

บทที่ 2

กลยุทธ์ความร่วมมือของสหกรณ์ : เครือข่ายและขบวนการสหกรณ์

- กลยุทธ์ความร่วมมือ (Cooperative Strategy) และรูปแบบเครือข่ายความร่วมมือประเทศต่าง ๆ
- องค์การสัมพันธ์ภาพสหกรณ์ระหว่างประเทศและเครือข่ายความร่วมมือในภาคส่วนต่าง ๆ



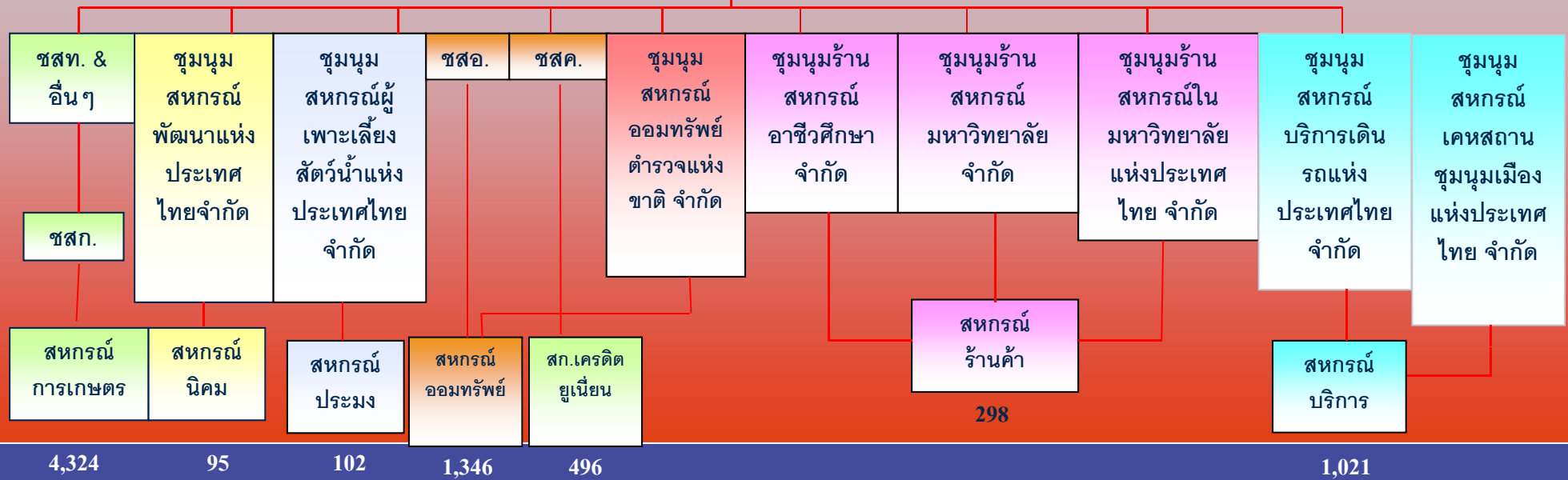
- เครือข่ายในแนวดิ่ง (Vertical integration)
- เครือข่ายในแนวราบ (Horizontal integration)

เครือข่ายในแนวดิ่ง



ขบวนการสหกรณ์

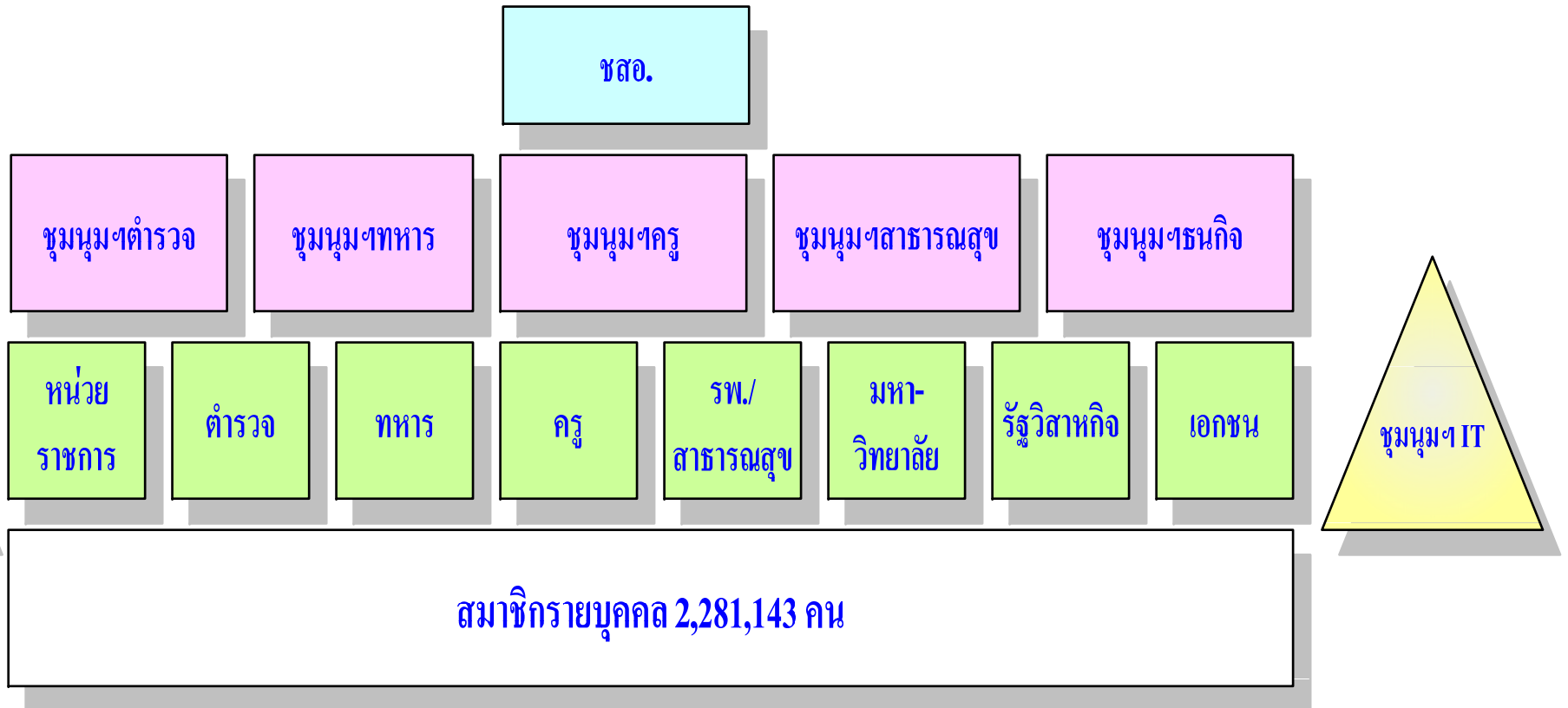
สันนิบาตสหกรณ์แห่งประเทศไทย



เครือข่ายในแนวดิ่ง

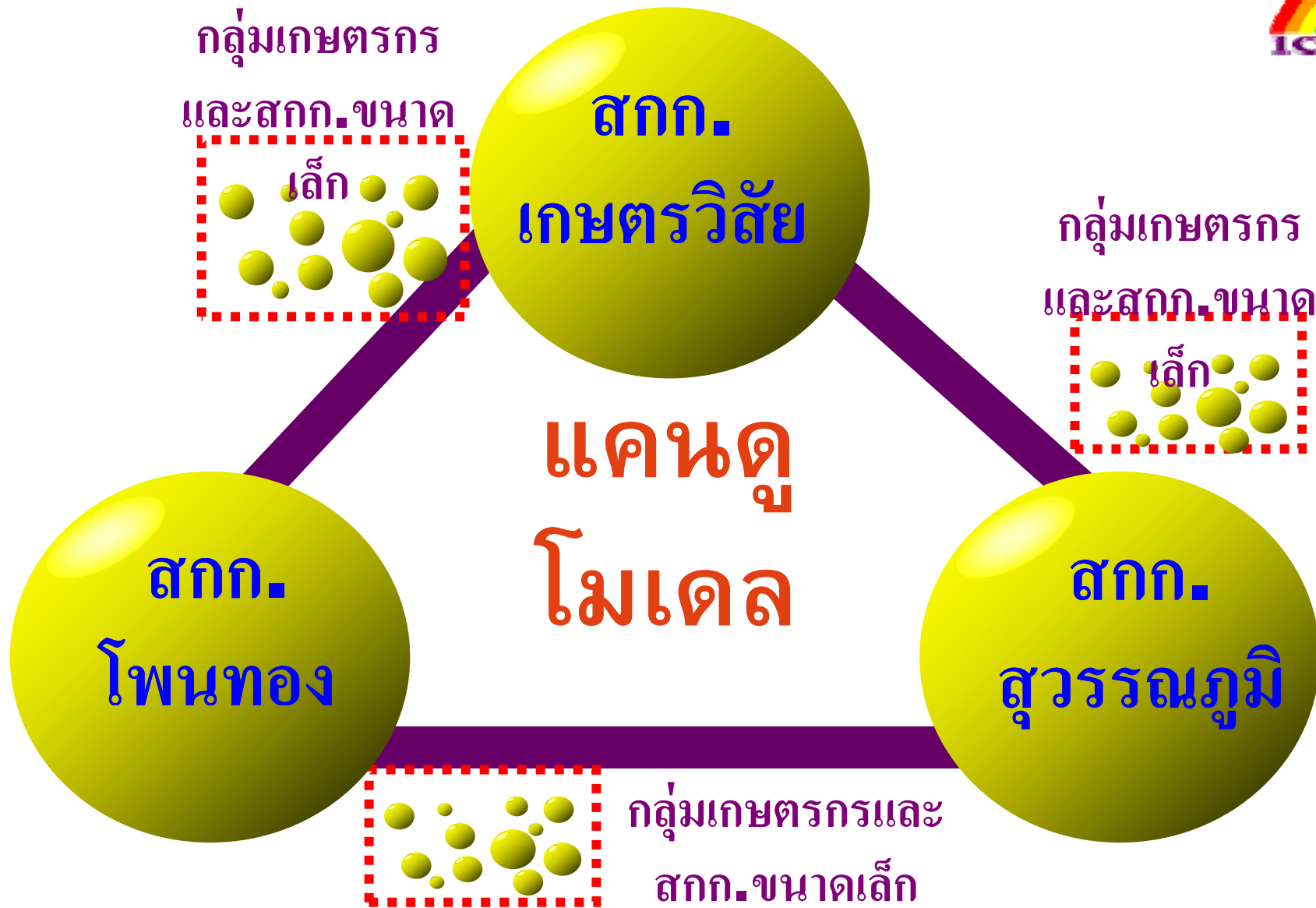


ชมรม
สอ.ภาคใต้/
ชมรมจตุจักร



โครงสร้างสหกรณ์ออมทรัพย์ ประเทศไทย

เครือข่ายในแนวราบ



เครือข่ายคุณค่าข้าวหอมมะลิสหกรณ์ไทย



มุ่งพัฒนาคุณค่าข้าวหอมมะลิสหกรณ์ไทย สู่สากล

พันธกิจ

- ข้อบังคับ
- ทูลดำเนินงานเครือข่าย

ส่งเสริมการผลิต

- เพิ่มผลผลิต
- ลดต้นทุนการผลิต
- พัฒนาเทคโนโลยีการผลิต

รวบรวมผลผลิต

- เพื่อใช้วัสดุ/อุปกรณ์ของภาคีให้เกิดประโยชน์สูงสุด
- เพื่อสร้างระบบทุนหมุนเวียนบนหลักการพึ่งพาและร่วมมือกันของเครือข่ายฯ
- สรรหาวัตถุดิบที่มีคุณภาพของเครือข่าย

แปรรูป ภายใต้แบรนด์เค็ญ 6 แห่ง

- เพื่อสนองความต้องการของตลาดเป้าหมาย
- เพื่อพัฒนาผลิตภัณฑ์ให้สอดคล้องกับตลาดเป้าหมาย
- เพื่อสร้างมูลค่าเพิ่มให้แก่ผลิตภัณฑ์

การตลาด/ พัฒนาผลิตภัณฑ์

- สร้างแบรนด์ให้ผลิตภัณฑ์เป้าหมายของเครือข่ายฯ

R/D การประเมินผล /การพัฒนาคน

- เพื่อให้มีสารสนเทศป้อนกลับเพื่อการพัฒนาเพื่อรักษามาตรฐานผลิตภัณฑ์เครือข่าย



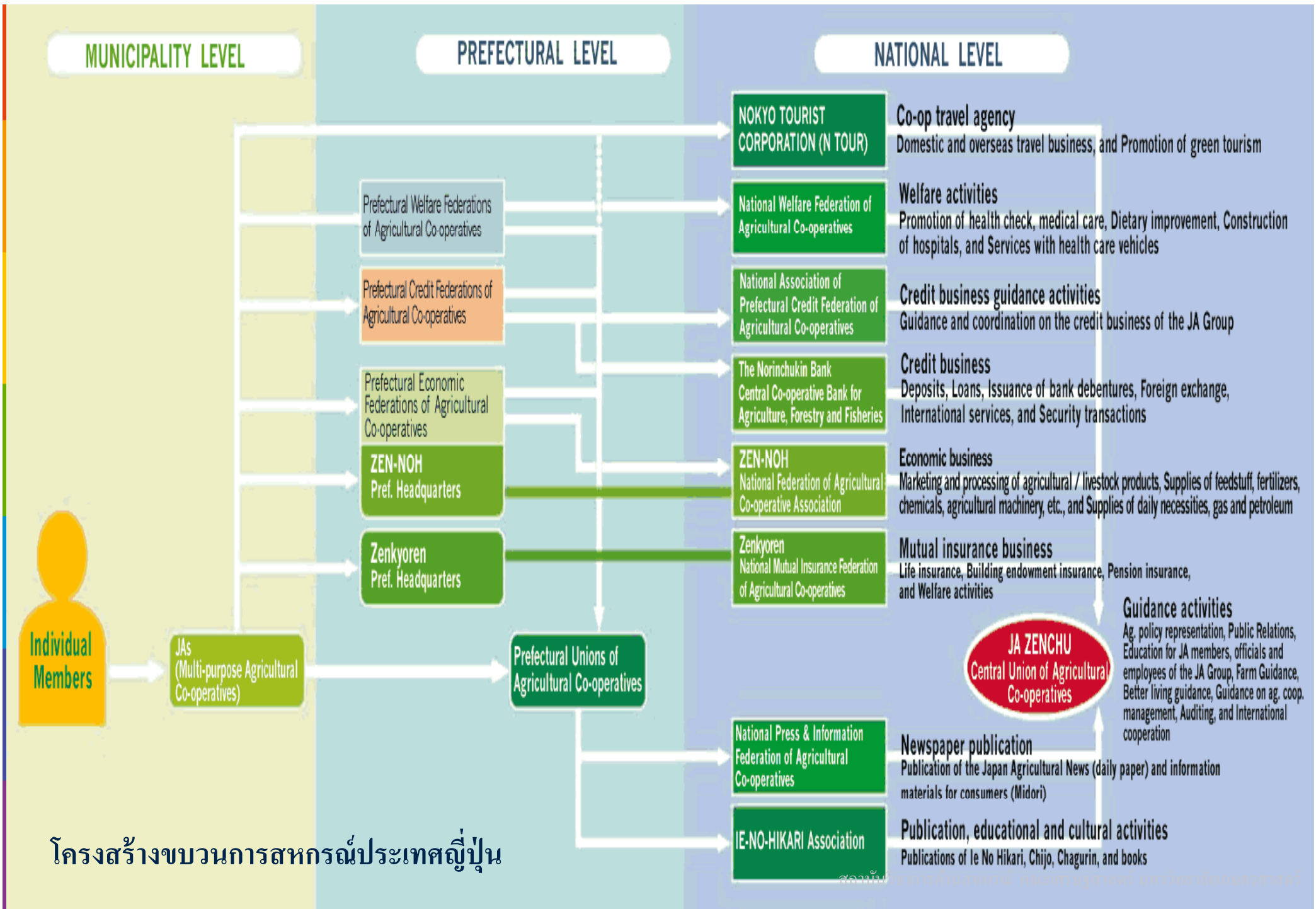
19 ธันวาคม



19 ธันวาคม



19 ธันวาคม




โครงสร้างขบวนการสหกรณ์ประเทศไทย

ระดับชาติ

DGRV

22 องค์กรกลางและบริษัทต่างๆ



ระดับภูมิภาค

8 สหพันธ์สหกรณ์ระดับภูมิภาค
ด้านการตรวจสอบกิจการ

สหพันธ์สหกรณ์พิเศษ
ด้านการตรวจสอบ 6 แห่ง

สถาบันเฉพาะกิจ
ระดับภูมิภาค
34 แห่ง

สหกรณ์กลางไร้ไฟเฟเซน
6 สหกรณ์

ธนาคารกลาง
ระดับภูมิภาค 1 แห่ง

สหกรณ์อุตสาหกรรม
7 แห่ง

ระดับท้องถิ่น

สหกรณ์ไร้ไฟเฟเซน 3,079 แห่ง
สหกรณ์การผลิตด้านการเกษตร 899 สหกรณ์

สหกรณ์ไฟฟ้าดับลั้งค์และไร้ไฟเฟเซน
1,232 แห่งมีสาขาให้บริการ 13,625 สาขา

สหกรณ์ผู้ผลิตทางอุตสาหกรรม
และบริการขนาดเล็ก 1,012 แห่ง
และสหกรณ์ผู้บริโภค 139 สหกรณ์

สาขาธนาคาร 195 แห่ง

สหกรณ์ประกอบธุรกิจเกษตร 195 สหกรณ์

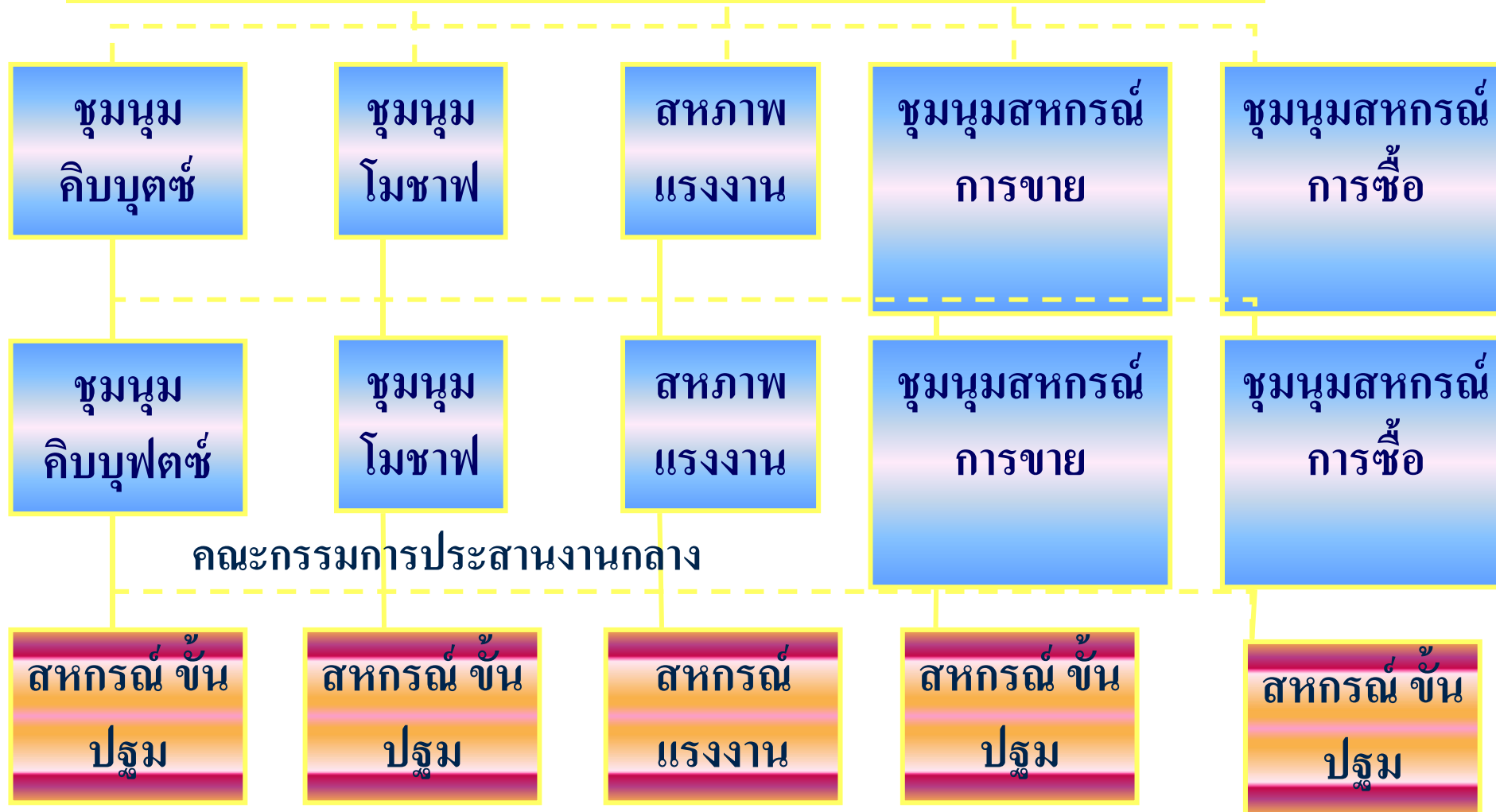
โครงสร้างขบวนการสหกรณ์ในเยอรมนี

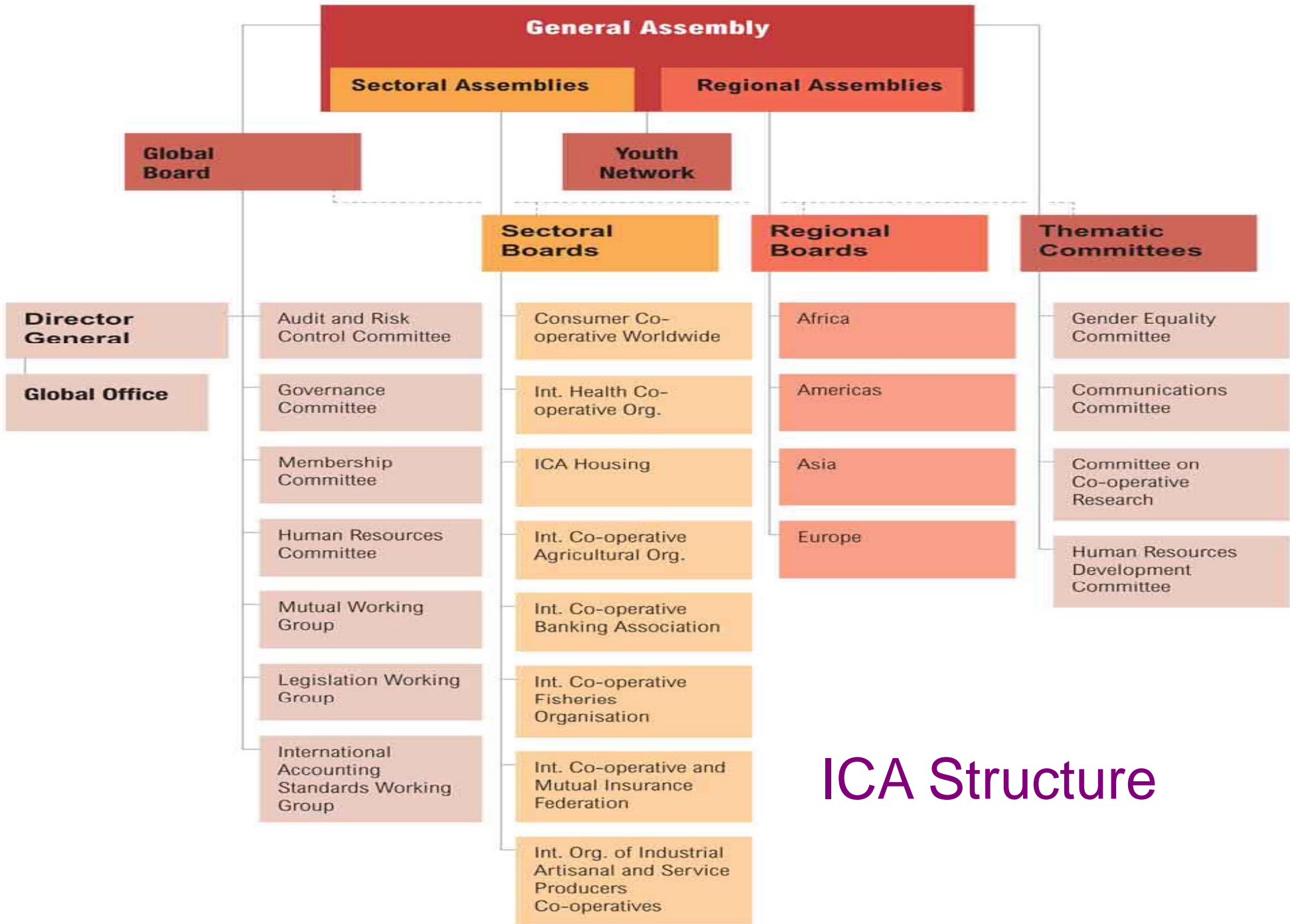


Co-operative Group Structure



โครงสร้างของขบวนการ สกก. ในอิสราเอล





ICA Structure

องค์การสัมพันธภาพสหกรณ์ระหว่างประเทศ (ICA)



The International Co-operative Alliance

150, Route de Ferney, PO Box 2100, 1211 Geneva 2, Switzerland

Tel: +41 22 929 88 38 Fax: +41 22 798 41 22 E-mail: ica@ica.coop



ICA Vision

To be prized as the organisation of reference which provides an effective and efficient global voice and forum for knowledge, expertise and co-ordinated action for and about co-operatives.

ICA Mission



The International Co-operative Alliance unites co-operatives worldwide.

It is the custodian of co-operative values and principles and makes the case for their distinctive values-based economic business model which also provides individuals and communities with an instrument of self-help and influence over their development. The ICA advocates the interests and success of co-operatives, disseminates best practices and know-how, strengthens their capacity building and monitors their performance and progress over time.

Strategic objectives

MEMBERSHIP

Consolidate and increase membership:

- Retain existing members
- Add new members

INFLUENCE

Increase global influence to promote co-operatives as a specific values-based business model:

- Improve ICA's effectiveness as a lobbyist and advocate for the co-operative model and values
- Maintain and further develop effective communications.
- Build the credibility of the ICA as the centre of excellence for knowledge, expertise and coordinated action about co-operatives.

DEVELOPMENT

Develop strong co-operative enterprises for local and economic progress:

- Improve capacity building
- Strengthen inter-co-operation
- Consolidate and build strategic alliances/networks

GOVERNANCE

Strengthen ICA's sustainability through financial capacity, good governance and a committed people base:

- Seek significant funding from alternative sources
- Maximise effectiveness and good governance of all ICA
- Build skills appropriate to roles and responsibilities
- Strengthen the organisational development of ICA

Introduction to ICA



...uniting, serving and representing co-operatives worldwide...

What is the ICA?

Founded in 1895, the International Co-operative Alliance is an independent, non-governmental organisation which unites, represents and serves co-operatives worldwide. It is the largest non-governmental organisations in the world.

ICA members are national and international co-operative organisations in all sectors of activity including agriculture, banking, fisheries, health, housing, industry, insurance, tourism and consumer co-operatives. Currently, ICA has 219 member organisations from 87 countries, representing more than 800 million individuals worldwide.

Publications on Co-operatives



- **Inform -- Educate -- Share**

- ICA publishes a wide variety of documents from its head and regional offices and from its sectoral organisations for its members and for the general public. These include newsletters, journals, manuals, documents on co-operatives and co-operation.
Below is a listing of the publications currently available.

- **Periodicals**

- **Central Office**

- **ICA Digest**

Published by ICA Central Office in Geneva, the Digest is issued twice a month and reports on the activities that ICA undertakes on behalf of its members, highlights important events taking place in co-operative movements around the world, and facilitates contacts between co-operatives for the sharing of knowledge and information. The Digest is published in English, French, Italian, Portuguese, and Spanish.

- **Review of International Co-operation**

The Review of International Co-operation is the official journal of the International Co-operative Alliance (ICA). The Review presents in-depth discussion of issues that affect co-operatives around the world.

- **ICA Annual Report**

ICA issues an Annual Report of its activities, highlighting key accomplishments and challenges. Information is included on the activities of the Central and Regional Offices, Sectoral Organisations and Thematic Committees.

- **Books, manuals and other publications**

What does ICA do?

- ICA's priorities and activities centre on promoting and defending the Co-operative Identity, ensuring that co-operative enterprise is a recognised form of enterprise that is able to compete in the marketplace.
- ICA raises awareness about co-operatives. It helps individuals, government authorities and regional and international institutions understand the co-operative model of enterprise. ICA is the voice of the co-operative movement.
- ICA ensures that the right policy environment exists to enable co-operatives to grow and prosper. It helps its members in their lobbying for new legislation and more appropriate administrative procedures that respect the co-operative model, its principles and values. It provides political support as well as technical expertise to enable co-operatives to compete on a level playing field.
- ICA provides its members with key information, best practice and contacts. Through its publications it ensures the sharing of information. It organises meetings and workshops to address key issues affecting co-operatives and allows discussion among co-operators from around the world. ICA facilitates contacts between co-operatives for trading purposes and intelligence sharing in a wide range of areas.
- ICA provides technical assistance to co-operatives through its development programme. ICA promotes capacity-building and financial support, it facilitates job creation and supports poverty reduction and microfinance programmes around the world. More information on ICA's structure, ICA's activities, ICA's membership, ICA's publications. Also please contact the ICA for any further information.



ICA Global Strategy



- **The ICA strategy was developed by the board in 2007 - based on the balanced score card principle. It describes ICA's vision and mission, five strategic objectives each with key result areas which in turn develop strategic initiatives. The strategy is designed to act as an umbrella over the individual strategic plans of the four regional boards and head office.**



- **Governance refers to how powers are distributed and exercised by different groups. It is concerned with the practices and procedures used by an organisation to ensure that it can meet its objectives. The ICA considers that this Code of Governance is an essential feature in a modern and transparent co-operative organisation.**

ICA Logo and Flag

- The ICA logo depicts doves of peace emerging from a rainbow - the symbol of the Co-operative Movement - and represents the unity of ICA's diverse membership. It was initially designed for ICA' Centennial Congress in 1995.

The colours of the rainbow stand for the following for co-operatives: **Red** stands for courage.

Orange offers the vision of possibilities.

Yellow represents the challenge that GREEN has kindled.

Green represents growth, a challenge to co-operators to strive for growth of membership and of understanding of the aims and values of co-operation.

Sky blue suggests far horizons, the need to provide education and help to unfortunate people and to strive towards global unity.

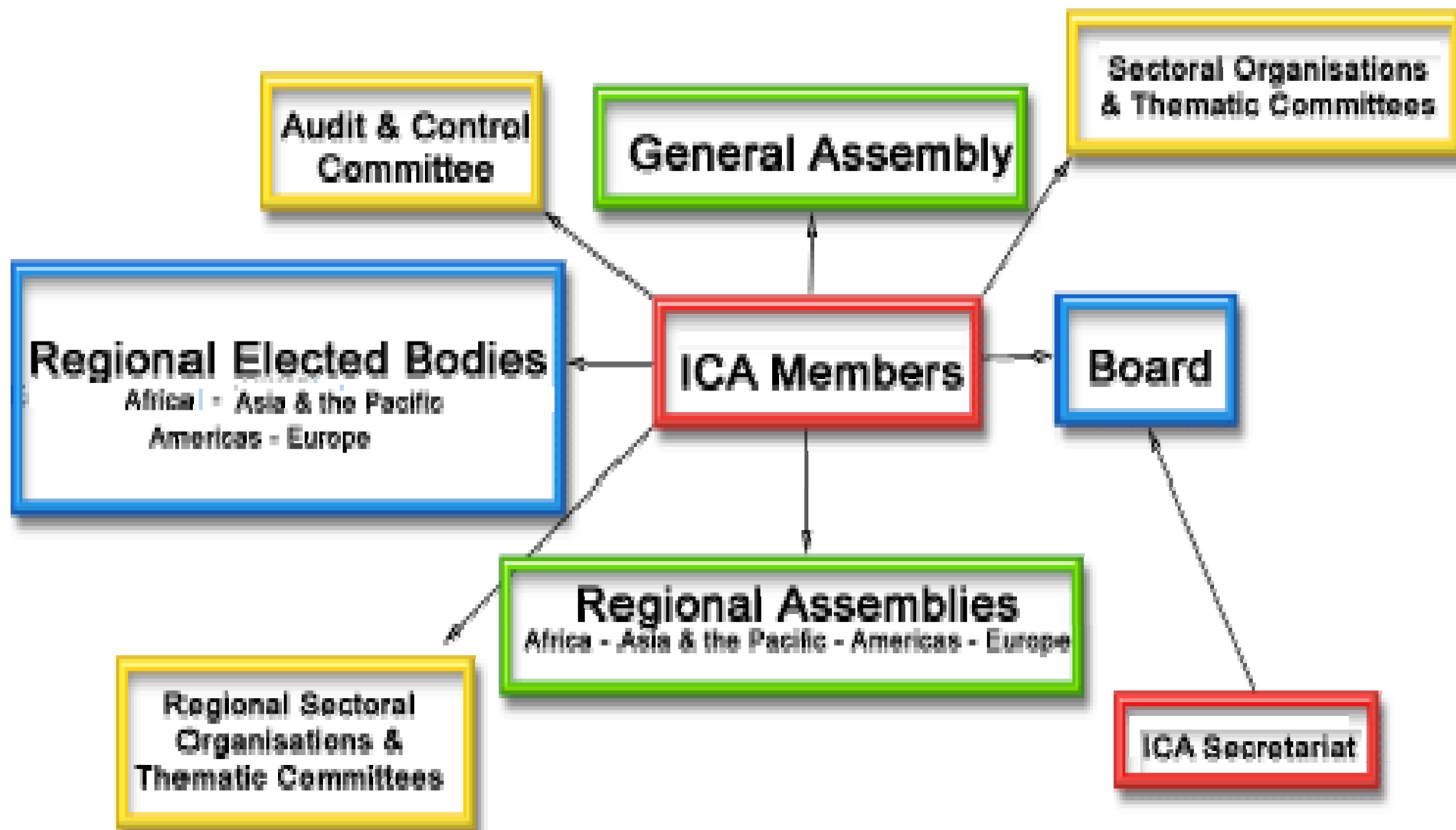
Dark blue suggests pessimism, reminding us of less fortunate people in the world who are in need of the benefits from co-operation.

Violet is the colour of warmth, beauty and friendship.



The ICA has been flying a flag carrying the ICA logo since April 2001, when the Board decided to replace the traditional rainbow flag. This The flag was changed to clearly promote and strengthen the co-operative image. The rainbow flag was used by a number of non-cooperative groups and this led to confusion in several countries around the world.

ICA Structure



ICA Rules



- The ICA Rules, Policies, Procedures & Standing Orders define the organisation, its structure and operating policies. The current Rules were adopted by ICA members at the General Assembly held in October 2007 in Singapore.

[ICA Rules in English](#) (pdf)

ICA Rules, Policies, Procedures & Standing Orders in French

ICA Rules, Policies, Procedures & Standing Orders in Spanish

ICA Rules, Policies, Procedures & Standing Orders in German

ICA Rules, Policies, Procedures & Standing Orders in Russian



International Co-operative Alliance

uniting, representing and serving co-operatives worldwide



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- [Africa](#)
- [Americas](#)
- [Asia and the Pacific](#)
- [Europe](#)
- [International](#)

ICA Member Organisations



[Benin](#) - [Botswana](#) - [Cameroon](#) - [Cape Verde](#)
[Côte d'Ivoire](#) - [Egypt](#) - [Gambia](#) - [Ghana](#) - [Kenya](#)
[Mauritius](#) - [Morocco](#) - [Namibia](#) - [Nigeria](#)
[Tanzania](#) - [Uganda](#)

Benin	Fédération des Caisses d'Épargne et de Crédit Agricole Mutuel (FECECAM)
Botswana	Botswana Co-operative Association (BOCA)
Cameroon	Mutuelle pour la Promotion de l'Épargne et du Crédit d'Investissement (MUPECI)
Cape Verde	Fédération Nacional des Coopérativas de Consumo (FENACOOP)
Côte d'Ivoire	Union Régionale des Entreprises Coopératives (URECOS-CI) Société des Coopératives Agricoles d'Abgville (SCAGBO)
Egypt	Central Agricultural Co-operative Union (CACU) Central Productive Co-operative Union (PCU) Higher Institute for Agricultural Co-operation (HIAC)



International Co-operative Alliance

uniting, representing and serving co-operatives worldwide

www.ica.coop



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- What is co-op?
- Español
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International Co-operative Alliance

ICA is an independent, non-governmental association which unites, represents and serves co-operatives worldwide. Founded in 1895, ICA has 222 member organisations from 88 countries active in all sectors of the economy. Together these co-operatives represent more than 800 million individuals worldwide.



[ICA-ILO Joint Statement on the Occasion of United Nations International Day of Poverty Eradication, 17 October 2005 \(pdf\)](#)

 [ICA General Assembly 2005, Cartagena \(Colombia\) Election Results....Rochdale Award.... other materials \(updated 10 October 2005\)](#)

[ICA Message for International Day of Co-operatives, 2 July 2005 -- "Microcredit is OUR](#)

ICA Regional Offices

[Africa](#) -- [Americas](#) -- [Asia & the Pacific](#) -- [Europe](#)

Register a .coop internet domain name



What is a co-operative?

... an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise...

**"Self-help, not "charity"
Empowerment not "aid"**

"Co-operatives do not go away and turn their back to the people's needs. On the contrary - they contribute to build-up and develop local economies."

Enterprises with a soul...

**"Co-operatives:
An option for the
disadvantaged in the era
of globalisation"**

"Founded on the principles of private initiative, entrepreneurship and self-employment, underpinned by the values of democracy, equality and solidarity, the

However, co-operative activity spans to large number of sectors and activities including car-sharing child-care, health and social care, funeral, orchestras and philharmonics, schools, sports, tourism, utilities (electricity, water, gas, etc.), and transport (taxis, buses, etc).



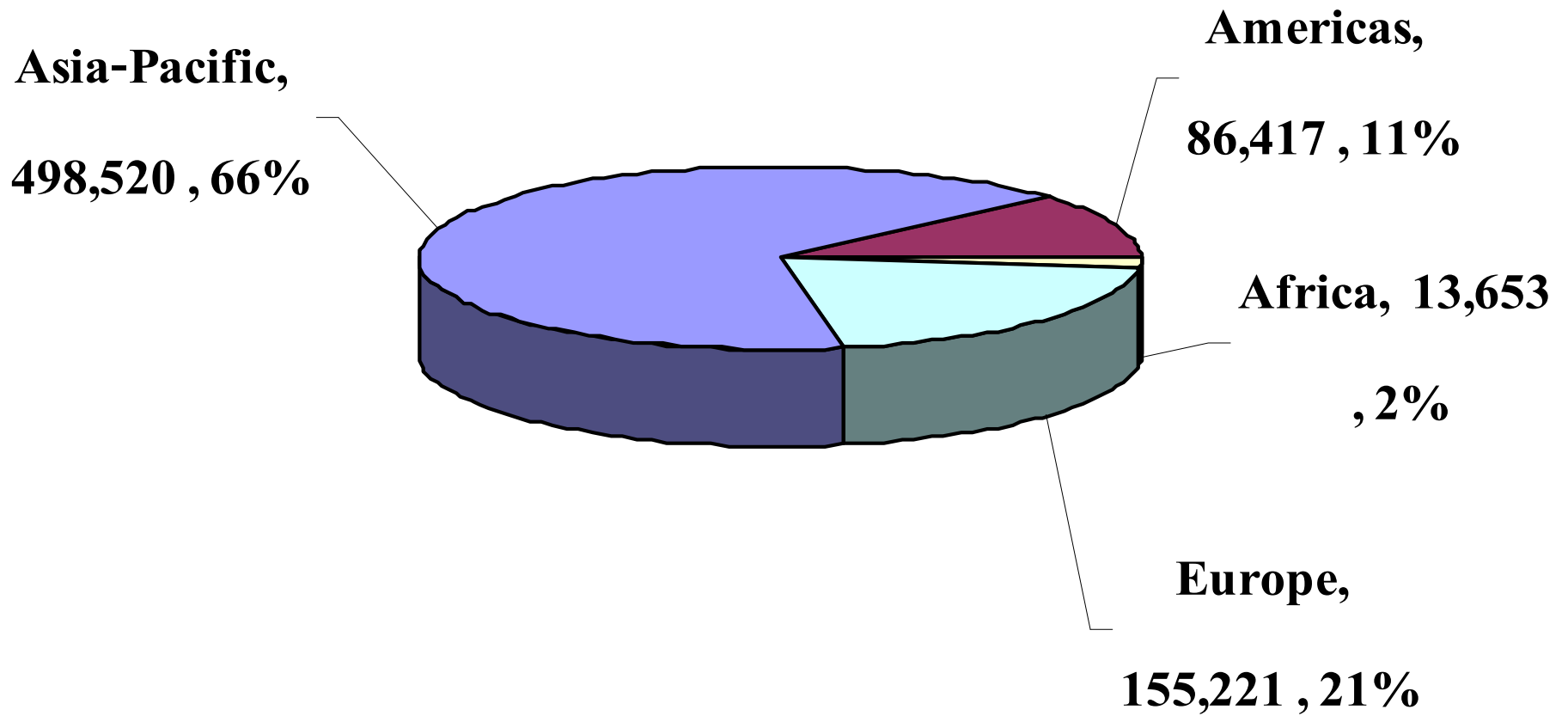
ICA's Sectoral Organisations

- Agriculture: **International Co-operative Agricultural Organisation (ICAO)**
- Banking and Credit: **International Co-operative Banking Association (ICBA)**
- Consumer: **Consumer Co-operative International (CCI)**
- Fisheries: **International Co-operative Fishery Organisation (ICFO)**
- Health: **International Health Co-operative Organisations (IHCO)**
- Housing: **International Co-operative Housing Organisation (ICA Housing)**
- Insurance: **International Co-operative and Mutual Insurance Federation (ICMIF)**
- Travel: **International Association of Tourism (TICA)**
- Workers: **International Organisation of Industrial, Artisanal and Service Producers' Co-operatives (CICOPA)**

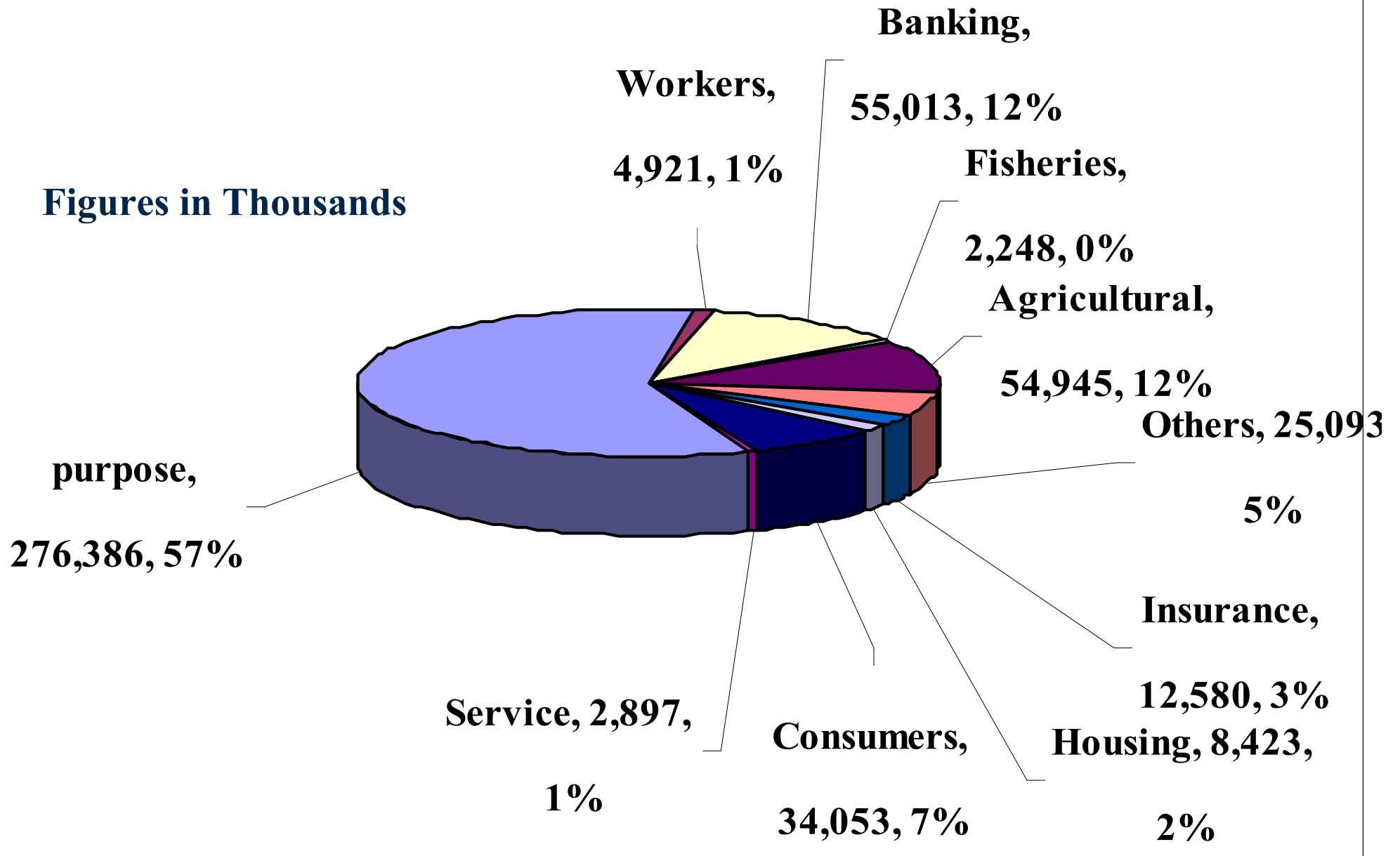
Last Updated: 29 July 2005



ICA Membership by Region



ICA Membership in Asia and the Pacific by Sector



The World



ICA Member Organizations



- Botswana - Cameroon - Cape Verde
Côte d'Ivoire - Egypt - Gambia - Ghana - Kenya
Mauritius - Morocco - Namibia - Nigeria
Tanzania - Uganda

Africa



Americas

Argentina - Bolivia - Brazil - Canada - Chile -
Costa Rica - Colombia - Dominican Republic - Ecuador
El Salvador - Haiti - Honduras - Mexico - Panama
Peru - Puerto Rico - United States - Uruguay



Europe

Austria - Belarus - Belgium - Bulgaria - Croatia
Cyprus - Czech Republic - Denmark - Estonia
Finland - France - Germany
Hungary - Italy - Latvia - Lithuania - Malta
Moldova - Netherlands - Norway - Poland
Portugal - Romania - Russia - Serbia - Slovakia
Slovenia - Spain - Sweden - Switzerland - Turkey

Ukraine - United Kingdom _



Asia and the Pacific



ICA Member Organisations

Australia - Bangladesh - China - Fiji - India - Indonesia

Iran - Israel - Japan - Korea - Kazakhstan - Kuwait

Malaysia - Myanmar - Nepal - New Zealand - Pakistan -

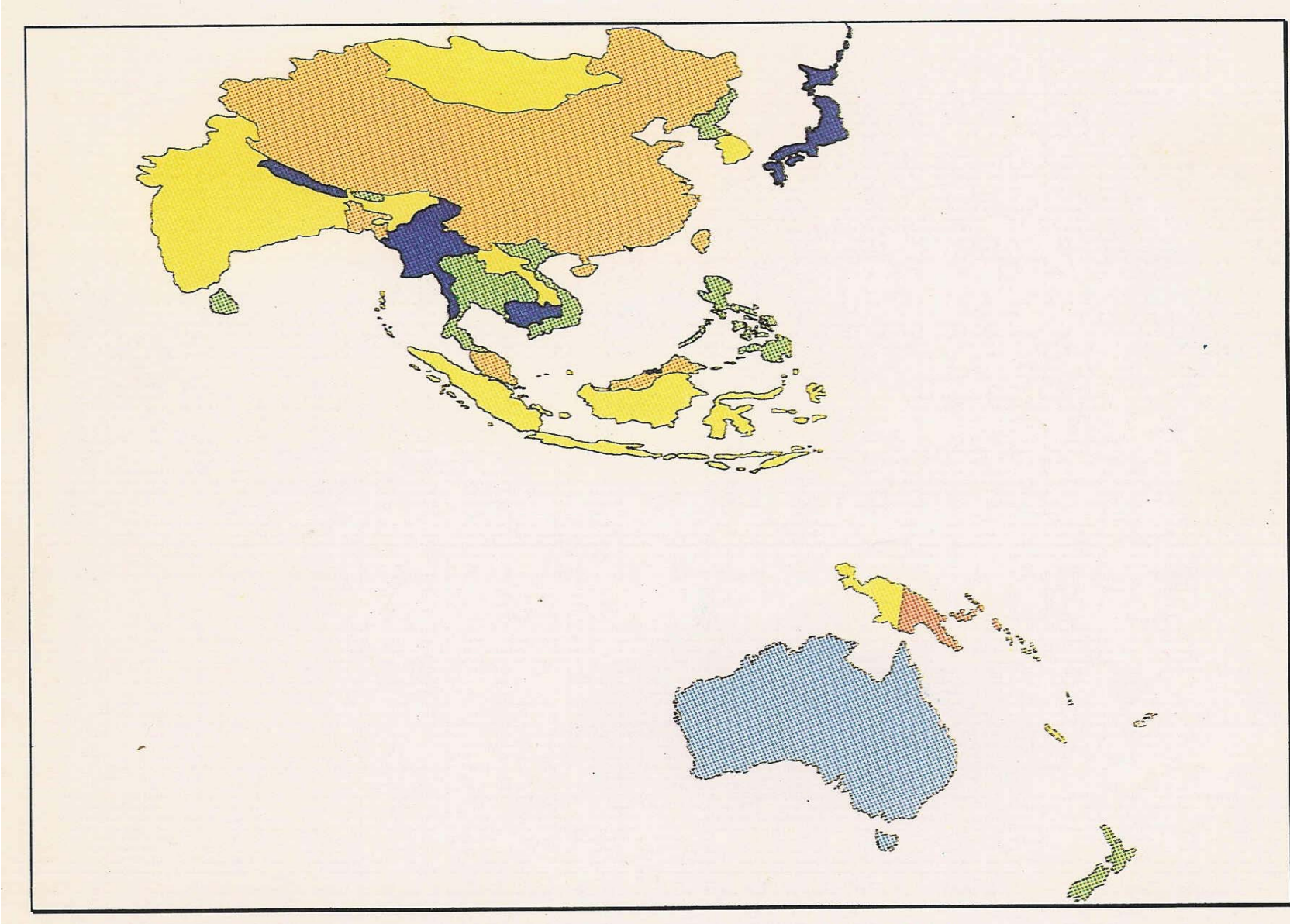
Philippines - Singapore - Sri Lanka - Thailand - United

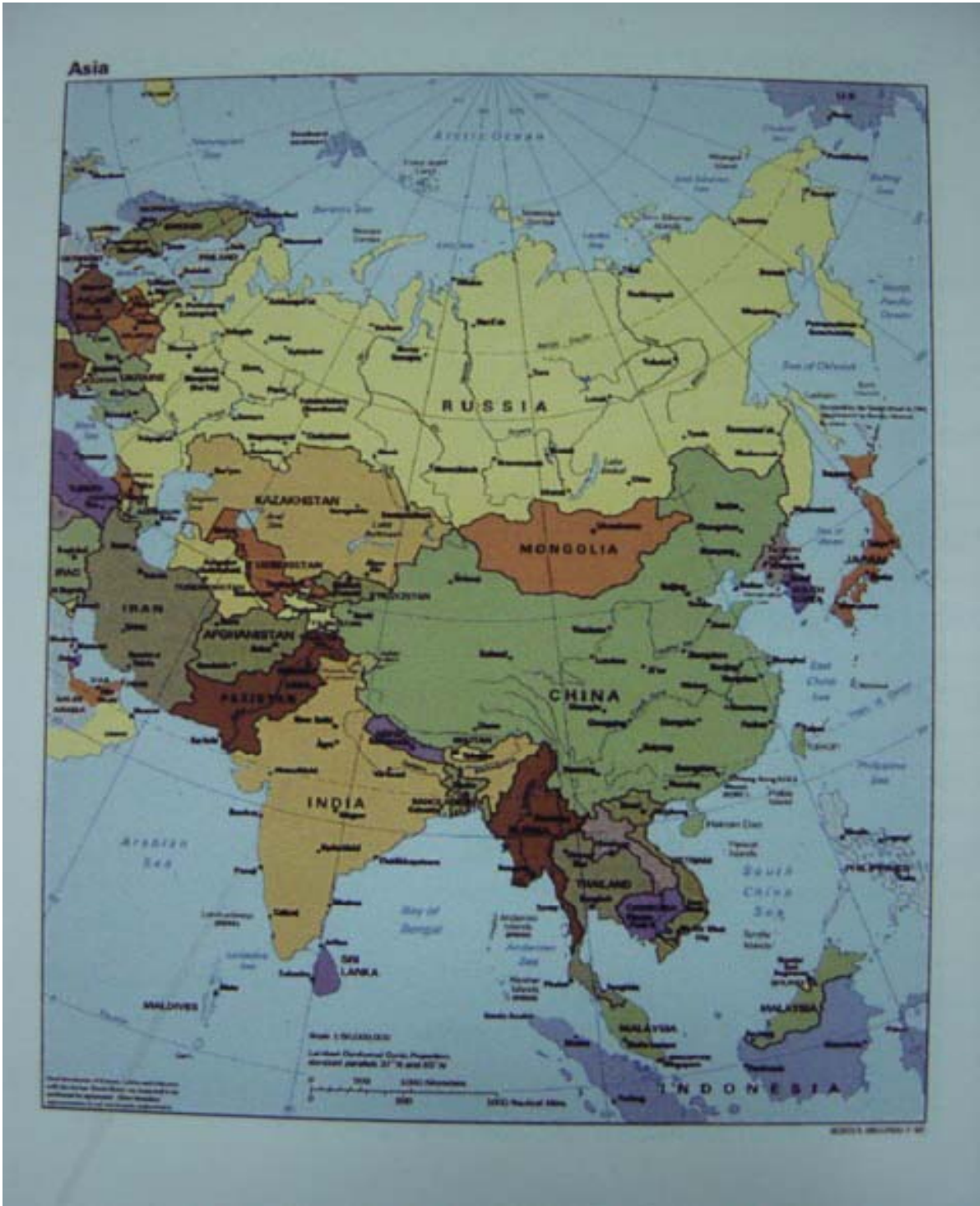
Arab Emirates - Vietnam



อันดับ/ เรื่อง	พื้นที่ประเทศ (ตร.กม.)	จำนวนประชากร (หน่วย:ล้านคน)	รายได้ (US\$:คน:ปี)	ได้ดุลการค้า (หน่วย:ล้าน US\$)	ขาดดุลการค้า (หน่วย:ล้าน US\$)
1	China 9,560,996	China 1,144	Japan 23,800	Japan 77,781	Thailand 8,793
2	Australia 7,682,300	India 846.302	Australia 17,199	Iraq 3,748	Singapore 7,062
3	India 3,287,587	Indonesia 184.283	Singapore 12,963	Indonesia 3,273	Israel 5,563
4	Kazakhstan 2,717,300	Japan 123	Israel 10,661	Australia 3,120	Philippines 3,211
5	Indonesia 1,919,443	Pakistan 118.122	Iran 9,185	China 1,170	India 2,886

Agriculture Cooperatives in Selected Countries in the Asia-Pacific Region 1995





KOREA, South





ICA Asia Pacific Agricultural Committee, Bangkok, 2 July 2009

Features of the Economic Crisis and its Impact on Co-operatives

Iain Macdonald
ICA Director General

Co-operatives more resilient to crisis



- Financial co-operatives are still financially sound
- Agricultural co-operatives are showing profits despite volatility of 2008 markets
- Consumer co-operatives' turnover above that of previous years
- Worker co-operatives are growing



Global Crisis =
Co-operative Opportunity

Co-operative Opportunity



- New economic order based on people-centred, values-based enterprises
- Co-operatives not only driving economic development, but promote economic and political democracy and social responsibility
- Co-operative are successfully addressing the financial, economic and value crisis





global300
an ica initiative



GENERAL ASSEMBLY 2009

16 – 20 November, GENEVA

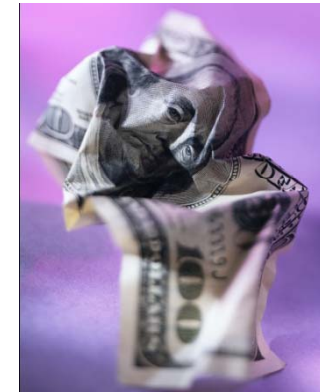
Global Crisis – Co-operative Opportunity



Financial Co-operatives



- increase in assets and deposits
- increased volume of lending
- increases in membership
- a better rate of interest
- greater stability (measured by capital adequacy ratios, and loan default rates)



Agricultural Co-operatives



- Surplus up in rich and emerging market nations, but also in some developing countries
- Capital issues will arise
- Other crisis looming – climate change, multilateral trade, agricultural investment and policy...

“We have built a system that has consistently created value by helping producers and partner co-operatives manage through down times and capitalise on the up times. Together, we will meet the challenges of 2009 and beyond”





Why co-operatives survive & thrive?



- The co-operative model guided by the the Co-operative Values and Principles
- The comparative advantage of membership



Grasp the opportunity



- Government policy-makers rediscovering co-operatives
- International multilateral organisations recognise co-operative model and potential
- Media reporting on co-operative success and potential
- Co-operatives speaking louder about co-operative success

ปีสากลแห่งการสหกรณ์



2012
International
Year of
Cooperatives



สร้างโลกที่ดีกว่า

“Cooperative Enterprises Build a Better World”



The **co-operative** believes in Manchester

Building the future
We have a long history in Manchester. We're passing it on to the future too.



ประเทศโปรตุเกส





ICA
EXPO
World Co-operatives Exhibition

A primeira feira oficial da ACI para promoção de negócios cooperativos
ICA's first official trade fair to promote co-operative business

Feira Oficial Official fair ICA
Promoção Promotion WTM
Parceiro Partner CA
OCE

europa euresa
RURAL
Vida rural TP







SOCIETY



ANGOLA



BRASIL



CABOVERDE



GUINÉ-BISSAU





CooperFrutas
Cooperativa de Produtores de Fruta
e Produtos Hortícolas de Alcobaca, CRL.



Coopebeira /
Fraga d'Ouro

legacoop
COOPERATIVES TRUST IN PEOPLE

B

biocoop

Produtos de Agricultura Biológica, crl.

3ª a 6ª - 10:00 - 20:00

Sábado 09:00

Rua Salgueiro Maia

Tel.: 21 941 04 58





Cooperativismo: desenvolvimento com justiça social.



3,3

US\$ 3,3 bilhões é a média anual das exportações diretas das cooperativas brasileiras

6

6% é a participação das cooperativas no total das riquezas geradas no Brasil.

38

38% é a participação das cooperativas no total do Produto Interno Bruto agropecuário.

126

R\$ 126 bilhões é o volume de recursos das cooperativas no total do PIB brasileiro.

7.672

É o número de cooperativas atuantes em 13 ramos de atividades econômicas.

251.000

É o total aproximado de empregos diretos gerados pelas cooperativas até 2007.

7.687.568

É o total de associados a cooperativas do Sistema Cooperativista Brasileiro.



40.000.000

É o total estimado de brasileiros envolvidos no cooperativismo, prática que gera trabalho, renda, mais qualidade de vida e, acima de tudo, desenvolvimento com justiça social.



www.brasilcooperativo.coop.br









อภิปราย

บทบาทของ ICA ที่มีต่อขบวนการสหกรณ์โลก
บทบาทของสันนิบาตสหกรณ์ที่มีต่อขบวนการสหกรณ์ประเทศไทย
บทบาทของเครือข่าย