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MINUTES OF EXECUTIVE COMMITTEE MEETING 2025

24th Nov 2025, Colombo, Sri Lanka

Agenda Excom 1 – Welcome and Introduction

1. The meeting commenced with a warm welcome by the Chair to all Executive Committee Members, special invitees, and observers. Members introduced themselves, and the Chair acknowledged the collective commitment to strengthening cooperative development across the Asia-Pacific region. (*Refer annexure 1 and 2 for Agenda and List of Participants*).

Agenda Excom 2- Opening Remarks

2. The Chairman, Mr. Pankaj Kumar Bansal, Additional Secretary, Ministry of Cooperation, (Govt. of India) and Managing Director, National Cooperative Development Corporation and the Chairman of NEDAC Executive Committee.

Remarks by Chairman – Mr. Pankaj Kumar Bansal, IAS

- Highlighted the importance of regional cooperation among agricultural cooperatives.
- Emphasized NEDAC's evolving role as a regional platform for knowledge exchange, policy support, and cooperative development.
- Appreciated members' active involvement in strengthening cooperative governance and regional partnerships.



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Video Message – Vice Chairman, Philippines

- Dr. Virgilio R. Lazaga, Assistant Secretary, Cooperative Development Authority, Philippines- conveyed his support for NEDAC's initiatives.
- Reinforced the need for cross-country learning, legal improvements, and stronger participation of youth and women in cooperatives.

Agenda Excom 3- Overview of Sri Lankan Agriculture Cooperatives

3. Presentation by Mr. Ajith Kumar, Director, Southern Plantation Cooperative Society, Sri Lanka. He provided a detailed overview of Sri Lanka's cooperative structure, good agricultural practices, and plantation cooperative models. Sri Lanka's experience, especially in plantation sector governance and livelihood improvement was highlighted.

Agenda Excom 4 - Action Taken Report on Recommendations of previous ECM

4. The Excom endorsed the Agenda 4 items.

Recommendation: Dr. Sudhir Mahajan and the Chairman Pankaj Bansal advised to explore the feasibility of opening a Fixed Deposit (FD) either in India or Bangkok, based on the option offering the most favorable interest rates and overall financial benefit to NEDAC.

Agenda Excom 5– Reforms and Governance - Legal Status

5. Ms. Samitha Manohar from the NEDAC Secretariat presented a comparative analysis of the parameters required for obtaining legal status and establishing a NEDAC office in Thailand. Multiple institutional models, along with their requirements, advantages, and limitations, were shared with the EXCOM for consideration. The Committee deliberated on feasible options for NEDAC's legal registration, taking into account compliance needs and long-term sustainability.



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Recommendations:

1. Legal Engagement of the Consultant

The Chairman, Mr. Pankaj Bansal, advised engaging a qualified legal consultant to examine the available registration pathways in detail. He further recommended undertaking additional consultations and bringing a final proposal to the next ECM for approval.

2. Establishment of Country Chapters registration

Mr. Jyoti Saroop, Director, Unati Cooperative Marketing cum Processing Society Ltd. proposed the establishment of NEDAC country chapters to strengthen regional engagement.

The Chair and other EXCOM members agreed with the suggestion and advised the Secretariat to explore this option further.

Agenda Excom 6- Report on NEDAC Activities–2025 & Work Plan 2026

6. Ms. Samitha Manohar from the NEDAC Secretariat presented the NEDAC Activities Report – 2025, covering: member consultations, the initial development of the five-year roadmap, knowledge-sharing sessions, capacity-building events, best-practice documentation, as well as social media outreach and digital engagement initiatives.

Endorsement: The Excom endorsed the Work plan 2025 Report.

She also provided a brief overview of the planned activities for the upcoming year, 2026. The tentative plan is outlined as follows:



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NEDAC Work Plan 2026



**NETWORK FOR THE DEVELOPMENT
OF AGRICULTURAL COOPERATIVES
IN ASIA AND THE PACIFIC**

Established in 1991 by FAO, ICA and ILO

Theme: Scaling Knowledge • Deepening Collaboration • Strengthening Regional Unity

Quarter	Focus Area	Activity	Lead	Timelines	Place	Expected Output
Q1	Enhancing Cooperative Leadership & Governance	Conduct national capacity-building Workshop	NEDAC + expert consultants	Jan 2026	India	Workshop sharing Good Practices
Q1	Enhancing Cooperative Leadership & Governance	Finalize and circulate the Model Governance Guideline to members	NEDAC + expert consultants	Feb 2026	-	Guideline shared across member countries
Q1	Study Tour Planning	Study Tour to New Zealand or Australia	Secretariat	Mar 2026	New Zealand or Australia	Study tour
Q1	Community of Practice	Community of Practice (CoP) on Cooperative Transformation	NEDAC + members	Feb 2026	Online	Interactive forum with regular contributions

NEDAC Work Plan 2026



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Quarter	Focus Area	Activity	Lead	Timelines	Place	Expected Output
Q2	Digital Readiness & Inclusion - Champion Digital Transformation	Disseminate a curated Digital Starter Kit (from 2 member countries)	NEDAC + Digital working group	April 2026	—	Toolkit shared with members
Q2	Advocate for Legal & Policy Reform	Convene a virtual Co-op Policy Task Group (6 countries)	NEDAC + Members	May 2026	Online	Initial feedback on reform needs
Q2	Community of Practice	Community of Practice (CoP) on Cooperative Transformation	NEDAC + members	April 2026	Online	Interactive forum
Q2	Strengthening NEDAC as Regional Forum	Activate 2 Technical Working Groups: Youth & Digital	Secretariat	May 2026	Online	Expand the online NEDAC Knowledge Platform with success stories, tools
Q2	Enhancing Cooperative Leadership & Governance	Conduct regional workshop on board roles and youth leadership	NEDAC	June 2026	Thailand	Regional Collaborations



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Q3	Enhancing Cooperative Leadership & Governance	Collect 3 case studies on cooperative governance reforms	NEDAC + national focal points	July 2026	–	Published on Knowledge Platform
Q3	Digital Readiness & Inclusion - Champion Digital Transformation	Host regional learning session with women youth-led digital co-ops	NEDAC + Members	Aug 2026	Nepal or open for any other country member to Host	Celebrating International Year of Women Farmer
Q3	Market Access & Regional Trade	Host a buyer-seller roundtable (1 commodity focus, e.g., rice or spices)	NEDAC + partner co-ops	Sep 2026	Bhutan or open for any other country member to Host	3 B2B links explored
Q3	Study Tour	Study Tour to Nepal	Secretariat	Sep 2026	Philippines	Study tour
Q3	Community of Practice	Community of Practice (CoP) on Cooperative Transformation	NEDAC + members	July 2026	Online	Interactive forum with regular contributions



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Quarter	Focus Area	Activity	Lead	Timelines	Place	Expected Output
Q4	Market Access & Regional Trade	Document 2 success stories of cross-border co-op trade	NEDAC + member input	Nov 2026	—	Published via portal & social media
Q4	Strengthening NEDAC as Regional Forum	Improve Knowledge Platform (simplify access + new content upload)	NEDAC + intern support	Nov 2026	—	15 new tools/case stories uploaded
Q4	Community of Practice	Community of Practice (CoP) on Cooperative Transformation	NEDAC + members	Oct 2026	Online - Monthly	Interactive forum with regular contributions
Q4	Awards and Recognition	Asia Pacific Cooperative Excellence Awards 2026	NEDAC + members	Oct 2026	Thailand	Recognition
Q4	Advocate for Legal & Policy Reform	Prepare Policy Scorecard Framework (draft only, not full launch)	NEDAC Secretariat	Dec 2026	—	Framework document for 2027 rollout

Agenda 7- Strategic Roadmap (2025-2030)

7. Mr Jyoti Saroop presented the proposed roadmap outlining:

- Vision for inclusive, resilient, and innovative agricultural cooperatives.
- **Eight Pillars:** Leadership, Investment Readiness, Market Access, Inclusion, Digital Transformation, Climate Resilience, Policy Reform, and Strengthening NEDAC Forum.

He also Proposed this 3 initiatives, Considering NEDAC Comparative advantages as mentioned below:



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Project for EXCOM Endorsement

These strategic initiatives will catalyze regional transformation, leveraging partnerships with international financial institutions, technology platforms, and development agencies. Each project addresses critical gaps while building on proven models and existing cooperative networks.



1 NEDAC–Digital Cooperative Fund can be sourced from Funding agencies

Financing AI tools, drone technology, digitization infrastructure, and carbon finance mechanisms for cooperatives across the region. This fund will provide technical assistance alongside capital, ensuring successful technology adoption and sustainable operations.

- Precision agriculture equipment
- Blockchain traceability platforms
- Carbon credit development support
- Cooperative ERP systems



2. Asia-Pacific Cooperative Innovation Hub

A physical and virtual incubator providing investment readiness training, technology demonstrations, governance capacity building, and business model innovation. The hub will serve as a learning laboratory where cooperatives from across Asia-Pacific can access expertise and test new approaches.

- Investment readiness bootcamps
- Technology demonstration facilities
- Peer learning exchanges
- Business plan development support



3. NEDAC C2C Digital Marketplace Regional Cooperative Trade Platform

Digital marketplace connecting cooperatives for direct trade in millets, bamboo products, dairy, herbal products, and agricultural inputs. This platform reduces intermediaries, improves price discovery, and builds regional food security through cooperative-to-cooperative commerce.

- Logistics coordination tools
- Payment and trade finance integration
- Market intelligence dashboards
- Quality certification systems

Endorsement: Members endorsed the roadmap in principle and suggested periodic review to align with emerging challenges as well asked the Secretariat to have more detailed discussion on this proposition submitted by Mr. Saroop.

Agenda Excom 8: NEDAC Membership Portfolio & Knowledge Management Activities

8. The Secretariat presented the updated NEDAC Membership Portfolio and Knowledge Management Activities. It was noted that NEDAC currently has 29 active members, with four new members joining during the period—Sri Balaji Farmers Welfare Multistate Cooperative Society, Duarbagori Cooperative Society Ltd. (Assam), PHD Chamber of Commerce and Industry (PHDCCI), and National Cooperative Exports Limited (NCEL). New institutional partnerships were also established with PU–IIT Ropar (India), CIRDAP (Bangladesh), and FEED (India), further strengthening NEDAC’s collaborative ecosystem.



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To expand its regional footprint, NEDAC has initiated outreach to re-engage past country members, including Bangladesh, Bhutan, Iran, Japan, and Malaysia, while also extending efforts to potential new member countries such as Laos, Vietnam, Fiji, and Samoa.

The Secretariat further outlined proposed member engagement and knowledge management initiatives.

- **Quarterly Member engagement Meetings** will be introduced to ensure regular interaction and alignment with member priorities.
- **A Community of Practice** will be developed, based on member consultations, to promote collaboration and knowledge sharing among both members and non-members.
- **An Annual Membership Survey** will be conducted to gather feedback and identify areas for improvement.
- **Monthly Member Outreach efforts** will continue for newsletter inputs and ongoing communication.
- **An Annual Rewind Report** will be released summarizing achievements, challenges, and future plans.

The Secretariat proposed improvement to the membership process, including:

- A Reward and Recognition Programme for active members,
- Issuance of Annual Membership Certificates for paid members, and
- Use of Doodle polls for effective scheduling of meetings.

Endorsement: The EXCOM endorsed the proposed improvements and Member engagement Strategy

Suggestions:

- Mr. Praveen Aligireddy recommended holding Member Engagement Meetings every four months instead of quarterly to ensure consistent interaction and better alignment with member priorities.
- The EXCOM advised the Secretariat to share the complete details of the proposed Reward and Recognition Programme.
- Dr. Sudhir Mahajan and Mr. Anand Mohan suggested publishing a monthly one-page highlight on the NEDAC website and sharing it with members. Jyoti Saroop and others noted that this is already a good practice but emphasized the need to regularize it.



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Agenda Excom 9 - Good Practices - Asia Pacific Region

9. Two case studies were presented:

- **Fiji:** Mr. Iosefo Koroidimuri, Director and Registrar of Cooperatives, Fiji, shared the use case from Fiji. He provided a detailed overview of Fiji cooperative structure, good agricultural practices, and cooperative models.
- **Unati Cooperative, India (“Unati Behan” Model):** Showcased a women-led FMCG supply chain, highlighting digital empowerment, farmer-to-consumer linkages, and promotion of rural entrepreneurship.

9.1 Release of first edition of our annual publication: The Chairman, Mr. Pankaj Bansal, released the first edition of the annual publication, which showcases the significant progress achieved in strengthening agricultural cooperatives across NEDAC member countries.

Suggestion: Mr. Anand Mohan suggested that these publications be shared with all members and circulated on NEDAC’s website and social media platforms. Ms. Samitha acknowledged that this has already been done.

Agenda Excom 10 - Discussion Collective Development of AP Cooperatives

10. Dr. Sudhir Mahajan, CE, NCUI suggested that regular members’ meetings should be organized, noting that this forum greatly supports knowledge sharing. He appreciated the Compendium and further advised that a monthly bulletin of good practices could be developed and shared for wider dissemination.

He also advised that before planning the study tour, could we gather the country’s perspective in terms of the challenges they face, the solutions they offer, and the interventions or innovations implemented by their cooperatives to have a prepared study tour.

The Chairman, Mr. Pankaj Kumar Bansal, advised that ICA-AP and CICTAB could serve as strong collaborators for NEDAC. He noted that ICA-AP regularly organizes regional meetings, presenting an opportunity for NEDAC to align its Executive Committee meetings with these events. This would allow NEDAC members to engage in dialogue with member countries and participate in regional conferences.



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He also suggested planning study tours to existing member countries such as Bhutan, Bangladesh, and Iran.

Regarding CICTAB, he highlighted that they frequently conduct training sessions, and NEDAC could explore the possibility of integrating a dedicated session within their training programmes, especially SAARC countries.

Agenda Excom 11 – Administrative and HR Matters

11. The Secretariat presented key administrative and HR matters, highlighting the need to strengthen NEDAC's IT infrastructure to support efficient communication and member engagement. The proposals included migrating the existing webmail system to Gmail Workspace for improved reliability and user experience, and acquiring a dedicated Zoom account to facilitate smooth virtual meetings, webinars, and collaborative activities.

Endorsement: The EXCOM reviewed the proposals and endorsed the recommendations.

Agenda Excom 12– Finance Update

12. Secretariat highlighted that USD 39,000 in membership fees remains pending from existing members, while an additional USD 7,500 is expected from newly admitted members. This brings the total projected inflow to USD 46,500, which is anticipated to offset the current operational deficit and ensure a positive financial position by the end of the fiscal year. The EXCOM noted the update.

Action Needed: The Chairman, Mr. Pankaj Bansal, requested Mr. Jitender Pareek to provide a clear summary of the NEDAC Secretariat's monthly expenses, indicating how much core funding should be reserved from membership fees to ensure full operational transparency and functionality.



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Agenda Excom 13 – Closing Remarks and Vote of Thanks

13. The Chair concluded the meeting by expressing sincere appreciation for the active participation, valuable insights, and constructive contributions of all members, special invitees, and observers. He emphasized the collective commitment towards strengthening NEDAC's role as a regional facilitator for cooperative development and knowledge exchange. He thanked all attendees and special invitees for their engagement, reaffirmed the Secretariat's commitment to follow up on decisions and recommendations, and formally closed the meeting with best wishes for continued progress and success in NEDAC's initiatives.

Annexure 1: List of Participants

S. No	Official Name	Designation and Organization	Country	Remarks
1	Mr. Pankaj Kumar Bansal, IAS	Chairman-NEDAC, Additional Secretary, Ministry of Cooperation, Govt of India and Managing Director, NCDC, NEDAC Chairman	India	
2	Mr. Virgilio R. Lazaga, NEDAC	Vice Chairman and Asst Secretary, Cooperative Development Authority	Philippines	
3	Mr. Bhima Subrahmanyam	Chief Executive Officer (CEO) and Managing Director, National Federation of State Cooperative Banks Ltd. (NAFSCOB)	India	
4	Dr. Sudhir Mahajan (IAS Retd.)	Chief Executive, National Cooperative Union of India (NCUI)	India	
5	Mr. Anand Mohan, IRTS	Joint Managing Director, National Agricultural Cooperative Marketing Federation of India Ltd. (NAFED)	India	
6	Dr. Chandrapal Singh Yadav	President, International Cooperative Alliance Asia and Pacific NEDAC Member	India	
7	Mr. Praveen Aligireddy	Director, Mulkanoor Co-operative Rural Bank and Marketing Society Ltd.	India	
8	Mr. Jyoti Saroop	Director, The Unati Cooperative Marketing-cum-Processing Society Ltd.	India	
9	Mr. Rupesh Kumar Pandey	Senior Secretary, PHD Chamber of Commerce and Industry (PHDCCI) India	India	
10	Dr. Shanta Jayaratne, Senior	Ministry of Trade commerce security	Sri Lanka	Special Invitee



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	Advisor	and cooperative development		
11	Mr. Prabath Wimal Kumara	Secretary/Director Sri Lanka Council for Agricultural Research Policy (SLCARP)	Sri Lanka	Special Invitee
12	Dr. (Mrs.) S.M.P. Chandra Padmini	Deputy Director (Research Management), Sri Lanka Council for Agricultural Research Policy (SLCARP)	Sri Lanka	Special Invitee
13	Ms Geethani	Principle Scientist, SLCARP	Sri Lanka	Special Invitee
14	Mr. Ajith Kumar, Director	Southern Plantation Industries Development Cooperative Society Ltd., Samrin Estate, Nakiyadeniya	Galle, Sri Lanka	Special Invitee
15	Mr Sumith Jayatilake	CEO, Vascoragroup, Sri Lanka	Sri Lanka	Special Invitee
16	Mr. Jitender Pareek	Deputy Director, NCDC	India	Special Invitee
17	Mr. Sanjay Kumar	Regional Director, NCDC Lucknow	India	Special Invitee
18	Mr. Lsefo Koroidimuri	Director Registrar Cooperatives-Fiji	Fiji	Observer
19	Dr. P. Chandra Shekara	Director General, Centre On Integrated Rural Development For Asia And The Pacific	Bangladesh	Observer
20	Ms. Samitha Manohar	Consultant, NEDAC	Bangkok	



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Annexure 2: Agenda ExCOM Meeting II, 24th Nov 2025 at Colombo, Sri Lanka

24 November 2025 Monday Executive Committee Meeting 2025 Venue: Committee Room	09:00 – 10:00 am	Breakfast	
	10:30 – 10:35 am	Welcome and brief about event Introduction of Delegates	Ms. Samitha, Consultant, NEDAC
	10:35 – 10:40 am	Welcome address by the Chairman in the ExCom 2025	Mr Pankaj Kumar Bansal, IAS, Chairman, NEDAC
	10:40 – 11:10 am	Overview of Sri Lankan Agricultural Cooperatives and Best practices.	S.M.P Jayantha, Chairman Southern plantation industries development cooperative society, limited, Samrin estate, Nakiyadeniya, Galle Sri Lanka
	11:10 – 11:40 am	Presentation on NEDAC Activities 2025	Director NEDAC
	11:40 – 12:00	A strategic Roadmap outlining NEDAC's vision for cooperative development in the region- 2025- 2030 and about India's first Drone Academy presentation	Mr Jyoti Saroop, Director, Unati Coop Marketing- Cum Processing.
	12:05 – 12:20 pm	Presentation of Roadmap for 2026 by NEDAC, Specific initiatives for the upcoming year to enhance regional collaboration	Ms. Samitha, Consultant, NEDAC
	12:20 – 12:25 pm	Unveiling of the First Yearly Coop Book for the successful stories	Ms. Samitha, Consultant, NEDAC
		Discussion: Collective Development of AP Cooperatives	
	12:50 – 01:00 pm	Financial Statement 2025 and Vote of Thanks	Ms. Samitha, Consultant, NEDAC
	01:00 – 01:10 pm	Delegation Photograph	-
	01:10 pm onwards	Lunch at Cinnamon Lakeside Hotel	-

Signature of Director, NEDAC

Col. Himanshu

Date: 4 December 2025

Place: Bangkok, Thailand