation of the study become necessary for technical reasons, both parties concerned will discuss the matter.
3. As to "1.4 Study Area" on page 2 of the Inception Report, it was agreed that the word "agriculture" does not include fisheries and forestry.
4. Technical training of the counterpart personnel in Japan be carried out while the Study Team is in Japan.

*Abenilla*  
*C. Lator*

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## LIST OF ATTENDANCE

	NAME	POSITION
<b>CDA</b>		
1.	Mrs. Edna E. Aberilla	Chairman
2.	Dr. Vicente U. Quintana	Administrator
3.	Mr. Alfonso V. Laguna	Administrator
4.	Mr. Candelario L. Verzosa, Jr.	Executive Director
5.	Mrs. Iraida A. Banaira	Director, IDD
6.	Ms. Milagros M. Buenavista	Chief, CPDAD
7.	Mrs. Aurora A. Campos	Sr. CDS
8.	Mr. Bonifacio Tugade	CDS II
9.	Mr. Abraham Revil	CDS II
10.	Mr. Abundio Aban	CDS II
11.	Mr. Cesar Culling	CDS II
12.	Ms. Rosalie Grace Solina	CDS II
13.	Mr. Rodolfo Tansioco	CDS II
<b>DA</b>		
1.	Mr. Arturo J. Dancel	Asst. Secretary
2.	Mr. Roy Rodriguez	Chief, PPC (ADCCO)
3.	Ms. Ma. Isabel Barlaan	PDO
4.	Ms. Lourdes Faustino	PDO
5.	Ms. Cecile Astillo	PDO
<b>ADVISORY COMMITTEE OF JICA</b>		
1.	Jun'ichi SHIMIZU	Team Leader
2.	Akira SHIMIZU	Coordinator
<b>THE TEAM</b>		
1.	Midori Matsuhira	Leader
2.	Seiichi Miyagawa	Sub-leader
3.	Goro Takahashi	Organization
4.	Ernesto C. Lucas	Management
		Marketing,
		Supply &
		Utilization
5.	Richard A. Neis	Credit
6.	Isoo Sugishita	Guidance &
		Education

*Edna E. Aberilla*  
*A. Lucas*

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## GOP COUNTERPART PERSONNEL

Chief Counterpart	- Dr. Vicente U. Quintana Administrator
Asst. Chief Counterpart	- Ms. Milagros M. Buenavista Chief, CPDAD
Rural Society and Economy	- Mr. Santiago Cabrera Planning Officer II
Organization of Ag. Coops.	- Mr. Cesar Culling CDS II
Management of Ag. Coops.	- Mr. Abraham Revil CDS II
	Ms. Rosalie Grace Solina CDS II
Marketing, Supply & Utili- zation Activities of Ag. Coops.	- Mr. Rodolfo T. Tansioco CDS II
	Ms. Lourdes Faustino PDO II
Credit Activities of Ag. Coops.	- Mr. Bonifacio Tugade CDS II
Guidance and Education Activities of Ag. Coops.	- Mr. Abundio Aban CDS II
Liaison Officer	- Ms. Aurora A. Campos Sr. CDS

*Rubén*  
*A. Castro*

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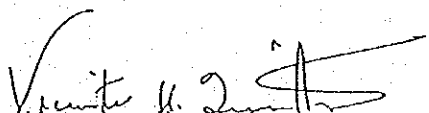


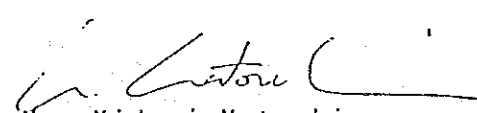
(3)

Minutes of Meeting  
for  
Progress Report (I)  
on  
The Master Plan Study  
for  
Strengthening the Agricultural Cooperative System  
in  
the Republic of the Philippines

Agreed upon between  
Cooperative Development Authority (CDA)  
and  
Japan International Cooperation Agency (JICA)

Metro Manila, 28 August 1992

  
Dr. Vicente U. Quintana  
Administrator  
CDA

  
Mr. Midori Matsuhira  
Leader  
JICA Study Team

In accordance with the Inception Report on the Master Plan Study for Strengthening the Agricultural Cooperative System in the Republic of the Philippines, the Study Team headed by Mr. Midori Matsuhira presented officially twenty (20) copies of the Progress Report (I) at the end of the First Field Study. The Study Team held a meeting with the CDA officials on 28th August, 1992 at the CDA Headquarters to discuss and exchange views on the Report. The meeting was chaired by Dr. Vicente U. Quintana, Administrator, CDA. The list of participants attending the meeting is attached.

At the meeting, CDA had suggested the following points, and the Team had well noted these kind suggestions, and promised to take due consideration in this regard when the Team prepares the Interim Report.

(1) In the Progress Report, there are some confusion on the description of RA 6938 and RA 6939.

(2) Re: "I 1. 1.1 BACOD agricultural Cooperative Development Program"

This is not an "existing plan" but a "previous plan."

(3) "One per cent" on page 181 is misleading.

(4) "After..." on page 181 is misleading.

Mr. Matsuhira thanked the CDA side for the sincere cooperation extended to the Team from all the authorities concerned and briefed the participants about contents of the Report.

The CDA agreed with the contents of the Report.

Reference

Attendance in the Meeting at CDA

Date : 27th August 1992

Venue : Conference Room, CDA Headquarters

The Philippine Side

CDA

Chairman	(1)	Dr. Vicente U. Quintana	Administrator
	(2)	Exec. Dir. Candelario Verzosa, Jr.	Executive Director
	(3)	Mrs. Iraida A. Banaira	Director, IDD
	(4)	Ms. Lolita Illescas	Asst. Chief, Finance
	(5)	Ms. Evelyn Dolencio	HRMO III
	(6)	Ms. Marietta Jose	Supvg CDS
	(7)	Ms. Ma Erlinda Dailisan	Sr. CDS
DA	(8)	Ms. Sylvia Posadas	Legal Officer II
	(9)	Ms. Aurora Campos	Sr. CDS
	(10)	Mr. Santiago Cabrera	Planning Officer III
JICA Side	(11)	Ms. Imelda Baldo	Supvg. CDS

	(1)	Mr. Midori Matsuhira	Team Leader
	(2)	Mr. Seiichi Miyagawa	Team Member
	(3)	Mr. Goro Takahashi	do
	(4)	Mr. Isao Sugishita	do

(4)

Minutes of Meeting

For

Interim Report

On

The Master Plan Study

For

Strengthening Agricultural Cooperative System

In

The Republic of the Philippines

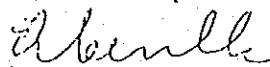
Agreed Upon Between

Cooperative Development Authority (CDA)

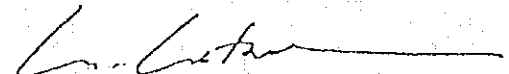
and

Japan International Cooperation Agency (JICA)

Metro Manila, 26 November 1992



Prof. Edna E. Aberilla  
Chairperson, CDA



Mr. Midori Matsuhira  
Leader  
JICA Study Team

In accordance with the Inception Report on the Master Plan Study for Strengthening the Agricultural Cooperative System in the Republic of the Philippines, the Study Team headed by Mr. Midori Matsuhira presented officially twenty (20) copies of the Interim Report at the end of the Phase I Study. The Study Team held a meeting with CDA Officials on 25th November, 1992 at CDA Headquarters to discuss and exchange views on the Report. The meeting was chaired by Mrs. Edna E. Aberilla, Chairwoman, CDA. The list of participants attending the meeting is attached.

Mr. Matsuhira thanked the CDA side for the sincere cooperation extended to the Team from all the authorities concerned and briefed the participants about the contents of the Report.

The CDA agreed with the contents of the Report.

Discussion was focused on the following points:

- 1) Suggested establishment of branch offices of the Central Union of Cooperatives;

CDA and the Team recognized the sensitive nature of this issue and also the need to ensure that (a) national level cooperative policies be implemented better by pertinent organizations and (b) views and needs of member farmers be duly reflected and respected by the Central Union of Cooperatives in planning policies;

- 2) Financial resources of the Central Union of Cooperatives;

It was pointed out that fees for training have to be included and the Team has well noted this suggestion;

- 3) How to make best use of the loanable funds available within CDA;

"Direct or indirect loaning systems for farmers" were discussed. CDA and the Team agreed that in principle, and where applicable, indirect loan to farmers through their cooperative has to be promoted, instead of direct to individual farmer members. Indirect loans through formal financial institutions, such as cooperative banks should also be promoted.

- 4) It was agreed that the cooperative education should be promoted further in the general education program at all levels:

Reference

Attendance in the Meeting at CDA

Date: November 25, 1992

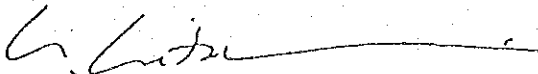
Venue: CDA Conference Room

The Philippine Side

1. Prof. Edna A. Aberilla - Chairperson, CDA
2. Mr. Candelario L. Verzosa, Jr. - Executive Director, CDA
3. Mr. Myron Gawigawen - Administrator
4. Atty. Pacifico Abraham - Administrator
5. Mrs. Iraida A. Banaira - Director, IDD
6. Ms. Aurora A. Campos - Sr. CDS
7. Mr. Santiago Cabrera - Planning Officer III
8. Mr. Bonifacio M. Tugade - CDS II
9. Mr. Rodolfo T. Tansioco - CDS II
10. Ms. Virgie Cadiente - CDS II

JICA SIDE

1. Mr. Midori Matsuhira - Team Leader
2. Mr. Seiichi Miyagawa - Team Member
3. Dr. Goro Takahashi - Team Member
4. Mr. Isoo Sugishita - Team Member
5. Dr. Leandro Rola - Team Member
6. Mr. Hidehiko Hioki - JICA Headquarters
7. Mr. Junichi Shimizu - Advisory Committee
8. Mr. Cesar Subido - Interpreter



(5)

Minutes of Meeting

For

Progress Report (II)

On

The Master Plan Study

For

Strengthening Agricultural Cooperative System

In

The Republic of the Philippines

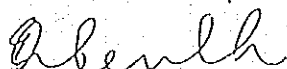
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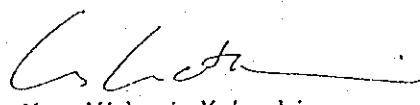
Cooperative Development Authority (CDA)

And

Japan International Cooperation Agency (JICA)

Netro Manila, 22 March 1993

  
Prof. Edna E. Aberilla  
Chairperson, CDA

  
Mr. Midori Matsuhira  
Leader  
JICA Study Team

In accordance with the Inception Report on the Master Plan Study for Strengthening the Agricultural Cooperative System in the Republic of the Philippines, the Study Team headed by Mr. Midori Matsuhira presented officially twenty (20) copies of the Progress Report (II) at the end of the second field survey. The Study Team held a meeting with CDA and other government Officials on 22nd March, 1993 at the CDA Headquarters to discuss and exchange views on the Report. The meeting was chaired by Mrs. Edna E. Aberilla, Chairperson, CDA. The list of participants who attended the meeting is attached.

Mr. Matsuhira expressed most sincere thanks for all what the CDA and all other government agencies concerned have so kindly done in support for the Team in the conduct of the study, and proceeded with briefing the participants on the contents of the Report.

The CDA agreed with the contents of the Report.

Discussions were focused on the following points:

- a) It was agreed that the Report is comprehensive.
- b) CDA suggested that in the Final Report, it would be advisable to include some analysis of different policies of the Government of the Philippines as well as of the prevailing environment. In particular, the Japanese experience in coming up with an Apex Cooperative Bank shall also be included.
- c) It would be advisable that in the Final Report, the Japanese experience of amalgamation of agricultural cooperatives be included, perhaps as an Appendix.
- d) Also it was suggested that the introduction to "Agricultural and Fishery Cooperatives Deposit Insurance as well as the write-up about the "Corporation" which was created because of the law will be added to the "Final Report".

*R*

*M. M.*



Attendance in the Meeting at CDA

Date : March 22, 1993

Venue: CDA Conference Room

The Philippine Side

1. Prof. Edna A. Aberilla -- Chairperson, CDA
2. Dr. Vicente U. Quintana -- Administrator
3. Mr. Myron Gawigawen -- Administrator
4. Mr. Candelario L. Verzosa Jr. -- Executive Director
5. Mr. Roberto F. Villarroel -- Deputy Executive Director
6. Mr. Buenaventura M. Buenavista -- Chief, Administrative Div.
7. Ms. Milagros M. Buenavista -- Chief, CPDAD
8. Mr. Edwin Canonizado -- Chief, Planning Div.
9. Ms. Ma. Luz Aggabao -- Chief, Finance Div. d
10. Mr. Adaueto Mendoza -- Chief, Registration Div.
11. Ms. Marilyn Estrella -- Sr. CDS
12. Mrs. Aurora A. Campos -- Sr. CDS

JICA Side

1. Mr. Midori Matsuhiro -- Team Leader
2. Mr. Seiichi Miyagawa -- Team Member
3. Mr. Isoo Sugishita -- Team Member
4. Dr. Goro Takahashi -- Team Member
5. Mr. Joe Otauka -- Interpreter
6. Mr. Nobuyuki Kobayashi -- JICA Philippine Office

DA Side

1. Mr. Segundo Serrano -- ATI Director


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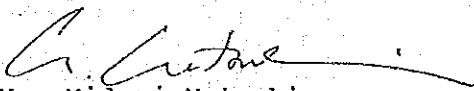
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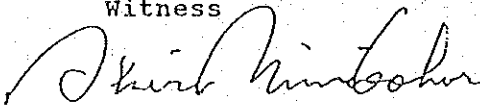
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Minutes of Meeting  
For  
The Draft Final Report  
On  
The Master Plan Study  
For  
Strengthening Agricultural Cooperative System  
In  
The Republic of the Philippines  
Agreed Upon Between  
Cooperative Development Authority (CDA)  
And  
Japan International Cooperation Agency (JICA)

Metro Manila, 7 September 1993

  
Prof. Edna E. Aberilla  
Chairperson, CDA

  
Mr. Midori Matsuhiro  
JICA Leader Team

Witness  
  
Mr. Akira Minatohara  
Acting Chairman, Supervising Committee

In the accordance with the Inception Report on the Master Plan Study for Strengthening the Agricultural Cooperative System in the Republic of the Philippines, the Study Team headed by Mr. Midori Matsuhira presented officially twenty (20) copies of the Draft Final report.

The Study Team held a meeting with CDA on 6 September, 1993 at the CDA Headquarters to discuss and exchange views on the Draft Final Report.

The meeting was chaired by Mrs. Edna E. Aberilla, Chairperson, CDA. The list of participants who attended the meeting is attached.

On behalf of members of the Study Team and himself, Mr. Matsuhira expressed most sincere appreciation for kind assistance and support rendered to the Study Team by CDA, DA and other government authorities concerned. He emphasized that without such warm cooperation, the Study Team could not have prepared the Draft Final Report.

Then, he proceeded with briefing the participants on the contents of the Report.

The CDA agreed with the contents and expressions of the Report.

Discussions were focused on the following points.

- a) CDA side has appreciated the Draft Final Report as detailed and comprehensive. And the method of survey was well organized and scientific.
- b) The Team explained that the main points of the Draft Final Report have not been changed since the Team has presented the Progress Report II in March, 1993 to CDA.
- c) Among others, CDA was very much pleased to have a draft recommendation of the Team.
- d) Discussion took place on how to install telephone in rural area. Moreover, it was agreed that no alteration would be required to the suggested Recommendations.
- e) Some errors were pointed out by CDA as per attached sheet, and the Team promised to make corrections.

*Edna E. Aberilla*

*U. U.*

*A. M.*

The following were agreed:

- a) CDA has no objection to make the Final Report open to the public in general.
- b) CDA will submit to JICA a letter to request JICA donate two (2) vehicles. (NISSAN PATHFINDER 4WD DX, left Hand Model, ZWBLYD21JFC)
- c) In accordance with the Scope of Work, CDA was cordially invited to send a letter to JICA Philippine Office indicating CDA's comments and/or views, if any, regarding the Draft Final Report not later than 7th October, 1993.

*Shenb*  
*U. U.*  
*A. M.*

Erratum

Page	Line	Error	Correct
1	8, from the bottom	Samahary Nayon	Samahang Nayon
1	2, from the bottom	phased	phrase
4	16, from the top	?? leaders	leaders
8	2, from the bottom	?Samanhannayon?	Samahang Nayon
9	3, from the top	1989	1990
13	tablet July 6-10, Regions July 5-10, Investi- gators	Batanga urvey group B	Batangas Survey Group B
25	8, from the bottom	300	320
123	4, from the top	9,000	16,000
124	6, from the top	subsidiarily	subsidiarity
124	12, from the top	hards-on	hands-on
126	2, from the top	P1.2 million	P1.25 million
126	3, from the top	and Seculities and Exchange Commission (SEC)	and Cooperative Development Authority (CDA)
129	9, from the bottom	have	has
129	8, from the bottom	have	has
135	4, from the bottom	streamlining	streamline

*Abenilla*  
*C. U.*  
*A. M.*

Attendance in the Meeting at CDA

Date : 06 September 1993

Venue: CDA Conference Room

The Philippine Side

- |  |                         |
|--|-------------------------|
| 1. Prof. Edna A. Aberilla              | - Chairperson, CDA      |
| 2. Dr. Vicente U. Quintana             | - Administrator         |
| 3. Mr. Myron Gawigawen                 | - Administrator         |
| 4. Gen. Arcadio S. Lozada, Ret.        | - Administrator         |
| 5. Ms. Omera Hd. Lucman                | - Administrator         |
| 6. Mr. Candelario L. Verzosa, Jr.      | - Executive Director    |
| 7. Mr. Roberto F. Villarroel           | - Deputy Exec. Director |
| 8. Ms. Iraida A. Banaira               | - Director II           |
| 9. Mr. Buenaventura M. Buenavista, Jr. | - Chief, CRITD          |
| 10. Ms. Milagros M. Buenavista         | - Chief, CPDAD          |
| 11. Mr. Edwin Canonizado               | - Chief, Planning Div.  |
| 12. Ms. Ma. Luz Aggabao                | - Chief, Finance Div.   |
| 13. Mr. Adaueto Mendoza                | - Chief, Registration   |
| 14. Atty. Neil Santillan               | - Chief, Legal Division |
| 15. Ms. Aurora A. Campos               | - Sr. CDS               |
| 16. Ms. Nenita Santiago                | - Supvgr. CDS           |

JICA Side

- |                         |                                       |
|-------------------------|---------------------------------------|
| 1. Mr. Midori Matsuhiro | - Team Leader                         |
| 2. Mr. Seiichi Miyagawa | - Asst. Team Leader                   |
| 3. Dr. Goro Takahashi   | - Team Member                         |
| 4. Mr. Isoo Sugishita   | - Team Member                         |
| 5. Mr. Akira Minatohara | - Actg. Chairman,<br>Supervisory Com. |
| 6. Mr. Kyojin Mima      | - JICA Headquarters                   |
| 7. Mr. Naoki Higuchi    | - CUAC                                |
| 8. Mr. Joe Ohtsuka      | - Interpreter                         |

*Aberilla*

*Lucman*

*A.M.*

## 添付資料 2





(添付資料 2)

フィリピン協同組合開発中期計画 (1993 - 1998)

協同組合開発庁(CDA)の1993-1998年中期協同組合開発計画(MTCDP)は、次のような主要6プログラムで構成される。1)マクロ経済融資と開発融資、2)農・工業開発、3)人材開発、4)社会基盤開発、5)協同組合部門のための開発行政、6)CDAのための開発行政。

マクロ経済融資と開発融資のプログラムは、協同組合の金融システムを統合強化して、フィリピン協同組合のニーズに完全に応ずることを願うものである。このプログラムのもとで、3つの主要な活動が行なわれる:1)国内の協同組合銀行の振興、組織化、強化を図る;2)全国規模の協同組合中央銀行を1行設立する;3)協同組合の融資仲介業務を強化、拡充する。仲介業務の強化・拡充においては、既存の全国連合会のネットワーク強化と、出資金増強、貯蓄増強運動にさらに力を入れることも行なう。CDAでは1998年までに、協同組合銀行を15行設立し、CRBの資本金を25%増強し、協同組合中央銀行を設立したいと望んでいる。

農・工業プログラムの主たる目標は、公正と環境に対する国の関心に適正な配慮を行ないながら、協同組合の生産性を高め、資源の最適な活用を図ることにある。プログラム全体の中心にあるのは:1)統合された効率的生産・販売システムを国内で推進できるような、地域に焦点をすえた、協同組合主導の農・工業企業体を設立する;2)農地改革受益者のための協同組合を組織、育成する;3)家内工業製品の輸出を行なう協同組合を設立する。1998年までに実現が計画されているのは①複数の協同組合で13のポストハーベスト施設を取得すること、②各州ごとに10の農地改革農業協同組合を設立すること、③統合生産システムを一つ、販売ネットワークを一つ実現させる④各地域ごとに一つの、家内工業製品の輸出を行なう協同組合を設立することである。

人材開発プログラム(HDP)の主要な事項は、協同組合のための統一的で継続性ある教育・研修プログラムの実施;協同組合の地域的、国際的連携の強化などである。この戦略は、地域社会の人々の基本的ニーズに応えることのできる協同組合の設立、育成を目指すものである。プログラムの中核部分となるのはつぎの6分野である:1)教育、2)労働と雇用、3)健康、4)住宅、5)研究と開発、6)科学と技術。

人材開発プログラムの教育が目指すのは、政府の公式・非公式教育プログラムの中に、協同組合教育を制度化および/または統合化すること。一方、労働と雇用では、労働者のための協同組合融資制度の創設が、主な焦点とされる。健康の分野では、協同組合的所有方式のコミュニティ保健センターの設立に主たる力点が置かれ、住宅建設分野の主要な関心は、建設労働者と都市部低所得層を組織して、低コストの住宅建設プロジェクトを発足させることに向けられる。

それに対して研究と開発の分野では、協同組合に関するデータベースの構築、システムのコンピュータ化、協同組合に関する継続的調査、普及宣伝用の資料作成などを優先して取り組む。最後の科学と技術の分野では、協同組合に対する科学・技術の移転に力点が置かれる。

CDAが人材開発プログラムにより、1998年までに達成を目指すものは次の通り：①各地方区の1学校に、未成年者協同組合一つを置く；②主要な工場、農場、事業所に労働者協同組合を設立する；③各州に一つの協同組合保健センターを設ける；④各州に一つの住宅協同組合を設立する；⑤全国規模の中央協同組合研究情報センターを一つ発足させる。

続いて、社会基盤開発プログラムについて見ると、ここでは(農産物の生産・販売の振興を促す)社会基盤の開発・建設に従事する協同組合の能力を積み上げ、水、電力、運輸、通信施設などの利用者を組織して協同組合を設立することが、主な活動となる。これによりCDAは、1998年までに次のようなものを目指す：①陸上・海上輸送ターミナル協同組合の発足；②交通協同組合の50%の組合員が、自己の装備を保有する；③三つの電気協同組合を設立；④地域ごとに一つの水資源サービス協同組合を組織・育成する；⑤119の電力協同組合の立て直しと強化。

協同組合部門のための開発行政プログラムでは、開発に対する民間部門と市民の関与を、協同組合を通じてさらに活性化し、それとやらんで協同組合を通じて、国の成長・発展に資する、平和で安定した、公正な環境を定着させることに狙いが向けられる。CDAのための開発行政プログラムの焦点は次の通りである：①CDA、ならびにCDAと協同組合運動・政府組織・NGOsとの連携の、権限、機能、責任を強化する；②協同組合的企業の開発に関する最新の情報を提供する、また効果的な情報交換機構を発足させる；③関連する協同組合グループ研究所、学界との共同研究関係を強化する。



