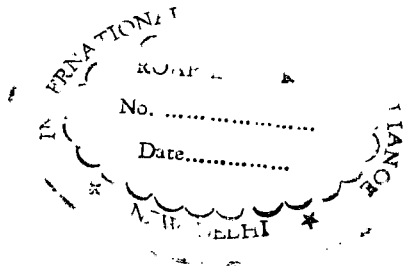


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ASIA-PACIFIC COOPERATIVE NEWS



Issue No.1

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International Cooperative Alliance

ICA REGIONAL OFFICE NEWS

Beijing Regional Meeting on ICA ROAP New Structure

The 30th Congress of the ICA held in Tokyo from 27-30 October 1992 adopted the new structure of the ICA. The direct effect of the revised structure of the ICA will be the reallocation of countries into four regions. Consequently, Iraq, Israel, Jordan, Kazakhstan, Kuwait, Turkey and Uzbekistan will also come under the Asia-Pacific Region. Thus the total number of countries in Asia Pacific region will become 25 with a total membership of 65.

To adopt the constitution of the new Regional Assembly under the revised structure adopted in Tokyo, the Regional Meeting to be held in Beijing on 22 April 1993 will consider and recommend the Standing Rules of the Regional Assembly which finally will be approved by the General Assembly to be held in Geneva from 8th to 10th September, 1993. As a consequence of establishment of the Regional Assembly in which all the ICA members from the region will be entitled to participate, the meeting will

also have to consider the future set up of the Regional Council. At present the Regional Council consist of two delegates from each country without any consideration of the membership.

The other agenda before the Regional Meeting is to nominate a Vice President for the ICA Board from Asia-Pacific Region to be elected in the General Assembly as also Basic Values and Economic Collaboration among Cooperatives - Chinese Efforts. About 100 delegates are expected to attend the Regional Meeting.

Prior to the Regional Meeting, the Regional Council will also meet on 19th April and if necessary on 20th April in Beijing to consider and make suitable recommendations to the Regional Meeting on various issues. This will be the last meeting of the Regional Council in its present form and the future meeting will depend on the decision to be taken by the Regional Meeting about future status of the Regional Council.

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- Editor

ICA ROAP Holds Gender Planning Conference

The ICA Regional Office for Asia and the Pacific, held a Regional Gender Planning Conference in collaboration with the Japanese Consumers' Co-operative Union (JCCU) and the Swedish Co-operative Centre (SCC), both major development partners of the ICA, at the Holiday Inn Crowne Plaza Metropolitan Hotel, Ikebu-kuro, Tokyo from 01 to 06 March 1993.

45 delegates from Bangladesh, Fiji, India, Indonesia, Iran, Malaysia, Pakistan, Philipp-ines, Singapore, Sri Lanka, Thailand, Kenya and Sweden and representatives from UN organisations like ILO and FAO and NGOs like AWC (Asean Women in Development Co-operative Forum), SEWA (Self-Employed Women's Association) and CCA (Canadian Co-operative Association), apart from representatives from JCCU and ZENGYOREN (National Federation of Fisheries Cooperative Associations) participated. In addition to the ICA Regional Office, its headquarters in Geneva was also represented. ILO representatives came from both Geneva and the Asia-Pacific Regional Office in Bangkok.

It was after a lapse of over eight years that the ICA Regional Office for Asia and the Pacific (ROAP) was able to continue its gender activities in the Asia-Pacific Region. For a start, the ICA Regional Office has conducted country surveys on the current status of gender integration in co-operatives in member countries. 14 country surveys were made and reports of 13 country studies were published. An overview of the gender situation in the Region has also been prepared and published.

As the next step, the ICA Regional Office held a Regional Consultation in Colombo during the early part of 1992 which laid down initial strategies for

gender planning in co-operatives and the format for a Regional Gender Planning Conference in 1993 and its agenda.

Ms. Katarina Apelqvist, Chairperson of the ICA Women's Committee, chaired the Conference. The participants made presentations on the current situation, problems and prospects of gender integration in cooperatives in their respective countries, while the representatives from the UN organisations and other NGOs narrated their experiences in this field.

Mr. Isao Takamura, President of JCCU, inaugurated the well attended Conference. In his inaugural address, he said, "...from now on, when we move forward with the development of co-operative movement, we must not be satisfied by women just only being a hidden resource. We should properly evaluate the role of women and we should prepare an environment, so that women will be able to fully utilise their talents...."

Ms. Mitsuko Horiuchi, Director of Women's Affairs in the Prime Minister's Office and Mr. Kawamura, Director, Ministry of Welfare and services division, were the guests of honour.

Mr. G.K. Sharma, Regional Director of ICA, who addressed the gathering said, "...Many positive steps have been taken by governments to create legal and institutional environment for mobilising women as a resource for development in par with men. But many practical issues need to be resolved. Without this, the policy changes would have limited effect.... The ICA ROAP is in the process of reviving the gender component in the regional office on the request of many member organizations and women's committees. From Japan, JCCU will

not only provide financial support for the programme, but also provide a women consultant in the future..."

The Conference lasted for four days. The delegates were grouped into 4 groups and were requested to answer specific questions on gender planning. The delegates also prepared country-specific action plans which were discussed at the Conference.

THE CONFERENCE CONCLUDES THAT:

It is imperative that co-operatives at all levels formulate policies of gender integration for sound co-operative development, thus contributing to peace, social justice and a sustainable Earth.

It is vital that co-operatives in every country promote affirmative actions to achieve gender integration.

CALL FOR ACTION

1. Set up an information system to collect and disseminate gender statistics and other related information.
2. Make women and men aware of practical and strategic needs.
3. Provide informal and formal vocational training which widens the choice of women and men.
4. Create and utilise networks among segregated and mixed co-operatives in primary, secondary, national and global levels.
5. Organise national and international co-operative markets for co-operatives' products and handicrafts, especially among co-operatives.
6. Encourage entrepreneurship by providing access to other services through co-operatives.

7. Mobilise international support for technical and financial resources for achieving gender integration.
8. Each co-operative develops a co-operative master plan for gender integration within a certain time frame to reach a realistic and measurable goal.
9. Introduce better-living programmes such as health awareness, child care, and nutrition, to help women to become active participants in co-operative development.
10. Expose co-operative leaders to values such as concern for eradication of poverty, work for peace and sustainable environment.
11. Establish a regional human resource pool of volunteers and officials for providing experiences and training.
12. Set up committees committed to gender issues at all levels - vertical and horizontal.
13. Organise segregated women co-operatives in the instances of customs, traditions and religious constraints.
14. Undertake affirmative actions to ensure and support women's active and effective participation in the decision-making of their co-operatives.

At the end of the Conference, the participants were taken on field visits to various co-operatives in and around Tokyo, to see and understand the various activities of the co-operative and women's activities. The participants were very impressed at the initiatives taken by the Japanese co-operative women members in the activities of their co-operatives. The hosts have also taken out the participants on a sight seeing tour of Tokyo on the last day.

Training for youth leaders in Sri Lanka

At the time of the consultancy work for the identification of a Project for Cooperative youth groups in Sri Lanka on behalf of the SCC, the National Cooperative Council of Sri Lanka (Galle Regional Centre) expressed the need to orient the youth cooperative groups they have formed in the field of identification and execution of long-term projects on participatory basis. In order to fulfil the request, Mr. W.U. Herath prepared a manual for the use by youth animators which was used for this seminar.

The Education Section of the NCC organized the seminar and undertook to bear 50% of the cost.

Observations

Twenty youth leaders from five districts and eight cooperative trainers from the the National Cooperative Council (NCC) participated at the seminar. Many of the youth belonged to the age group of 18 to 24 years and were unemployed. However, they were motivated to the mission of cooperative extension work and assist the NCC in organizing school children and receive allowances for their work. The trainers belonged to district and regional centres.

The seminar was conducted at the Galle Regional Cooperative Training Institute, about 72 miles away from Colombo. The programme also included a village seminar for an on the job training for participants of the seminar. The village seminar was conducted from 16th to 17th December 1992 at the village school.

One of the most striking character of the youth leaders group was the discipline they have maintained in the group. The day was started with a meditation class and a discussion on the day's programme. Any matter concerning the group behaviour too was discussed and disputes were settled. Many of the group leaders

have had previous training mainly from the youth council of the government. Some of them were still studying at the high school level. They were motivated to learn about new methods for group processes.

The participants of the seminar were exposed to a simulation experience on the methodology. they used their own functions for the workshops: vision, obstacles, recommendations, self-help projects and implementation. They volunteered to conduct the village seminar which was eventually evaluated.

The village seminar was attended by 65 men, women, youth and children. they formed themselves into the groups of men, women, school dropouts, high school children and small children. This kind of group formation was new but proved to be successful in their context. The small children's group too was active and remained with the seminar throughout. special efforts had to be made to get them to understand the process using the terminology they could understand.

The outcome of the village seminar was that they were able to plan for 6 self-help projects to be undertaken by themselves. The youth leaders who were participants from the area undertook to help them by monitoring visits and follow-up meetings.

The participants of the seminar prepared action plans for the future on individual basis. As they were unemployed at present would hinder their activities. Therefore they will also undertake some self-help projects to generate sufficient income for the Youth Cooperative Foundation so that their activities would continue unhindered. However, these projects will be in conformity with the main themes of the day: environment protection and organic farming.

2nd ICA/APCC Regional Seminar on Agricultural Cooperative Development

The 2nd ICA/APCC Regional Seminar on Agricultural Cooperative Development with special reference to Australian Experience was held in Australia from 21st February to 12th March 1993. The seminar was jointly organised by the ICA Regional Office for Asia and the Pacific; ICA Australian Project Office; and the Asia Pacific Cooperative Centre for Research, Training and Development (APCC).

The objectives of the seminar were: (a) to understand the structure and functions of agricultural cooperatives in Australia; (b) to learn cooperative management and advanced farming and agro-processing technology; (c) to discuss possibilities of collaboration between the participants' organisations and Australian agricultural cooperatives; and (d) to formulate action proposals for the organisations/movements of the participants, keeping in view the experience gained at the seminar.

14 participants from eight countries, i.e. China, Fiji, India, Indonesia, Iran, Republic of Korea, Philippines and Sri Lanka attended the seminar.

The seminar was inaugurated by Hon'ble Minister for Local Government and Minister for Cooperatives, New South Wales, G. Peacocke, MP. Mr. Richard Crosbie, Chairman, Asia Pacific Cooperative Centre and Credit Union Service Corporation, on behalf of APCC, extended a warm welcome to all the participants.

In the first two weeks the seminar

was conducted at the Institute of Educational Administration Geelong. Senior leaders from many Australian cooperatives were invited to give lectures to the participants on several subjects - social, economic and political system in Australia; Australian coop system; agricultural cooperatives and wool; livestock industry; credit cooperative; dairy cooperative; fishing cooperative; housing cooperative and cooperative legislation which helped the participants to understand Australian cooperative structure and functions. The participants were organised in classroom discussion on the above subjects and also presented their country papers about recent development of cooperatives in their countries. In the 3rd week, each participant was attached to one cooperative organisation on practical job training and further discussed the possibilities for future cooperation between Australian cooperative and participants' organisations, particularly on cooperative trade, joint-venture and exchange programme.

Bonlac Foods Cooperative, the Phosphate Cooperative of Australia, Victorian Producers' Cooperative Company, the Australian Cooperative Development League and Credit Union Services Corporation (Australia) sponsored and contributed funds to cover all the local costs of the seminar and arranged all the participants to visit their organisations.

Chinese and Australian Coop Joint Venture on Wool Processing

In accordance with the protocol signed between All China Federation of Supply and Marketing Cooperatives (ACFSMC) and Australian Cooperative Development League (ACDL) and exchange visits between the two organisations in 1992, a feasibility study on wool processing joint venture has been undertaken recently with the strong support from the Minister for Cooperative NSW, Australia and Secretary-General of All China Federation of Supply and Marketing Cooperatives (ACFSMC). It was decided to carry out a trial processing experiment on the above project in order to assess actual costs of processing and establish the long-term basis for the future joint venture agreement. The contract on wool trial processing was signed between the two parties in February 1993. It is planned to ship 4 tonnes of Australian combed wool tops to China and to process woollen pullovers and to market woollen products through cooperative wholesale and retail network. The ICA ROAP provided a consultant to facilitate the project.

Regional Seminar on ASEAN University Coops

A Regional Seminar on ASEAN University Cooperatives was jointly organized by ICA ROAP, NFUCA and ANGKASA and it was held at Agricultural University of Malaysia in Kuala Lumpur on 8-12 February 1993. Fifty nine participants from 6 countries attended the seminar, as follows - two from Philippines, three from Singapore, five from Brunei, seven from Indonesia and Thailand and thirty five from Malaysia.

The main objectives of the seminar were:

- i. To transfer technology, knowledge and experiences of Japanese University Cooperatives to ASEAN countries.
- ii. To exchange knowledge and experience of running University/Students cooperatives among participants.
- iii. To encourage University or Cooperative Colleges or Cooperative Training Institutions to promote and play a bigger role in cooperative education, training and extension in their own countries.
- iv. To improve performance of University or Students cooperatives.

The seminar was inaugurated by Hon'ble Dato Khalid bin Yunus, Deputy Minister for Land & Cooperative Development, Government of Malaysia. The outcome was good and the participation of member countries was also good. Each participant paid his/her own travelling cost except board and lodging, which was jointly/sponsored by ICA and ANGKASA. ICA had contributed \$ 800 and ANGKASA approximately \$ 3,000 in this connection.

The seminar concluded that:

1. Students should be allowed to become full members of University coops in all countries;

2. Action plans for follow-up activities of univ.coops in each country should be made and implemented accordingly;

3. Teachers/trainers/students exchange programmes among member-countries should be encouraged and developed; and

4. Formulation of university cooperative federation in each country should also be encouraged.

Training of members of Board of Directors of Sukhothani Thammathirat University Cooperatives in Thailand

On 28th and 29th December 1992, the Consumer Cooperative Development Advisor (CCDA) helped the Sukhothai Thammathirat Open University to train 29 members of Board of Directors, Managers and Staff of two University Cooperatives (Coop Store and Thrift and Credit Coop). The main themes of the training and discussions were:

- i. Techniques of modern management;
- ii. Relationship between members of Board of Directors and Managers/ staff; and
- iii. Member participation.

The results were very good. The participants agreed that this kind of training and open discussion among members of Board of Directors and Managers and employees be organized regularly in the future.

The CCDA also visited Sukhothai Thammarat University Coop Store, Chulalongkorn University Coop Store and Phra Nakorn Coop Store in Bangkok in order to observe their operations and discuss future plans of action with their leaders and key staff.

ICA/SCC Evaluation Seminar

The ICA/SCC evaluation seminar was held in Bangkok, Thailand from 28 September to 2 October 1992. The Seminar was a component of the Study of the SCC's International Co-operative Seminar, 1962-1983, being carried out by an SCC consultant.

The SCC had conducted 24 International Seminars for 510 participants for Cooperative leaders from the developing countries. 216 participants were from Asia.

The Bangkok seminar dealt with the impact of the SCC Seminars, Co-operative leadership training and development needs in the future and the possible role of the SCC therein. The Seminar was attended by 13 former participants drawn from various countries and various SCC Seminars.

The Bangkok Seminar was of the opinion that the SCC had conducted the Seminars very well and that many improvements were effected over the years. The seminars satisfied the professional needs of the participants. Almost all the participants stated that the SCC Seminars played an important role in their personal and career development. 66 per cent of the participants had implemented the Action Plans drawn up by them during the Seminars. The SCC was requested to revive the International Seminars and to continue to play a leading role in leadership training and development in the region.

The Bangkok Seminar was jointly organised by the ICA ROAP and the SCC. It was conducted by Messrs Folke Albinson and J.M. Rana, SCC/ICA consultants respectively. The Cooperative League of Thailand played host and provided valuable support to the seminar.

Staff News

Madane completes assignment & Daman Prakash takes over

Mr. M.V. Madane, Project Director for the ICA- Japan Management Training Project from 1986 onwards completed his assignment on 31st October 1992 and formally retired from the services of ICA.

At a function held at the ICA Regional Office, Mr. Madane was presented with a plaque appreciating his services rendered to the ICA. The memento was presented by Mr G.K.Sharma, ICA Regional Director.

Dr. Daman Prakash, until recently Regional Cooperative Adviser with the Development Planning and Coordination Project of the ICA-ROAP, has taken over Project Director of the ICA Japan Management Training Project effective 1st July 1992.

Dr. Daman Prakash has been in the service of the ICA since 1962. During this tenure he had also worked with the UNDP and ILO in Jakarta, Indonesia and with the ICA-SCC project in Sri Lanka.

Karl Fogelstrom returns to SCC

Upon completion of his three-year term as Senior Development Advisor with the ICA-ROAP, Mr. Karl Fogelstrom has returned to his parent organisation, the Swedish Cooperative Centre (SCC) effective January 1993. Mr. Fogelstrom during his association with the ICA-ROAP was responsible for the general development and implementation of technical projects funded by the SCC. He has been largely responsible for the development of a three year Development Plan for the Regional Office and coordination of all technical projects.

In recognition of his services, a commemorative plaque appreciating

his services to the ICA as its Senior Development Advisor, was presented to him by the ICA Regional Director, Mr. G.K.Sharma, at a function organised in his honour at the Bonow House.

Malte Jonsson joins ROAP

On 1st March 1993, Mr. Malte Jonsson joined the International Cooperative Alliance (ICA) Regional Office for Asia and the Pacific (ROAP) in New Delhi, India, as Senior Development Advisor.

Mr. Jonsson, who is a Swedish national, has been working with cooperative development in third world countries since 1967.

Born in 1932 in Germany, as son of a farmer, the Jonsson family returned to Sweden in 1945. Mr. Jonsson graduated in 1960 with a Bachelor of Arts degree in Agriculture. After two years post graduate studies in Sweden and France, he participated in the 2nd Swedish International Cooperative Seminar for cooperators from developing countries organised by the Swedish Cooperative Movement. This experience was instrumental for his decision to work for cooperative development in the future.

For three years Mr. Jonsson was contracted by the Organisation for Economic Cooperation and Development (OECD) as Project Director for an Agricultural Cooperative Development Programme in Greece and since 1967 he was employed by the Swedish Cooperative Centre (SCC), stationed one year in East Africa and thereafter permanently working for SCC's Development Programme from the office in Stockholm. In 1982, when the ICA Head Office moved from London to Geneva, Mr. Jonsson was seconded

for two years by the Swedish Cooperative Centre (SCC) to the ICA in Geneva in charge of their Development Section. Mr. Jonsson has a fairly long understanding of the Asian Cooperatives and has many cooperators close to him.

Uma Mukherjee joins ROAP

Ms. Uma Mukherjee from the National Cooperative Union of India (NCUI) has joined the ICA ROAP to work as **Women Programme Officer** to be responsible for:

- i. to oversee and take stock of the current level of involvement/development of women in cooperative development in the region;
- ii. to formulate a comprehensive plan of work which is supporting of the objectives of the ICA and in accordance with the Principles of Cooperation with a view to enhance the participation of women in cooperative affairs;
- iii. to undertake studies and surveys in gender-related issues in the Region and publish them for the benefit of member organisations;
- iv. to organize and support national and international meetings on women-related issues with a view to develop concrete projects of technical assistance qualifying for external funding support; and
- v. to assist in the organisation and conduct of the Gender Planning conference planned to be held in 1993 and undertake steps for follow up activities.

Ms. Mukherjee has a long experience of work for involvement of women in cooperatives, in different capacities. Presently she is the Director of Cooperatives and Women Cooperative Development Programmes. She is M.A in Economics and 58 years of age.

BANGLADESH

ADB Approves Loan and Technical Assistance Grant to Bangladesh

Incomes of the rural poor and marginal farmers will be increased under an SDR 21.520 million (\$30 million equivalent loan and a \$600,000 technical assistance grant to Bangladesh for the Rural Poor Cooperative Project.

Rural development has been an essential component of the development strategy in Bangladesh where more than four-fifths of the population live in the countryside and where agriculture is the mainstay of the economy. The rural sector is characterized by a number of major problems: the vast majority of the people are unemployed or underemployed, almost one-third are landless and about half of the households have incomes below the poverty line.

The primary objective of the Project is to help reduce poverty in Bangladesh by creating sustainable non-farm employment that will improve incomes. The secondary aim is to improve the productivity of marginal farmers and the viability of farmers' cooperatives by expanding irrigated areas and improving marketing facilities. The Project beneficiaries will be the rural poor, the landless as well as marginal farmers who are disadvantaged by the lack of employment opportunities and lack of access of productive assets.

The objectives of the Project will be achieved through the social preparation of poor people, the provision of skills training to enable

them to undertake gainful employment or run enterprises and the provision of credit to support the establishment of non-farm enterprises; and the development of irrigation command areas, the provision of irrigation management training and the provision of godowns and marketing credit to cooperative associations to reduce post-harvest losses and improve returns.

The Project seeks to reduce poverty in 82 of the country's 464 rural thanas (subdistricts). Up to 16 per cent of the landless poor households in the Project area (Northwest and Southwest of Bangladesh), or 205,000 people will benefit from social preparation training and, of these, about 76 per cent will receive micro credit and/or enterprise credit sub-loans by the end of Project implementation. A new accounting system will also be installed in all the cooperative associations in the Project area.

The Bank will also provide a \$600,000 advisory technical assistance grant for assisting in the institutional strengthening of the Bangladesh Rural Development Board (BRDB), the Project's Executing Agency. Under the grant, team of foreign and local consultants will be engaged to strengthen the institutional capability of BRDB's headquarters staff to develop and implement strategies, especially in the areas of skills training, cooperative accounting systems and credit appropriate to rural poverty reduction projects.

The interest-free loan, from the Bank's concessional Asian Development Fund, has a repayment term of 40 years, with a grace period of 10 years, and carries an annual service charge of 1 per cent.

12th Indian Cooperative Congress

The 12th Indian Cooperative Congress was held in New Delhi on 18-19 March 1993. It was inaugurated by the President of India, Dr. S.D. Sharma and Presided by the Union Agriculture Minister, Dr. Balram Jakhar. The theme of the Congress was "Cooperatives as viable, self-reliant, democratic institutions".

Mr. G.K. Sharma, Regional Director, ICA ROAP, New Delhi, offered the following greetings on behalf of the International Cooperative Alliance.

"I am thankful to the NCUI for inviting the ICA to the 12th Indian Cooperative Congress and extend fraternal greetings and good wishes on my personal behalf and on behalf of the ICA and its 700 million individual members of the cooperatives in the world to the 12th Indian Cooperative Congress.

Indian Cooperative Movement with a membership of 160 million is largest and most diversified cooperative movement in the world. Its progress in certain sectors, particularly agro-processing dairy, fertiliser production has drawn international attention, while in some other sectors it has yet to go a long way. Thus the Indian experience has a great potential for international exchange of know-how for mutual benefit globally and for building cooperatives as independent, self-reliant, democratic institutions of their members.

The Sydney Declaration in 1990 and Jakarta Recommendations in 1992 of the Asia-Pacific Cooperative Ministers' Conferences, to which the Indian delegation was an important signatory, affirmed cooperatives to grow as vital instrument of socio-economic change through developmental plans and programmes based on self-help and mutual-aid. In short, the specific message of these two conferences was that cooperatives should set a new direction for themselves and the

government should change their approach to make cooperatives a genuine, member-oriented movement. ICA has great satisfaction to find that in most of the Asian countries the governments have framed new cooperative laws or amended their existing laws to create a healthy climate for development of genuine, self-reliant cooperatives. I am happy to learn that confirming to the Sydney Declaration the Government of India has also resolved to change the existing cooperative legislation so that the power of decision making is retained in favour of the members.

The ICA is presently reexamining the existing Cooperative Principles and Basic Cooperative Values in the changed global socio-economic situation and will make suitable recommendations in the next ICA Congress to be held in Manchester in 1995 when it will be celebrating its centenary.

The Indian Cooperative Movement has various challenges in view of the economic reforms taking place within India and the fast changes in the economic scenario at international level. The greatest need today is solidarity of the cooperative movement both nationally and internationally. I have no doubt that the delegates in the Congress have these challenges in their view to plan suitable strategies to face them effectively and successfully. The Indian Movement and the Government of India have always supported the ICA and activities. While wishing you all success in your deliberations, I take this opportunity to assure you all of the support of the ICA in your efforts to find new path and to set new objectives".

Indian Cooperative Congress opens

The President Dr. Shankar Dayal Sharma, has advised the cooperators to ensure integrity of the highest order in their organisations while diversifying their activities.

He was speaking at the opening of the 12th Indian Cooperative Congress here today.

Dr. Sharma said the most important

thing for the survival and prosperity of an organisation or a movement, especially the cooperative movement, was that its leadership should act in a non-partisan manner so that no doubts can be cast on their fairness.

The emphasis on integrity was more pertinent now when all cooperatives must diversify their activities to take maximum advantage from the policy of liberalisation by going in for value-addition.

(Source: HINDU, 19th March 1993)

12th Indian Cooperative Congress Concludes

The 12th Indian Cooperative Congress which concluded in New Delhi on Friday has rightly demanded "democratic management" and "operational freedom" in the cooperative sector. Deliberations at the two-day session were marked by an in-depth debate on the problems and prospects of the cooperative movement in the context of the ongoing economic reforms. The dominant theme in the discussions was that the cooperatives must be free to take their own decisions at all levels with no interference from the government. A resolution passed at the conference underlined the need for a "well defined" role for the cooperative sector in the new economic dispensation. It was widely felt that unless this was done the cooperatives would not be able to play their legitimate role in the new economic dispensation. The President Dr. Shankar Dayal Sharma set the tone for the conference in his inaugural address by advocating autonomy for the cooperatives and calling for least possible government interference". The Union Agriculture Minister, Dr. Balram Jakhar, was equally emphatic that in view of the economic reforms and liberalisation the cooperative sector should work "independently of government support."

There is little doubt that the cooperative sector has come of age. Over the years it has expanded phenomenally and now covers virtually all areas of economic activity. Among the prominent examples of its success is the fertilisers sector where even as the public sector units have incurred heavy losses the cooperatives have established records in profit-making and import substitution. Today various cooperatives together have membership of 160 million. However, of late the movement has shown signs of sluggishness. Principally as a result of excessive interference by the government. Though the cooperatives have their own elected boards of directors the real power vests with bureaucrats. This has severely undermined the spirit behind the cooperatives and inhibited the development of their own cadres. With the generalist-bureaucrats calling the shots those reared in the co-operative culture are beginning to feel demoralised. With government officers who have no permanent stakes in the movement heading many units the entire sector has lost much of its earlier dynamism. The government must rectify this situation if the cooperatives are to contribute their substantial mite to economic development. The 12th Congress will have served its purpose if the President's advice is heeded and the cooperatives are rid of bureaucratic domination.

(Source : National Herald, 22nd March 1993)

NAFED records 57% rise in export turnover

The National Agricultural Cooperative Marketing Federation (NAFED) achieved an export turnover of 224 million in 1990-91, registering an increase of whopping 57 per cent over that of previous year. The items exported included onions, cotton,

niger seed, spices, red chillies, fresh fruits and vegetables.

According to its chairman, Mr. B.M. Sarin, the business in different agricultural commodities conducted in 1991-92 generated a net surplus of 13.22 millions. The rise in total turnover during the year was estimated at nearly 20 per cent with the figure going up to a record 460 millions.

He said NAFED had formulated a programme to strengthen primary cooperative societies in the country with an outlay of Rs.30 lakh. The establishment of an efficient marketing system in the entire country was not an easy task but NAFED was determined to do it.

NAFED continued to provide marketing support to growers as a nodal agency for implementing market intervention scheme for farm goods like ginger, onion, eggs, grapes and castor seed. It procured pulses worth 29.39 millions through cooperative network.

In 1991-1992, NAFED exported onions worth about 162.79 million marking an increase of nearly 40 per cent in terms of value. It was given the APEDA award for export of fresh fruits and vegetables for this performance.

Coops Need Professional Management

Agricultural Minister Balram Jakhar today stressed the need to consider measures for strengthening professional management in cooperatives as professionals were hesitant to join the cooperatives.

Speaking at the first meeting of the reconstituted Central Council on Cooperation, Dr. Jakhar said the economic base and democratic character of the cooperatives should be strengthened and the federal cooperatives should improve their functioning instead of competing with

their own affiliates.

He said necessary steps had been taken to reformulate the Multi-State Coops Act 1984 to withdraw all the powers and control of the government and urged state governments to take similar action. Dr. Jakhar said the Government had an open mind on incorporating suggestions aimed at improving the operational efficiency.

KRIBHCO pays Rs.260 million Dividend to Government

Krishak Bharati Cooperative Limited (KRIBHCO) on Saturday presented a cheque for Rs.262.4 million as dividend for 1991-92 to the Government of India on its share capital. The cheque was presented to the Union Minister of State for Chemicals and Fertilisers, Mr. Eduardo Faleiro, by KRIBHCO Chairman, Mr. Udai Bhan, at a brief ceremony at the minister's office where Mr. P.B. Krishnaswamy, Secretary and other senior officials of the fertiliser department and KRIBHCO executives were present.

This is the highest dividend paid so far by any organisation in the fertiliser industry. KRIBHCO earned a profit before tax of 1,580.4 millions and a net profit after tax of 980.4 millions for 1991-92. It is anticipating a profit before tax of 1944.3 millions and after tax of 1261.4 millions for the financial year 1992-93, says a KRIBHCO press note.

(Source: *Business Express*, 22.3.1993)

Vishwanathan re-elected President, NCU

Mr. B.S. Viswanathan was on Wednesday re-elected President of the Governing Council of the National Cooperative Union of India. The other office-bearers will be Mr. S.S. Bhinder, Mr. S.M. Satkar, Mr. M.M. Hassan and Mr. S.K. Ghosh - all Vice Presidents.

India-Canada sign MoU for tree cooperative project

India and Canada have signed a Memorandum of Understanding (MoU) under which Canada will extend commodity assistance of around Rs. 460 millions for the Tree Growers Cooperative Project.

The Project will support a viable, village-based Tree Growers Cooperative Structure and will contribute to reclaiming and managing the wastelands in an economically and environmentally sustainable manner. Wood-pulp has been identified as the commodity for import from Canada.

Awasthi takes over as IFFCO Chief

Mr. U.S. Awasthi has taken over as the Managing Director of the Indian Farmers Fertiliser Cooperatives (IFFCO). Along with the new assignment, Mr. Awasthi will hold his earlier position as Chairman and Managing Director of Pyrites, Phosphates and Chemicals Limited (PPCL), a small public sector company manufacturing complex fertilisers.

INDONESIA

New Minister for Cooperatives

Drs. Subiakto Cakrawerdya has taken over as Minister for Cooperatives and Micro Enterprise Development, Government of the Republic of Indonesia.

Mr. G.K. Sharma, Regional Director of ICAROAP has sent the following greetings to the new Minister:

"Dear Drs. Subiakto,

I am very happy to learn that you have taken over as Minister for Cooperatives and Micro Enterprise Development. Please accept our heartfelt congratulations and good wishes for your taking over this new responsibility.

With your deep knowledge of business development and close association with various types of cooperatives, particularly clove production cooperatives as also the Japanese Coop Project in the industrial belt of Bekasi, I am sure the Cooperative Movement of Indonesia will get a new direction and support under your able leadership and a dynamic, democratic, self-reliant cooperative structure will grow which will serve the people who really need them.

The ICA had the pleasure of working very closely with your Ministry and only last year we had organised a Asia-Pacific Cooperative Ministers Conference which was a very successful event".

JAPAN

30 YEARS OF IDACA

Establishment of IDACA

In 1962, the Central Union of Agricultural Co-operatives of Japan took the initiative to hold the Asian Agricultural Cooperative Conference in Tokyo in collaboration with the ICA Regional Office for South-East Asia to discuss ways and means of promoting agricultural cooperative movements in the Region.

This Conference was attended by sixty delegates from seventeen countries in Asia and four international organizations. One of the resolutions adopted at the Conference was the establishment of a training institution in Tokyo which was named "the Institute for the Development of Agricultural Cooperation in Asia" (IDACA).

To follow up the resolution, the Central Union of Agricultural Cooperatives (CUAC) took immediately the necessary action and established IDACA in 1963. The new building was also constructed in 1964 in the campus of the former Junior Cooperative College in Tokyo to provide accommodation and training facilities for international training courses. The building was named the Hasumi Memorial Hall after Mr. Yasushi Hasumi, then the president of CUAC.

The Hasumi Memorial Hall made it possible for IDACA to increase number of training programmes after 1965. The ICA/CUA/IDACA Regional Annual Seminar also started in 1965. In 1985, it was decided to build new facilities of IDACA to improve efficiency of training and accommodation facilities, and IDACA moved into the present premises in 1986. IDACA has received almost 3,000 participants in total since 1963

and served as a place for cooperative leaders from developing countries to study Japanese agricultural cooperatives, contributing to the strengthening of mutual understanding and solidarity among the movements in various countries.

Unique Feature of IDACA

1. IDACA was established by CUAC according to the wishes of agricultural cooperative leaders in Asian countries for the purpose of providing opportunities of training for cooperative leaders from developing countries.

2. IDACA has an Advisory Board which consists of members of the ICA Regional Council for Asia and the Pacific as well as representatives of ICA Regional Office in New Delhi. The Board meets once a year at the same time and place as the ICA Regional Council meets to review the IDACA's activities and suggest important subject areas, to coordinate its activities with those of the ICA and to establish closer working relations with the ICA Regional Office.

3. IDACA aims at providing opportunities for the participants to acquaint themselves with the workings and experiences of Japanese agricultural cooperatives rather than to conduct academic or theoretical studies. Therefore, most of the resource persons are invited, from time to time, from among the experts of national and primary agricultural cooperative organizations according to subject.

Collaboration with ICA

IDACA has a long and very close working relations with the ICA Regional Office, New Delhi, since its inception. As mentioned already, the Advisory Board of IDACA has been functioning to coordinate and strengthen the working relations with the ICA since 1964, and IDACA shared the costs of ICA Regional Council meetings and air fares of the members

with the ICA from the beginning until participation on self-financing basis was agreed by members.

Since 1965, IDACA has organized ICA/CUAC/IDACA Regional Seminar for the period of three weeks every year. The theme of the Seminar is decided at the meeting of the ICA Agricultural Committee for Asia and the Pacific.

In 1985, realizing the importance of improving managerial skill of cooperative leaders to ensure maximum economic returns to the producers the Central Union of Agricultural Cooperatives took the lead in persuading the Government of Japan to provide fund for ICA development programmes in the region. In 1986 the Government approved its direct financial contribution to a special ICA management training project aiming to improve the business performance of agricultural cooperatives in Asia. This ICA/Japan Training Project has been implemented through the ICA Regional Office in New Delhi every year since 1986 and IDACA has participated in organizing two months training programme in Japan out of six months duration of the project.

Following the successful implementation of the ICA/Japan Training Project mentioned above, the Central Union of Agricultural Cooperatives had further negotiated with the Ministry of Agriculture, Forestry and Fisheries (MAFF) to extend financial contribution in another area. In 1991, MAFF approved to provide additional fund to the ICA for a training project for rural women leaders of agricultural cooperatives in Asia, which is expected to continue for a period of five years. Its objectives is to facilitate improvement of living standards of farm-households through women's participation in agricultural co-operative activities and one month training course has been held at IDACA annually since 1991.

Training Courses

IDACA organizes eight to ten training courses a year on different themes, lasting from two weeks to two months. These are broadly classified into three categories. The first category comprises those organized in collaboration with international organizations such as ICA and Afro-Asian Rural Reconstruction Organization (AARRO). The second category includes those commissioned by the Government aid institution-Japan International Cooperation Agency (JICA) or those organized with the subsidy from the Government. The third category is those arranged

according to the bilateral agreements between CUAC and agricultural coop organizations in other countries.

With financial support of the Government of Japan, IDACA has also conducted a follow-up programme for the past participants of IDACA training programmes by visiting one country each year for the last sixteen years. It holds meetings with the past participants and visits their societies to see how their experiences gained in Japan are made use of and how IDACA's future training programmes can be improved. In some countries IDACA Alumni has been established.

On October 30, 1992, IDACA received the following citation from ICA President, L. Marcus, at the opening ceremony of the ICA Tokyo Congress.

CITATION TO IDACA

Mr. M. Horiuchi, President
Institute for Development of Agricultural Cooperation in Asia (IDACA)
Tokyo.

Sir,

On the occasion of the Thirtieth ICA Congress now being held in Tokyo, we have great pleasure in recalling the thirty-year long cooperation between ICA and IDACA for the development of Co-operative leadership and managerial cadres in the Asia/Pacific Region and beyond.

Following the recommendation of the First Asian Agricultural Co-operative Conference in 1962, the ICA and the Central Union of Agricultural Cooperatives (CUAC) worked together to establish IDACA and to lay the foundation for joint activities for the development of agricultural co-operatives in the Asian Region. From that time onwards, ICA, especially its Regional Office for Asia and the Pacific in New Delhi, has joined hands with IDACA in developing training programmes to suit the requirements of the regional movements and to create training materials and documentation to promote co-operative studies and research.

The three decades of collaboration and joint efforts have made IDACA an indispensable partner in ICA's efforts for creating a better and healthier co-operative movement in the Asian Region. And we are confident that this collaboration will grow stronger and richer in the decades to come.

Finally, we are glad to place on record our deep appreciation and gratitude to the CUAC leadership and IDACA for this contribution to the Asian Cooperative Movement.

G.K. Sharma
Regional Director

Bruce Thordarson
Executive Director

Lars Marcus
ICA President

IDACA Training Programmes scheduled for '93

1. ICA training course for strengthening the management of agricultural cooperatives in Asia, February 23 to April 25.
2. Training course for Chinese cooperative leaders, March 29 to April 26.
3. Training course for Brazilian Cooperative leaders, March 29 to April 26.
4. JICA general course on agricultural cooperatives, May 24 to July 16.
5. Training course for Indonesian Cooperators, July 12 to August 1 (tentative).
6. Training course for cooperators from selected countries, August 19 to September 15.
7. JICA training programme to develop Chinese rural communities and agricultural cooperatives, August 23 to October 8.
8. Farm guidance seminar, September 26 to October 7.
9. 3rd ICA training course for women leaders of agricultural cooperatives in Asia.
10. ICA/JA ZENCHU/IDACA Seminar, November 8 to 26.

(Source: IDACA News)

17th RECA Seminar

The seventeenth RECA (A Research and Education Centre of AARRO) seminar was held from November 30 to December 17, 1992, at the IDACA under the auspices of the Afro-Asian Rural Reconstruction Organization (AARRO). The seminar was attended by 16 representatives from 13 countries - Egypt, Ethiopia, Ghana, India, Jordan, Korea, Lebanon, Malaysia, Morocco, the Philippines, Syria, Taiwan and Zambia - plus four people from the AARRO, including Secretary General Ahmed A. Khalil. The biennial RECA seminar is a training program for high-ranking government officials responsible for the development of rural communities and the promotion of agriculture and cooperatives and leaders of cooperatives in member countries.

"The Role Played by Agricultural Cooperatives in Promoting the Development of Agriculture-Learning from Japan's Experience Mainly in Marketing and Purchasing Businesses" was the theme for this seminar. The participants studied the link between farmers' production plans and the marketing and purchasing businesses of cooperatives, the role of commodity-wise groups and the role of the central wholesale market. During their study visit to Wakayama Prefecture, the participants were briefed by the Wakayama Prefectural Union of Agricultural Cooperatives on its agricultural promotion plans which are due to be completed by the year 2000. They then visited the agricultural cooperative in Katsuragimachi to study how these plans are being implemented by the primary agricultural cooperative society. The participants also made an inspection tour of a rice mill, a juice manufacturing plant, a farm products processing research institute and an agrobiological research center run by the Wakayama Prefectural Economic Federation of Agricultural Cooperatives.

Training Course on Rural Development through Agricultural Cooperative

The Japan International Cooperation Agency (JICA) implemented its first training program for Chinese leaders from November 2 to 26, 1992 in Gifu Prefecture.

The Ministry of Agriculture, forestry and Fisheries, at the request of the Chinese government, inaugurated, in FY 1992, a JICA entrusted the JA Central Union of Agricultural Cooperatives and IDACA with the task of implementing the training program.

This training program is designed to inform Chinese participants, through study visits, of how Japanese agricultural cooperative activities have progressed and what roles the government and agricultural cooperatives have played in promoting the development of regional agriculture, and improving the levels of farming operations and farmers' standard of living.

The JICA training program, the first in a series, was attended by two representatives from the National Central for Rural Technology Development and seven people from The State Science and Technology Commission in China. After receiving an orientation on Japan's agriculture and agricultural cooperatives, the participants made a study visit to Gifu Prefecture.

At the JA Gifu Prefectural Federation of Agricultural Cooperatives, the group was briefed on agricultural Conditions and cooperative mergers in the prefecture. They then visited the JA Yoshiki Cooperative. During their stay in the country, the group also visited livestock and horticultural farmers for briefings on their farming operations. The participants took special interest in the presence of aggressive successors to these categories of farming activity.

Council releases interim report on Japan's Agricultural Policy towards 21st century

The Agriculture Policy Council, an advisory panel to the Prime Minister that has been studying policies and measures to be implemented for Japanese agriculture toward the 21st century, recently submitted its interim report to the minister of agriculture, forestry and fisheries. The report emphasizes the necessity of increasing the scale of rice farming and rationalize its management by opening the door to management bodies other than farm households. The report also includes measures for hilly and mountainous areas where it is difficult to expand the scale of farming operations.

The report points out that ownership or cultivation rights for about 30% of total farmland should be made transferable, allowing 80% of the total area to be run by farm management bodies with 10 hectares or more of farmland, the desirable scale indicated in the New Agricultural Policies announced by the Ministry of Agriculture, Forestry and Fisheries (MAFF) in June 1992. This goal represents a two-to threefold increase in the amount of farmland made transferable in the past 10 years. The report emphasizes the need to promote the transfer of ownership or cultivation rights from small-scale farm households to enthusiastic cultivators who aggregate them in the form of buying, leasing or entrusting. Concrete measures proposed by the council include setting goals for a desirable number of farm management bodies and production volumes for each prefecture and village, making use of the functions of prefectural farmland development corporations - semi-governmental corporations established to rationalize the holding of farmland - as a "farm bank" to temporarily hold and then redistribute abandoned farmland and other farmland from small-scale farm

households to large-scale farm management bodies for aggregation.

The report also recommends that the government proceed to the 4th Long-term land improvement Plan from fiscal 1993, beginning April 1, 1993. The project aims to increase the number of paddy field lots of one hectare or more from a current level of only 3 per cent, to 30 per cent of total paddy fields.

Measures for hilly and mountainous areas include: (1) developing agriculture such as the production of value-added products that generate higher income, including flowers and specialty products that take full advantage of natural conditions in hilly and mountainous areas; (2) setting up a system to provide low-interest loans of farmers trying to improve their farm management when their income falls substantially short of their projections for the year involved, thus helping to stabilize farm management; and (3) promoting measures for abandoned farmland so that semi-governmental corporations, capitalized by local governments, can ensure the preservation and management of such land. Furthermore, measures will be implemented to make use of abandoned land to build facilities that can play a useful role in community wide economic development, such as processing and sales promotion facilities for agricultural and forestry products.

In response to the recommendations in the interim report, Ministry of Agriculture, Forestry and Fisheries (MAFF) is now in the final stages of preparation to present three bills to the current Diet Session that are aimed at strengthening the nation's agriculture.

(Source: Japan Agrinfo Newsletter, Volume 10, No.7 March 1993)

ZEN-NOH Celebrates 20th Birthday

When National Federation of Agricultural Cooperative Associations (ZEN-NOH) was born of the Union of Japan's purchasing and sales federations on March 30, 1972, the world was quite different. It was a period of high growth and optimism, and there were plans to restructure the entire country. Now, the world has changed. To exert more influence it is imperative for ZEN-NOH to consolidate its production and marketing networks. Cooperatives and their members look forward to this move and hope it will lead to a rebirth of ZEN-NOH itself.

Following the wishes of its members and inspired by its founding principles, ZEN-NOH has recorded a string of successes over the past twenty years. It has achieved the direct enrolment of virtually all agricultural cooperatives, reinforced its direction and organization, strengthened and stabilized the supply of critical agricultural materials such as fertilizer and oil, increased the distribution of rice through Nohkyo's channels, and improved direct sales of agricultural products. Turnover has roughly tripled, from Yen 2.5 trillion to Yen 7.37 trillion in fiscal 1990.

Nonetheless, a range of issues loom ahead, including rice import liberalization, the Uruguay Round of the GATT talks, and the rapid aging of Japanese farmers. This is why affiliated cooperatives approved a forward-looking agricultural program - NOHKYO: CHALLENGE AND REFORM TOWARD THE 21st Century - at the 19th National Congress of Agricultural co-operatives held October 8, 1991 in Tokyo. There, new concepts formed the basis for concrete targets and reforms, designed to further strengthen and streamline business operations. Not content to rest on its early achievements, ZEN-NOH expects to continue reforming

and refashioning its operations, organization, and image as it approaches its 25th and 30th birthdays.

(Source: ZEN-NOH *New & Views*, vol.1 No.3 1992)

Agricultural Coops Law Revised

The revised Agricultural Co-operatives Law took effect on October 15th. The revision was effected mainly with a view to improving the business activities of agricultural co-operatives and federations, reinforcing the management and administration systems of these organizations, implementing measures to consolidate cooperative organizations and revitalizing farmers group corporations.

The revision of the Agricultural Co-operatives Law was intended to cope successfully with fierce competition surrounding agriculture and also to respond to the needs of JA members by improving the business of co-operatives. The revised law has also allowed federations to undertake trustee farming operations as well as agricultural co-operatives. In addition, it has clearly defined the health & welfare activities of co-operatives and also eased controls on loans to non-members by designated agricultural cooperatives.

(Source: JA ZENCHU, No.1, January 1993)

Image of JA Women's staff in Management Positions

- Survey by the Norinchukin
Research Institute

In November, the Norinchukin Research Institute projected the image of JA women's staff in management positions. This survey was the first ever of its kind. The survey was implemented with the cooperation of JA Chuokai (prefectural unions of agricultural co-operatives), in the form of questionnaires addressed to JAs (agricultural co-operatives), covering 603 societies and 810 members.

The survey indicated that about 10% of co-operative societies polled have women staffs in management positions and that 2.3% is the ratio of management-level women to all female personnel, which indicates a higher percentage compared with less than 1.0% in non-agricultural enterprises.

A characteristic fact is that 8.0% of them are unmarried whereas more than 50% of career women in general business are unmarried.

Average age: 48.7 (44.9)

Years of service: 22 (22.2)

Years spent before promoted to managerial positions: 15-20 (20.1)

Three tole areas or positions which produced large number of female managers :

1st General affairs, administration.

2nd Credit

3rd Branch office managers

Unmarried ratio: 8% (51.2%).

Note: In the parentheses are average in non-agricultural enterprises.

NOW CALL US "JA"

- CI of Japan's Agricultural Cooperatives

JA - this is the new sobriquet, or nickname, for "Japan Agricultural Co-operatives." On April 1 this year, Japan's agricultural co-operatives made a new start as "JA" to become "open co-operatives" in accordance with a resolution passed at the 19th National Congress of Agricultural Co-operatives, held in October 1991.

The new name was introduced to establish a CI (corporate identity) in the hope of renewing the image of co-operative organization, using a unified design or mark. Parallel to the use of the "JA" nickname, agricultural co-operatives, in trying to establish their CI, are promoting efforts to change officials' attitudes, to reform organization and business activities, and to improve the social image of co-operatives.

They also adopted a new mark, Japan's agricultural co-operatives, that is, JA group, are now vigorously promoting the establishment of a CI as part of their reform program.

On April 1, 1992, a CI declaration ceremony was held at Tokyo's JA Building, and a campaign was launched to make "JA" familiar with the general public through TV commercial films, newspaper advertisements and posters at railway stations.

Meanwhile, primary agricultural co-operatives and federations also adopted the new name "JA" and the new mark. The new name has come to be fully recognized by community residents as well as by co-operative members through the use of new CI signs, etc. The adoption of the new nickname has not only resulted in changes of signs and marks but also produced tangible results such as improved counter services and friendlier handling of telephone calls.

According to a JA-ZENCHU survey in August, 98 percent of all agricultural co-operatives adopted the nickname "JA".

Welfare Activities by JA KOHSEIREN

(National Welfare Federation of
Agricultural Cooperatives)

History

For a relatively long time, Japanese co-operatives have been attempting to carry out operations related to medical care. Records show that in 1878 the concept of co-operatives was introduced to Japan from other countries, in addition to a variety of other information about the legal system and organization of states in Europe. In 1904, a booklet entitled "Talks on consumer coops" was published. Motivated by these moves a group of enthusiasts comprised of intellectuals, labour leaders and Christians, attempted to create medical facilities as a part of their consumer coops. However, society as a whole was not yet ready to accept their project, and their efforts came to naught.

Full-fledged medical business activities carried out by cooperatives are said to have originated with an industrial co-op named "Aobara Industrial co-op" (now known as agricultural co-ops) established in the farming region of Shimane Prefecture in 1919. The co-op's medical business spread rapidly during the 1930s, especially in agricultural areas. This responded to the then farmers' fervent demands for better medical care.

So 73 years have already passed since the health care activities were started by Japan's agricultural cooperatives. The former Aobara Coop is presently called "The Nichihara Fraternal hospital of Kanoashi-gun Welfare Federation of Agricultural Cooperatives.

Regarding the medical situation in rural districts in those days (early in the 20th century) though medicine and medical care technique themselves made great strides, they did not spread in rural districts and, therefore, people in the rural community had to rely on a hospital or medical office in a remote town. Even though, in spite of traffic inconvenience, farming people could consult a doctor, the expenses for medical care was a heavy burden to them at that time, often causing a failure of farming life. For this reason, they could not consult a doctor unless the condition of the disease aggravated seriously and they had to continue to engage in extremely hard and backbreaking farm work.

The medical care of the above mentioned Aobara Industrial Cooperative was, under the circumstances, started by farmers themselves who felt strongly the necessity of establishing medical care in the rural community on their own initiative, not led by the government.

Following the enforcement of the Agricultural Cooperative Society Law in 1947 after the second World War, the Agricultural Cooperatives were reorganized and the Welfare Federation of Agricultural cooperative (JA KOHSEIREN) was established one after another in every prefecture. Then, on October 25 in the same year, JA KOHSEIREN was founded on a nationwide scale. The facility comprised 169 hospitals and 347 medical offices at that time. With the aim of promoting medical cares in doctor less villages in remote rural areas, JA KOHSEIREN was designated as a founder of public medical care organizations in 1951.

The Japanese Association of Rural Medicine was founded in 1952. This academic circle is practical and the aim is not "learning for learning's sake" but "to be useful for farming people," and is unrivalled by other associations in the study of effects of agricultural medicines on human health.

Present Situation

Health and Welfare activities performed by the JA Group is classified to three categories, health, medical care and welfare. In terms of facilities, each Agricultural cooperative has two hospitals, five medical offices and two "special protective homes for the aged." Moreover, JA KOHSEIREN in each prefecture or village has its own facilities operating directly under its control.

JA KOHSEIREN exists in thirty four prefectures at present. The breakdown of facilities for health and welfare as of March 31, 1992 is as follows.

Problems

There are a lot of problems regarding health and welfare to be solved. The expectation of high welfare becomes stronger and stronger and at the same time, "greying of society" is progressing at an unparalleled speed in the world. In fact, in considerable part of the rural areas, the society has already become "greyed" more than in northern Europe.

"Social security expenses" including expenses for medical care, pension, etc. in Japan have already exceeded 40 trillion yen and expenses for medical care only are estimated to reach 88 trillion yen in 2011 when the greying of society will reach its peak in less than 20 years from now.

Whether Japan should build a welfare state of "high welfare and high burden" after the example of the northern European countries such as Sweden or Denmark, or one with Japan's unique characteristics :we have to make a choice soon.

Of the rate of people's tax burden or the rate of tax in the national income. 50 percent is said to be the limit that can be applied in Japan now or in future. The limit notwithstanding, the development of high welfare is essential. Hence, the circumstances dictate self-help efforts by the people.

i. Problems in Health Care Activities

At present, most of the Agricultural Cooperatives are conducting health care activities including "Health Examination". A total of 2.5 million people in a year receive health screening by a group examination system assisted by JA KOHSEIREN. However, various problems remain, including offering "guidance," "education" and "health advice" after the group examination.

ii. Problems of Medical Care

Due to governmental measures to curb expenses for medical care, management of the hospitals by Agricultural Cooperatives or JA KOHSEIREN faces severe circumstances. The costs of such capital expenses as expenditure for extension, remodelling, new construction, movement of hospitals or facilities and technologically advanced equipment and of costs for doctors or nurses have increased at a rapid pace.

Under such severe circumstances, the hospitals managed by the Agricultural Cooperatives or JA KOHSEIREN, in order to be "open" to the community, to meet the needs of members of cooperatives, their families and people in the community and to be the nucleus hospital of the community, in anticipation of amendment of the Medical Care Law, must fully deliberate with authorities of the concerned city or town as to how the internal structure of hospitals is reorganized in terms of its function and should seek future directions of management.

As a result of last year's amendment of the Law of Health for the Aged, a "system of visit and care of the aged" was established and started from April this year.

More than half of the hospitals of JA KOHSEIREN have already started sending doctors and nurses to patients after they leave hospitals and to

bedridden old persons. This system is highly appreciated by the out-patients.

According to the newly established "system of visit and care of the aged," even though a doctor does not attend, when hospital or health nurses or physical therapists visit to take care of the bedridden aged under instructions from doctors in charge, public medical care benefits are paid to the hospital. We hope that this new system is adopted by all the hospitals of JA KOHSEIREN.

iii. Problems of Welfare Activities for the Aged

As mentioned above, in the amendment of the Agricultural Cooperative Society Law, "welfare activities for the Aged" performed by the Agricultural Cooperatives has been defined clearly and expressly. Moreover, the work to formulate the plan of health and welfare for the aged by city, town and village authorities begins in April 1993. Under the plan, much of the tasks of health and welfare will be transferred from the government to the city, town and village.

In the resolution of "Challenge and Reform for the 21st century" adopted at the 19th National Congress of Agricultural cooperatives in 1991. The need to tackle the problem of greying of society, to strengthen activities to make the life of the aged meaningful and to support the aged who require care throughout the day are expressly stipulated.

There remain many areas of services that should be extended to the bedridden, single persons living alone, married couples living by themselves and all other inconvenienced elderly persons. These include visits by members and executives of cooperatives to the elderly for a chat, "home help service" to do cooking, washing, cleaning and other household chores, "nursing service," "meal service," "bathing service," etc.

Fortunately the services provided by private sectors is scheduled to be adopted positively into the "plan of health and welfare for the age" now being formulated by city, town and village governments. Under these circumstances, we will determine how the Agricultural Cooperatives can tackle the aging society and how JA KOHSEIREN as well as the union of Agricultural cooperatives and the like can support and complement the task of the Agricultural Cooperatives by working in closer cooperation with city, town and village governments. □

PHILIPPINES

NATCCO goes International

NATCCO's training expertise has attracted both young and established cooperatives not only in the Philippines but the international cooperative community as well.

The Friedrich Ebert Stiftung Foundation (FES), one of NATCCO's foreign partner agencies based in Germany, requested NATCCO to conduct an eight day cooperative accounting system seminar for agricultural and credit cooperators in Denyang and Menyeng, cities in the Sichuan province of the People's Republic of China.

Topics in the seminar included audit, financial analysis and basic cooperative management.

Alma Gabud, NATCCO's Finance and Administration Department Manager, served as resource person and facilitator. She was aided by a Chinese interpreter.

According to Alma, her China experience was a unique learning opportunity. She said the Chinese coops' organizational structure is very

different from that of the Philippines. At the municipal and city level are credit unions whose members are both individual cooperators and agricultural cooperatives operating at the village level. The members of these agricultural cooperatives are provided agricultural inputs by the government and the produce is divided among their members according to their needs.

The significant thing about the coops in Red China, she added, is the very low delinquency rate; averaging at five percent only.

After China, NATCCO is scheduled to conduct another training for Vietnamese coop leaders early next year. The training will be held at the NATCCO Training Centre and will cover Basic Cooperative Orientation, Cooperative Organizing and Basic Book keeping or Accounting for Non-Accountants.

The Coop Youth: Getting involved

"We need the youth to preserve the idealism and the social spirit of the coop movement."

The youth in the coop movement is raring to do their share in addressing the challenges confronting the movement. This was remarkably manifested during the First National Cooperative Youth Congress on October 22-26. The Congress was held at the Girl Scout Camp Concepcion R. Gonzales in Novaliches, Quezon City.

Sponsored by NATCCO and one of its members, the Cooperative Education Centre, Inc (CECI), the national cooperative youth congress was the first ever held in the Philippines.

The theme for this year was Kooperatiba: Hamon Sa Kabataan.

Congress participants shared ideas and experiences, and took part in creative and outdoor events to promote camaraderie and rapport among themselves. Workshops on the youth's

involvement in cooperatives and in the conservation of the environment revealed the serious side of the young.

Determined to get more involved in cooperative development work especially in their own communities, the young cooperators moved for the formation of a youth committee that shall become an active part of their coop's organizational structure.

In the Congress Workshops, the youth also identified areas where they can help their cooperatives preserve, conserve and protect the environment. They also resolved to make an aggressive effort to raise the consciousness of the youth in these concerns.

Resolutions Passed at the 1st National Cooperative Youth Congress

On the Youth's Involvement in Cooperatives:

1. RESOLVED, that the cooperatives be encouraged to give the youth a voice in their respective cooperatives through the formation of a Youth Committee.

RESOLVED further, that the Youth Committee shall serve any or all of the following functions:

- a) advise the Board of Directors on matters concerning the youth;
- b) conduct membership campaign for the youth including the out-of-school;
- c) organize youth programs like sports, arts, etc.;
- d) conduct consciousness raising on the rights and responsibilities of the youth towards himself, the cooperative and the nation; and,
- e) publish newsletters for information and dissemination.

2. RESOLVED, that cooperatives be encouraged to pursue a continuous

education program for the youth to include among others, leadership training and rights and responsibilities of the youth.

3. RESOLVED, that NATCCO be requested to coordinate a youth exposure program to rural cooperatives and leadership training programs.

4. RESOLVED, that a national cooperative youth newsletter be published with NATCCO and CECI as production coordinator and designated coop youth leaders acting as correspondents.

RESOLVED further, that the production of the newsletter be published with NATCCO and CECI as production coordinator and designated coop youth leaders acting as correspondents.

RESOLVED further, that the production of the newsletter be financed from subscription fees.

5. RESOLVED, that a national cooperative youth congress be held every two years.

RESOLVED further, that the financing for this youth congress be sourced from registration fees, fund-raising activities sponsored by the youth and counterpart from the cooperatives.

On the Youth's Involvement in the Preservation and Protection of the Environment:

1. RESOLVED, that all cooperatives in the country be enjoined to take concrete steps to improve the environmental situation in the country.

RESOLVED further, that the coop's youth committee work closely with the cooperative in planning and implementing an environmental program.

2. RESOLVED, that the following be adopted as priority concerns of the cooperative in the pursuit of their environmental agenda:

- a) proper waste disposal
- b) collective action on reforestation
- c) values inculcation and self-discipline
- d) adoption and practice of the environmental slogan:
REDUCE, REUSE and RECYCLE

3. RESOLVED, that an environmental consciousness drive be actively pursued by the cooperative youth.

4. RESOLVED, that all cooperators be encouraged to avoid producing, selling and consuming environmentally harmful products.

5. RESOLVED, that cooperatives be encouraged to support the total commercial log ban.

RESOLVED, that a copy of these resolutions be furnished the following:

- a) NATCCO Board of Directors
- b) CECI Board of Directors
- c) Board of Directors of participating cooperatives
- d) Cooperative Development Authority (CDA)
- e) Canadian Cooperative Association (CCA)
- f) Senate of the Philippines/Senate Committee on Youth
- g) House of Representatives
- h) Office of the President, Malacanang.

New NATCCO GM

NATCCO's Board of Directors has announced the appointment of Cesar D. Liporada as acting General Manager starting January 1993. Cesar succeeds Romulo "Romy" M. Villamin.

Cesar has 14 years of involvement with cooperatives and Non-Government Organisations (NGOs). Previous to NATCCO, he was with the Association of Foundations as Project Director for its Local Government Code Project. Concurrent to that position, he was the Project Development Manager of the Jaime V. Ongpin Foundation. Cesar, 38 years old, is married and has two children.

Meanwhile, Romy is joining the Canadian Cooperative Association (CCA) as Technical Advisor for Zimbabwe-Mozambique. He held the NATCCO post for 12 years.

(Source: NATCCO Monitor, November-December 1992)

Principles of Cooperation

1. Membership of a cooperative society should be voluntary and available without artificial restriction or any social, racial or religious discrimination, to all persons who can make use of its services and are willing to accept the responsibilities of membership.

2. Cooperative societies are democratic organisations. Their affairs should be administered by persons elected or appointed in a manner agreed by the members and accountable to them. Members of primary societies should enjoy equal rights of voting (one member, one vote) and participation in decisions affecting their societies. In other than primary societies the administration should be conducted on a democratic basis in a suitable form.

3. Share capital should only receive a strictly limited rate of interest, if any.

4. Economic results arising out of the operations of a society belong to the members of that society and should be distributed in such a manner as would avoid one member gaining at the expense of others.

This may be done by decision of members as follows :

- a. By provision for development of the business of the cooperative;
- b. By provision of common services; or
- c. By distribution among members in proportion to their transactions with the society.

5. All cooperative societies should make provision for the education of their members, officers and employees and of the general public, in the principles and techniques of cooperation, both economic and democratic.

6. All cooperative organisations, in order to best serve the interests of their members and their communities should actively cooperate in every practical way with other cooperatives at local, national and international levels.

VIETNAM

1. A draft Cooperative Legislation have been finalised in Vietnam assisted by the ICA Regional Office for Asia and the Pacific (ROAP). This law has been pending with Vietnam since last two years. The law will cover all types of cooperatives and is expected to be considered by the Parliament before the end of 1993.

2. A National Workshop on Fisheries

Cooperatives was held in Hanoi, Vietnam, from 8th to 14th March, 1993 under the ICA Fisheries Committee out of the assistance provided by the Ministry of Agriculture, Forestry and Fisheries (MAFF) of Japan. In the Workshop, around 60 delegates from fishery cooperatives as also concerned government officials attended the meeting. The Resource Persons included officials from National Federation of Fisheries Cooperative Association (Zengyoren) of Japan, MAFF and ICA.

SOME ICA ROAP PUBLICATIONS

1. Cooperatives in Vietnam: Report of ICA study mission on co-operatives in Vietnam 1991-92. Edited By W.U. Herath. pp.170. Price: Rs.200/US\$30.
 2. Cooperatives in INDIA & PAKISTAN: Some aspects. By S.K. Saxen. 1992. pp.170. Price: Rs.250/US\$25.
 3. Regional seminar on University Cooperatives in Asia Jointly organised by the ICA/NFUCA and Brawijaya University, Malang, Indonesia. 28-30, January 1992. pp.141. Rs.150/US\$25.
 4. University Cooperatives in India: A report of the ICA/NFUCA/VMNICM National seminar, November. Published in April 1991 by ICAROAP. pp.94. Price: Rs.100/US\$15.
 5. Report on National Orientation Seminar on Member Participation and Housewives Involvement in Consumer Cooperatives, May 2-3, 1992, Quezon City, Philippines. pp.26. Rs.50/US\$8.
 6. An overview of Gender integration and women in cooperative development in Asia and the Pacific. by W.U. Herath. 1992. pp.85. Price: Rs.100/US\$15.
- Gender Integration Country Study Series:**
7. Gender Integration in Cooperatives - FIJI, AFGHANISTAN, THAILAND, KOREA-DPR, SRI LANKA, BANGLADESH, INDONESIA, PHILIPPINES, INDIA, IRAN, JAPAN, MALAYSIA, PAKISTAN. Price: Rs.100/US\$15 (each).
 8. Agricultural Cooperatives in Japan: The dynamics of their development-2nd Revised Enlarged Edition. By M.V. Madane. 1992. pp 250. Price: Rs.200/US\$30 (paper back). Rs.250/US\$35 (Hard Bound).
 9. First ICA/Japan Training Course for Rural Women Leaders of Agricultural cooperatives in Asia, 1991. Report by M.V. Madane. 1992, pp.29. Rs.30/US\$5.
 10. Second ICA/Japan Training Course for Rural Women Leaders of Agricultural cooperatives in Asia, 1992 - Report by Dr. Daman Prakash. pp.70. Rs.100/US\$15.
 11. Sustaining Environment Through Cooperative Action by Daman Prakash. 1992. pp.31. Price: Rs.100/US\$15.
 12. Environment & Cooperatives :A Regional Study covering India, Indonesia, Japan, and Philippines and Thailand by G.C. Shrotriya and Daman Prakash. 1992 pp.215. Price: Rs.300/US\$25.
 13. Cooperative-Government Relationship: Report and other documentation on the ICA Asia-Pacific Second Conference of Ministers Responsible for Cooperative Development on "Cooperative Govt. Collaborative Strategies for the Development of Cooperatives" Jakarta, Indonesia, Feb.18- 21, 1992. Edited by Daman Prakash. pp.298. Price: Rs.400/US\$60.
 14. **Agribusiness Cooperatives:**
Case Studies conducted in INDIA, BANGLADESH, THAILAND & INDONESIA by S.P. Seetharaman & P.M. Shingi. pp.210, 1992. Price: Rs.225/US\$35.
 15. Conclusions and recommendations -1992 Asia-Pacific cooperative Ministers' Conference Jakarta, Indonesia :February 18-21, 1992 by International Cooperative Alliance. 37 pp. Price: Rs.60/US\$10.
 16. **COOPFED - SRI LANKA**
The Birth of a Consumer Cooperative Federation: Two case studies by ICA ROAP by Karl Fogelstrom. 36 pp. Price: Rs.60/US\$10.
 17. Towards Genuine Cooperatives: Pre-requisites for Cooperative success or Criteria for Genuine Cooperative Societies by Karl Fogelstrom. 16 pp. Price: Rs.20/US\$3.
 18. A Learners' manual for Internal Auditing in Primary Cooperatives (HRD Series -3) by Prof. B.N. Choubey (Retd. Secretary) NCCT. Published in 1992. pp. 68. Price: Rs.60/US\$10.
 19. Short essays on MEMBER DEVELOPMENT IN CONSUMER COOPERATIVES by Pradit Machima, W.U. Herath, Daman Prakash. Published in October 1991. pp.60. Price: Rs.60/US\$10.
 20. Co-operative-Government Collaborative Strategies for the Development of Cooperatives - PHILIPPINES, FIJI, INDONESIA, THAILAND, INDIA, MANILA. Published in 1991. Price: Rs.60/US\$10 (each).
 21. Waste Resource Recycling by Cooperatives - the Chinese experience - Report of ICA Regional Workshop Shanghai (China): Published in 1991. pp.62. Price: Rs.60/US\$10.
 22. Principles of supermarket operation. Published in 1991 by ICAROAP. pp.28 (Based on Japanese supermarket experience). Price: Rs.50/US\$8.

23. CEMAS-Co-operatives in the year 2000. Published in 1991 by ICAROAP. pp.98. 3rd Reprint. Price: Rs.150/US\$20.
 24. Co-operative Legislation in Asia - A study part 1 & 2 Price: Rs.400/US\$ 60 (set).
 25. Facilitation of effective cooperative legislation in Selected Countries of Asia: A study report by Mr. V.P. Singh. Published in 1990. pp.83. Price: Rs.100/US\$15.
 26. ICA/SNCF Regional seminar on New Technology for Co-operative education-Singapore 02-05 April, 1990. Seminar Report by Mr. W.U. Herath. Published in 1991. pp. 88. Price: Rs.100/US\$15.
 27. CHINA: Perspective and Project planning for Agricultural cooperative sector - (Gansu Province) Report of ICA Study Mission. Compiled By Mr. Guo Yong Kang. Published in 1991. pp.121. Price: Rs.150/US\$25.
 28. A Place to Live: roles co-operatives can play in protecting the environment by Daman Prakash. Published in 1991. pp.22. Price: Rs.20/US\$3.
 29. Member participation through business planning: A Japanese experience-Report of the ICA-CUAC-IDACA seminar 1989. Published in 1991. pp. 188. Price: Rs.200/US\$30.
 30. Methodology for cooperative member participation - Report of the ICA Regional Seminar Compiled by Mr. Terry Bergdall and Mr. W.U. Herath. Published in 1990. pp.119. Price: Rs.100/US\$15.
 31. ICA Working party on Co-operative research planning and development : COOPERATIVE VALUES AND RELATIONS BETWEEN COOPERATIVES AND THE STATE (working papers and a seminar in New Delhi - October 3-6, 1989, Vol. 1. Published in 1990. pp. 262. Price: Rs.200/US\$30.
 32. Facilitators manual on Co-operative member participation methodology HRD Series 02 by Mr. W.U. Herath. Published in 1990. pp. 1102. Price: Rs.300/US\$45.
 33. Co-operative Ministers Conference - Sydney Australia Report and Country Papers 08-11 February. Edited by Dr. R.C. Dwivedi. Published in 1990. pp.383. Price: Rs.400/US\$60.
 34. Present situation, problems & future tasks of Agricultural Co-operatives, study reports from Bangladesh, India, Malaysia, Philippines and Sri Lanka. Published in 1990. pp.296. Price: Rs.300/US\$45.
 35. Development of Consumer Cooperative movement in Bangladesh, Sri Lanka. Rs.50/US\$8.
 36. Housewives in Consumer Coops - The Report of the ICA Regional Follow-up workshop in Housewives - Involvement in Consumer Cooperatives Osaka-Japan by Mr. W.U. Herath 12-18 April, 1989. Published in 1989. pp.141. Price: Rs.100/US\$15.
 37. Women in Development through Fishery Coops in Asia, Report of the Joint ICA-CCA-SDID Planning Mission on Bangladesh, India and Philippines. Edited and Compiled By M.M.K. Wali. Published in 1990. pp. 147. Price: Rs.150/US\$25.
 38. Role of Government in Promoting Co-operative Development in Asia. Edited By R.C. Dwivedi Published in 1989. pp.628. Price: Paper Back Rs.400/US\$60. Hard Bound Rs.500/US\$75.
 39. Co-operative education and training in India by Dr. Dharm Vir. Price: Rs.125/US\$12.50.
 40. Cooperative Democracy vis-a-vis members' education by Dr. Daman Prakash. Price: Rs.230/US\$15.
- Note : Price is inclusive of postage. Please write to ICA DOMUSTRUST for a complete catalogue of books published by ICA/GENEVA, CEMAS - which are available with the TRUST for sale at the following address :

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ASIA-PACIFIC COOPERATIVE NEWS



Issue No.2

April-June 1993

International Cooperative Alliance

71st International Cooperative Day (Saturday, 3rd July 1993)

Message from the International Cooperative Alliance

*Help Spread the Cooperative Message through
the United Nations' International Day of Cooperatives*

The political, economic and social changes which are rocking the world have far reaching consequences - consequences which have become increasingly dramatic in the new era of economic and political liberalisation.

These changes also had an affect on the cooperative movement and, as a membership organisation, the Inter-national Cooperative Alliance is inevitably affected by developments in its diverse membership around the world.

The ICA has reacted to the challenges that these worldwide changes present by adopting a new structure and by analysing and restating its value system. It is now poised to enter its second century of existence and carries a

message of hope that cooperatives can help to resolve the present crisis which are afflicting our planet.

The 1992 report of the UN Secretary General, Boutros-Ghali, to the United Nations General Assembly on the role of cooperatives in the light of new economics and social trends, argued forcefully for giving greater prominence to cooperatives as a means of contributing to economic restructuring and social progress.

As a result of the report, the United Nations General Assembly passed a resolution to maintain and increase its support to the programmes and objectives of the international cooperative movement, and proclaimed a United Nations International

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Support ASPACON, feeding with news and events in your country and organisation. We also invite your suggestions and opinion to further improve ASPACON.

- Editor

Day of Cooperatives to take place in 1995 to coincide with the ICA's centenary and with the cooperative movement's own international cooperative day.

The ICA will focus the greater part of its energy on its first priority-providing services to its members. However, there is a need for the whole movement to combine in efforts to make the cooperative message better known to the general public.

The International Cooperative Alliance believes that, if the UN declaration a UN International Day of Cooperatives in 1995 were extended so that each year there would be a UN Day of Cooperatives coinciding with the ICA's International Cooperative Day, this would enhance public awareness of the way in which cooperatives can improve the quality of life for people in all societies.

The International Cooperative Alliance, therefore, calls on its more than 200 member organisations and over 700,000,000 individual co-operators worldwide to lobby their governments and to campaign for a permanent United Nations International Day of Cooperatives which will proudly spread the cooperative message, and to explain the cooperative principles and values, so that the general public has a clearer picture of what makes a cooperative work for the benefit of the whole community.

ICA Regional Meeting (Consultation) for Asia and the Pacific

The ICA Regional Meeting for Asia and the Pacific was held at Beijing, China, on April 21-22, 1993. Seventy-nine delegates and observers from 16 countries viz. Australia, China, Fiji, India, Indonesia, Israel, Japan, Rep. of Korea, Malaysia, Mongolia, Pakistan, Philippines, Singapore, Thailand, Turkey, Uzbekistan and from Asian Confederation of Credit Union attended the meeting. The meeting was inaugurated by Mr. Zhang Haoruo, Minister for Domestic Trade. The meeting was also addressed by Mr. Pan Yao, Acting President, and Mr. Yang Deshou, Secretary-General of All China Federation of Supply and Marketing Cooperatives. Mr. Lars Marcus, President, ICA, and Mr. G.K. Sharma, Regional Director, ICAROAP.

The Meeting considered New Structure and Regional Assembly Draft Rules. Introducing the subject Mr. Bruce Thordarson, Director-General of ICA, introduced the subject and mentioned that the ICA is nearly 100 years old and it required changes in order to respond to the changing needs of the members. The goal of the new structure adopted in Tokyo Congress is to strengthen the members globally and regionally.

In order to achieve this, technical collaboration and support of the members is essential for the ICA. The technical work of the ICA would be strengthened by the technical committees in the new structure.

ICAROAP is the largest and the oldest office of the regional structure and a large part of budget of the ICA ROAP comes from the contributions by the members.

The Tokyo Congress approved 4 Regional Assemblies and a General Assembly under the reorganization. However the regions while deciding on the regional structure would have to consider it in the light of different prevailing conditions.

Based on various suggestions during the discussions the meeting adopted the Regional Assembly Rules as under:

RULES OF THE ICA REGIONAL ASSEMBLY FOR ASIA AND THE PACIFIC

1. Name & Status

It shall be called the ICA Regional Assembly for Asia and the Pacific and forms part of the governing structure of the International Cooperative Alliance in accordance with Article 16 of the ICA Rules.

2. Objects

The basic purpose of the Regional Assembly for Asia and the Pacific is to promote collaboration among the ICA member organisations at the Asia-Pacific regional level and provide a forum for discussion of regional as well as global issues.

3. Functions

The Regional Assembly for Asia and the Pacific shall :

- a. submit reports proposals and resolutions for the consideration of the General Assembly;
- b. establish the priorities for the ICA work programme in the region;
- c. establish policies for the financing of ICA office(s) in the region;
- d. establish Regional Specialised Committees and approve their constitutions;

- e. implement the decisions of the ICA General Assembly in the Region;
- f. nominate one candidate for election as ICA Vice President;
- g. draw up its business procedures and representation rules, subject to approval by the General Assembly.

4. Membership & Representation

a. The Regional Assembly for Asia and the Pacific shall consist of representatives appointed by the ICA member organisations with head office in the region, and by the ICA international member organisations, who have members in the region. No specific term is fixed for such appointments. The representatives will continue representing their organisation till written intimation is received by ROAP about their withdrawal or replacement from the appointing organisations.

- b.i. Every member organisation shall be entitled to appoint/nominate at least one voting representative.
- ii. Member organisations from countries in the region shall be entitled to additional votes/delegates based on multiple of ICA Geneva membership subscription or as otherwise approved by the Regional Assembly.
- iii. The total number of voting representatives from any country shall not exceed the maximum number of member organisations from any country in the region.

Member organisations from the region shall have the right to send non-voting observers to the Regional Assembly, with no limit imposed on their number, upon payment of established registration fee for observers.

ICA members from other regions may also attend Regional Assembly meetings as observers upon payment of the registration fee for observers.

Non-members of ICA, International Organisations, Governments and

Parastatal Organisations concerned with the promotion of Cooperative Principles and cooperatives and supporting ICA activities may be invited to the Regional Assembly meetings as Observers and will be allowed to attend the meeting upon payment of the registration fee as decided by the Regional Assembly.

5. Meetings

The Regional Assembly shall, as a rule, take place every second year, alternating with the General Assembly.

Time and venue of the meeting shall normally be decided by the previous Regional Assembly.

An extraordinary meeting of the Regional Assembly may be convened by the Regional Director in consultation with the Chairman of the Regional Assembly for specific agenda.

The Regional Director shall be responsible for preparation and circulation of meeting documentation, and together with host organisation, for practical organisation of the Regional Assembly.

All questions on which the Regional Assembly votes shall be decided by a majority of the votes cast. Voting by correspondence may be allowed if voting representative is not able to attend in special circumstances.

The languages of the Assembly shall be English. Delegates using other than English shall arrange their own interpreters.

The meeting shall be on self-financing basis.

6. Finance

The delegates and their member organisations shall be responsible for covering the expenses of their participation at the Regional Assembly.

A registration fee will be charged in order to offset the cost of ICA documentation, interpretation, staff participation, etc. as decided by the

Regional Assembly.

Basic costs of organising the Regional Assembly shall be borne by the host organisation(s).

7. Elections

The Regional Assembly shall elect at its first session a Chairman, normally from the host organisation, who shall preside over the meeting.

The Assembly may elect one or more than one Vice Chairman as deemed necessary.

The Chairman and Vice Chairman will continue till their successors are elected in the next meeting of the Assembly.

The Regional Assembly shall also nominate one candidate for election as ICA Vice-President by the General Assembly. Each member organisation, and international member, in the region is entitled to submit nominations. Candidates must have served on one or more ICA governing bodies for at least two years. The Governing Body shall include : ICA Executive Committee, Regional Assembly, Regional Council. If there is no unanimity, voting, is to be conducted by secret ballot. The Regional Director shall be responsible for communicating the name of the regional nominee to the ICA Secretariat not less than three months prior to the next General Assembly.

The Vice President shall serve a four-year term and is eligible for re-election if nominated again by the Regional Assembly.

8. Special Dispositions

The Rules and Procedures of the Regional Assembly, and any subsequent amendments, shall be subject to approval by the General Assembly, as laid down in Article 16 of the ICA Rules.

The Regional Assembly, as the policy-making body of ICA in the continent (s), shall not duplicate with the

functions of the Regional Directors/ Regional Offices/Regional Councils, which are the technical arm of ICA as laid down in Articles 22 and 23 of the ICA Rules.

Other important decisions Mr. M. Horiuchi has been nominated for the post of Vice-President from the Region.

Registration fee of US\$ 100 for the Regional Assembly meetings from members and observers.

Prof. Ian McPherson, ICA Consultant, presented a detailed paper on the Basic Cooperative Values and Cooperative Principles.

Initiating the discussion, Mr. Lozada pointed out that participatory democracy and balance between social and economic issues are the key factors which will determine the values. He quoted from the coop. code of the Philippines on the social justice through cooperatives. He suggested that govt. assistance should not bring any conditions and the principle of subsidiarity to be established. Cooperative rules should be formulated through consultation and public hearing. The coop. education should be integrated at all levels.

Prof. Paz said that empowering people and decentralization are the future important approaches and tools. They will ensure social justice. He pointed out that principle should be treated as rules and the definitions should be flexible and open to take into account the different countries and cultures. It should be noted that cooperatives are meant primarily to serve members but they should also be treated as implementors of social changes. He also said that we live in a global village which necessitates the cooperatives to take a global view. His opinion was that though cooperative thinking is utopian, the issue is how to keep with the reality without losing the Utopia. i. e. to serve the members needs.

James McCall from Australia expressed the view that cooperative

failure is often participatory failure but not economic failure. The law of Australia has been changed to have more business participation with members. The report should include more on obligation of members. Cartels are a threat to cooperatives. The remark on transnational coops is interesting in this context. The flexibility is necessary to address the felt needs of the society.

Mr. Ahmed (Pakistan) said that it is not desirable to make Cooperative Principles more flexible but should be more rigid to ensure cooperative character and check misuse of cooperative name. He quoted the instances of exploitation of cooperatives by non members and the politicians and also the establishment of capitalist companies as cooperatives. The principles do not emphasise local situations. The rules look after the different types of cooperatives.

Prof. Aziz (Malaysia) stated that while most religions originated from Asia it is Europe which gave us the cooperative movement. He emphasised that flexibility should not accommodate pseudo cooperatives. He quoted Farmers' Organisation Authority (FOA) in Malaysia. He emphasised the prevalence of indigenous types of cooperatives in Asia and also stated there are many exemplary cooperative leaders in many countries like Japan, Indonesia and China who need attention. His suggestion was to start the practice of cooperation from the school system.

Mr. Ohya (Japan) mentioned that the real decrease faced by coops. is the lack of member participation. The member should invest and do business with the coop. Tendency now is that the investments are done by non-participating members. The cooperative principles should deal with future issues.

Mr. Vishwanathan's presentation focused on prevalent set of basic values. In India the coops emerged from the backward communities. His

suggestion was to change the principle of limited interest on share capital to suit the current trends.

Venue and Date of next meeting

The Regional Meeting considered the invitation of Mr. B.S. Viswanathan, President of the National Cooperative Union of India, and recommended that the next Regional Assembly meeting be held in September/October 1994 in India.

35TH MEETING OF THE ICA REGIONAL COUNCIL FOR ASIA AND THE PACIFIC

The 35th Meeting of the ICA Regional Council for Asia and the Pacific was held at Beijing, China, on 19th April, 1993. Due to late arrival of Mr. A.S. Lozada, chairman Mr. Yang Deshou, Member for China, was elected to preside the meeting. The meeting was attended by M/s Yang Dehou, Acting Chairman & Member for China, B.S. Vishwanathan, Member for India, Yehudah Paz, Member for Israel, Sri Edi Swasono, Member for Indonesia, Y. Nakaoka, Alternate Member of Japan, Masao Ohya, Member for Japan, Churll-Hee Won, Member for Korea, Yong Jin Kim, Member for Korea, Ungku A. Aziz, Member for Malaysia, Riazuddin Ahmed, Member for Pakistan, Lim Ho Seng, Member for Singapore, Sawat Saengbangpla, Member for Thailand, Muammer Niksadi, Member for Turkey, Isakov Djurakuzi, Member for Uzbekistan, Lars Marcus, President, ICA, Bruce Thordarson, Director-General, ICA, Claes Thorselius, Deputy-Director ICA, G.K. Sharma, Regional Director, ICA ROAP. A number of special invitees and observers were also present.

Mr. Yang Deshou, expressed warm welcome to the Councillors. He said that since all countries in the region have very close geographical, cultural and economic links, he hoped that the

meeting would have good results. He specially welcomed the members from Israel, Turkey and Uzbekistan who attended the meeting for the first time.

Mr. Lars Marcus, President, ICA, while addressing the Council said, "It is also a question of how cooperatives shall be able to survive in the changing world. What will happen to global unity needed. I have a firm belief that cooperators will need to be united at the global level. For our business the market economy now being felt by all cooperatives is creating an economic environment for our national activities which for some are getting increasingly difficult. We need to find solutions to these and they have to come from you ourselves. The other concern is for our members and their families. They need global collaboration as to how to care for their own future and for the safety of the environment, for the safety of economic situation. Then together we all need to work for development of cooperatives in countries where they are not so strong. This is the responsibility we share between ourselves in the ICA. This is not an European issue, nor an Asian or an African issue. But for Africa it is the biggest problem. In my opinion, it is something which they finally have to solve by themselves.

"We have the ICA to represent us all in the global society and that will be of increasing importance for our activities. Asia and the Pacific is a fast growing part of the ICA membership. The changes will come here too and they are on the way. You can see the new competition here in Beijing. I am in favour of market economy. You can see the consequences with foreign resources coming and I foresee many problems ahead and the cooperatives here in Asia facing this change, will have to develop strong strategies. Because we are so local, so national that we think the world around is also working that way we are used to be working. The question of cooperative future is the question of how we are

able to renew ourselves, adopt ourselves, identify the needs of the members and do not spoil our resources and things that we need ourselves in the next century".

Gender Conference

The Gender conference held in Tokyo created a clear understanding of gender perspective of corporate planning in cooperatives. The action plans prepared were realistic and need to be followed up. The best way would be for the gender consultant of the ICA ROAP to help them to conduct broad based national planning workshops so that all policy makers will be involved in planning and implementing of gender integration plans. Based on these action plans, a Regional work plan can be prepared for the next planning cycle of the ICA ROAP.

The new phenomenon of Japan is that Women's Council is now considering to be renamed as the gender council so that the policy makers could be incorporated into the Council. Such an arrangement will facilitate the gender integration process at each level in consumer cooperatives in Japan. Perhaps others too could follow the same strategy.

Cooperative company concept is gaining ground in the Region due to the obsolete and rigid cooperative legislation in many countries. When the emerging cooperative values become important to cooperatives, the present legislation will become a hindrance. This, we may need to have in depth studies and prepare to help member organisations. Otherwise, they will swing from one extreme to the other extreme.

Next Ministers' Conference

During the Second Cooperative Ministers' Conference held in Jakarta, Indonesia (also known as "Jakarta Conference") from February 18 to 21, 1992, the venue for the Third Conference was discussed. During the 7th Session of this Conference, entitled "Cooperative Government Collaborative Strategies for the Development of Cooperatives", a number of invitations were extended by participating countries. The Conference decided to accept the invitation offered by the Honourable Weerasinghe Mallimaratchi, Minister for Food and Cooperatives, Government of Sri Lanka, to hold the next Conference in Sri Lanka.

Preliminary discussions have been undertaken with the Minister, Mr. Mallimaratchi, and officials from the Ministry to set the date for the next Conference. It is now tentatively scheduled to take place from July 25-30, 1994 coinciding with Kandy Festival.

Mr. Robby Tulus, Senior Policy Advisor of ICA ROAP visited Indonesia. During his visit, planning for the upcoming Third Cooperative Ministers' Conference in Colombo was discussed and was welcomed by the Minister. It was envisaged that an ASEAN sub-regional Review Seminar be held in Jakarta in November 1993 to review the results of the "Jakarta Conference" and to serve as a substantive input for the planning of the "Colombo Conference".

ICA-CICOPA-NCUI Project on Enhancing Management Marketing Skills of Artisanal Cooperatives in India

The International Committee of Industrial, Artisanal and Service Producers Cooperatives (CICOPA) Paris, France is a specialised committee of the ICA. The CICOPA has arranged funding from EEC to launch a time bound Development Project for the Weavers', Industrial, Metal Workers' and Labour Cooperatives in India with the following objectives:

- i. To organise technical cooperation between Europe and India in the following three core sectors:
 - Textile (Spinning & Handloom Weavers Coops)
 - Metal Work and other Industrial Coops
 - Construction and Labour Coops.
- ii. To assess the present status of the coops from identified core sectors and devise a corporate strategy to enhance the management and marketing skills of the cooperatives.
- iii. To establish and strengthen the Institution building efforts and
- iv. To improve trader relations with counterpart organisations in some of the EEC countries.

In order to introduce the objectives of the project, a National Workshop of Weavers, Industrial, Metal Works and Labour Cooperatives was organised at ICM Bangalore from 23rd June to 28th June 1993. The workshop was attended by 39 participants from 25 cooperatives from different parts of the country.

The workshop was inaugurated by Mr. Arvind Netam, Hon'ble Minister of State for Cooperatives, Government of India. A panel of six European experts and Mr. Y. Regis, Chairman CICOPA purposely flew from Paris to attend the workshop.

Mr. B.S. Vishwanathan, President NCUI, Mr. G.K.Sharma, Regional Director, ICA ROAP and Mr. Yves Regis, Chairman CICOPA were the main speakers at the inaugural function. Besides, Mr. Malte Jonsson, Senior Development Advisor, ICA ROAP, Mr. Daman Prakash, Project Director ICA ROAP and Mr. Rajiv I.D. Mehta, Technical Consultant, ICA ROAP, attended the workshop. Chief Executive of NCUI Mr. B.D.Sharma, Director NCUI Mrs. M. Vaid represented NCUI in the workshop.

The Workshop concluded with the recommendations to have a long lasting effort to build and develop the production and marketing capabilities of these cooperatives and institutionalise the operational networking of these cooperatives. Pursuant to the recommendations, CICOPA has agreed to launch an Institutional Development Unit with two Development Advisers one at Delhi and another at Bangalore in collaboration with ICA and NCUI who would prepare an action plan by identifying 50 cooperatives to achieve the stipulated objective of the project. The project is being termed as "PILOT PROJECT" in the first instance.

Workshop on Cooperative Law

A workshop on Cooperative Law was held in Hanoi, Vietnam, from 7th to 9th June 1993 by ICA ROAP in collaboration with the Central Council of Supply and Marketing Cooperatives (CCSMC). 80 representatives from different ministries, government institutions and coop organisations participated in the workshop.

The objective of the workshop was to present the draft law to cooperative leaders, government, representatives, members of the editing committee and media; to have their opinion; to ensure understanding and support to get the law passed through the Parliament.

The Vice-Chairman of State Planning Committee of Vietnam opened the workshop on Friday, 7th June 1993. The President of the CCSMC, Mr. Hoang Minh Thang, delivered the welcome speech on behalf of the CCSMC, while on behalf of the ICA ROAP, Mr. G.K.Sharma, Regional Director, and Mr. Karl Fogelstrom on behalf of SCC addressed the workshop.

Mr. G.K.Sharma spoke on the ICA and the draft law of Vietnam. Mr. Karl Fogelstrom presented his paper "Towards Genuine Cooperatives" and Mr. Malte Jonsson, Senior Development Advisor made a presentation of the "ICA ROAP Policy and Activities".

Mr. Nguyen Van Huy, Vice President of the Central Institute for Economic Management, Member of the Law Editing Committee and Leader of the study tour on cooperative legislation in four Asian countries presented a summary of the findings from the study visit.

Representatives from different types of cooperatives introduced the latest development in their sectors. After the closure the ICA and SCC representatives were received by the Vice Prime Minister of Vietnam, Mr. Tran Duc Luong.

7th ICA/Japan Training Programme conducted successfully - A brief report

The Seventh ICA Japan Training Course for Strengthening Management of Agricultural Cooperatives in Asia was held in India, Thailand, Japan and Republic of Korea, between November 9, 1992 to May 8, 1993. The Programme was conducted with financial assistance from the Ministry of Agriculture, Forestry and Fishery (MAFF) of the Government of Japan and was executed by the International Cooperative Alliance (ICA). The first part of the Training Course was held in the ICA Regional Office premises in New Delhi, followed by study visits in Maharashtra and Gujarat States of India. A two-day Workshop on Management Techniques for Processing and Marketing Societies was held at the Vaikunth Mehta National Institute of Cooperative Management, in Pune and the Module on Project Management, Ahmedabad. The first part of the training course was organised from 9th November 1992 to 5th January 1993 in collaboration with ICA member-organisations in India and with technical collaboration with the Indian Institute of Management (IIMA) Vaikunth Mehta National Institute of Coop Management (VMNICM) and cooperative organisations in the States of Maharashtra and Gujarat.

The course was attended by 15 participants from 11 countries e.g. Bangladesh (1), India (3), Indonesia (1), Iran (1), Republic of Korea (2), Malaysia (1), Pakistan (1), Philippines (1), Sri Lanka (2), Thailand (1) and Vietnam (1).

Part I of the Training Course in India was followed by field study visits to agricultural cooperatives in Thailand from 5th to 13th January 1993, organised in close collaboration with the Cooperative League of Thailand (CLT) and the Cooperative Promotion Department (CPD), in the Ministry of

Agriculture, Thailand.

The participants left for their home country assignments, after the study visits programme in Thailand to prepare viable and bankable cooperative development projects in their respective countries, from 13th January to 20th February, 1993.

The participants reassembled in Japan on 21st February 1993 for attending the Project Appraisal Sessions and to study the cooperative management practices followed in agricultural cooperatives in Japan at the IDACA, Tokyo. The eight-week programme at IDACA from 21st February to 25th April 1993 included study visits to agricultural cooperatives in Kagoshima and Nagono Prefectures in Japan, besides getting acquainted with a variety of national level cooperative federations in Tokyo.

The participants had study visits to agricultural cooperatives in the Republic of Korea from 25th April to 5th May, 1993.

A three day joint National Review Workshop for former participants from the Republic of Korea along with participants of the 7th training course was held from 6th to 8th May 1993 as follow-up of implementation of the projects prepared by the earlier course participants. The new component added this year will be followed for future training programmes as well.

Background

The launching of the ICA Management Training Project for Agricultural Cooperatives in Asia was the result of successful negotiations between the Central Union of Agricultural Cooperatives of Japan (JA ZENCHU) and the Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Government of Japan on the need for

strengthening agricultural cooperative activities in the Asian Region through leadership training in new approaches in management practices. The ICA, an international non-governmental organisation, was chosen as the most suitable international organisation for bringing about these changes in cooperative functioning.

Justification

Agriculture is by far the most important economic activity in almost all countries of the Asian and the Pacific Region contributing to the highest percentage of their GNP. Agriculture is also the source of livelihood for majority of the population in the Region. However, agricultural productivity is subject to violent fluctuations due to its heavy dependence on monsoon and damages caused by natural disasters. Measures taken for prevention of damages to agricultural crops are inadequate and adhoc, while systems for disaster compensation are generally not effective.

Agriculture cooperatives are functioning, in one form or another, in almost all the countries of the Asia and the Pacific Region. Starting mostly with government initiative or as a result of projects supported through bilateral or multilateral agencies, each country has evolved her own pattern of organisational structure and functioning of cooperatives. One thing common to all, however, is the existence of small and marginal farmer members depending entirely for their livelihood on the meagre income from small holdings. The present role of the cooperatives in providing a suitable infrastructure which can help add value to primary produce except in a few cases where agro-processing has been undertaken with positive results, is far from satisfactory.

Although there is a large number of cooperative organisations in the Region with a variety of success spectrum, there are still management problems interlaced with lack of membership participation in the business affairs of these cooperatives. There is a heavy participation and administration influence of governments in the functioning of cooperatives due to excessive pressure on these institutions to serve state policies and programmes. As a result, cooperative institutions in several Asian countries are also more aligned to the state policies rather than catering to the needs and requirements of their basic owners and constituents, i.e. the members. The staff and board members of cooperatives also lack managerial skills mainly due to inadequate training opportunities available within their respective environments. Due to limited resources available at the command of primary and secondary level cooperatives it has been difficult for them to sponsor their staff for training at higher level training institutions within the country or abroad. The ICA has providing such opportunities in a limited way to some selected managers and policy makers. Such opportunities and exposures are considered absolutely essential of the staff and board members have to play fruitful roles in the business aspects of cooperative institutions.

Despite all the drawbacks in their present day functioning, cooperatives are the best suited agencies for agricultural development in the Asian Region. To a great extent they are indispensable for accelerating the development in general and agricultural in particular. The remedy lies in streamlining their activities in manner in which they could increase their own resources and improve their technical and managerial capabilities to safeguard the interests of their members to a maximum possible extent. Successful examples of cooperatives which have taken such

initiatives are not lacking. Such streamlining would be possible only if the leadership responsible for cooperative promotion and development and for managing their day-to-day operations is responsive to the needs and aspirations of the farmers. Of special importance to cooperative functioning is the leadership provided by managerial and technical personnel competent to ensure maximum economic advantages to the producers. The ICA Management Training Project for Agricultural Cooperatives in Asia and the Pacific is geared to help in creating such leadership in the regional countries.

During the seven years, the Project has trained 105 managerial personnel working at middle-level and senior level positions in agricultural cooperatives or in other apex level organisations from twelve countries. In exceptional cases, officials working with government departments or agencies closely associated with planning for cooperatives or cooperative development were accepted for the training course.

By and large, a majority of candidates had a direct relationship with activities aimed at serving the farmer members of agricultural cooperatives. Most of the candidates had already received in their home countries the basic training related to cooperative principles and to the managerial and financial aspects of agricultural cooperatives. Only a very small number of these candidates had the opportunity earlier to study or observe cooperative activities outside their national boundaries.

The activities of the project received considerable attention and publicity in the regional countries and has generated keen interest among ICA member organisations to the extent that in the meeting of the ICA Regional Council for Asia and the Pacific, repeated suggestions have been made over the past few years for increasing the number of seats in addition to the

fifteen candidates now trained annually. Considering the size of cooperative organisations and structure of agricultural cooperatives in the Asian Region and the volume of their business, the number of fifteen candidates appears to be small and inadequate. However, given the proper encouragement for country based follow-up training programmes on similar lines, it is possible to generate a chain reaction within individual countries to create an atmosphere for applying the management approaches and techniques introduced through the project and to derive full benefits through improvement of capabilities of increased number of managerial personnel on similar lines.

Throughout the training programme, during these seven years, the emphasis has been on discussions based on live conditions related to grass-roots level cooperative activity. The participants were continuously exposed of experiences in various types of cooperatives in different countries through case studies and by visits to many such cooperatives in five countries viz. India, Thailand, Japan, Republic of Korea and China.

Enormous volume of documentation has been prepared for the training courses during the past seven years. These documents, case studies and working papers had been repeatedly tested and found to be of considerable value before they were used in this training programme in India and Japan. The documents prepared for field study visits in India, Japan, Thailand, China and the Republic of Korea have further enriched the accumulated knowledge and information material prepared for these training courses. In addition to this, publications like the "Agricultural Cooperatives in Japan" and "Agricultural Cooperatives in the Republic of Korea" have been published by the ICA ROAP as an additional input into the documentation and reference material generated as a result of the project activity.

STAFF NEWS

Robby Tulus joins ROAP

Drs Robby Tulus, 53 years old, has joined as Senior Policy Advisor effective from May 1, 1993. Mr. Tulus was the Regional Director for Asia of the Canadian Cooperative Association before joining the ICA Regional Office for Asia and the Pacific (ICA-ROAP).

His interest in cooperative development started in 1966 when as a student he organised a cooperative project in the Manggahang Village near his home town of Bandung, Indonesia. With the passage of Cooperative Law no 12/1967, he met with officials from CUNA International and the Indonesian government to discuss ways to start with credit union development in Indonesia. He then pioneered, and founded the credit union movement, under mentorship of Messrs. K. Albrecht and Ibnu Soedjono (who was then Director General of Cooperatives, under the Ministry of Transmigration and Cooperatives) from 1968 and to 1969, and subsequently formed the Credit Union Counselling Office (CUCO) in 1970.

During his tenure as Managing Director of CUCO from 1970-1980, Credit Unions grew from a mere 7 in 1970 to a total of 1,100 primaries with over 200,000 members served by sixteen chapters in 1980. It was then when he left his position as Managing Director of the Credit Union Counselling Office of Indonesia, to join the Asian Confederation of Credit Unions in 1981 as Training Advisor cum promotor/technician-for credit union development in the South Asian countries. In turn he was elected President of the Credit Union Coordination of Indonesia, and subsequently elected to the Board of the Indonesian Cooperative Council (DEKOPIN).

Mr. Tulus afterwards joined the

Canadian Cooperative Association in May 1983 and served as its Regional Director for Asia till April 1993. During his tenure the Asia program budget grew from \$ 439,000 per annum in fiscal year 1983/84 to \$4,850,000 per annum in fiscal year 1992/93, covering 38 projects served by five overseas offices in Manila, Jakarta, Colombo, New Delhi and Bangkok.

His voluntary role extended from being President of the Institute of Social Research and Development (known as LPPS) in Jakarta, to the executive

Board membership at the APHD (Asia Partnership for Human Development, Australia), CUSO (Canada), USC-Canada, and currently still active as member of the Advisory Board of the Coady International Institute in Antigonish, Nova Scotia, Canada.

He wrote articles for various journals and newspapers and presented many position papers on cooperative and development issues to national and international forums.

Born in Bandung, Indonesia, in 1940 he received his University Degree in Mass Communications from the Padjadjaran State University in 1967.

NEWS FROM THE REGION

BANGLADESH

GRAMEEN BANK : A Successful Experience

When Mohammed Yunus set up the Grameen Bank, he challenged not only Bangladesh's entrenched social structure of poverty and deprivation but the well cherished economic theories of the West.

The Grameen Bank (grameen means "village" in the Bangla language) had its tentative beginnings in the late 1970s. It is the brainchild of Dr. Mohammed Yunus, a former Fullbright scholar and economics professor, who is passionate about eliminating the extreme poverty in his country.

The Grameen Bank can boast some remarkable statistics: over 1,000 branches in almost every province in the country; borrowing groups in 28,000 villages; 1.2 million borrowers, of whom 92 percent are women, a loan repayment rate of over 98 percent - vastly higher than other banks in the

country and highly favourable in banking anywhere in the world; and a rapid growth rate of about 20 percent a year. Like other community development projects in Bangladesh, the Grameen Bank also has a wider social agenda, encompassing adult education classes for the borrowers, as well as a preparatory education system for their children.

The Grameen lending system is simple but effective. To obtain a loan, potential borrowers must form a group of 5 of the same sex, gather once a week for loan repayment meetings, and learn by heart the bank's rules and the "Sixteen Decisions" which they chant in unison at the beginning of their weekly sessions. Once a group is approved, two of the members are given the first loan - usually between 25 dollars and 40 dollars, a very large sum for landless Bangladeshis. If regular repayments are made on these loans over the next month, then the third and fourth members receive their loans, and after a similar wait so does the fifth. The loans are repaid in weekly

instalments over one year and have a simple interest charge payable at the end of the year.

The success of the Grameen Bank has inspired similar community development projects in other Asian countries, including Malaysia and the Philippines, and Dr. Mohammed Yunus now travels widely to spread his philosophy and practical experience about development.

Wherever he goes his message is consistent: the changes must start at the bottom and work upward. He says that development aid must be addressed to the bottom 50 percent of the population if it is to make a difference, because the top 50 percent are already taking care of themselves. And the best way of assisting these people in the bottom strata is by providing them with credit.

The Sixteen decisions:

1. The four principles of Grameen - discipline, unity, courage and hard work - we shall follow and advance in all walks of our lives.
2. Prosperity we shall bring to our families.
3. We shall not live in dilapidated houses. We shall repair our houses and work toward constructing new houses at the earliest.
4. We shall grow vegetables all year round. We shall eat plenty of them and sell the surplus.
5. During the plantation season, we shall plant as many seedlings as possible.
6. We shall keep our families small. We shall minimize our expenditures. We shall look after our health.
7. We shall educate our children and ensure that they can earn to pay for their education.
8. We shall always keep our children and the environment clean.
9. We shall build and use pit-latrines.

10. We shall drink tube well water. If it is not available, we shall boil water or use alum.

11. We shall not take any dowry in our sons' weddings. Neither shall we give any dowry in our daughters' weddings. We shall keep the center free from the curse of dowry. We shall not practice child marriage.

12. We shall not inflict injustice on anyone, neither shall we allow anyone to do so on us.

13. For higher income we shall collectively undertake bigger investments.

14. We shall always be ready to help each other. If anyone is in difficulty, we shall help him.

15. If we come to know of any breach of discipline in any center, we shall all go there and help restore discipline.

16. We shall introduce physical exercise in all our centers. We shall take part in all social activities collectively.

INDIA

Record performance by IFFCO Phulpur Unit

The Phulpur Unit of Indian Farmers Fertiliser Cooperative Limited (IFFCO), the largest producer and marketer of fertilisers in the country, has set several landmarks in the spheres of production and energy consumption during the year 1992-93. In the field of production this unit has been consistently clocking over 100 percent capacity utilisation during the last five years.

During 1992-93, it achieved the highest ever annual urea production of .607 million tonnes at 122.6 percent capacity utilisation level. The ammonia plant also registered a record annual production of .352 million tonnes with a capacity utilisation of 116.8 per cent

during the same period. To match with its high production the unit has also despatched .61 million tonnes of urea which was also a record.

In recognition of its outstanding performance in the realms of production, energy consumption and safety, the Phulpur plant has won several coveted awards in the past instituted by the Fertiliser Association of India, the National Productivity Council, the Ministries of Energy and Labour.

The production of Ammonia and Urea involves consumption of lots of energy in the form of naphtha, coal and electricity. Phulpur unit has also been making continuous efforts to reduce energy consumption. The unit has been successful in achieving the lowest ever specific energy consumption of 10.118 million kilo-calories per tonne of ammonia produced during 1992-93 resulting in a saving of more than 3 millions.

With the objective to further reduce the energy consumption, IFFCO has already taken up a number of energy conservation schemes which are at various stages of implementation.

Mr. Hari Krishna Shastri is new KRIBHCO Chairman

Mr. Hari Krishna Shastri, former Minister of State for Agricultural Research and Education, Government of India, has been appointed Chairman of Krishak Bharati Cooperative Limited (KRIBHCO) a premier fertiliser producing organisation in the country.

Mr. A.K. Mukhopadhyaya, has been appointed as the Managing Director of Krishak Bharati Cooperative Limited (KRIBHCO).

JAPAN

Milk Powder Exports to reach \$10 Million mark by 1994

India is all set to earn \$4 million through the export of milk powder this year and the figure may touch the \$10 million mark next year, reports PTI.

Having stopped commercial import of milk powder, India started exporting it for the past few years.

Upgrade Technology - Coops Told

Agriculture Minister, Bal Ram Jakhar, urged the farm cooperatives sector to update management skills and technology for agricultural production, marketing, agro-processing, export and services.

Addressing the General Council meeting of the National Cooperative Development Corporation, he urged cooperatives to reorient themselves to the changing economic and agricultural needs of the country.

Super Bazar to serve Backward Colonies

The super bazaar, the largest consumer cooperative chain of the country, will now open at least 50 per cent of all its new retail outlets only in rural areas and backward colonies of the capital.

ZEN-NOH Sumo Prize Encourages Rice Consumption

In an attempt to encourage increased rice consumption by Japanese consumers, the National Federation of Agricultural Cooperative Associations (ZEN-NOH) has been presenting the ZEN-NOH Prize to winners of Japan's 15 day sumo tournaments, held six times a year, since the January 1978 tournament. The trophy is a 50 Kilogram bronze statue of a sumo wrestler carrying a bale of rice on his shoulder. The winner was originally presented with 20 bales of rice as well, each weighing 60 kilograms. The first ZEN-NOH prize was presented in 1978 by the ZEN-NOH president at the time, Kanichi Ohta.

From the May 1990 tournament, in addition to the rice prize-30 bales these days-the ZEN-NOH prize has included seasonal farm products, newly released consumer products and ZEN-NOH brand products, and all these prizes have attracted a lot of attention from sumo spectators. For example, at the May 1990 tournament the winner was presented with a load of cabbages.

The presentation ceremony is televised nationwide by NHK, the Japan Broadcasting Corporation, thus helping ZEN-NOH to publicize rice and other farm products. Spectators enjoy watching not only the sumo bouts but also the presentation of a variety of farm products to the winner.

Source: *Japan Agrinfo Newsletter*---
Japan's Food and Agriculture "News and Views".

JAPANESE AGRIL COOPS INCREASE EFFORTS TO EXPLORE OVERSEAS FRUIT MARKETS

After peaking in the 1970s, overall

exports of farm products from Japan steadily declined. Mandarin oranges, apples, pears, grapes and melons are the main fruits exported. Export volumes of all five fruits have almost halved during the past 10 years, reflecting a severe economic environment for growers who are unable to be competitive in the face of increased land prices and labour costs, and the appreciation of the yen.

In recent years, however, in conjunction with the National Federation of Agricultural Cooperative Associations (ZEN-NOH), local agricultural cooperatives have renewed their efforts to export fruits from various parts of Japan. One example is the Hirosaki City Agricultural Cooperative in Aomori Prefecture, northern Japan, a major apple-growing region. The cooperative successfully exported popular, high-quality Aomori apples to Hong Kong for the first time last year. The Yamagata prefectural Economic Federation of Agricultural Cooperative began exporting apples to Russia in 1990; in 1991, it exported about 200 tons. Last year, it also exported 24 tons of apples to Tahiti, a new market developed by the federation.

As a result of the increased efforts, the total volume of exported fruit handled by ZEN-NOH in fiscal 1992 is estimated at 2,500 tons, with a value of approximately Yen 800 million (\$ 6.8 million). Most of the fruit was exported to increase 30% in terms of value 70% in terms of volume in fiscal 1992 from the preceding year.

The recent efforts by agricultural cooperatives to explore overseas markets are part of a move to rediscover Japanese agriculture through its quality farm products and to encourage farmers to engage more enthusiastically in farming.

Source: *Japan Agrinfo Newsletter*---
"News and Views".

ENVIRONMENTAL AGENCY TO TACKLE DRAFTING OF GUIDELINES FOR USE OF AGRICULTURAL CHEMICALS

For a six-year period beginning in fiscal 1993, the Environment Agency will tackle the establishment of guidelines to determine ecologically safe levels of use for agricultural chemicals. The guidelines will be the first of their kind in Japan and will analyze closely the effects to the toxicity of various agricultural chemicals on wild animals and plants.

The agency's plan calls for examinations of the toxicity effects of commonly used insecticides and herbicides on a range of algae, plants, insects, shellfish, amphibians and birds. Standards for classification of the effects of Agricultural chemicals will be drawn up when the tests are completed.

Based on the standards, the Environment Agency also plans to draw up guidelines to restrict the use of agricultural chemicals. The guidelines will specify places where and times when the use of agricultural chemicals is restricted. Examples include bans on the use of agricultural chemicals during propagation periods and in areas where rare species are living. The planned guidelines will be the basis of a call for the ecologically sound use of agricultural chemicals.

Source: *Japan Agrinfo Newsletter*
- "News and Views"

KOREA

FIRST NATIONAL FOLLOW-UP WORKSHOP IN KOREA OF ICA/JAPAN FORMER PARTICIPANTS' PROJECTS IN FULL BLOOM

ICA Japan Project has now completed seven years of its operation and 105 participants holding middle and senior managerial positions in their respective organisations have so far been trained. A total of 103 project proposals have so far been prepared and submitted by the Participants as part of their home country assignments.

An Overview

In the Asia-Pacific Region, level of development specially in the agricultural cooperative sector varies a great deal from country to country. The management capabilities of the Japanese agricultural cooperatives have given boost to business operations of agricultural cooperatives not only within the country but also abroad. Cooperatives have been dealing in import of a variety of agricultural products mainly to enhance the business of agricultural cooperatives, for instance import of fertiliser-basics, animal feed etc. Agricultural cooperatives in Japan and Korea have also successfully, to a certain extent, influenced government policies with regard to import of certain critical agricultural products e.g. rice and fresh vegetables. It is feared that if such imports are liberalised, domestic farmers would suffer. Also cooperatives in these countries have mounted strong publicity campaigns in favour of enhancing consumption of home-grown rice and rice products.

Similarly, agricultural cooperatives have inter-woven cleverly the fabric of agricultural credit resulting into a smooth, sufficient and easy supply of funds to agricultural cooperatives. High scale mechanisation of agricultural operations is another

positive factor.

In other countries of the region, agricultural credit has always been a key factor in sustaining agricultural production and in maintaining adequate food buffer stocks. Agricultural cooperatives play an important role in supplying food to such national stocks. Agricultural processing efforts are being enhanced and greater stress is being increasingly laid on developing infra-structure which is conducive to the growth of agricultural production as well as the agricultural cooperatives. These include: production of chemical fertilisers, effective and judicious use of farm chemicals, warehousing techniques, farm machinery development, environment friendly operations, intensification of farm extension activities in the form of farm guidance and better living activities within the agricultural cooperatives. All these efforts have borne some good results in many countries. However, there have been problems of management of personnel and enhancing participation of members in the operations and organisation of their cooperatives. It is also important that relationship between the employees and board on one side and between the cooperative and its members on the other are harmoniously nursed, cultivated and sustained. For this, a lot of responsibility rests on the operational managers in agricultural cooperatives.

There is also a clear need to strengthen the basic character of a cooperative institution. Unfortunately, in several countries of the Region the State tends to over-ride the wishes of members of cooperatives, and the State tends to plan for the cooperatives. State also tends to manage these cooperatives. If such a situation is allowed to prevail, the State tends to control the management of cooperatives and the members, who are the owners, tend to go out of focus. They shift their loyalties and ignore their relationship with their

cooperatives. Cooperatives, consequently degenerate and allow themselves to be called 'State agencies'. Cooperatives, if genuine and self-sustaining, can bring benefits to the members and to the community at large. Cooperatives, if democratically - controlled and efficiently managed on sound management principles, can bring enormous economic benefits to the members. Dairy cooperatives, sugar cooperatives, oil-seed cooperatives in India, in particular, are good examples of bringing additional benefits to their members through the application of value-addition principle. The entire agricultural cooperative operations in Japan and , to some extent in Korea, are geared to bring benefits to the members through instituting agro processing activities and by setting up on-the-spot grading and packing facilities.

In shaping the destiny of a cooperative, the manager plays a vital role. The manager communicates the needs of the members and the community to the board, and the board of management then responds to these expressed needs. Members will begin to rally around their cooperative if they receive some economic benefits. Managers, thus have the responsibility to producer member-oriented and community-oriented programmes and business plans for the consideration of board of management.

Role of Managers

It is in this context, that the ICA/Japan Project falls in a sharper focus, strengthening management of agricultural cooperatives. The main effort of the Project has so far been on improving the quality and skills of the managers so that they are able to plan better for their cooperatives and with value-addition benefits to the basic owners-farmer-members.

Out of the 103 project proposals submitted by the participants, a number of projects are at different stages of implementation in various

participating countries. Some of the projects could not be implemented due to a variety of reasons.

Though regular contacts with the former participants are being maintained in the ICA ROAP, it was felt that an effective face to face communication will bring about better follow-up action results.

Follow-up Course Objectives

With this in view, and to assess the probable areas of success and the problems faced by the project promoters, and to exchange views with former participants, a programme of follow-up with former participants was included in this year's training programme for the first time. Taking advantage of the visit to the Republic of Korea for field study visits, the first follow-up Workshop was organised in Korea from 6th to 8th May, 1993. All the 12 farmer participants from the Republic of Korea were invited to attend the Workshop held in Seoul Manhattan Hotel. The participants of the 7th training course also attended the workshop to exchange views with their seniors to understand the various technicalities involved and the problems faced by the former participants in implementing their projects.

Out of the twelve former participants, eight participants, seven representing the NACF and one representing NLCF, attended the workshop sessions and presented status paper on their projects' implementation. Out of the remaining four former participants, two are currently in USA for higher education and two were out of Seoul on official work and could not attend.

Senior officers of the NACF, in charge of planning and implementation and coordination of international operations attended the Workshop and guided the deliberations. Mr. Shiro Futagami, Managing Director, IDACA, also attended the workshop on special invitation from the ROAP.

Operational Aspects of Projects

The Workshop experience, first of its kind so far, has been found to be very useful in assessing the follow-up of project implementation in Korea. It is really gratifying to note that out of the twelve project proposals submitted so far, three projects are in full operation, three project proposals have been accepted in principle for implementation and the concept of one project has been accepted nationwide as a developmental strategy. Thus a total of seven projects are now successfully working or being planned for execution in the country and credit goes to the participants, the NACF and the cooperatives for accepting the project ideas and implementing them to achieve the ultimate objective of the Project, i.e. to give increased income to the member farmers by way of value adding activities.

Based on the success of this follow-up workshop, the ICA now plans to hold similar short-duration workshops for former participants from India, Sri Lanka and Thailand. Overview of the Project implementation position could be clear once a number of these kinds of follow-up workshops are held and their deliberations assessed.

The formal inaugural session of the workshop was addressed by Mr. Yong Jun Kim, Director-General of the International Cooperation Department of the NACF, Mr. Shiro Futagami, Managing Director of the IDACA, and Dr. Daman Prakash , ICA Project Director.

The current position of various projects implementation are as follows:

1. Integrated Area Development Project by Mr. Jin Woo Kim, participant to the First Training Course, 1986/87.

The Project was conceived to cover 2 villages and 157 farm households to increase the income of the farmers through organised integrated

approach like better alternative cropping patterns, increasing heads of cattle, reduction of labour force through mechanisation to reduce the work burden on aged labour working in the farms and to encourage participation of younger farmers to take over the responsibilities from their elders and thus reducing the migration to cities. Reorganisation of cropping patterns and marketing support for farm produce was also envisaged. Although the project as such could not be implemented in the area for which it was designed, the concept of integrated cooperative development approach was well appreciated by the NACF and it has become a part of its developmental strategies for future.

2. Cheongsan Kimchi Plan Project, by Mr Hyang Kyu Lee, participant to the 3rd Training Course, 1988/89

The Project has been implemented and is fully operational. The Project is implemented by the Cheongsam Agricultural Cooperative, located about 4 km away from the main office of the cooperative, it was started in 1989 and completed on March 29, 1991. The Plant is now in full generation for the last two years.

The Plant has brought the following benefits to the farmers:

- i. Increase in vegetable production in the area due to stable assured market for the products;
- ii. Increase in farmers income both direct and indirect like employment to farm household women;
- iii. Better quality kimchi produced and readily available with a dependable coop brand name.

With the implementation of the Project, the image of the NACF as an organisation working in the interests of farmers has also increased in the area of operation.

The NACF arranged a visit to this Plant for the benefit of participants

and resource persons from the ICA and the IDACA.

3. Fruit Processing Mill Project by Mr. Sang Derk Lee, participant to the 4th Training Course, 1989/90

The project has been implemented and is fully operational. The project started work in 1990 and was completed in June 1992 by the Sam Ran Jin Primary Agricultural Cooperative, with the active support of the NACF and the government. The project has been designed for fruit processing and fruit shortage in frozen form. The total capital cost of this project was 2,760 million won. Main products processed include: semi-processed strawberries, peaches and grape juice.

4. Kyungbuk Apple Processing Plant, by Mr. Hyun Keun Myung participant to the Sixth Training Course 1991/92

The Project is implemented and fully operational. The plant is being operated by the Kyungbuk Apple Cooperative. Kyungbuk province has the largest apple growing area in Korea with 450,000 tons of apple production, 65% of total production in the country. Hence the need was felt for processing of apples into juice to give added benefit to the farmers. The Project idea was conceived with the above objective.

The benefits of this Project could be listed as follows:

- i. Consumption pattern from raw fruit consumption to pure apple juice is getting changed.
- ii. Use of apples for processing during seasons and off seasons. Thus ensuring better prices for producer members.
- iii. Employment opportunities for member-farmers and their family members, both part and full time basis.
- iv. Benefits to members by way of better prices for their good quality apples, as well as use of other

quality products for processing and by receipt of dividends on plant operational profits.

- v. Processing activity has enhanced the image of the cooperative as well as that of NACF as organisations working in the interest of farmer-members.

The Plant was visited by the participants as part of the study visits programme and participants had the chance of tasting the products of the plant.

5. Feed Mill Project in Jeonla Province by Mr. Lee Yun Hee, participant to the 2nd Training Course, 1987/88

The Project is under active consideration for implementation. The Project was planned to establish a feed mill of 300 tons per day capacity in Jeonla province and was to be implemented by cooperatives in the province jointly. Main product was envisaged as feed for beef cattle. Due to government policy of now allowing new feed mills establishment, due to imports from abroad, this project could not be implemented earlier. But due to recent changes in governmental policies to revise the feed control act, it is hoped that the long cherished desires of farmer members in the area will be fulfilled. Due to the change in the government policies, the NACF has now decided to construct three feed mills including the above proposed one in the near future.

6. Dairy Plant in Kimje Area prepared by Mr. Byung Ho Jeong Participant to the Third Course, 1988/89.

The Project is under active consideration for implementation by the National Livestock Cooperative Federation for the establishment of a dairy plant in Kimje area of Korea. The NLCF priority of investment if for older projects and this project will be implemented later. A meat processing plant is under consideration of the NLFC in the area of the Project.

7. Choongnam Dairy Plant Project by Mr. Won Tae Kim, Participant to the Sixth training course, 1991/92

The NLCF has accepted, in principle, to implement this Project and efforts are on to purchase the land for the site. An agreement to purchase the land has already been cleared. Implementation schedule will be worked out in the near future.

8. Feed Mill Plant by Mr. Byung O Kang, participant to the 4th training course, 1989/90

The Project is under implementation. Construction activities are on and the Project is expected to be functional in a few years time.

9. Marketing of Chinese Cabbage Project by Mr. Chong Hyun Baik, Participant to the first training course, 1986/87.

The Project could not be implemented due to change in the cropping pattern in the area and due to personnel problems.

10. Cold Storage Project by Mr Chung Shik Shim, participant to the 2nd Training Course, 1987/88

Due to cost overruns and change in policy, it has not been feasible to implement this project. Cold storages are no more viable economic propositions in Korea unless the capacity is huge. Small cold storages have proved uneconomical and hence the project may not be implemented.

11. Red Pepper Processing plant by Mr. Shin Kie Yup and

12. Meat Processing Mill by Kyu Hyun Lee, Participants to the Fifth training course, 1990/91.

Both the participants are currently pursuing higher education in USA and hence the present status of their projects could not be ascertained.

General

The follow-up exercise proved very useful in getting the latest information on the implementation of different projects and it is really gratifying to note that a few of them are actually working and were visited by the participants, the ICA and IDACA resource persons. The exercise has encouraged the ICA to conduct similar exercises in other countries which will enable the ICA to document the implementation of the projects for submissions to the Donors, the Ministry of Agriculture, Forestry and Fisheries of the Government of Japan. In conjunction with the 8th ICA /Japan Training Programme, three more national level follow-up workshops are planned to be held. These are for India, Sri Lanka, and Thailand.

The exercise has given adequate pointers that the Training Courses and Participants efforts have not been in vain and that many projects, functioning in different countries, though small, are making their own contributions to achieve the ultimate aim of the Project and its objectives i.e. to increase the income and standard of living of small farmers through value added activities.

*Daman Prakash, Project Director
ICA/Japan Training Programme*

PHILIPPINES

Gen. Lozada appointed CDA Administrator

General Lozada, Chairman of ICA Regional Council, has been appointed as Administrator, Cooperative Development Authority (CDA) from 1st June 1993 under the office of the President to help pursue government programme of economic empowerment and sustainable cooperative development. Greeting him on the occasion the Regional Director, ICA ROAP, Mr. G.K. Sharma expressed :

"Your long association with the Cooperative Movement in the Philippines as also at international level will give the necessary background and understanding of the problems of cooperatives and I am sure with your commitment and dedication you would be able to contribute substantially in strengthening and guiding the Cooperative Movement of the Philippines in the right direction.

"We in ICA very much appreciate your association of more than a decade in the Regional Council, both as member and its Chairman, and other committees and they all appreciate your very amicable approach and sincere contribution."

VIETNAM

Vietnam Cooperative Leaders on Study Visit to Thailand, Republic of Korea, Japan & Philippines

The Cooperative League of Thailand (CLT), The National Agricultural Cooperative Federation of Korea (NACF), the Central Union of Agricultural Cooperatives of Japan (JAZENCHU) and the Cooperative Union of the Philippines (CUP).

Cooperative laws and bye-laws were thoroughly presented and discussed. Of special interest was how laws and bye-laws could be amended and the procedures of amendments. Other interesting points for discussion were the cooperative ownership, government-movement relationship, financial control of the cooperatives, distribution of surplus and sharing of deficit.

Four of the five Vietnamese participants are members of the Drafting Committee of the Cooperative Law in Vietnam. The gained knowledge from this study visit in four countries will influence the content of the cooperative law which will be finalised for approval by the end of 1993.

Mr. Malte Jonsson, Senior Development Advisor of the ICA ROAP coordinated the programme. The financial assistance for this programme was provided by the Swedish Cooperative Centre (SCC).

BOOK REVIEW

"COOPERATIVES IN INDIA AND PAKISTAN-SOME ASPECTS"

By *Dr.S.K. Saxena (Canada)*

ICA DOMUS TRUST,
43, Friends Colony (East)
New Delhi 110 065, India.
Price: INR250/US\$25. PP.163. 1992.

This book has been brought out by International Cooperative Alliance (Domus Trust), Regional Office for Asia and Pacific. In this book the author has tried to discuss the most important aspects of the agricultural cooperative movements in India and Pakistan, particularly the cooperative credit in India and Pakistan. On the basis of author's in-depth study of cooperatives in South East Asia, his frequent visits to and long stay in India and Pakistan enabled him to consult the records of various institutions, collect the material, undertake extensive field visits, holding discussions and sharing his wide knowledge of movements of both countries with knowledgeable people like office bearers of National level cooperative institutions and their Chief Executives. The book has been also tested with some international experts on cooperation.

Besides dealing with the issues of cooperative credit, the author has dealt with two very important subjects viz. Government and the movement and Cooperative Education and Training and has made observation that, there is a singular lack of emphasis on education of members, managing committee members and the general public. Not only that but, he further draws conclusion as under:

"Movements in the two countries have not proved as effective as their pioneers had expected them to be. Credit discipline is lax, overdue abound, member apathy is widespread, and leadership is riven by political factions and often plays to the hidden agenda of their political masters. The movements are perceived as extensions of Government departments and members feel no obligation towards the

cooperatives: education and training programme are divorced from practical field situations."

The author observes that, the net result of the Governments' dominance over the movement is that the spirit of self-help is smothered, it vitiates members' priorities, and drastically reduces the power of the General Body of the Cooperative. Quoting Prof. Laidlaw, "All too often, the strong embrace of Governments ends with the kiss of death for cooperatives."

To avert excessive Government control, the author has made four valuable suggestions. They are:

(1) If government interference stems mainly from the financial aid the state provides to the movement, it would emphasize the crucial need for the movement to build its own financial capacity in order to be able to refuse external support. Once, the movement acquires financial independence, it would then have the moral and material strength to say an unequivocal "No to external interference, it would be the master of its own affairs."

(2) The author's second suggestion is to build through careful research in 'ideal' construct defining the relations between the movement and the government and the roles of the two parties. In fact, the government should provide a framework which is conducive to the growth of the movement and for the movement to concentrate on its day-to-day work.

(3) There is also the need for a more stringent procedure for the registration of cooperative societies. The movement's strength or weakness consists in its primary societies, without strong roots, the movement would remain weak as the primaries are the ones which send impulses throughout the entire super structure of the movement. The registration policy for cooperatives should not be governed by the desire to meet targets but by considerations of responding to a commonly-felt need and strength or the growth potential a cooperative may have to be of service to its members. Need ascertainment for a cooperative, before registration is thus essential.

(4) For the cooperatives which are already in existence, the author suggests that the concept of "autonomy index" should be applied. The following six parameters have been suggested as minimum for movement's capacity for self governance.

- a. the economic strength of a cooperative;
- b. internal capital formation programmes;
- c. the quality of its leadership and management;
- d. its credibility in the community;
- e. member participation; and
- f. the existence of secondary organisations which could provide support and guidance to the primaries.

(5) The nature of cooperative laws which govern the movements in India and Pakistan is also a responsible factor for excessive government control. They are regressive give extra-ordinary wide powers to government officials - the Registrars and make a mockery of the autonomy of the movement. Cooperatives are perceived by the people eat large as government institutions. The model cooperative Act which seeks to remove these anomalies and give the movement the freedom to govern itself and develop at its own pace and volition is now under discussion at the highest level. This act is very much relevant in an economic climate characterized by de-regulation and privatisation.

By writing such an informative book, the author has rendered very useful services to the movements of both the countries. It is a very timely publication particularly when the Indian Cooperative movement is at cross roads facing crisis, and passing through critical times.

The book is indeed an useful document for planners, policy makers, leaders, professionals and scholars who could study various aspects and problems of the cooperative movements of both the countries so that they can take the corrective steps.

J.M. Mulani, Consultant on
Cooperation, Ahmedabad.



ASIA-PACIFIC COOPERATIVE NEWS

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International Cooperative Alliance



ica
centennial
MANCHESTER 1995

The ICA Centennial Logo was chosen in June 1993 in Manchester, by members of the Centennial Congress Organising Committee and the ICA Secretariat. Designed by the Cooperative Wholesale

Society (CWS), the logo depicts doves of peace emerging from the rainbow colours of the International Cooperative Alliance, representing the unity of ICA's diverse membership.

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Support ASPACON, feeding with news and events in your country and organisation. We also invite your suggestions and opinion to further improve ASPACON.

- Editor

ICA REGIONAL OFFICE NEWS

MEETING OF NEW/ PROSPECTIVE MEMBERS

A meeting of new/prospective member-organisations to be served from the ICA ROAP under the new ICA organisational structure was held in New Delhi from 27th to 30th July 1993. Ten delegates from six countries, namely, Israel, Jordan, Kazakhstan, Kuwait, Mongolia and Myanmar, attended the meeting.

The purpose of the meeting was (i) to inform about the policy and activities of the ICA ROAP; (ii) to be exposed to the cooperative development in the countries represented at the meeting; & (iii) to introduce the cooperative movement in India.

The opening session was held on 27th July 1993 at ICA Regional Office which was addressed by ICA Regional director, Mr. G.K. Sharma; Senior Development Advisor, Mr. Malte Jonsson; and Chief Executive of NCUI, Mr. B.D. Sharma. Mr. Malte Jonsson welcomed the participants and gave a brief account of the background of the meeting.

Mr. G.K. Sharma presented the new structure of the ICA and its implication for the Asian region. Mr. Malte Jonsson made a presentation of the ICA Development Policy and the aims and objectives of the work of the ICA ROAP. The Project Advisors of ICA ROAP presented the activities being carried out by the ROAP in different fields.

Dr. R.C. Dwivedi, Officer on Special Duty to the Minister for Agriculture, Government of India and former Chief Executive of NCUI was specially invited to give a talk on Government Movement Relations with special reference to the new Cooperative Law in India.

All delegates presented their country papers highlighting the achievements of the cooperatives in their respective countries and the problems cooperatives are facing.

Visits were arranged to the National Cooperative Union of India (NCUI); National Cooperative Consumer's Federation (NCCF); Indian Farmers Fertiliser Cooperative Limited (IFFCO); National Agricultural Cooperative Marketing Federation of India Limited (NAFED); and the Super Bazar (Cooperative Department Store) to give the participants an opportunity to study in detail about the Indian Cooperative Movement.

The participants discussed possible collaboration with the cooperative organisations in India and trade relations and consultancy in price regulations of agricultural products. Useful contacts for future business relations were also established among the participants.

The funding for the meeting was provided by the Swedish Cooperative Centre (SCC).

Visit of Sri Lankan Delegation to India

At the invitation of the ICA Regional Office for Asia and the Pacific, a Sri Lankan delegation under the leadership of Hon'ble Ravindra Samaraweera, State Minister of Food & Cooperatives, Government of Sri Lanka, visited India from 14th to 20th August, 1993. The delegation comprised of the following :

1. Hon'ble Ravindra Samaraweera
Leader of Delegation
Minister of State for Food & Cooperatives

2. Mr. S.B. Divaratne
Commissioner/Registrar
Department of Coop
Development
3. Mr. Ariyadasa Kahandagamage
Senior Assistant Secretary
Ministry of Food & Cooperatives
4. Mr. Lionel Samarasinghe
President
National Cooperative Council of
Sri Lanka
5. Mr. M. Herath
President
Sri Lankan Consumer Cooperative
Federation

The delegation paid a courtesy call on Hon'ble Minister for agriculture and Ministers of State for Agriculture, Civil Supplies/Commerce. The High Commissioner of Sri Lanka in India, Dr. Neville Kanakaratne, also joined during the courtesy calls.

The main interests of the delegation were : (i) to discuss about the forthcoming Cooperative Minister's Conference to be held in Sri Lanka in July 1994, and (ii) trade on coo-to-coop basis between Sri Lankan cooperatives and Indian cooperatives.

In addition to visiting ICA ROAP, the delegation also visited the National Cooperative Union of India (NCUI), the National Agricultural Cooperative Marketing Federation (NAFED) to discuss about export of coriander and pulses and National Federation of Cooperative Sugar Factories about the export of sugar.

The delegation arrived in New Delhi on the 14th August and went to Sarnath and Bodhgaya. They left New Delhi for Colombo on 21st August.

THIRD ICA/JAPAN TRAINING COURSE FOR RURAL WOMEN LEADERS OF AGRICULTURAL COOPERATIVES IN ASIA

The Third ICA-Japan Training Course for Rural Women Leaders was held in Tokyo, Japan, from June 12 to July 08, 1993, in pursuance of the agreement signed between the Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Government of Japan and the International Cooperative Alliance (ICA). The four-week training course was held at the premises of the Institute for the Development of Agricultural Cooperation in Asia (IDACA), in Tokyo. Six participants from three countries, Bangladesh, Thailand and Vietnam, attended the third Training Course.

The Training Course was organised in collaboration with the Central Union of Agricultural Cooperatives of Japan (JA Zenchu), IDACA and the National Council of Women's Associations of Agricultural Cooperatives (WAAC/JA ZEN FUKYO) of Japan.

Project Objectives

The development and immediate objectives of the Project for Training of Rural Women Leaders in Asia are as follows :

Development Objective

To facilitate improvement of living standards of farm households through women's participation in agricultural cooperative activity.

Immediate Objectives

1. To provide opportunities for the development of leadership among rural women through training;
2. To provide encouragement for creating for them income-generating activities; and
3. To assist in the formulation of rural development projects for women's participation.

Participants

The training course was attended

by six participants-two each from Bangladesh, Thailand and Vietnam. So far in all the three courses, a total of eighteen (18) participants have been trained.

Training Course at IDACA

The six selected participants attended the training programme conducted at IDACA from 12th June to 08th July 1993. The IDACA had developed a course curriculum which included class room lectures on various aspects handled by IDACA faculty members and specially invited guest lecturers, field study visits and direct communication with women leaders.

Training Course Contents

During the four-week training programme in IDACA, emphasis was laid on practical studies and learning. Besides introduction to basic aspects of Japanese culture and social ways of life, detailed introductions to the organisation and functioning of agricultural cooperatives in Japan were given. Subjects dealing with the activities of women's associations in agricultural cooperatives, their role in better-living activities and improving farm households and plans for the future development were also presented. Following principal areas were covered :

- Historical development and activities of Women's Association of Agricultural Cooperatives and its activities.
- Japanese Culture and Society.
- Agriculture and Agricultural Cooperatives in Japan.
- Government, agricultural cooperatives, women's programmes and better living activities.

— Cultural activities of the IE-NO-HIKARI Association.

— Women's activities in fisheries cooperatives.

The participants were taken on field study visits to Fukuoka Prefecture, and to some of the primary and cooperative institutions in and around Tokyo during which time they were able to have direct communication with the women leaders and observe the various activities carried out by women associations in conjunction with agricultural cooperatives.

Of special significance was the development, organisation and activities of the Women's Association of Agricultural Cooperatives (WAAC) and the role that the Association and its constituents play. Besides participating in agricultural production-related activities, the women's associations have been undertaking a variety of social and environmental programmes e.g. use of powder soap, improving dieting habits, production of soyabean paste, improving social and economic life styles, participation in programmes for the welfare of children and women worldwide, and drafting a plan of action entitled 'A Path Towards the 21st Century for Women's Association of Agricultural Cooperatives - A Long-term Development Policy of the Association'.

After a week's introduction to basic aspects, the participants were taken to Fukuoka Prefecture for study visits. The participants studied the working of JA Fukuoka Yoshii and JA Kurume and the activities of their women's associations and observed different activities. They observed the production of soyabean paste, participated in the collective cooking demonstration class, produ-

ction of washing soap from left-over cooking oil, observing the potato processing unit, and received information on the Association's welfare and health-related activities. They were also introduced to the activities of the Prefectural Women's Council of Agricultural Cooperatives and to the activities of agricultural cooperatives in the prefecture. The participants stayed with the families of members of the cooperative to observe the Japanese way of living and to have a closer contact with women in the farm households. They also joined in the cultural and better-living activities of women's associations.

During the study visits the participants had a chance to study A-Coop Store and the Food Ingredient Delivery Centre and the Cooking Class of JA Fukuoka Yoshil.

The participants also had an opportunity of visiting JA Tsukuigun, near IDACA in Tokyo, and holding discussions with the leaders of women's associations and observing some of its activities.

After returning of IDACA, the participants prepared their reports giving impressions on their visits and the lessons that could be learnt for their respective countries and organisations.

UN-ESCAP COMMITTEE MEETING ON POVERTY ALLEVIATION THROUGH ECONOMIC GROWTH AND SOCIAL DEVELOPMENT

**Bangkok, Thailand
20-24 September, 1993**

The UN-ESCAP Office in Bangkok organized a Committee meeting on Poverty Alleviation from 20-24 September, 1993 as a preparatory meeting to the UN World Conference on

A Project for the Disadvantaged Youth

Observations : By W.U. Herath

The study was to focus on the strategies to continue with the Project activities after the project period is over. The study was made undertaking interviews with policy makers, youth animators and the youth leaders belong to actual target groups. The annexed document provides the details. This is a supplement to the former project document.

It appears that the informal cooperative youth groups are growing. The youth foundation has undertaken organic farming utilizing some land voluntarily given on lease by a cooperator.

The CMPP methodology introduced some months back to the youth initiators is being used to conduct village level self-help project formulation. The project advisor said that he was requested to participate in one such seminar at Yogiana, a village situated in Western Province, but he could not manage it.

A new Director (Education) has been appointed to the NCC, who was a staff member of the ICA/SCC/NCC Teachers Training Project. He has revived some of the technology used in the Project, and conducted at least one training seminar on self-financing basis. He

Social Development to be held in 1995-96. Members from 24 countries including USA, France and Netherlands participated at the meeting. In addition, there were 23 ob-

is keen of making the Education Section a self-financed one.

The SCC/NCC Project period has been extended to December, after which a new Project will begin. Mr. Nelke would go back to Sweden.

The government has dissolved the board of the SLICM for the second time. [REDACTED]

The Ministry will celebrate the 50 years of Cooperative Education at Polgolla. He says that although he received an invitation as a former principal, he regretted the inability to attend. The event is commemorated by issuing a stamp by The H.E. The President of Sri Lanka. The Regional Director of the ICAROAP has been specially invited.

The COOPFED is progressing well in its consumer business. The MARKFED has stagnated. As a whole, the cooperatives are facing severe competition with the private trade after total liberalisation of commodities, last being flour.

Conclusion :

The proposed youth project needs to be followed up with the SCC as there is a likelihood of their using the ICAROAP for monitoring purposes.

It is necessary to undertake an evaluation of the CMPP methodology in Sri Lanka.

servers from other UN agencies and international organisations also participated.

The meeting discussed the national policy approaches and multinational initiatives for poverty alleviation within the Region. The regional poverty situation too was reviewed. It was found that although many countries maintained a steady economic growth over last few years,

poverty situation had not much changed. Nearly 3/4th of the world's poor live in the region. Various strategies including community based approaches were discussed.

The meeting brought forward many Conclusions and Recommendations. Some of them are :

- * Special attention should be paid to accelerating the pace of economic growth, with emphasis on employment creation, reduction in population growth rates and environmental protection.
- * Complementation between economic growth and poverty alleviation should be identified and strengthened.
- * Overall growth and employment creation should be complemented by target oriented programmes focussed on disadvantage groups including poor women and residents of backward areas.
- * The rural poor should have greater access to income earning assets.
- * Planning mechanisms at various levels should be created and strengthened to facilitate co-operation among government agencies, private sector, NGOs and poor themselves.
- * Training and information services should be provided to support the efforts of self-help groups of the poor and strengthen the organizational capacity of people's organizations.
- * The participation of organized groups of poor people and/or NGOs working for the poor at the World Summit for Social Development in 1995 should be facilitated.

Mr. W.U. Herath, Adviser-Human Resource Development, par-

ticipated at the Committee meeting on behalf of the ICA and made a statement providing information on the policy approaches of the ICA to contribute towards poverty alleviation and empowering people to become self-reliant.

According to the news of Consumer advisor in the ICAROAP there is a loophole in consumer cooperative movement in India. Firstly, the number of the societies recorded and the actual numbers in operation are not the same. So, the NCCF needs to review this statistical record. Secondly, consumer cooperatives are too much dependent on government initiative and support. Once Govt. declines to

support or not able to maintain its support, the movement declines. So, a new strategy based on self-help and self-support should be developed. Thirdly, education, training, extension and motivation in the field of consumer cooperatives is partially neglected or totally neglected. Therefore, the NCU, NCCF and State Federations with ICA and JCCU assistance should try their best to re-educate consumer coop. leaders and key personnel. This can be done by pooling resources together and work out its plan for improving the performance of consumer coops in India.

Source : *Regional Office for Asia & the Pacific*

ICA HEAD OFFICE NEWS

President Marcus will Lead ICA till 1995

Lars Marcus of Sweden was re-elected as President of the International Co-operative Alliance at yesterday's General Assembly session. The results were close, with 186 votes for Mr. Marcus, 158 votes for Raija Itkonen of Finland and six abstentions.

Lars Marcus has been ICA President for the past ten years and will continue until the 1995 Congress. He was responsible for establishing the new, more de-centralised ICA structure which was approved at the 1992 ICA Congress in Tokyo; and he initiated the current review of co-operative values and principles which is based on the report which he presented to the Stockholm Congress in 1988.

Among the other achievements of his presidency one could include the reorganisation of the ICA development programme, including the establishment of a more balanced relationship with the

Swedish Co-operative Centre, of which he was also a chairman, and the reorganisation and survival of the co-operative movements in Eastern and Central Europe since 1989. These movements were aided by his high-level political discussions and interventions.

After the presidential results were announced, Mr. Dibba, the new Vice-President for Africa, said that the vote had been a lesson in democracy for the Co-operative World, especially some African countries.

The vote for President was followed by Board elections. Raija Itkonen had an overwhelming majority of votes showing the strong support which she has amongst ICA's membership. Ms. Itkonen comes from a great co-operative family of which she is the third generation; her father also served two terms on the ICA Executive (now called the Board). In 1984 she became the first woman elected to the ICA Executive and was responsible for initiating the

recent changes in ICA structure and chaired the Structure Committee which drafted the new ICA structure and rules.

Other elected board members were Jens Heiser, Federal Republic of Germany; Ota Karen, Czech Republic; Leroy Larsen, Canada; David Miller, United States of America; H. Hasle Nielsen, Denmark; Giancarlo Pasquini, Italy; Yehudah Paz, Israel; Etienne Pflimlin, France; B.S. Vishwanathan, India and Yang Deshou, People's Republic of China.

The General Assembly also ratified the election of the nominees for ICA Vice-President, who had been chosen at each of the Regional Assemblies or Consultations. Momodou Dibba of the Gambia is Vice-President for Africa, Mitsugu Horiuchi of Japan, Vice-President for Asia and the Pacific, Graham Melmoth of the United Kingdom, Vice-President for Europe and Roberto Rodrigues from Brazil, Vice-President for the Americas.

Membership tops 100

ICA is becoming truly universal with member countries represented now standing at 103, Director-General Bruce Thordarson told the opening session of the General Assembly yesterday.

Explaining the net increase in membership of 21 since the Tokyo Congress less than a year ago, Mr Thordarson said this was in part the inevitable result of new countries being created, although the harmonisation of membership between the overall ICA and its regional offices under the new structure had also been a factor.

Only this week ten African countries had been admitted, together with two from Latin America and two from Asia. "While some important gaps in our membership remain, I think one can safely say that the ICA is becoming a more truly universal organization than in the past," he declared.

As the ICA grew it became more apparent that the small office in Geneva could not possibly meet the needs of the membership. The only realistic solution was decentralisation, both sectorial and geographic, so that more resources could be found.

ICA head office continued to place an emphasis on three main activities-policy, information and development coordination. The year had seen several positive steps forward on the policy front. In Eastern and Central Europe, for example, ICA representations had been credited with influencing government policy in a number of countries, most recently in Poland where President Walenza had refused to sign a law increasing control over the co-operative movement.

Everyone Welcome at Rochdale Celebrations

Co-operators from throughout the world are promised a warm welcome to the United Kingdom next year during the national celebrations of the 150th anniversary of the opening of the first successful consumer co-operative store in Rochdale, the ICA Communications Committee was told on Monday.

ICACC's new Vice-Chairman Iain Williamson said the seven-month anniversary programme of events is set to become the biggest celebration of Co-operation in the UK Movement's long history.

The programme is being organised and co-ordinated from the Co-operative Union offices in Manchester by Alan Gill and Graham King, who can be contacted by telephone or telefax for further information. Travel and accommodation can also be arranged by Co-op Travelcare in Manchester. A Newsletter containing further details of the anniversary celebrations is available at the General Assembly information desk.

Preliminary List of Planned Activities for the ICA Centennial

— United Nations Day of Co-operatives. This UN event will be timed to coincide with the International Co-operative Day.

Seminars:

- Third International Co-operative Youth Seminar.
- Third International Co-operative Research Forum.
- Workshop for Young Co-operative Journalists.
- Conference of Co-operative Regulators.

Publications:

- ICA Membership Book, Featuring highlights of Co-operative Movements around the world.
- Special Centennial Issues of the ICA Review.
- A Thematic Guide to Previous ICA Congresses.
- The ICA Between the Two World Wars.

Essay Contest

- For young co-operators around the world.

Centennial Stamps

- From national postal authorities and the United Nations.

National and Regional Events

- Based on the International Co-operative Day and ICA Congress themes.

Films

- A documentary film on the International Co-operative Movement, including highlights from the 1995 Congress.
- The Co-operative Charter for the 21st Century.

AUSTRALIA

Cooperative Studies

The International Institute for Labour, Development and Cooperative Studies (ILDEC) in Israel announces the English program of studies for 1994. First International Workshop on : Women in Trade Union Leadership - 30 January to 25 February. First International Course on : Trade Unions in an Era of Privatization and Structural Adjustment - 10 April to 3 June. Fourth International Course on : Community Empowerment Through Cooperatives - 10 April to 3 June. First International Workshop on : Cooperative Theory and Practice : A Global View - 6 to 30 June. 75th International Course on : The Role of the Labour Movement in National Development - 25 September to 18 November. First International Workshop on : Workers Participation in Decision Making, Management and Ownership Of Enterprises - 2 to 28 October. First International Workshop on : Human Resource Development within Cooperatives - 23 November to 21 December.

Those interested should contact Ms. Yvette Gelobter, Registrar, for further information at the following.

Source : ACCU News Vol. 23 No 5.

BANGLADESH

Participation of Women in Agricultural Cooperatives and Related Sector

Women in Bangladesh are also actively involved in agricultural cooperatives. Particularly in the

rural areas women have formed primary agricultural cooperative societies, which are affiliated to central cooperative banks/associations. These primary cooperatives get loans from the central cooperatives for investment in agriculture. The women's participation in various agro-based industries are generally increasing day by day. In this way a good number of families are becoming self-reliant through the participation of women members through cooperatives, as such they are making contributions towards the development of agriculture in the country.

The Bangladesh National Women's Cooperative Society

Women constitute half of the total population in Bangladesh. Hence participation of women for overall development of the country is considered to be essential. Women cooperatives in Bangladesh can play a vital role in increasing production, employment and income-generation. Women, through cooperatives, can participate in the rural development activities like health and family planning, literacy awareness and income-generation. As such the government organised cooperatives for women. To develop women's cooperative movement and to ensure the participation of women in income generating activities, the National Women's Cooperative Society was organised in 1978.

Main Objectives

- a. To unite 48% of the women of Bangladesh into cooperative sector and to develop self-confidence among them;
- b. To conduct women towards economic salvation;

- c. To totally eradicate and remove superstition and illiteracy among women;
- d. To maintain uniform distribution of consumer goods;
- e. To save the nation from over-growth of population by encouraging family planning;
- f. To encourage cottage industries, assist in marketing of products, supply raw materials by import and distribute them;
- g. To establish stores for receiving all consumer goods by the members of the societies in fair price;
- h. To carry on business - retail or wholesale for the interest of members.

The National society has 30 central societies and 645 primary women's coops with a total individual membership of nearly 400,000. The Society has got an office building with accommodation of office, sales centre and godowns. The Society's shares, deposit, loans and reserves amounted to Taka 514,661.

The Society has a sales centre for dealing in handicrafts, cloth material and consumer goods. Consumer cooperative store of the Society is run under the general guidance of the secretary of the Society. Purchases amounting to Taka 223,413, sales Taka 201,714 with a gross profit of Taka 21,699 was carried out by the store.

The total income of the Society was Taka 402,281 while the expenditure was Taka 474,170 resulting in a net loss of Taka 71,881 during the year 1988-89.

The Society implemented developmental projects costing Taka 3.44 million during 1977-78 to 1982-83. Under the project 16 central and 160 primary women's cooperatives were developed by setting up some training units and sales centres for

selling their products. At present there are 39 central societies and 645 primary women's cooperatives having nearly 400,000 women members.

The Society has developed confidence among its women members, developed awareness of their potentialities and a sense of self-reliance in them. Women are now regarded with dignity and honour among the community. The primary women's cooperative societies are affiliated to the cooperative banks/associations and receive loans from them. They purchase products of farmers at the time of harvesting and ensure better prices and control the market. By using the loans from the cooperative banks through the women's cooperative societies, women in Bangladesh are contributing to the increased growth of agricultural products.

Problems faced

1. Lack of common source of agricultural goods for procurement and a weak net-work for supply and services; ii. Agricultural credit facilities have not been extended to the full requirements of members; iii. Inadequate godown facilities at the primary level; iv. Inadequate credit facilities in the women's cooperatives for adaptation of mechanized farming.

Suggestions

1. National Cooperative Union (BJSU) should establish consultancy and guidance service centres for women's cooperatives. 2. National development scheme for promotion of agro-based industries through cooperatives should be taken up for implementation. 3. To get higher prices in the international market, The quality of products

should be improved, and for this purpose training facilities and equipments are to be extended upto central women cooperatives level. 4. All women cooperative societies should be affiliated to a financial institution for support, supply and procurement of modern appliances and raw materials. 5. Credit facilities should be extended for the improvement of sales and display centres of the national society.

INDIA

Environment and Cooperatives Workshop

A weeklong workshop on "Environment and Cooperatives" was organised by the National Cooperative Union of India (NCUI) in collaboration with the ICA Regional Office for Asia and the Pacific and the Indian Farmers Fertiliser Cooperative Ltd (IFFCO) in New Delhi, July 26-31, 1993. The workshop was inaugurated by Mr U.S. Awasthi, Managing Director of the IFFCO and addressed by Mr G.K. Sharma, ICA Regional Director, and Mr B.S. Vishwanathan, President of the NCUI, among others. The Workshop was organised with the following objectives:

- To acquaint the Participants about the present status of environment management
- to examine the issue and steps involved in designing environment-friendly pattern of rural development
- to develop methods and techniques for creating awareness among cooperative members and community about deteriorating condition of environment.

The participants of the workshop were drawn from among the following categories: Farm Guidance Instructors and Lady Mobilisers of the NCUI field projects, Education Officers, Cooperative Educational Instructors and Lady Cooperative Educational Instructors of the State Cooperative Unions.

The workshop was addressed by experts in the field of environment protection. Special papers were presented by them. Some of the papers presented were: Environment and Sustainable Cooperative Development in Asia - An Overview; Environment Management in India - Policies and Programmes; Promotion of better-living through cooperatives (Japanese experience); Water resources and environment; Natural resources and environment; Exploiting renewable energy; Recycling of wastes - environmental implications; People's participation in Environment management; Population, Cooperatives and Environment.

The ICA ROAP made available two resource persons to the workshop.

The workshop was able to produce a plan of action for the national, state and district cooperative organisations. Guidelines were developed for the use of the primary cooperatives. The material collected during the workshop and the discussions held would be utilised for the education and training programmes of the NCUI.

NAFCWB has New President

Dr. S.S. Sisodia has been elected as the President of National Federation of Urban Cooperative Bank.

Patel Elected Chairman of NCHF

Shri G.J.Patel, has been re-elected as the Chairman of the National Cooperative Housing Federation of

India for the next term of three years. Shri Patel represents the Gujarat State Cooperative Housing Finance Corporation on its Board.

Shivajirao Patil re-elected Chief of Sugar Coop

Mr. Shivajirao Patil was today re-elected as the president of the National Federation of Cooperative Sugar factories for a second three-year term.

Mr Veershetty Kushnoor, former Karnataka Cooperation Minister and ex-Rajya Sabha member, was elected as the vice president of the federation, replacing Mr. B.A. Patil, also from Karnataka.

New NAFED Chief

Mr. V. B. Mahajan has taken over as Managing Director of National Agricultural Cooperative Marketing Federation of India Ltd. (NAFED).

Till recently Mr. Mahajan was the Additional Managing Director of NAFED. He has worked in different capacities at senior level in the course of his career spanning over 24 years with the NAFED.

NDDB TO START SUBSIDIARY CO. IN SINGAPORE

BID TO ACCELERATE EXPORT OF MILK PRODUCTS FROM INDIA

The Anand-based National Dairy Development Board (NDDB) is planning to open a subsidiary company in Singapore to accelerate export of milk products and oil seeds cake from India.

CO-OP DEVELOPMENT FUND

NABARD Details Objectives

National Bank for Agriculture and Rural Development (NABARD) has

announced detailed objectives of the much-awaited Co-operative Development Fund announced by the Finance Minister in his Budget speech for 1993-94.

The fund with an initial corpus of Rs 100 million, which came from the profits of NABARD, was set up with the objective of supporting the efforts of ground-level credit institutions (primary agricultural societies) to mobilise resources, bringing about human resources development for improving the working of co-operative credit institutions so as to help in achieving viability, building up better management information system and conducting special studies for improving functional efficiencies.

The assistance from the fund will be by way of grant-in-aid, loan interest free or at the rate of interest to be determined by NABARD or grant-cum-loan. The form of assistance will be purpose specific appropriation of annual profits of NABARD, contributions from Union Government, state governments, apex level institutions by way of grants for supporting development of co-operative credit institutions grants-in-aids from international agencies like World Bank and other donor institutions.

According to NABARD, the objective of the fund will be to render assistance of co-operative credit structure for providing infrastructural facilities like (a) purchase of safe and construction of counters to some selected Primary Agricultural Credit Societies (PACS) for enabling them to take up deposit mobilisation.

(b) Staff training for meeting cost of specialised courses in rural banking/faculty support for courses, (c) meeting cost of computers and software of co-operative banks which

are not able to meet the cost computerisation for building up their management information system (MIS), assistance for conducting special studies, meeting cost of publicity through media like video cassettes.

The Fund will also be extended for assistance to banks under institutional strengthening programme (ISP) for meeting cost of consultants/additional staff for formulation and implementation of ISP package as envisaged under ISP scheme.

NATIONAL CO-OP BANK REGISTERED

The Central Registrar of Cooperatives has registered a new apex bank, National Cooperative Bank of India (NCBI), under the Multi-State Cooperative Societies Act. Various cooperative institutions had been fighting for setting up of NCBI.

GOVT READY TO HAND OVER SICK UNITS TO WORKERS' CO-OPS

The Government was willing to hand over sick industrial units to employees' co-operatives for their revival and assured of all possible encouragement.

MAHARASHTRA GOVT PACT WITH IFAD

More than 91,000 rural people in Maharashtra are expected to in benefit from a \$ 29.2 million loan agreement signed between the Indian Government and the International Fund for Agricultural Development (IFAD).

The agreement was signed in Rome on Thursday by Indian Ambassador in Italy, Mr Kuldip Sahdev, and Mr Fawzi H. Al Sultan, President, IFAD, on behalf of the fund, an IFAD press release said.

IFFCO-A SUCCESS STORY IN COOPERATIVE SECTOR

By Uday Shankar Awasthi

During the second half of the 1960's the cooperative societies were distributing nearly 70 per cent of the chemical fertilisers consumed in the country. They had a fully developed infrastructure like the rural godowns, outlets covering even the remote and hilly areas, credit support and a structure comprising of the village level societies to the State and National level societies to undertake this job. However, there were no production facilities in the cooperative sector for this crucial agricultural input. To fill this gap, the cooperatives in the country organised the Indian Farmers Fertiliser Cooperative Limited, popularly known as IFFCO under the sponsorship of the National Cooperative Development Corporation. IFFCO was registered as a multistated cooperative society in November, 1967. Since then, there it has not looked back. The society commissioned its first two plants in 1975 at Kalol and Kandla in Gujarat. The Kalol Plant was set up to manufacture about 400,000 tonnes of urea while the Kandla Plant was set up to make complex fertilisers. In the first five years of operation of its plants and in marketing of fertilisers, IFFCO had not only emerged as a leading supplier of fertilisers in the country but also proved the strength of cooperative philosophy in successfully running complex manufacturing organisations.

The decade of eighties had been a period of expansion and consolidation for IFFCO - period in which it has consolidated the spectacular gains of early years. In 1981, IFFCO commissioned its second urea plant at Phulpur in UP to manufacture

0.5 million tonnes annually. During the same year, the capacity of the Kandla plant was expanded to 260,000 tonnes of P_2O_5 which was later revised to 309,000 tonnes of P_2O_5 . The excellent all round performance of IFFCO was further rewarded when it was chosen to execute the Aonla fertiliser project in HBJ pipeline for producing 726,000 tonnes per annum of urea. IFFCO by fully utilising the accumulated expertise of years could declare commercial production in July, 1986 in a record time of 42 months with considerable savings in costs and time. With this, IFFCO has truly emerged as the largest fertiliser organisation in India with

The performance of IFFCO has been consistently good and a model for others to emulate. The production of fertiliser materials increased from 347,000 tonnes in 1975-76 to over 2.5 million tonnes in 1991-92. The capacity utilisation was also more than the national average in both nitrogen and phosphorus fertilisers.

an installed capacity of 1.4 million tonnes of urea and 309,000 tonnes of P_2O_5 to produce about one million tonnes of complex fertilisers. IFFCO contributes over 13 per cent of nitrogenous fertilisers and over 11 per cent of phosphate fertilisers produced indigenously. In the intervening period, IFFCO also commissioned plants to manufacture dry ice, Halathion etc.

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The number of awards IFFCO plants received is another indicator of excellent production performance. For instance, the Kalol plant was awarded the best production performance award by the Fertiliser Association of India consecutively from 1980 to 1984. The Aonla project execution was honoured by the Ministry of Programmes Implementation with an award. The IFFCO Phulpur unit received first prize for energy conservation in fertiliser sector from the Ministry of Energy, Government of India, during 1990. In all, IFFCO has received about 30 awards in areas such as overall performance, production performance, technical innovation, safety, promotion of Hindi, rural development, family planning etc.

Over the last decade, IFFCO has remained as one of the largest marketers of fertilisers in India. The sales of IFFCO have increased from 230,000 tonnes in 1975-76 to nearly 2.9 million tonnes in 1991-92 registering an average annual increase of about 76% which is remarkable in the context of such high volumes. A unique feature of IFFCO's marketing is that it sells its fertilisers exclusively through a network of about 33,000 cooperative societies and federations. The cooperative in addition to getting a sure supply of quality fertilisers, also earns about Rs 500 million as margin by marketing IFFCO's fertilisers.

IFFCO has also been in the forefront of providing extension services and transfer of technology to the farmers. These services are provided through various programmes such as farmers meetings, field day, crop seminars, field demonstrations and special campaigns. To bring about all round development of villages IFFCO adopts villages for a period of 3-5 years. Apart from all these, IFFCO takes up special projects like dry land farming,

reclamation of problematic soils and tribal area development. In the lines of single window approach, IFFCO has set up 175 farmers service centres and developed more than 2200 societies on the lines of service centres in collaboration with the National Cooperative Development Corporation.

In line with national priority of afforestation and to maintain ecological balance IFFCO has conceived the idea of Farm Forestry Project which aims at plantation of 50,000 hectares in ten states over a period of seven years involving a large number of farming families. At present the project in operation is Rajasthan, UP and MP, 33 Primary farm forestry cooperatives have been promoted so far and over 4000 hectares of land have been planted. The Rakhyawal Primary Farm forestry Cooperative Society, Udaipur (Rajasthan) sponsored by IFFCO has received Indira Priyadarshini Vrikshamitra Award for the year 1990 instituted by the Ministry of Environment and Forests, Government of India. The award was given in recognition of its exceptional contribution in the field of afforestation and wasteland development. Some Government organisations like the National Wasteland Development Board, Department of Non-Conventional Energy Sources, State Government are involved in this project.

Due to its excellent human resources and sound management, IFFCO has consistently been a profit-making organisation. Between 1975-76 and 1990-91 IFFCO earned a profit of Rs 5270 million and contributed about Rs 5330 million to the national exchequer by way of levies and duties. During this period, IFFCO's fixed assets rose from Rs 940 million to Rs 10870 million and net worth from Rs 370 million to Rs 7930 million.

IFFCO has judiciously utilised its funds in growth and expansion activities and has financed its projects, to a large extent, through internal resources. IFFCO has promoted three joint ventures in 1980-90 Period. The largest of these was the Krishak Bharti Cooperative Limited, a cooperative fertiliser venture like IFFCO, in which IFFCO contributed Rs 970 million as equity. It has also contributed Rs 80 million in the equity of ICS, Senegal to manufacture phosphoric acid and Rs 80 million in DAP manufacturing company in Andhra Pradesh.

Source : Patriot June 4, 1993.

IFFCO to Start National Forestry Cooperative

The Indian Farmers Fertiliser Cooperative Ltd (IFFCO) has decided to set up and promote a national multi-state cooperative called the Indian Farm Forestry Development Cooperative Ltd. (IFFDC) for the promotion of farm forestry.

IFFDC will be the apex body of forestry co-operatives. The bylaws of this body have already been framed and the society is likely to be registered by the Central Registrar of Cooperative Societies shortly, an IFFCO release said.

The body will begin with undertaking an afforestation project implemented with financial assistance from the Canadian International Development Agency (CIDA). The project envisages formation of 90 new farm forestry cooperatives for afforesting 20,000 hectares of wasteland in Uttar Pradesh, Madhya Pradesh and Rajasthan.

Other national level forestry promoters are the National Cooperative Development Corporation and the National Wasteland Development Board.

IFFCO to Popularise Plant Nutrition System

In a bid to check fertiliser use imbalance being caused by the recent price decontrol, the Indian Farmers Fertiliser Cooperative Ltd (IFFCO) has decided to popularise among farmers a new concept called 'integrated plant nutrition system' (IPNS).

The IPNS concept recommended by the United Nation's Food and Agriculture Organisation (FAO) would mitigate the current crisis in fertiliser use that could upset the country's food and other farm products output.

IFFCO would be the first Indian agency to take up the IPNS concept in the country and would launch it from the 1994 kharif (monsoon crop) season among the farmers of the villages under its adoption.

The cooperative sector fertiliser company adopts a certain number of villages for a couple of years to demonstrate scientific fertiliser use and other aspects of new agriculture to enthuse farmers to modernise their farming.

IPNS aims at retaining the soil fertility and sustaining of cultivation through application of a correct mix of chemical fertilisers, farm yard manure, bio-fertilisers and green manures to replenish the soil nutrients removed by each crop. It involves diagnosing the soil health through systematic soil tests and timely application of nutrients to sustain its production viability.

According to FAO, IPNS is necessary to ensure sustainable agricultural development that could satisfy the human needs for the present and the future. "Such sustainable development conserves or increases land capacity to produce agricultural goods, water availability, plant genetic resources and is environmentally non-

degrading, technically appropriate, economically viable and socially acceptable." In effect, it goes beyond soil testing and applying of correct dose of nutrients. It encompasses a whole gamut of exercises to ensure the capability of the land to produce crops on a sustainable basis.

A recent workshop organised to examine the adoption of IPNS in the Indian context found it extremely appropriate because of the latest fertiliser use imbalance being created by the decontrol of fertiliser prices.

Prices of phosphatic and potash fertilisers went up three times on the government decision to decontrol fertiliser prices last year in an effort to cut the mounting subsidy on fertilisers. This inhibited the farmers from using a correct balance of nitrogen, potash and phosphate nutrients. According to the Fertiliser Association of India the consumption of phosphate and potash has declined by 17.2 and 34.6 per cent respectively during 1992-93

STERLING PERFORMANCE BY IFFCO

The Indian Farmers Fertiliser Cooperative Limited (IFFCO) performed exceedingly well during 1992-93 and achieved several landmarks in the spheres of production, energy conservation and other fields, despite unfavourable fertiliser marketing situation in the country. It retained its eminent position as the largest producer of fertilisers in the country contributing 12.5 per cent of the nitrogenous and 13.3 per cent of phosphatic fertilisers produced in the country. It produced 26.6 lakh tonnes of fertilisers with the capacity utilisation of 108 per cent for nitrogenous fertiliser and 100 per cent for phosphatic fertiliser.

IFFCO Ventures

The Indian Farmers Fertiliser Cooperative Ltd (IFFCO) which earned a record Rs. 1130 million profit in 1992-93 has decided to set up joint venture projects in the countries of West Asia to supplement fertiliser availability in India, reports UNI.

The company's negotiations with Qatar and Iran in this respect are in progress.

Media India Award for IFFCO PR Chief

On the occasion of 18th Anniversary of Media India, a quarterly devoted to mass communication, Shri R.S. Sharma, Chief Manager (PR), IFFCO was honoured by the Media India for his distinguished services in the field.

Marketing Agricultural Produce

The National Agricultural Cooperative Marketing Federation of India Ltd, popularly known as NAFED, was set up on October 2, 1958. It is owned and run by the farmers through primary marketing cooperatives numbering 6000 and 29 States cooperatives marketing federations. NAFED promotes cooperative marketing of agricultural produce for the benefit of farmers through its four regional offices located in Delhi, Bombay, Calcutta and Madras and 34 branches, sub-offices and agro service centres located in all important towns and terminal markets.

India produces 220 million MTs of various agricultural commodities every year. The quantity is likely to get stepped up to 300 million by the 2000 years. Efficiency in marketing and better post harvest handling of commodities will determine the extent of this progress. NAFED is engaged in

marketing of agricultural produce within the country and also their exports on commercial basis for the benefit of growers.

Export of agricultural commodities through the cooperative marketing system developed on a large scale after the establishment of NAFED. For regulating the export of commodities grown in various States, NAFED has been found a suitable agency for following reasons :

I. Procurement is done directly from the producers in all the growing areas.

II. No artificial increase in price takes place because of purchases not being made in terminal markets.

The volume of foreign trade of NAFED depends on the crops position and on the international market situation. The commodities exports include :

(a) onion, potato, ginger, garlic, (b) nigerseed, gum karaya; (c) de-oiled cakes of groundnut, mustard and soyabean; (d) fresh and processed fruits and vegetables; (e) black pepper, cardamom, turmeric, cuminseed, coriander seed, chillies; (i) rice, barley, bajra, jowar and ragi; (g) HPS groundnut, sesameseed; (h) cotton.

The major commodities being exported by NAFED are onions, nigerseed, sesamesced, spices, processed foods, de-oiled cake, etc. Currently, NAFED is trying to diversify the exports by adding new commodities like cashewnuts, cotton, psyllium husk and fresh fruits. India has a monopoly in the world export of psyllium husk which has a large measure of international demand.

Value of the exports of NAFED during the year 1959-60 was of the order of Rs. .20 million which has now come to the level of Rs. 22.40 million. Achievement of export orders of Rs. 22.40 million during the last year registering an increase of

ISRAEL

Behind the Success of Cooperatives in Israel

Cooperatives in Israel have shown they can be as profitable as any private company. Mr. Mully Dor of the General Cooperative of Labour (Israel) Ltd, who was in New Delhi to attend a seminar organised by the International Cooperative Alliance, spoke about the role of cooperatives in a market economy.

The cooperative movement in Israel has successfully coped with the challenge posed by the government's all-out support to market economy and encouragement to privatisation. In less than a decade, through reorganisation and efficient management systems, the cooperatives have shown that they can be as profitable as any private company.

Mr Mully Dor, an ardent advocate of cooperative movement in Israel and manager of human resource development and international activity of Hevrat Ha'Ovdim (General Cooperative of Labour, Israel Ltd) maintains: "Our experience shows that when private companies have three or four partners, a larger group of competent personnel can manage a venture as effectively. The cooperatives have to realise the writing on the wall and not look for subsidies but create distribution and marketing networks to compete for a share of the economy." However, this is only possible if politics is kept out of the cooperative movement. "The companies which were backed for political considerations collapsed in due course," he added.

According to Mr Dor, around 20 per cent of the Israeli population is

directly employed by the cooperatives and the objective now is to create more employment opportunities for new immigrants, recently discharged soldiers and residents in development areas.

"In the mid-80s, we faced the same situation as India is going through at present. They announced that the government was not responsible for the cooperatives, no more subsidy to the labour force. Each one was for himself-this was the free economy concept," he said. "As a result of this policy inflation touched 1,000 per cent per annum in 1985."

However, the cooperatives failed to realise the seriousness of government intent and a period of disaster followed. "Finally we worked out a programme for a turnaround." The first step was to identify the bleeding enterprises and look for sources to generate cash. Added to this was a change in managerial approach. The rehabilitation and reorganisation resulted in bringing down the cooperatives from 100 companies to 30 and the employment force from 32,000 to 16,000. The results were phenomenal. It took 40 months for the companies to break-even while the "average turnaround period forecasted in the US had been 4-5 years," he said.

The Israeli experience has provided a new case study for students of business and economic management. In all, the cooperative companies are striving for modern management models based on a working relation of respect for the individual, management practices based on a fairer allocation of resources, better involvement and participation of the worker in the work place and an atmosphere of excellence all around.

The cooperatives are active in every sector of Israel's economy, including industry, housing and construc-

57 per cent over the previous year which is a significant contribution to the country's effort. NAFED has been able to exploit the vast potential to export fruits and vegetables.

NAFED Poised to Develop Trade with Sri Lanka Coop.

The National Agricultural Marketing Federation of India (NAFED) is poised to develop inter-cooperative trade with the National Cooperative Marketing and Consumers Federation of Sri Lanka.

Details of the immense possibilities of such a trade were indicated by Mr. B.M. Sarin, Chairman, NAFED.

Mr. Sarin said the cooperatives in India and those in Sri Lanka had long-term bondages which were mutually beneficial and the new initiative taken by the cooperatives of Sri Lanka will give a big boost for inter-cooperative trade between NAFED and Srilankan Cooperatives in exporting spices, pulses and fresh fruits and vegetables.

Mr. Ravindra Samaraweera expressed keenness and great interest in giving a concrete shape to the possibilities. Mr. G.K. Sharma, Regional Director, International Co-operative Alliance, said a cooperative Ministers' conference would be held in Colombo in 1994.

A high level Sri Lankan delegation headed by Mr. Ravindra Samaraweera, State Minister for Food and Cooperation.

NAFED Raises Support Prices for Oilseeds

The National Agriculture Cooperative Marketing Federation (NAFED) has decided to increase the support prices for oilseeds and pulses ranging between 6.3 and 10.5 per cent for the kharif monsoon season.

tion, financial institutions (like bank and insurance), agriculture, retail marketing and consumer cooperative, manufacture, transport (80 per cent of Israel's city buses), service cooperatives, foreign trade, publishing companies, newspapers, schools, libraries and theatres.

Mr Dor's advice to cooperatives is that like any private sector company, they must educate themselves of the market, the environment and judge the management according to the balance sheet.

One of the important contributing factors for the cooperative success story in Israel is the relentless efforts by professionals to strive to keep politics and active politicians of the Labour Party out of these businesses. "The young leadership of the Labour Party made it clear that business and politics can't mix. We did not want the political crisis to be identified with the business enterprises. Therefore, we decided to give the companies to those who could run and every year, according to the economic results, all managerial levels undergo changes," he explained.

However, it was not easy. For instance, he mentioned that the construction cooperative in the 1980s went through a severe crisis. It was decided to prune the workforce from 17,000 to 5,000. "We went to the political leadership to say that this decision will have to be taken. But we were told that you have to continue with the same number of people. The company almost collapsed and only then the political leadership understood that they had to give up."

Those in decision-making positions of the cooperatives adopted a pragmatic approach. "The new management was given authority and autonomy." Though the politicians

influence the central government, they are not in a position to capture 600 different cooperatives units around the country," he adds.

The cooperative movement is identified with the labour movement but at the time of general elections less than 50 per cent vote labour.

Interestingly, Israel's 1904 cooperative law is applicable in India also. The British had instituted the same in both countries. The twin objective of political control and improvement in the living standards of the masses was also the aim of those who were heading the movement in India and Israel.

According to Mr Dor, the problem for cooperative in India is that it is still controlled in the British pattern. Currently, the agriculture ministry is incharge of the cooperative movement and the powers of "execution, investigation and the attorney" are all invested in one man.

The Hevrat Ha'Ovdim is a cooperative and a labour union at the same time. It owns and runs two different types of companies. The first are in the institutional sector, such as housing and construction holdings, a bank, an insurance company, an investment fund and Koor industries (a holding company for industrial and trade enterprises). The stake of Hevrat Ha'Ovdim differs from company to company. The second lot of companies are those that are owned by its members. These organisations have a voluntary affiliation with Hevrat, which can also nominate directors in some of these companies.

The cooperative's industrial plants constitute a major factor in Israeli industry. It has an annual turnover of \$5.6 billion and industrial exports of \$1.5 billion. In national terms, the cooperative industrial contribution is 17 per cent of the

overall industrial turnover (excluding diamonds). The 40,000 employees of these industrial plants represent about 14 per cent of the total workforce.

In the agriculture sector, the cooperative agricultural settlements-Kibbutzim and Moshavim-the prime movers behind the setting up of Hevrat 70 years ago, still account for a major proportion of Israel's agriculture. Over 60,000 people are employed within the various cooperative organisations-accounting for 79 per cent of Israel's total agricultural produce and 73 per cent of Israel's agricultural exports.

In the case of India, Mr Dor believes that the cooperative could be a very good tool for India's economic growth. "Sometimes, it's the only way people can create a working place for themselves and allocate a lot of money to work with and share among themselves."

During economic restructuring, the worker is often placed in a hostile environment and it is only by working together with fellow-beings that he may have a chance to cope with the forces of the market economy, suggested Mr Dor.

JAPAN

JCCU Elects New President

Mr. Isao Takamura retired after serving as president for four terms (eight years). Elected as the sixth president of the JCCU is Mr. Shigenori Takemoto, who is also the chairperson of Co-op Kobe and president of the Hyogo Prefectural Consumers' Co-op Union.

Newly Elected JCCU Board Members

Furthermore, Mr. Norio Saijo of Co-op Miyagi, who had served for

24 years as a JCCU board member, became an advisor, while **Mr. Hisashi Tanaka**, vice chairperson and CEO of Co-op Tokyo, and **Masayuki Yamagishi**, president and CEO of Co-op Kanagawa, both became vice presidents of the JCCU. This brings the number of JCCU vice presidents to five.

Mr. Akira Uchitate was re-elected managing director of the JCCU, and the five vice presidents, all heads of co-operatives from throughout Japan, will actively support the policies of President Takemoto. In addition, **Mr. Toshio Ito** and **Mr. Takashi Matsumura** have joined the executive board. Other executive board members were also re-elected. They will support Managing Director Uchitate in the daily business operations of the JCCU.

Co-op Management Theory

-By Isao Takamura

Co-op Management Theory, written by the honorary president (former president) of the JCCU and the honorary chairman and advisor (former chairman) of Co-op Kobe, has drawn significant response since its publication this March.

Not only co-operators and those interested in the co-op movement, but manufacturers and distributors are also placing orders.

As director, and later, chairman of Co-op Kobe, the author promoted progressive management to establish a chain of modern supermarkets, while at the same time incorporating department-store style business and rationalizing distribution. As a result, by 1991, co-op membership exceeded one million Kobe, while membership for the nation as a whole soared to 16 million with an annual sales volume of 3 trillion yen.

For most readers, the main interest in this book lies in a desire to learn more about the management know-how and philosophy of a man who contributed to the rapid growth of Japan's consumer co-ops. But at the same time, the reader will discover how the present success of Japanese co-ops is based on many harsh experiences of the past.

While numerous books have been published on co-ops, none so far have covered detailed aspects of co-op management. This is one of the reasons for the huge success of this book.

This book is not only a first on the theory of co-op management and managers, it is also a book backed by the noble ideals of the co-operative principles.

New JCCU President writes to RD on his election as the President of JCCU, **Mr. S Yakemoto** wrote to **Mr. G.K. Sharma** as follows:

On behalf of the board of Japanese Consumers' Co-operative Union and our 16 million members, I would like to extend our sincerest appreciation for your sending your heartfelt messages to our 43rd Annual Congress. I am pleased to inform you that the Congress was held successfully on June 17-18 in Tokyo, with 700 delegates and 70 observers from all over the country.

Taking this opportunity, I would like to inform you that I was newly elected to the president of JCCU on effective June 18. One of our subjects at the Congress was the election of our officials. 35 board members (including 9 newly-elected) and 6 auditors (including 2 newly-elected) were elected with one consent of the delegates. **Mr. Isao Takamura**, our former president, announced officially his retirement, and I was elected as his successor. Although his retirement

from the board, **Mr. Takamura** will remain active in the co-operative movement as the honorary president of JCCU.

In addition to the election of our board members, our action plan for fiscal 1993 and the 6th JCCU Mid-term Plan were adopted at the Congress. Furthermore, resolutions calling for co-op's initiatives in organising activities to protect members' lives, and an appeal for the enactment of Product Liability Law, were unanimously adopted by the delegates.

Taking this opportunity, with gratitude, I would like to send you the booklet we published for our Congress. Please find all of your messages translated and compiled in the booklet. I do appreciate your co-operation. I would also like to thank to those organisations which sent us their country reports, either in their messages or separately. The reports helped us to understand the situation of co-op movement. We wish to continue exchanging information on co-ops' activities.

Lastly, I wish that our collaboration and friendly relationship would continue and develop in the future. I look forward to seeing you at the ICA General Assembly of this September.

New ZENCHU/IDACA President Elected

As of July 25, 1993, **Mitsugu Horiuchi** resigned as president of the JA-ZENCHU (Central Union of Agricultural Cooperatives). On the following day, **Yoshiharu Sato** took his place as ZENCHU president and was elected, at the same time, president of IDACA.

Born on March 28, 1925, Sato is 68. A native of Fukushima Prefecture

in northeastern Honshu, he served, before becoming JA-ZENCHU president, as presidents for five organizations (Fukushima Prefectural Union of Agricultural Cooperatives, Fukushima Prefectural Credit Federation of Agricultural Cooperatives, Fukushima Prefectural Economic Federation of Agricultural Cooperatives, Fukushima Prefectural Mutual Insurance Federation of Agricultural Cooperatives and Fukushima Prefectural Welfare Federation of Agricultural Cooperatives) and concurrently as JA-Zenchu vice president. He still continues to serve as presidents for these prefectural organizations. The agricultural cooperative, where he served at first, is located in the northern part of Koriyama City.

Speaking at a press conference upon assuming the JA-ZENCHU presidency, Sato stressed that he would stick to the beginner's spirit with "Be always as receptive as you were when a novice" as his motto and that in dealing with organizational problems, he would always first bear in mind the impact they can have on member farmers and agricultural cooperatives. As is widely known, the reorganization of agricultural cooperatives is a pressing necessity in view of the severe climate surrounding Japanese agriculture and cooperatives, such as the liberalization of agricultural imports and the progressive aging of the farming population. The new JA-ZENCHU president has been kept very busy trying to solve the problems involved since his assumption of office.

JA-ZENCHU (CUAC) has new leadership :

President

Mr. Yoshiharu Sato
in place of Mr. Horiuchi

Executive Director in charge of international affairs of CUAC

Mr. Fumiaki Ariga
in place of Mr. Tamoto

General Manager of International Dept. of CUAC

Mr. Hiroshi Nishido
in place of Mr. Nakaoka

Section Chief

Mr. Masahiro Matsuda
in place of Mr. Tsukada

IDACA CELEBRATES 30TH ANNIVERSARY

Role Played by IDACA

This year marks the 30th anniversary of IDACA. IDACA is a unique organization that has contributed internationally since its inception by training agricultural cooperative leaders in Asian developing countries.

It was inaugurated 30 years ago at the initiative of Yasushi Hasumi, then president of the Central Union of Agricultural Cooperatives (ZENCHU).

Japan in those days was in the initial stages of high economic growth, when junior and senior high school graduates in rural areas were hired in groups by urban industries, while the United States and West European powers began showing tangible moves to form economic blocs. In a sense, the world situation 30 years ago was similar to that today.

Situational Changes Over Past 30 Years

Behind the birth of IDACA was the emergence of Western economic blocs. Major West European

powers at that time were reeling under the impact of post-World War II independence movements, although they retained their colonies worldwide. Indeed, the tide of nationalism ran so high in their colonies that these Western powers, while recognizing their independence, took steps to either cut or close the door to agricultural imports from their former colonies.

Until then many Asian countries had been territories of European powers, so it was unavoidable that their agriculture, notably their cash crops, should suffer a crushing blow as a result of their independence. In addition, the populations of these Asian countries were increasing. In view of these developments, the chaos in Asia had been obviously predictable.

In such a situation, the then ZENCHU president, Hasumi, firmly believed that Japanese agriculture should help the farming populations of Asian developing countries organize their own cooperatives.

Today the world situation has changed completely. With the East-West Cold War over, countries in Europe have started reorientating themselves to new goals. European Community member nations have also doubled to 12, and they are in the process of shifting from economic to political integration, with the result that several East European nations have applied for EC membership. And, as if to counter these developments, the U.S. has been pushing for the North American Free Trade Agreement. It is almost as if the U.S. were reverting to the mood of more than 30 years ago to form economic blocs.

Meanwhile, Asia has attained phenomenal economic development, and IDACA began accepting participants in its training courses not

only from Asia but also from Africa and Latin American. IDACA has indeed grown to the extent where agricultural cooperative leaders worldwide recognize it as their training center. In this sense, IDACA is clearly distinguishable from Western cooperatives that developed from consumer cooperatives.

Behind the stunning growth of IDACA is the self-help efforts of Japanese farmers. However, it was important for IDACA to lobby the government for policy support in offsetting its own handicaps. As a result, it enjoys today the active governmental cooperation of many countries. The Japanese government, for example, has implemented tax incentives for agriculture and rural communities. This is definite proof that the government considers the stability of rural society as indispensable to political stability.

Common Concept Needed Now

Today the word "globalization" is fashionable. However, many developing countries doubt the pertinence of Japan's ODA although they are receiving more aid. To cite an example, one community in a certain developing country is badly in need of drinking water, but Japan has done nothing but build a large dam for it.

This illustrates the Japanese government's lack of feeling toward local inhabitants. The only way to disburse aid that is really tailored to the needs of people in aid-receiving countries is to have them participate in projects. IDACA sponsored training courses are based on this concept. It is high time for the government to further step up its cooperation with IDACA.

ON THE RIGHT DIRECTION FOR AGRICULTURAL COOPERATIVE'S PROCESSING BUSINESS

(1) Stable securing of raw materials

It is absolutely vital that a major portion of raw materials should be secured in local communities and that their production costs should be low. To meet these requirements, there is a need for agricultural cooperatives to develop raw materials producing centers by extending guidance in the cultivation of farm crops that can be utilized as raw materials, and introducing contract-based cultivation methods.

(2) Individualization of products

It is necessary for agricultural cooperatives to develop their own unique products. They should refrain from launching processing business simply because they have surplus raw materials. There is a need to have an in-depth approach to the development of new products, including market research.

(3) Establishment of brands

A unified brand strategy should be established so that products can have a definite "natural, genuine and healthy" agricultural cooperative image.

(4) Improvement of processing techniques

Instead of developing idea-inspired products, efforts must be made to improve basic processing techniques and accumulate them. In other words, it is advisable that orthodox techniques should be accumulated instead of trying, from the beginning, to develop sophisticated products.

(5) Higher operation rate and annual operations

Arable farming involves seasonal factors and is also influenced by rich or poor harvests. The processing business does not pay if only seasonal processing and processing of a single product are undertaken. There is, therefore, a need to study what types of farm crops to raise and how to procure most suitable raw materials to boost annual operations and improve the operation rate.

(6) Stability of employment

One of the purposes of agricultural processing is to create employment opportunities for community residents; agricultural processing by part-timers hired during a busy season for farmers does not last long.

(7) Marketing-oriented idea

Good-quality products can neither be developed nor can the processing business succeed if there is no demand for raw materials. This is obvious from the many instances of past failures in the agricultural processing business. Hence it is important to develop marketing-oriented products on the basis of a consumer-first principle.

(8) Establishment of product management

Any business requires manpower and systems. To be successful, adjustments between production and marketing, formulation of elaborate plans to secure profits, competent managers and a reliable accounting system instead of an old-fashioned account-book, are indispensable.

(9) Development of new distribution routes

It is no exaggeration to say that the success of community-based agricultural processing activities depends

entirely on the development and establishment of new marketing routes. In addition, processed products do not have any whole-sale market. There is, therefore, a need to exert considerable marketing efforts, including developing consumers' cooperatives, direct sales stores and chain stores.

(10) Approach to processing as business

To be successful, processing must be tackled as a business. It will be certain to fail if it is undertaken by relying on subsidies or regarding it as a side job.

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TRAINING PROGRAMS HELD AT IDACA

From February to August 1993

7th ICA/Japan Training Course for Strengthening Management of Agricultural Cooperatives in Asia.

This training course was held from February 21 to April 25, 1993, with the participation of 15 agricultural cooperative leaders from 11 countries. It was also attended by Dr. Daman Prakash from the ICA Regional Office for Asia and the Pacific as new director in place of Mr. M.V. Madane. This time, in parallel with the training course, a meeting to assess projects worked out by course participants, which has in the past been held in Thailand, took place in Japan.

This course revolved mainly around the introduction of Japanese experiences in organizing agricultural cooperative members, formulating plans for farming operations and working out marketing strategy, which are of vital importance to course participants in implementing their

own projects with an emphasis on promoting regional development based on long-term plans of agricultural cooperatives, and processing agricultural crops.

While in Japan, the course participants visited JA Satsuma and JA So-Kagoshima cooperatives in Kagoshima Prefecture to study cooperative guidance in farming activities. They also visited JA Nakano-shi and JA Suwa Midori cooperatives in Nagano Prefecture to study their agricultural development plans, including promoting the cultivation of velvet shanks and highland vegetables. In Nagano Prefecture there was still lingering snow when they visited there in early April, and they enjoyed a snowball fight and sledging. These happy moments will always remain with them as fond memories.

Training Course for Chinese Agricultural Technical Officials

Duration: March 7-20, 1993

Study Visit: Kyoto Prefecture

This training course, the third in an annual series, was held with the participation of five agricultural technical officials from Chinese national and provincial governments to study the activities of Japanese agricultural cooperatives.

As in the previous year, a study visit was made to Kyoto Prefecture.

At the Kyoto Prefectural Research Institute, the group questioned institute officials about how the results of experimental technical research are disseminated by "extension workers" of the prefectural government to farm households, how the institute is linked to cooperative farm advisers, etc.

In JA Kameoka City, they visited farmers cultivating spinach and showered them with questions about production cost problems, how cooperative farm advisers extend guidance in spinach cultiva-

tion, etc. The group also visited the Prefectural Union of Agricultural Cooperatives.

Training Course for Brazilian Cooperative Leaders

Duration: March 27-April 28, 1993

Study Visit: Fukuoka Prefecture

The training course this year for Brazilian cooperative leaders was held with the participation of four from Cooperative Agricola de Cotia Cooperative Central (CACCC) and two from Cooperativa Central Agricola Sul Brazil.

During their study visit to JA Asakura-machi, where work on consolidating basic farm land conditions is in progress, they studied farming guidance. The group then inspected modern vinyl houses in which Hakata onions are grown, and also a farming complex where forced cucumbers are under cultivation. They were briefed on how Hakata onions in particular have become famous nationwide.

They also visited JA Fukuoka Yoshii, where they received a briefing on comprehensive JA undertakings and better living activities, after which they inspected a farming complex for persimmons—a speciality of the town.

JICA-Sponsored Agricultural Cooperative Course (May 24-July 16, 1993)

The Japan International Cooperation Agency (JICA) sponsored agricultural cooperative course is a general training program provided primarily for middle management government officials and has been offered annually since IDACA's 1963 inauguration. The course this year was attended by 20 participants from 20 countries in Asia, Africa, Latin America and Eastern Europe (including Bulgaria and Poland). Reflecting dramatic chan-

ges in the world situation following the collapse of the Cold War structure, the course was characterized by the presence of many participants and first-time participation from Eastern Europe. There were also colored participants from South Africa — a testament that apartheid (racial segregation) is gradually losing its grip on that country.

During the training course period, the participants had opportunities to familiarize themselves with Japanese people and Japanese culture through activities, such as hiking with a civic international friendship group in Hachioji City and exchanges with members of the Women's Association of the JA Tsukui-gun Agricultural Cooperative.

The participants then travelled to Tochigi and Saga prefectures where they made study visits to local agricultural cooperative institutions etc.

In addition, they enjoyed the sights of Nikko and Nagasaki, as well as exchanges with local farmers. They were particularly impressed by the Atomic Bomb Memorial Hall in Nagasaki and appeared to realize anew the "importance of peace."

Source : IDACA news, The Institute for the Development of Agriculture Cooperation in Asia

On the retirement of Mr. Shigeo ISHIWATA and Mr. Tsumoru MIYOSH, President & Vice President of ZENKYOREN respectively, Mr. Shuichi SATOH (the previous Vice President of ZENKYOREN and the president of AKITA Prefectural Mutual Insurance Federation of Agricultural Cooperatives) has been elected as the president of Zenkyoren and Mr. Yoshiaki KATOH, the president of AICHI Prefectural Mutual Insurance

Federation of Agricultural Cooperatives and Mr. Takao TERAMURA, the president of KYOTO Prefectural Mutual Insurance Federation of Agricultural Cooperatives have been elected as the Vice Presidents of Zenkyoren.

The new president, Mr. Shuichi SATOH has had a long career in the agricultural cooperative movement. He has served as the president of the Yajima-cho Agricultural Cooperative in AKITA prefecture since December 1973, and has assumed the office as the president of AKITA Prefectural Union and business federations of Agricultural Cooperatives since June 1984 to date.

MAFF to Strengthen International Cooperation for Research in Agriculture, Forestry and Fisheries

MAFF will establish the tentatively named International Agriculture, Forestry and Fisheries Research and Development Centre with the aim of strengthening international cooperation in research and development in agriculture, forestry and fisheries. The new organization represents a reorganization of MAFF's Tropical Agricultural Research Center in Tsukuba Science City in Ibaraki Prefecture.

MAFF aims to expand areas of cooperation from tropical and subtropical countries to all developing countries and to strengthen expert skills, including information analysis capabilities, by streamlining the Tropical Agricultural Research Center. The center was established in 1970 to carry out cooperative activities in research into tropical and subtropical agriculture and forestry in developing countries. The center

has engaged in 18 cooperation projects, including the dispatch of researchers, in 16 developing countries.

Source : *Japan AGRINFO News Letter* Vol.11, No.1

MAFF Seeks to Streamline Agricultural Cooperative Setup

MAFF has decided on a package to reform related laws to streamline the current three-level system of agricultural cooperatives into a two-level system; namely, from a national-prefectural-municipal system to a national-municipal system.

Agricultural cooperatives engage in three areas of activity: economic business, banking business and insurance business. In each area of activity, there is a prefectural federation: a prefectural economic federation (Keizairen), a prefectural credit federation (Shinren) and a prefectural mutual insurance federation (Kyozairen). Under the plan, these three prefectural federations will be merged into national-level organizations, the economic and insurance federations into their national federations and the prefectural credit federations into the Norinchukin Bank (the Central Cooperative Bank for Agriculture and Forestry). The management of agricultural cooperatives has been deteriorating as the result of financial deregulation. Therefore, the national convention of agricultural cooperatives passed a resolution in October 1991 that, to ensure the efficiency of economic activities by agricultural cooperatives, prefectural federations be abolished and the system changed to a two-level system that provides direct links between the municipal level and the national federations.

Meanwhile, mergers between municipal agricultural cooperatives are already under way, and as a result the number of cooperatives is declining. Therefore, the "middleman" role of prefectural federations is decreasing, providing another reason for reform of the system.

ZEN-NOH Expands Information Services on Agricultural Chemicals and Pest Control Technology

The National Federation of Agricultural Cooperative Associations (ZEN-NOH) has announced that it will expand its information services on agricultural chemicals and pest control technology to local cooperatives. Until now, the services have only been made available to Prefectural Federations of Agricultural Cooperatives (Keizairen).

ZEN-NOH has developed the Agricultural Chemicals and Plant Protection Information Network System (ZEN-NOH APPINESS) and since September 1991 has operated an on-line service to its member federations. ZEN-NOH's services consist of one information database on registered agricultural chemicals and one on pest control technology. The database on agricultural chemicals includes details of recommended applications and cautions regarding chemicals registered in Japan. Searches can be made for information by chemical, crop and/or pest name. The pest control technology database includes information on control methods and harmful effects of agricultural chemicals. The information is accessed by inputting questions. Technical literature and information on farm materials is also available through the databases.

PRC Approaches Japanese Agricultural Cooperatives to Train Farm Technicians in Japan

Taking advantage of Japan's system to accept foreign trainees, Star International Economic and Technological Cooperation Association, a liaison body for international economic exchange under the auspices of the People's Republic of China's Ministry of Labor, has begun to actively approach Japanese agricultural cooperatives regarding the training of technicians in the Agricultural sector.

Star Association first began discussing the dispatch of Chinese farm technicians with agricultural cooperatives in the Mikawa area of Aichi Prefecture, a region that is known to be advanced in horticulture. The company also sent pamphlets on the Chinese system of technical training to prefectural unions of agricultural cooperatives. China's approach is considered to be mutually beneficial, since Japan faces a labour shortage in the agricultural sector while China wants to acquire Japan's advanced agricultural technologies.

At the end of 1992, the Japanese Ministry of Justice amended a ministry ordinance to help expand the scope of organizations that can accept foreign technical trainees. Under the amended ordinance, each agricultural cooperative is allowed to accept between three and 15 foreign farm trainees, depending on the cooperative, while each member farm household is permitted up to two trainees.

In China, modernization is occurring in many sectors, but agriculture remains essentially unchanged and still relies on old farming methods. Thus, China wishes to improve its agriculture by acquiring advanced farm technologies

from Japan. It is reported that China has shown special interest in flowers, fruits, vegetables and livestock, all areas in which the country is now actively promoting rationalization of farming operations.

Source : *JAPAN AGRINFO News Letter Vol. 11 No.2*

JA-ZEN-CHU Holds Family Farmers' Summit

The Central Union of Agricultural Cooperatives (ZEN-CHU) sponsored a two-day Family Farmers' Summit in Tokyo from July 4. Delegates from 22 farm organizations in 13 countries in Asia, North America and Europe participated in the meeting, including the United States' National Farmers Union, the Dairy Farmers of Canada and the Committee of Agricultural Organizations in the EC (COPA). The summit aimed to convey a message from the world's farmers to the leaders of the seven major industrialized nations who met at the Tokyo Summit from July 7. The message took the form of a joint declaration to be reflected in the ongoing agricultural trade negotiations at the Uruguay Round of the General Agreement on Tariffs and Trade (GATT), the conclusion of which is expected by the end of this year.

The Family Farmers' Tokyo Summit opened with a keynote speech by the chairman of the European Parliament's Committee of Agriculture, Fisheries and Rural Development, Franco Borgo. The speech was followed by discussions by farm organization leaders on various themes, including the multifaceted functions of agriculture in each nation's food security, the conservation of the environment

and the sustaining of rural communities. After the discussions, the meeting adopted a joint declaration addressed to the Uruguay Round and the Tokyo Summit participants. The declaration criticized the Uruguay Round for pursuing only increases in agricultural trade while disregarding the interests of farmers worldwide. It strongly urged that a framework for agricultural agreement at the GATT negotiations be based on the multifaceted functions of agriculture in each nation's food security, environmental conservation and the sustaining of rural communities, thereby establishing fair rules for global agricultural trade. The declaration emphasized that rules for agricultural trade must not be the same as those for industrially manufactured goods, demanding that the tariffication scheme proposed by former GATT Director General Arthur Dunkel must be amended substantially to achieve a fair and balanced agreement in the present GATT system. The declaration was handed to Japanese Prime Minister Kichi Miyazawa the host of the G-7 Tokyo Summit, on July 5.

Source : *Japan Agrinfo Newsletter. Vol. 10 No. 12 August 1993.*

Environmental Video Made

JJC (Japan Joint Committee of Cooperatives) recently made a thirty-minute video that highlights Japanese cooperatives' involvement in environmental issues. It will donate ten percent of the sale price of the video, entitled "From the Japanese Archipelago, Our Environmental Declaration," to the Rainbow Environment Fund. JJC encompasses various Japanese cooperative organizations, including agricultural, forestry, fisheries, and consumer cooperatives.

ZEN-NOH is Environmentally Active

In accordance with the basic commitment of its Fifth Three-Year Plan, "to provide safety to agriculture and consumers," ZEN-NOH continues to promote environmental protection. It recently announced a set of guidelines, entitled "ZEN-NOH Environmental Action Program," to encourage each of its business departments to undertake uniform environmental action based on these guidelines. The guidelines encompass four action points and five basic premises.

Action Points

- * Environmentally-friendly agricultural production and distribution
- * Supply of safe agricultural products
- * Environmental measures that benefit agricultural cooperative members
- * JJC (Japan Joint Committee of Cooperatives)-associated environmental action programs.

Basic Premises

- * Regional environmental protection leads to global environmental protection.
- ZEN-NOH will maintain and develop agricultural production while protecting regional environments, and enhance the vitality and amenability of agricultural communities.
- * Supplying safe agricultural products is our responsibility.
- ZEN-NOH will promote energy conservation, and environmentally-friendly production and distribution.
- * Consumers require safe agricultural products.

ZEN-NOH will promote the supply of safe foods produced under environmentally-friendly processes.

- * ZEN-NOH will promote environmental measures that benefit agricultural cooperative members.
- * ZEN-NOH will balance the increased cost of environmental protection against economic considerations.

Source : *News and Views ZEN-NOH Vol. 2, No.2, 93.*

KOREA

Korean Natural Apple Juice Given International Recognition

An international Agricultural and Marine Food Exhibition was held in Berlin, Germany on January 22-31. Over 1,300 products from 48 countries, including the Korean apple juice, were displayed at the food show.

According to the Kyung-Buk Apple Cooperative of Korea, its apple juice product, from among the many other products on display, received highest compliments for its excellent flavour and taste.

Such popularity of the Korean apple juice led to export. The Cooperative exchanged export contracts of 60 tons with Germany and Hungary, and went ahead with export negotiations with Pakistan, Romania, and Czechoslovakia.

The Kyung-Buk Apple Cooperative built an apple juice plant in Kunwi, Kyung-Buk Province in November 1992 for increased disposal of apples in oversupply and thus giving greater returns to apple growers. The Cooperative plans to expand its production capacity in order to meet the expected growth of both export and domestic demand.

International Seminar on Recent Trends and Future Prospects of Rice Farming in Asia

An international seminar on rice farming in Asia was held at the NACF Conference Hall in Seoul during May 24-30, 1993. The seminar, co-sponsored by the NACF and the Food and Fertilizer Technology Center for the Asian and Pacific Region (FFTC/ASPAC), was attended by 21 eminent speakers from nine countries.

The participants discussed several important topics: the role of rice in the national economy, the supply and demand for rice, resources and inputs in rice farming, rice farming systems, and changes in rice consumption patterns.

They pointed out that rice farming in many countries is faced with very difficult problems, including a sharp rise in production costs, a shortage of farm labor force, limited resource adjustment in agriculture, a growing pressure to reduce the use of agrochemicals, and a strong international pressure to remove rice trade barriers.

The participants came up with an agreement that since rice is the staple food of Asian people, and rice farming holds a predominant position in the economy, it is not amenable to the ideal of free trade. They also agreed that rice farming plays an indispensable role in the conservation of land and environment, the preservation of rural culture, and contributes to a balanced regional development.

A Cooperative Sightseeing-Farm Inaugurated

On May 30 this year, the Deoksan Agricultural Cooperative in Yesan Country of Chungnam province opened a sightseeing-farm, the first of its kind in Korea.

Such a model farm is devoted to providing rural space to the urban people, and preserving rural environment. The Deoksan sightseeing-farm is all the more meaningful in that Deoksan is a historical place where the great patriot, Bong-kil Yun initiated a rural rehabilitation movement 62 years ago.

The country has many sightseeing spots such as the patriot's commemorative shrine of Chunggeusa, Sudeoksa temple, four reservoirs, and a hot-spring.

The sightseeing farm has a variety of facilities for visitors: observation farms, a children's recreation space, a cold storage plant, a rest area, a restaurant, and a special market selling mushroom, apples, ginseng, etc. The farm also provides lodging facilities, and small plots are rented out for urban families. Visitors can enjoy shopping in traditional village markets.

The sightseeing farm is intended to provide urban people with an opportunity to understand and experience farming, the rural community and landscape. And of course, it helps give farmers additional income.

A sight-seeing farm was opened on March 30, 1993 by the Deoksan Agricultural Cooperative, the first of its kind in Korea. It is devoted to the preservation of rural, environment and to added income to farmers.

NACF Provides Health Check-up Service for Farmers

The NACF is providing health check-up service for over 69,000 member farmers and cooperative insurance policy-holders from March to November this year. It helps prevent adult diseases such as diabetes, hypertension, etc. and gives timely treatment.

Such medical examination is provided to farmers as part of

patronage refund from the insurance business of agricultural cooperatives.

The service is divided into general and special examinations. The former is applied to men over 35 years old and to women over 30 years old. The latter is applied to the parents of cooperative insurance policy holders.

The general examination covers 21 items, including liver cancer and diabetes. The special medical examination checks for 9 items, including arthritis and leukemia.

Source : NACF News No. 11, July 93

Environment School Opens

The National Credit Union Federation of Korea (NACUFOR) has added the Credit Union Environment School to the lists of courses being offered at the Training Center in Taejon City. The course objectives are to campaign for the protection of the natural environment from contamination and pollution and to raise people's awareness on the value of environment and the need to preserve it for improving the quality of human life.

The first class which opened in April trained participants to become leaders of the environment protection movement. Their task is to educate members concerning the technical know-how of environmental protection and to disseminate ideas shared.

Source : ACCU News Vol. 23, No.5

PHILIPPINES

NATCCO has new officers

The National Confederation of Cooperatives (NATCCO), com-

posed of more than a thousand coops nationwide, announces its new set of officers for the year 1993-1994. The election of officers was done during NATCCO's sixteenth general assembly held recently in La Trinidad, Benguet.

The NATCCO officers, coming from its affiliate-coops, are: Gregorio I, Galte (President), Joel N. Rotorba (Vice President), and Directors Agapto K. Laoagan Jr., Cenon S, Atendido, Esperanza F, Garcia, Charito B, Garcia, Jose O, Procionos Jr., Ruberi M, Paps, and Amarue S, Dalleay, Comprising NATCCO's audit committee are Felipe B, Gulanan, Euloglo S, Tupa, and Alfredo N, Bollo. The Election Committee has Paelano P, Baoani, Alejandro S, Flores, and Falloito P, Osorio.

NATCCO's assembly was graced by Agrarian Reform Secretary Ernesto Garilao; Cooperative Development Authority Administrator Myron Gowigawan; I and Bank President Jooli Lopus; Malchizidek Maquiso, Presidential Assistant on Poverty Alleviation and Senator Leticia Shahani represented by her technical staff. The assembly's theme was "One Vision, One Voice, One Strength."

NATCCO inke tie-ups

The National Confederation of Cooperatives (NATCCO) has entered into separate accords with a primary cooperative involved in delivering affordable health care service, and with the Land Bank of the Philippines, respectively. NATCCO is composed of more than a thousand coops nationwide. The parties formally signed the agreements in May at La Trinidad, Bengnet.

The first accord signed is between NATCCO and the Medical Mission

Group Hospitals and Health Services Cooperative (MMGGHSC), a coop based in Davao City with nationwide operations. The project between NATCCO and the Coop will see the former spearheading the nationwide promotion of the coop hospital concept and the coop health care system. The coop hospital, as conceptualised by the MMGGHSC, is hoped to respond to the lack of or unaffordable health care service especially for the indigent.

Inquiries can be directed to the Research and Publications Department, NATCCO, 227 J.P. Rizal Street, Project 4, Quezon City, Philippines.

Coop hospitals get boost from NATCCO

NATCCO and the Medical Mission Group Hospitals and Health Services Cooperative (MMGGHSC) have signed a memorandum of understanding to jointly undertake the nationwide promotion of coop hospitals and the health care system as conceived by MMGGHSC. The contract signing was done on May 28 at La Trinidad, Benguet coinciding with NATCCO's sixteenth general assembly.

In the joint project, NATCCO will serve as broker while MMGGHSC will act as consultant. As part of its responsibilities, NATCCO will provide trainings and orientation seminars on the organization and formation of coop hospitals. Target audience will be selected staff of NATCCO's secondary member-organizations, local government officials and other concerned agencies. Coop hospitals will be established in provinces identified by the NATCCO members.

The MMGGHSC is a primary cooperative based in Davao. It has been organizing coop hospitals and providing health insurance services for coop hospital members for the past three years. Initially confining its operations in Mindanao, the coop is now promoting its health care concept in Bukidnon, Cebu, Tacloban, and Bulacan, among other areas.

A coop hospital delivers health care services directly to the members who sustain the coop through their shares. The cooperative health fund, on the other hand, manages the funds accumulated from the

shares and the annual contribution of members, and is responsible for providing health insurance services. Membership in the coop health fund entitles the beneficiary to certain privileges such as free consultations; free out-patient medications; free dental, optometric, geriatric care; free hospitalization with food and accommodation during confinement; free surgical, medical, obstetrical and gynecological services; referrals to institutions or specialists, as may be necessary; and family planning consultations.

Basic and Global Cooperative Values

By Arcadio S. Lozada*

What does Cooperative really mean? To understand the real essence of Cooperative it is helpful to read the book of Sven Ake Böök on Cooperative Values In a Changing World. Böök writes that cooperatives are associations of persons not of capital. The activity of the cooperative society is intended to meet the needs of the members rather than to make profits. The cooperative effectiveness is then measured in terms of member utility. Members of Cooperatives enjoy equal right to participate in cooperative activities and decision making in the use of resources. Cooperatives exercise democracy in such a way that fair distribution of power and benefits are observed. Cooperatives are mainly built and based on people and their expectations of a better society. They are also characterized by the existence of common bond of interest, aims and ideas, clear cut division of labours and responsibility.

Cooperatives play very significant roles in different societies. They teach basic values which are essential in order to achieve responsive

Cooperative Development : The Next Phase

By K.K. Taimni

Published in 1993 245 pp.
Price Rs. 350-00/ US \$ 35

Agricultural Cooperatives in South Korea : The Unitary Approach

By Madhav V. Madane 1993 pp.166

Price Rs. 200-00/US \$ 30-00
(paperback)
Rs. 250-00/ US \$ 35-00 (hard bound)

Gender Integration in co-operatives - Report of the ASIA PACIFIC regional consultation Colombo, Sri Lanka Published By ICA/ROAP 1992 Rs. 300-00/US \$ 45-00

Agricultural Co-operative Business Development - Korean experience - Report of ICA/NACF Regional seminar Published by GUO YONG KANG 1993 136 PP.

A guide to proper coop accounting

Cooperatives, non-government organizations, and other coop interested parties can now secure the Standard Chart of Accounts-A Guidebook for Cooperatives (ISBN 971-583-030-7). Publisher is the National Confederation of Cooperatives (NATCCO). The 170-page book is an indepth guide to the standard accounts chart developed by NATCCO specifically for the use of cooperatives.

and sustainable development, peace, unity and prosperity. The ultimate objective of a cooperative is geared towards the upliftment of human dignity and worth. It regards economic prosperity as something founded on authentic human and sustainable development within the framework of a coherent vision for the common good. Power and wealth serve a social purpose which are used for the society's good. Sharing of self towards true and lasting peace also serves as the pillars of cooperative. The ICA Congress held at Stockholm in 1988 recommended four basic values of Cooperative, namely: 1) Democracy which involves conscious decisions based on free will; 2) Participation with regards to equity or capital formation, management, deposits, business, etc.; 3) Honesty in business and in management including personnel management; and 4) Caring for members and community at large.

The ICA Congress also identified the sectors of societies which influence the operation of the above-mentioned values, and these are: Cultural heritage; economic situation; general education; socio-political environment; states' attitudes toward values, operation of cooperative principles and exposures of cooperative values. On the other hand. Basic global values include: Economic activities for meeting needs which refer to responsibility to efficiently economize scarce human, economic and environmental resources since cooperatives are based primarily on the savings of relatively poor people; Participatory Democracy which calls for new forms of organization involving women, young people and cooperative employees; Human Resource Development which is based on

people working together and .not on exploitation of capital, increasing human dignity and giving them a voice; Social Responsibility; and lastly, National and International cooperation.

If I were to simply express my understanding of the basic values of cooperatives then I would like to put this in such as order: I consider the value of continuing education as the crucial matter since it is through education that people know and learn their rights and achieve self worth. I believe that it is important for them to be well informed of their duties in the society and enlightened on their importance and benefit as members of not only the cooperative but whatever organization or enterprise they wish to join. Knowledge is power and learning is a source of strength. Through education people experience and learn different values, they interact, organize, know themselves and others too. How will people know and practice democracy if not through education? Democracy may take different meanings but it will be better understood if focused on the characteristic of having equal rights of voting, mass participation and fair distribution and use of resources and its benefits. Democracy is also enhanced by education.

The value of thrift and self-reliance is another important cooperative value since self-help or self-reliance builds confidence and economic strength. Cooperatives really perform a great task in encouraging thrift, savings, mobilization among its members, systematic production and development of expertise. The

next important values are love, respect and honesty which call for responsive membership and compliance with obligations. These also teach people to think, act with conscience, concern, responsibility and selflessly.

Last but not the least, are the values of unity and peace. Cooperatives are mediums of unity and peace which is the main reason why people group together because they feel a sense of belongingness, community as human beings and that they wanted to make peace with each other and experience the fulfillment of being in harmony. The ultimate goal of cooperatives and the cooperative movement is world peace, human understanding and brotherhood of men. This is the vision of the International Cooperative Alliance towards the 21st century and beyond. Let us all contribute to its attainment, uphold the dignity of human beings and consequently, have a better world to live in. There is no substitute for unity, peace and progress.

SINGAPORE

New Chief Executive Joins SNCF

Mr Nga Thio Hoe is the new Chief Executive of the Singapore National Co-operative Federation (SNCF). He joined SNCF as from 16 June 93.

Prior to SNCF, Mr Nga was in the insurance industry. He is not new to the co-operative movement, having worked in NTUC Income for 12 years up to 1988 and served in the Working Committee in the inauguration of SNCF in 1981.

He is an active volunteer in various social and community organisations and hopes to contribute to the modernisation programme of SNCF and the co-operative movement.

"We must promote co-operation as a profitable way of business and a relevant way of life," he told the SNCF Co-operator.

Mr Nga believes in active member involvement in the activities of the co-operatives. "Co-operative leaders must not only encourage active membership participation in the activities of the co-operatives, they must also devise creative and meaningful ways to involve their members in the programmes of their respective co-operatives. Active membership participation ensures a healthy co-operative," he said.

SNCF welcomes him on board.

SASCO Child Care Centre-A Co-operative Project

The SASCO Child Care Centre is a project of the Singapore Amalgamated Services Co-operative Organisation (SASCO). The Centre which had been operating since June 1991 was officially opened by Dr S Vasoo, MP for Tanjong Pagar GRC, on 20 Aug 92.

The Centre is a demonstration of what co-operative effort and mutual self-help can accomplish. The community in Bukit Purmei had long needed a centre to provide child-care facilities and services. Teaming up with a number of volunteers residing at Bukit Purmei, SASCO formed a committee to plan and launch a quality child-care centre.

The committee's hard work paid off. The Centre is today operating at full capacity.

Manned by a staff of 10 care-givers, 1 office clerk, 2 housekeepers and 1 cook, the Centre has 70 children under its charge.

SASCO has provided a good example which many other co-operatives could follow.

Source : *SNCF Cooperator Vol 16, N.2-3*

THAILAND

Women and Agricultural Cooperatives

Women and Agriculture

Women play a major role in agricultural systems in Thailand providing unpaid family labour in addition to their normal work at home. Increasingly they are involved in para-agricultural activities and off-farm employment as well. However it is only recently that women's various contributions have been recognised — out of 18 million people who work in agriculture, almost 10 million are women.

Women indisputably are significant contributors to livestock production. However, their qualifications as successful farmers are undermined by social, economic and scientific technical factors, each of which is compounded by encompassing gender issues, the sum of which serve to hinder the development and implementation of government livestock promotion. Socially family and village structure accords livestock ownership to male household heads. This places related management and financial decisions in their hands.

In education in general, particularly in the field of science and technology, the disparity between men and women is most pronounced. In

agriculture, this is reflected in women's ignorance and fear of new technology. This, in turn, limits the unique contribution of the feminine perspective to design, to experimentation and to planning.

Migration of men, due to lack of income, leaves women and children to share the remaining agricultural labour. Thus women represent an experienced and stable workforce, lacking only in knowledge, management and decision-making skills. Therefore, the support of successful livestock rearing by women may serve to alleviate a root cause of rural migration, namely insufficient family income. It also serves to enhance the partnership of men and women working on the farm.

Promotion of Women's Involvement in Cooperatives in Thailand

The policy of the Cooperative League of Thailand (CLT) for developing women in cooperative sector is to promote the involvement and participation of women in the field of cooperatives so that women could, through group action, find cooperative solutions to their problems and become active partners in cooperatives and contributors to economic and social development.

For the effectiveness of policy mentioned above, the CLT has appointed a policy-makers committee to handle the project by organising seminars, training courses, workshops, as well as seeking for assistance funds, marketing and technology, for improving the quality of the products, the understanding in nutrition, family health, family welfare and household economy, which have helped in the improvement of quality of life of the rural people.

As of 30th June 1992, the number of women in cooperatives is as follows:

Type of coop	No. of coop	No. of women groups	Activities
Agricultural Coop	77	138	Handicraft, making shirts, nets.
Land Settlement Coops	35	35	Agricultural, making artificial flowers, consumer goods.
Land Reform Coops	2	3	
Land Improvement Coops	1	1	Food preservation
Service Coops	1	1	Saving, maintenance of agricultural machinery
	116	178	

Problems and Obstacles

1. Shortage of working capital
2. Marketing problem-purchase of products
3. Deficiency of skills
4. Lack of cooperation among women.

The Cooperative League of Thailand conducts four training programmes for cooperative women groups per year and each course consists of 30 women or 120

persons annually. The objective is to upgrade the quality of life of cooperative member-families and to teach such courses as viewing and dress-making, food preservation artificial flower making, weaving and health.

Suggestions

1. Provide funds to women groups to maintain the continuation of activities of the women groups,

2. Find markets for products of women groups,
3. Provide additional training and skill development programmes and arrange for women groups to participate more in social activities.

List of Publications 1992-93

Cooperatives in INDIA & PAKISTAN : Some aspects.
By S.K. Saxena 1992 pp.170
Price : Rs. 250-00/US \$ 25-00

Gender integration in cooperatives - FIJI, AFGHANISTAN, THAILAND, KOREA-DPR, SRI LANKA, BANGLADESH, INDONESIA, PHILIPPINES, INDIA, IRAN, JAPAN, MALAYSIA, PAKISTAN
Price Rs. 100-00/US \$ 15-00 (each)

Environment & Cooperatives : A Regional Study covering India, Indonesia, Japan, and Philippines and Thailand
By G.C. Shrotriya and Daman Prakash. 1992 pp.215
Price : Rs. 300-00/US \$ 25-00

Agribusiness Cooperatives. Case Studies conducted in INDIA, BANGLADESH, THAILAND & INDONESIA.
By S.P. Seetharaman & P.M. Shingi pp. 210 1992
Price : Rs. 225-00/US \$ 35-00

Conclusions and recommendations -1992 Asia-pacific cooperative Ministers' Conference Jakarta, Indonesia: February 18-21, 1992

By International Cooperative Alliance 37 pp.
Price : Rs. 60-00/US \$ 10-00

Orders for obtaining above publications

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New Delhi - 110065. India

OBITUARY

Ch Brahm Perkash A Humble Homage

By G.K. Sharma

Regional Director ICAROAP

Being a holiday on account of Janamashtmi, I remained in the house and opened the T.V. at 2 p.m. for news. Suddenly I heard in the news that Ch. Brahm Perkash had expired in the morning and the cremation will take place at electric crematorium at 4 p.m. I telephoned Dr. Dwivedi who had been closely associated with him in the NCUI and he had also heard the news. So Dr. Dwivedi, myself and Mr. B.D. Sharma, Chief Executive could attend the cremation and paid our last homage to him.

The death of Ch. Brahm Perkash was a great shock to me. I knew he was not keeping good health for some time and in a recent meeting in the NCUI, which he came to attend, he needed assistance to walk. But he was mentally fully alert and I never thought the end will come so soon. With his death the cooperative movement has lost a doyen of the post independence cooperative movement.

In cooperatives, we have two types of leaders—one of those who have commitment and faith in the cause of cooperatives and they work in the cooperative movement without any self-interest. They believe in serving the people, the down trodden. The others are those who use cooperatives as ladder to go up. Ch. Brahm Perkash was one who

never used cooperatives as a means for self or political interest. Even though he was a politician but he always differentiated between his cooperative activities and political activities. While sitting in cooperative in any position he never looked things from political angle.

I met him for the first time some time late 1956 when he was still the Chief Minister of Delhi. At that time he was young dynamic Chief Minister and I was very much impressed by his straight forward approach. Thereafter for next 10 years, I did not have any direct contact with him though I had seen him off and on in some meetings. In late 1967 when I joined NAFED where he was a member of the Board of Directors, I came in closer contact with him. He had a towering personality and in all the meetings, wherever he was present, he had influenced on the decisions on the agenda. In fact, on issues where there was difference of opinion, his opinion was the last word. In NAFED Board, where I came in touch with him closely for many years, there were two persons who were most important and whom the Board members highly respected. It was Ch. Brahm Perkash and Tribhuvanbhai Patel, the then Chairman of AMUL and GUJCOMSOL, for a long time. Even during the elections in NAFED in those days usually a committee of three members of the Board used to be appointed to assess members' wish, Ch. Brahm Perkash and Tribhuvanbhai Patel were always the unanimous choice. They will talk to the individual directors and would an-

nounce who in their opinion commands the majority. Nobody ever questioned their bonafides and decisions and the persons proposed by them was unanimously elected Chairman and Vice Chairman. The system never gave a chance of division either on political basis or otherwise and there was a feeling of fraternity in the working of the Board in NAFED which made the life of the Chief Executive smooth.

Even though since last few years when he got involved more actively with Janta Party and backward classes, he withdrew from more or less all national level cooperative organisations, he continued to command respect for his matured and selfless advice from cooperators.

In 50s and 60s he was actively involved with international cooperative movement being the General Secretary of the NCUI. However, as and when some foreign delegation came he always invited them for dinner or lunch but always paid from his own account and never charged to the NCUI. Even the transport, whenever needed, was provided by him without claiming any expenses from the NCUI. I understand he played an important role in the establishment of ICA Regional Office in India and he had cooperative friends all over the world. In his death, the cooperative movement has lost a dedicated leader who spent the best part of his life for its cause and his contribution shall never be forgotten by his friends and admirers.

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ASIA-PACIFIC COOPERATIVE NEWS

Issue No.4

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International Cooperative Alliance

ICA REGIONAL OFFICE NEWS

VALUE ADDING IMPORTANT FOR FARMERS

ICA JAPAN EIGHTH MANAGEMENT TRAINING COURSE COMMENCES

Inaugurating the Eighth ICA Japan Training Course for Strengthening Management of Agricultural Cooperatives in Asia, in the ICA ROAP premises in New Delhi, on 20th October 1993, H.E. Chusei Yamada, Ambassador of Japan in India, emphasised the need for value adding activities by agricultural cooperatives for increasing the income of the farmer members. Citing the Japanese success in agricultural cooperative management, the

Ambassador said the "Japan has experienced transformation from a predominantly agrarian society into an industrially advanced society. Facing serious challenges and adverse situations, agriculture in Japan has continued to technologically update and modernise itself, thereby redefining its role and importance. In this process, agricultural cooperatives have played a very important role contributing to the modernisation and transformation of Japanese agriculture." Ambassador Yamada hoped that the experience of Japan should be of considerable value the participants of the Eighth Course who will spend two months studying the agricultural cooperative management system in Japan.

The Eighth Training Course started in New Delhi on 20th October 1993 in which 15 participants from eleven countries, i.e. Bangladesh, India, Indonesia,

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- Editor

Iran, Republic of Korea, Malaysia, Myanmar, Pakistan, Sri Lanka, Thailand and Vietnam, are attending the Course. The training course will spread over in four countries, India, Sri Lanka, Thailand and Japan and will conclude in Japan on 21st April 1994.

The Inaugural Session was presided over by Mr. J.C. Pant, Secretary to the Government of India, Ministry of Agriculture. The inaugural session was also addressed by Mr. G.K. Sharma, ICA Regional Director for Asia and the Pacific; Mr B.D. Sharma, Chief Executive of the National Cooperative Union of India; Dr. Daman Prakash, ICA Project Director; and Mr. Malte Jonsson, Senior Development Adviser of the ICA ROAP.

Mr. G.K. Sharma, ICA Regional Director for Asia and the Pacific, stressed the need for incorporating two important aspects in the activities of agricultural cooperatives in the region to give maximum benefit to their members i.e. special attention to the aspect of value addition in agro-processing sector and secondly development of an efficient, objective and professional management leadership. Agricultural cooperatives need to effectively respond to the mechanism of free market economy and try to stand firm to sustain and protect the interests of their farmer members, Mr. Sharma said.

Welcoming the participants and the guests, Dr. Daman Prakash,

Project Director, mentioned that agricultural cooperatives in Japan are the most sophisticated institutions which are professionally managed and provide a large number of social and economic services to the members. Participants will have an opportunity, he said, to study the high-tech agricultural cooperatives of Japan as well as those of India, Sri Lanka and Thailand.

The training course participants will have the benefit of exposure of experiences of three developing cooperative economies of India, Sri Lanka and Thailand and that of the developed cooperative economic model of Japan.

Study visits to agricultural cooperatives in Maharashtra,

and Gujarat States of India; Sri Lanka; Thailand and also in two prefectures in Japan will be arranged for on-the-spot study of cooperative functioning in these four countries.

Three separate National Review Follow Up Workshops of former participants who had attended earlier seven ICA Japan Management Training Programmes have been planned for participants from India, Sri Lanka and Thailand, to provide an opportunity to know the latest position regarding implementation of the Projects prepared by them during their Home Country Assignments and also to know the benefits derived by them during their training period.

REPORT FROM THE NEDAC MEETING HELD IN BEIJING 25TH TO 29TH OCTOBER, 1993

BY MALTE JONSSON

I participated at this meeting, representing ICA ROAP. From the member organisations, 9 countries had sent 20 representatives, Bangladesh (2) China (3), Fiji (1), India (4), Malaysia (4), Nepal (1), Philippines (1), Sri Lanka (2) and Thailand (2). In addition to the ICA, FAO was represented by 6 and ILO by 2 representatives.

All participants, except India, came from the government sector. NCUI was present through Mr. B.D. Sharma, Chief Executive NCUI and Mr. K.L. Nalvaya, Director, NCUI. The All China Federation of Supply and

Marketing, although not a member of NEDAC was invited through the Ministry of Agriculture, but they had never received the invitation.

The Objectives of the meeting were to review and identify members experiences, to plan for activities to be implemented during 1994, to study the agricultural cooperative development in China and to revise the constitution of NEDAC.

The opening session included four statements including the speech by Mr. Wan Baorui, Vice Minister of Agriculture in the

Peoples' Republic of China. The keynote address on "Status and Trends in Cooperative Development in the light of new Economic and Social Changes" was presented by Dr. H. Meliczek, officer in charge, Human Resources, Institutions and Agrarian Reform Division, FAO Rome.

Mr. Nalvaya of NCUI presented his two reports on "Directory of Agricultural Cooperative Experts and Bibliography" and Development of a Comprehensive Data Base for Agricultural Cooperative in Asia and the Pacific". It was suggested that close collaboration should be established with other organisations collecting the same statistics to avoid duplication of efforts in collecting data.

After these presentations a paper on Agricultural Cooperatives, Trends, Progress and Problems in China was presented by the participants and discussed. It was difficult to understand to what extent the agricultural cooperatives are real cooperative organisations. The interpretation of cooperative terminology differs. The same experience was made during the visit to a township agricultural cooperative society two days later.

The next theme on the agenda was presentation by 4 countries on "High and Low Impact Agricultural Cooperative—Factors that Influence them".

The Commissioner for Cooperative Development from Shri

Lanka presented a paper on "Development of a Market Information System for Agricultural Cooperatives".

"The role of Government in the Promotion/Development of Agricultural Cooperatives", was discussed after presentation from 3 countries.

Mr. K. K. Taimini presented the ILO COOPNET Programme and the last report on "Management Training in Cooperative Sector in India", presented by Mr. B.D. Sharma.

Generally, the understanding was that cooperatives must become member controlled, independent organisations without Government interference. The FAO programmes are also working in this direction.

The meeting closed with a

report from the NEDAC Secretariat on the Programme carried out in 1993. Financial matters, the Work Plan for 1994 and suggestions for changes in the NEDAC constitution. Concerning the Work Plan for 1994, I mentioned the ICA plan to organise in collaboration, with NEDAC a regional workshop in Bangkok on "Cooperative Data Bank and its Networking", provided that ICA can solve the financing problems. This activity was included in the NEDAC Work Plan for 1994.

The last day of the meeting, following after one day's field visit, the Draft Report was discussed and after changes in the text the Report was adopted and the final version will be distributed from the Secretariat.

ICA ROAP ANNUAL PLANNING MEETING

The ICA ROAP Annual Planning Meeting was held at the ICA Regional Office in New Delhi from 22nd to 26th November 1993. The meeting reviewed the work plan and budget of the Regional Office for 1993-94 and finalised the work plan and budget for the year 1994-95. The meeting also discussed the three-year (1994-95 to 1996-97) Development Plan of the ROAP.

The meeting was attended by all the technical officers of the Regional Office besides the representatives of the donor or-

ganisations, e.g. the Swedish Cooperative Centre (SCC), the Canadian Cooperative Association (CCA), the Japanese Consumers Cooperative Union (JCCU), the Ministry of Local Government and Cooperatives in New South Wales, Australia, and the International Cooperative and Mutual Insurance Federation (ICMIF). The ICA Geneva was represented by its Deputy-Director General who also discussed administrative matters with the Regional Director.

ICA/JA ZENCHU/IDACA Regional Seminar on Perspective Planning

The ICA/JA ZENCHU/IDACA Regional Seminar on Perspective Planning for Regional Development by Agricultural Cooperatives was conducted at the Institute for the Development of Agricultural Cooperation in Asia (IDACA), Japan, during 9th to 25th November 1993. The objectives of the seminar were (a) to learn how to collect relevant information and to formulate national and regional Agricultural Development Plans based on individual farm management plans and methods of perspective planning for agricultural development initiated by agricultural cooperatives and member farmers; (b) to learn how to establish marketing strategy of the farm products on medium and long-term basis with the participation of member and primary societies in the region; (c) to discuss applicability of the Japanese experience on perspective planning to agricultural cooperatives of the participants' countries; (d) to identify strategies and methods which would be most effective in perspective planning in participants' countries on the basis of study of (a) to (c) above; and (e) to formulate action proposals for the organisations/movements of the participants, keeping in view the experience. The Agricultural

Cooperative Development Advisor, Mr. Guo Yong Kang, coordinated the seminar.

17 participants from ten countries, namely, Fiji, India, Indonesia, Iran, Rep. of Korea, Malaysia, Pakistan, Philippines, Sri Lanka and Vietnam attended the seminar. The participants presented country reports on Perspective Planning and visited agricultural cooperatives in Hiroshima Prefecture. All the participants formulated the action plans for implementation when they return to their countries.

Vietnamese Cooperative Congress

The first Vietnamese Cooperative Congress was held in Hanoi on 29-30 October 1993. 380 delegates from all provinces in Vietnam attended the Congress which was a very important event in the history of Vietnamese cooperatives and decided to form a Vietnamese Cooperative Union as a national cooperative organization representing all kinds of cooperatives in Vietnam. The Congress elected Mr. Hoang Minh Thang as President of Vietnamese Cooperative Union and four Vice Presidents. Mr. Lars Marcus, President of ICA; Mr. G.K. Sharma, Regional Director; and Mr. Guo Yong Knag, Agricultural Cooperative Development Advisor of ICA ROAP attended the Congress.

27th Meeting of the ICA Agricultural Committee

The 27th Meeting of ICA Committee on Agriculture for Asia and the Pacific was held at Hanoi, Vietnam, on 1st and 2nd November followed by study visits in Ho Chi Minh City on 3rd and 4th November 1993. 12 delegates from Japan, South Korea, Thailand and Vietnam attended the meeting. Mr. G.K. Sharma, Regional Director, Mr. Malte Jonsson, Senior Development Advisor of ICA ROAP also attended the meeting. The delegates exchanged information on agricultural development in their respective countries.

The meeting approved the three-year work plan of Agricultural Cooperative Development Project prepared by the Agricultural Advisor of ICA ROAP. The meeting elected Mr. Won Ho Suh from South Korea as Chairman and Mr. Narong Marukatut from Thailand as Vice Chairman of the Committee.

INDIA NATIONAL REVIEW WORKSHOP HELD

As a part of the programme of the Eighth ICA Japan Management Training Course, a National Review Workshop of former participants from India, was held at the ICA ROAP premises in New Delhi, from 1st to 3rd December 1993. Twelve participants out of seventeen former participants

attended the National Review Workshop and presented status papers.

Mr. G.K. Sharma, ICA Regional Director for Asia and the Pacific, formally inaugurated the national workshop. The Workshop had the benefit of attendance and advice from Mr. T. Sudo, Deputy Director, Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Government of Japan and Mr. Shiro Futagami, Managing Director of the Institute for the Development of Agricultural Cooperation in Asia (IDACA), Japan.

Mr. M.V. Madane, former Project Director of ICA Japan Management Training Project and Prof. A.H. Kalro, Indian Institute of Management, Ahmedabad, were invited as Resource Persons to guide the deliberations.

Twelve Status Papers giving the present position of the implementation of the Project Proposals prepared by the former participants were presented at the Workshop. Out of twelve project proposals, the participants indicated that five projects are in different stages of implementation or partial implementation in phases. Seven project proposals could not be implemented due to various reasons such as transfer of participants from the earlier posts to new areas, lack of institutional and financial support, projects not keeping with the priority areas of their own in-

stitutions, and lack of logistic and support facilities to the participants.

Participants suggested that though they were not able to implement their respective projects the knowledge and experience gained from the training courses were of immense use and benefit and have used them in disseminating to others. Few participants have been able to prepare similar projects applicable to their own work situations and thus have benefited their sponsoring organisations. The participants were of the opinion that the training courses have been of great benefit to the middle-level managers from the region and should be continued in the interest of cooperative development in the Region.

A panel discussion on the usefulness and benefits derived from the training courses was attended by representatives of the sponsors of participants, including Mr. V.B. Mahajan, Managing Director of National Agricultural Cooperative Marketing Federation of India; and Dr. V. Kumar, Chief General Manager, Marketing, of the Indian Farmers Fertilizer Cooperative Ltd., and Mr. M.S. Talwar, Director, Training, Ministry of Agriculture, Government of India; The Panel Members thanked the Japanese Government and the Cooperative Movement and the ICA ROAP for providing this train-

ing opportunity to their participants and appreciated the ICA for the design of the training Programme. Several suggestions for improving the selection process of participants, role of the sponsoring organisations in the implementation of the projects were also made. It was suggested that prior consultation with chiefs of sponsoring organisations by the participants for preparing projects that fit in within the priority areas of the organisations would result in the successful implementation of the projects in future. The Panel Members thanked the Japanese representatives for the training programmes and assistance given to the developing countries to learn the Japanese experience and requested them to continue this assistance in future.

A special talk on the Basic Values vis-a-vis Principles of Cooperation by Dr. R.C. Dwivedi, former Chief Executive of the National Cooperative Union of India and presently Special Adviser to the Minister of Agriculture, Government of India, was also arranged for the benefit of participants.

Similar National Review Workshops have been programmed for former participants from Sri Lanka to be held in Colombo on 29th and 30th December 1993 and for former participants from Thailand to be held in Bangkok on 3rd and 4th January 1994.

ICA-CICOPA-NCUI Pilot Project

ICA-CICOPA have jointly agreed to launch a pilot project with NCUI on strengthening Management and Marketing skills of Identified Artisanal Cooperatives in India. The project is being implemented with the help of two Cooperative Development Officers (CDOs) stationed at Delhi and Bangalore.

The project activities gathered momentum after a formal orientation session conducted by Dr. Daman Prakash at Institute of Cooperative Management (ICM), Bangalore, on 31st August, 93. The two CDOs namely Mr. Rajiv, I.D. Mehta for Delhi and Ms Chandra Niranjan for Bangalore unit of the project have conducted intensive field visits and have finally selected 22 Cooperatives for Delhi Unit and 12 Coops. for Bangalore Unit. All the Coops. identified are basically the coops. managed by artisans in the field of Handlooms, Handicrafts and Construction.

The field visits have revealed that the major problems for the artisanal coops. are mainly due to non-professional and non-enterprising approach of the artisans.

Main problems could be summarised as under:

1. Weak linkages in all directions.
2. Weak capital base.
3. Much dependence on Govt. help and policies.

4. Weak education base and unawareness.

The project is aimed at ameliorating overall working methodology and ideology of the cooperatives by organising result-oriented on-the-job training programmes and also by giving them direct exposure by way of extensive field visits. Of course, the immediate task would be to solve their problems concerning non-availability of raw-material, credit limits from banks and alternate marketing of the produce.

Mr. Regis, Chairman CICOPA PARIS, FRANCE is expected to visit these identified Coops from 26 Jan. to 8th Feb. 94. Let us hope the project would give a new direction to the artisanal Coops in India.

CO-OPERATIVE SOUTH EAST ASIA SUB-REGIONAL REVIEW SEMINAR

(Robby Tulus)

In a bid to extol and preserve the virtues of co-operative development, there is a compelling need to advance our understanding of the socio-economic forces and trends which are dramatically transforming development thinking and issues in the Asia Pacific region today. The South-East Asia Co-op Review Seminar created the right atmosphere to do so. This Review Seminar, held in Solo,

Indonesia, from December 5 to 9, 1993, is one of a series of important events designed as strategic milestones leading to the upcoming Asia Pacific Co-operative Ministers' Conference planned for July 1994 in Colombo.

Three central topics were addressed during the Seminar. The first topic dealt with **legislative and policy** issues for which analytical comments were solicited and constraints in its practical application identified. The second one placed emphasis on current **structural adjustment issues**, to which ensuring legislation and policies, or the lack thereof, have made a distinct impact on the competitive strength of co-operatives. The third topic dealt with the proposed **structural framework** which, if appropriately structured, will contribute to an ongoing and dynamic government-movement relationship in the Asia-Pacific region in the years to come.

There was frank scrutiny on delicate issues surrounding all three topics. In the area of **legislation and government policies**, more emphasis was placed on harnessing government-movement relations in the **practical** sphere such as in education and international networks. An urgent need was felt to study the practical application of co-operative legislation of countries in the region, following which a checklist of reference be created as to: a) what makes cooperatives accountable and

sustainable; b) appropriateness of co-operative legislation for current application in a growing competitive environment; c) methods of self-regulation and inspection by members on the management of their co-operatives. The Seminar also concluded that the Philippine report was a straightforward and excellent one. Their experience in the provision of financial services to members, and the management thereof, is a valuable case which must be further shared and studied; it was recommended that a strategic alliance be formed among cooperative movements and governments in the ASEAN region to undertake practical study program in the Philippines. The Seminar also requested the ICA ROAP to explore the possibility of searching and researching existing training institutes in Asia towards identifying "Centres of Excellence".

On the topic of **structural adjustment**, the Seminar attempted a critique on the global nature of economic liberalization and its negative consequences on co-operative development. A position paper on this issue was presented and appraised. In the end, the Seminar concluded that "liberalization, deregulation and privatization are features which are becoming inevitable in government economic policies even in the non-capitalist economies. National policies and legislation should therefore be in tandem in these changing trends but should by no means

exclude co-operatives. National plans should consider appropriate roles for co-operatives as suitable vehicles and institutions in assisting income distribution, checking inflationary trends and as agent for a caring society. Towards this end, the Seminar recommended that a **national forum between the movement and the government be established to facilitate dialogue.**"

The third topic on "**appropriate structural framework**" for the movement-government relationship in the Asia Pacific region was drawn from recommendation 44 and 45 of the Jakarta Conference in 1992, according to which the idea of a **permanent forum** should be proposed and considered. While favourable to the idea that was verbally presented and described, it was suggested that ICA ROAP should submit a more comprehensive concept paper on this subject for consideration at the Regional Consultation scheduled for April 1994 in Kuala Lumpur. This concept paper will be distributed to all member countries of ICA ROAP, to be discussed by both governments and the movement prior to the Regional Consultation.

The atmosphere during the Seminar was charged with active sharing and constructive debate without losing the amiable touch prevalent among cooperators. Sunergy was unquestionably present. At one point a heated debate over the issue of co-operative values vis-

a-vis competitive strength was fuelled to the point where there were more semantics than actual disputes over the basic values and principles of cooperatives.

The Seminar was attended by 40 participants, comprising 35 delegates from the South East Asia region and 5 representatives from international organizations. While arduous attempts were made to invite delegates from Vietnam, Myanmar, Laos and Cambodia, time was unfortunately insufficient to enable delegates to clear their travel documents. In the end, the Review Seminar was virtually attended by participants coming from ASEAN member countries only, namely from Brunei Darussalam, Indonesia, Malaysia, Philippines, and Thailand. Singapore was the only ASEAN country not represented in this Seminar.

Solo, being the hub of Javanese culture, afforded a distinct cultural exposure and experience. The Ministry of Co-operative & Small Business Development, as well as the Batik Co-operative Union of Indonesia as member of DEKOPIN, hosted cultural evenings with song and dance respectively (p.s. most were surprised by the hidden talents exhibited by many "crooning" delegates). Participants visited various historic sites in and around the city during the field trip, including Candi (i.e. the temple of) Borobudur and Prambanan. For those who are more fashion oriented, the array of high fashion and good

quality **BATIK** is endless, providing virtually the best bargains in the country. Regardless of all the latter bonuses, the substantive discussions and conclusions of the Review Seminar are what ultimately count

the most. ICA ROAP wishes to express its special thanks to Dr. Wagiono Ismangil and his excellent team who, in collaboration with DEKOPIN, has made the organization of this Seminar a great success.

19TH MEETING OF THE ICA FISHERIES COMMITTEE FOR ASIA AND THE PACIFIC

Kuala Terengganu, Malaysia

November 26, 1993

The 19th Meeting of the ICA Fisheries Committee for Asia and the Pacific was held at the Primula Beach Resort, Kuala Terengganu, Malaysia. The date of this Meeting was set in such a way so as to correlate with those of the ODA Seminar on fisheries co-operatives for Leadership Development in Malaysia, held from November 20 to 24, 1993.

The meeting was chaired by Mr. S. Chandra, Chairman of the Committee and Managing Director of FISHCOPFED, India. Ten participants from three member organizations participated in the meeting.

Report of Activities by ICA Fisheries Committee

Mr. M. Sato reported that the Main Fisheries Committee met in Geneva on September 07, 1993. Japan, Hungary, Malaysia, etc. were present, and minutes of the previous Fisheries Committee was unanimously approved. The budget of the ODA Seminar for November 1993 was also approved. The budget of the CDA Seminars for 1994 was also ap-

proved, but not many proposals were received. Executive Members and Plenary Meetings of the ICA Fisheries Committee was then left to the Secretariat due to the change of the ICA Structure in January 1994 as a result of the ICA Congress in Tokyo. The Secretariat, therefore, was asked to offer suggestions for the Main Fisheries Committee Meeting in 1994, hence the requisition of proposals.

Resources for the Fisheries Committee are also gradually shrinking. The Committee therefore needs more information as to how resources can be mobilized from both government and co-operative movements to fund the activities of the Committee. The current budget is the same as the previous year. The ODA total budget is US \$ 130, 120 - contributed by the Government of Japan. SFR 23,000 is the total budget of the Fisheries Committee, and ZENGYOREN international cooperation budget is somewhat less than 10 million Yen or US \$ 100,000.- per year. Five million of ZENGYOREN budget is dedicated for Seminars and Fisheries

Training programs in Japan, including the payment of local costs of trainees coming to Japan (such as interpretation and guides). Airfares, as far as possible, must be borne by member organizations participating in the Seminars/Training Programs. The latter should best be undertaken between April and November each year, because budget cuts are bound to happen (the total budget has been cut by more than 50% since 20 years ago).

The dates and venue for the next ICA (Asia Pacific) Fisheries Committee Meeting needs to be determined, and a suggestion by the Chair is to hold the Committee Meeting and the ODA Seminar in Sri Lanka to coincide with the Asia Pacific Co-operative Ministers Conference in July 1994.

Country Papers

Country reports were distributed.

Consultancy on consumer cooperatives in Bangkok and the preparation for Joint meeting of ICA Consumer Committee & Cooptrade & Industry Committee in Thailand.

Pradit Machima, Consumer Advisor

Mr. Pradit Machima visited Bangkok, Nakorn Pathom, Rajburi and Phuket, Thailand in order to (1) collect relevant information non consumer coop. operations in the four provin-

ces, (2) assist Mr. Lim Ho Seng in providing consultancy services to Phra Nakorn Coop. Store in Bangkok. He collected the data for extensive analysis. For the Consultancy Work, Mr. Machima alongwith Mr. Lim Ho Seng, ICA's short term consultant on Consumer Cooperatives from Singapore had visited the Phra Nakorn Coop. Store and its branches had meetings and held several discussions with the General Manager, Branch Managers, department heads, key personnel and members of Board of Directors and main competitors — Nestle and Liver Brothers — in order to ascertain the facts and information concerning coop. operations and ways and means of improving and developing it. It was found out that the Phra Nakorn Coop. Store is one of the best primary consumer coops in Thailand. It has 6 branches with membership of 85,000 and the total business turnover of 320 million baht in 1992.

Please Note New ICAROAP

**Post Box No. Changed
from 7011 to 7311
with immediate effect.**

WORKSHOP ON CONSUMER COOP. DEVELOPMENT

A workshop on Consumer Cooperative Development in

Gujarat State was jointly organized by ICA ROAP, NCUI, ICM and State Coop. Union of Gujarat. Seventy eight participants from all districts of Gujarat attended the workshop. The workshop was inaugurated by Sri Thakorbbhai Nayak, Minister of Cooperation and Education (Tech.), Gujarat. The outcome of the workshop was very good.

Objectives

To create awareness about consumer coops. situations and needs for improvement and development of consumer coops in the state.

To discuss the ways & means of improving consumer coop. operations.

To prepare the strategic plans for consumer coop. development.

To create better environment for consumer coop. development within the State and among the States within the nearby areas.

78 participants belonging to all districts of Gujarat.

Mr. Machima visited Shushrusha Co-op Hospital, Bombay to collect information about 15 operations, so as to consider possibility of organising a Regional Seminar on medical Coops. in Asia Pacific Region.

NEW ICA MEMBERS

The following have been admitted to the membership of ICA. Their address are also given:

1. **MYANMAR**
Central Cooperative Society
334-336, Strand Road
Yangon, Myanmar.
Tel : 95-1-83063
Fax : 95-1-82818
Tlx : 83-21201
Chairman Mr. Myo Myint
2. **MONGOLIA**
Central Union of Mongolian
Coops
20, Sukhbataar District
Ulaanbaator, Mongolia
Tel : 976-329025/26863
Fax : 976-21166
Tls : 79243 KHIKO MH
Chairman : Mr. Barsbold

IMPRESSIONS FROM VISIT TO COOPERATIVES IN MAHARASHTRA AND GUJARAT

by

Malte Jonsson
Senior Development Advisor
ICA ROAP, New Delhi

Working with cooperative development mainly through national cooperative organisations keeps you away from the cooperative reality at the grassroot level and therefore I

decided to join the study visit to cooperative organisations and institutions in Maharashtra and Gujarat organised for the participants of the **8th ICA-Japan Training Course for Strengthen-**

ing Management of Agricultural Cooperatives in Asia.

My intension is not to give a report or a summary of the visits during the tour, but to comment upon some features and problems I came across during discussions with cooperative leaders, educators, employees and members. My cooperative experience from almost 30 years of development assistance and the experience from the Swedish Cooperative Movement has certainly influenced the views expressed below.

It is not so easy to have a thorough exchange of views with members when you visit cooperative societies in the villages.

It is mostly a government representative who dominates and gives the answers. I was specially interested to find out what an ordinary member thinks of his society and if he knows his rights and responsibilities. I have not been able to satisfy my curiosity. Without active member participation and usage of the services offered by the cooperative society, it can be questioned if there is a need for a cooperative society. May be the active participation of members in their cooperative society would increase if they had to share a "fair risk" of the undertaking. This was one of the Principles among the Rochdale Pioneers. Members should not be manipulated by politicians or managers who are not cooperators. The members must

be aware of their rights at general meetings to fire the Board and the Chairman if they are not satisfied with their performance and to elect a new Board, all this without interference by government officers.

Very little is done to educate the members. It should be in the interest of the elected Board and the management to have members who support the society by making effective use of its services, utilising the democratic character of their society and by their conduct and solidarity be an example for others to join the Cooperative Movement. Member participation should be the first priority in strengthening the cooperative societies, specially now when government support and control of the cooperative movement will be reduced. The training of the management and staff is another priority. Agricultural cooperatives are economic enterprises and must be managed to give the best possible service to the members and price for their products. The State Cooperative Unions have a great responsibility in the field of member education and training of staff. It is, however, the pressure from the societies and its members which is necessary to bring about any change to the actual situation. Although the societies contribute 5% of their surplus to the State Cooperative Union for education purposes, they very seldom get any benefit from it.

Economic activities for meeting needs of the members is today more important than ever. In many societies there is a lack of member participation. The only reason to become a member in a local cooperative credit society should not be the possibility for the farmer member to get subsidised government loans. The cooperative society should also assist the members in marketing their surplus production as in the case of the dairy cooperative societies which I visited in Gujarat. It was a pleasure to see the member milk producer to queue in line, irrespective of sex or cast, to deliver their milk to the cooperative and to carry home concentrate to feed their cows.

The policy of a cooperative should be to become financially independent. In many societies a great part of the share capital has come from the Government. The share capital should belong to the members only. The surplus of the society should be retained with the society to build up share capital and funds. Members share capital could be built up by retaining that part to the surplus of the society which would have been credited to the member according to the turnover with the society. Limited interest on share capital may be abolished in the near future after the ongoing revision of the Cooperative Principles. This would mean greater possibility by the societies to increase the share capital. Members must have confidence in their society.

21 December 1993

LIST OF HOLIDAYS DURING THE YEAR 1994

The following holidays will be observed by the ICA ROAP New Delhi, during the year 1994.

Sr. No.	Holidays	Date
1.	Makaraskranti	January 14 Friday
2.	Republic Day	January 26 Wednesday
3.	Mahashivratri	March 10 Thursday
4.	Idul Fitr	March 14 Monday
5.	Good Friday	April 1 Friday
6.	Ram Navmi	April 20 Wednesday
7.	Mahavir Jayanti	April 24 Sunday
8.	Idul Zuha	May 22 Sunday
9.	Buddha Purnima	May 25 Wednesday
10.	Muharram	June 20 Monday
11.	Independence Day	August 15 Monday
12.	Milan-un-Nabi or Id-e-Milad	August 21 Sunday
13.	Janamashtami	August 29 Monday
14.	Mahatma Gandhi Birthday	October 2 Sunday
15.	Dussehra	October 13 Thursday
16.	Diwali	November 3 Thursday
17.	Govardhan Puja	November 4 Friday
18.	Guru Nanak's Birthday	November 18 Friday

ICA HEAD OFFICE NEWS

INTERNATIONAL CO-OPERATIVE ALLIANCE INDIVIDUAL MEMBERSHIP BY REGION

WORLD TOTAL
720,347,000 INDIVIDUALS
228 NATIONAL ORGANIZATIONS
9 INTERNATIONAL ORGANIZATIONS
102 COUNTRIES

AFRICA

33 ORGANIZATIONS
22 COUNTRIES
19, 414, 685 INDIVIDUALS

THE AMERICAS

35 ORGANIZATIONS
18 COUNTRIES
87,282, 162 INDIVIDUALS

EUROPE

97 ORGANIZATIONS
36 COUNTRIES
159, 286, 420 INDIVIDUALS

ASIA and the PACIFIC

63 organizations
26 countries
454, 386, 773 individuals

AFRICA

2	BENIN	54,000
1	BOTSWANA	79,710
1	BURKINA FASO	20,000
1	CAP VERT	20,000
2	COTE D'IVOIRE	176,422
5	EGYPT	3,850,000
1	GAMBIA	100,000
2	GHANA	1,450,000
2	KENYA	2,652,000
1	*LESOTHO	7,88,420
1	MALI	4,400
1	MAURITIUS	74,821
2	MOROCCO	21,793
1	NIGER	880,000
1	NIGERIA	3,000,000
2	SENEGAL	2,300,000
1	SOMALIA	53,950
1	SWAZILAND	11,451
1	TANZANIA	1,351,018
2	UGANDA	1,479,609
1	ZAMBIA	907,000
1	*ZIMBABWE	149,904

The AMERICAS

9	ARGENTINA	6,123,642
1	BOLIVIA	45,000
1	BRAZIL	3,320,000
2	CANADA	12,000,000
1	CHILE	581,593
2	COLOMBIA	1,692,000
2	COSTA RICA	334,347
2	DOMINICA	n/a
2	EL SALVADOR	55,454
2	EL SALVADOR	55,454
2	GUATEMALA	257,063
1	HONDURAS	137,990
1	JAMAICA	271,719
1	MEXICO	540,268
1	PANAMA	30,153
1	PARAGUARY	81,000
3	PUERTO RICO	713,433
2	URUGUARY	1,098,500
1	USA	60,000,000

EUROPE

1	AFMENIA	700,268	1	KAZAKHSTAN	3,700,000
3	AUSTRIAL	3,144,827	1	LATVIA	761,400
1	AZERBAIJAN	2,000,000	1	LITHUANIA	406,189
1	BELARUS	2,800,000	1	MOLDOVA	1,029,400
4	BELGIUM	2,725,967	1	NETHERLANDS	1000
2	BULGARIA	1,942,000	5	NORWAY	1,218,600
4	CYPRUS	287,533	2	POLAND	15,000,000
1	CZECH REP.	3,925,883	3	PORTUGAL	2,240,591
3	DENMARK	1,173,774	2	ROMANIA	14,976,698
*1	ESTONIA	280,000	4	RUSSIA	25,005,938
3	FINLAND	2,095,503	1	SLOVAK REP.	702,516
7	FRANCE	18,321,790	8	SPAIN	2,672,205
1	GEORGIA	1,700,000	6	SWEDEN	4,456,271
4	GERMANY	6,331,000	2	SWITZERLAND	1,328,345
2	GREECE	934,863	5	TURKEY	8,204,516
5	HUNGARY	4,692,910	5	UK	8,258,000
1	ICELAND	45,968	1	UKRAINE	11,000,000
3	ITLY	7,134,400	1	ex-YUGOSLAVIA	n/a

ASIA and the PACIFIC

1	AFGHANISTAN	148,422
1	AUSTRALIA	2,700,000
1	BANGLADESH	6,816,519
1	CHINA	160,000,000
1	FIJI	9,471
11	INDIA	164,000,000
1	INDONESIA	29,000,000
2	IRAN	4,886,909
1	IRAQ	1,200,000
1	ISRAEL	1,700,000
11	JAPAN	32,650,259
1	JORDAN	47,435
4	KOREA Rep. of	2,244,552
2	KUWAIT	143,094
1	KYRGHYSTAN	1,069,000
5	MALAYSIA	3,407,716
1	MONGOLIA	64,000
1	MYANMAR	7,375,000
3	PAKISTAN	3,390,756
4	PHILIPPINES	1,885,162
1	SINGAPORE	531,363
4	SRI LANKA	3,400,000
1	THAILAND	3,309,075
1	TURKMENISTAN	885,000
1	UZBEKISTAN	3,500,000
1	VIET NAM	20,000,000

* Indirect Member

INTERNATIONAL ORGANIZATIONS IN MEMBERSHIP OF THE ICA

Updated October 1993

name of org.	location of secr.	no of countries	no of societies	no of individual members	activity sector
ACCU	BANGKOK	15	13,878	5,634,417	credit union league
CONSUMINTER	MOSCOW	n/a	n/a	n/a	foreign trade society
COLACOT	BOGOTA	23	39	2,500,000	union of work co-ops
OCA	BOGOTA	19	146	40,000,000	regional apex union
CCC-CA	SAN JOSE	11	60	5000,000	regional apex union
COLAC	PANAMA	17	19	4,340,376	regional federation of savings 7 credit co-ops
NAF	COPENHAGEN	8	9	15,700,000	joint purchasing
ICPA	DOORNRECHT	n/a	28	n/a	supply of oil products
WOCCU	MADISON	87	14	88,574,161	union of savings 7 credit co-ops

"n/a" - data not available

ICA CALENDER

- 16 February, 1994
ICACC Executive Meeting
Geneva, Switzerland
- 17 - 18 February, 1994
Seminar of Communications
specialists
Geneva, Switzerland
- 20 April, 1994
ICA Agricultural Meeting
Cairo, Egypt
- 22 - 27 April, 1994
ICA Board Meeting
*Cairo, Egypt and
Tel Aviv, Israel*
- 25 - 30 July, 1994
3rd Asia and Pacific Co-
operative Ministers' Con-
ference
Colombo, Sri Lanka
- 5 - 9 September, 1994
African Regional Assembly
Nairobi, Kenya
- Sept - Oct 1994
Regional Assembly for Asia
and the Pacific
New Delhi, India
- 24 - 26 October, 1994
Meetings of ICA
Specialised Bodies
Prague, Czech Republic
- 26 - 27 October, 1994
Regional Assembly for
Europe
Prague, Czech Republic
- 28 October, 1994
ICA Board Meeting
Prague, Czech Republic
- 28 October, 1994
Audit and Control Cttee
Prague, Czech Republic
- September 1995
31st ICA Congress
Manchester, UK

NEWS FROM THE REGION

BANGLADESH

Clinton wants Grameen banks in US

Washington: President Clinton has expressed keen interest in replicating Grameen bank concept throughout the US, according to bank's founder and managing director, Muhammad Yunus of Bangladesh. Mr. Yunus told South Asia correspondents that the president told him of his plans at a meeting with the miracle banker, adding that Mr. Clinton is only waiting to clear up the problems he is currently engaged. Mr. Yunus, who started bankers by organising a bank that lends to poor women with no collateral whatever and

with no documents for proof of a loan, summed up his philosophy thus: "There is no justification for hunger and poverty in the world. They can be overcome."

CHINA

Environment Protection

ADB \$140 Million Loan to People's Republic of China to Curb Air Pollution

Air pollution in two major Chinese cities — where it is a leading cause of death — will be substantially reduced following the approval of a \$140 million loan by the Asian

Development Bank for the Tangshan and Chengde Environmental Improvement Project.

The project consists of several sub-projects which will reduce pollution and conserve energy, largely by shifting to cleaner coal-based energy alternatives. The project will also encourage environmental policy reforms and strengthen institutions implementing the reforms.

Source : ADB News Release No. 195/93
25 November 1993.

INDIA

Dairy award to Kurien

Dr. Verghese Kurien, Chairman of the National Dairy Development Board, was today conferred the International Dairy

person of the year award by the World Dairy Expo at Madison, Wisconsin.

A NDDDB statement here said Dr. Kurien was the first Indian to be get this prestigious award. Dr. Kurien said the award was the recognition for India's milk producers, who have made it the world's second largest milk producing country in the world.

J. C. Pant named agriculture secy.

Dr. J.C.. Pant is the new agriculture secretary. An IAS officer of the 1961 batch, Dr. Pant was the senior-most official in the ministry after Dr. M.S. Gill shifted to the Election Commission. A former power secretary to the UP government, Dr. Pant is known for his keen interest in agriculture and Cooperatives.

Significant Performance by NAFED during 1992-93

The prosperity of our Nation is linked with the progress of our agriculture. Farmers are the pioneers as well as sustainers of human civilisations and therefore the level of prosperity of the farmer has a direct relationship with the prosperity and economic strength of the Nation as a whole, **Dr. Balram Jakhar, Union Agriculture Minister** said in an address read out in absentia at the inauguration of the 36th General Body Meeting of National Agricultural Cooperative Marketing Federation of India Ltd. (NAFED) here.

He appreciated the role being played by NAFED in helping farmers to get remunerative prices and congratulated NAFED for achieving a turnover of Rs. 442 millions during the year 1992-93. He said that our farmers continue to face problems in marketing of one commodity or the other year after year. That is where Cooperatives have been required to implement Price Support Scheme as well as Market Intervention Schemes and are helping the farmers during market gluts.

He appreciated the steps taken by Nafed in launching a pilot scheme to strengthen primary marketing societies with an outlay of Rs. 30 millions.

Speaking on the occasion **Minister of State for Agriculture, Sh. Arvind Netam** said that Marketing Cooperatives have a key role to play in the agricultural sector of our country. Marketing Cooperatives have the potential to ensure remunerative returns to the farmers for their agricultural produce and also function as an effective factor for stabilising market prices. The value of agricultural produce marketed by cooperative marketing societies has steadily increased over a period of three decades and is now of the order of Rs. 6500 millions during the year 1991-92. He congratulated NAFED and the Marketing Cooperatives for the progress.

Shri B.M. Sarin, Chairman NAFED informed that despite

fluctuations in prices of various agricultural commodities, NAFED could achieve a turnover of the order of Rs. 442.68 crores yielding net profit of Rs. 10.68 millions in the year 1992-93. He said that 1992-93 has been a unique year in the history of Nafed for the recognition it has received for its achievement during the year. The Spices Board of India has given its Award to Nafed for outstanding performance for export of various spices. Nafed has received another Award from **National Productivity Council (NPC)** for best performance in bio-fertilizers. This year it has again received **APEDA Award** for excellent performance in agricultural exports in 1992-93. NAFED has received special certificate of appreciation for participating in fair held in Vietnam. Ministry of Agriculture has awarded Trophy for promotion of Hindi in official work.

Shri Sarin said that NAFED has perceived the opportunities for export of Agricultural produce and it is constantly engaged in expanding its horizon of export, NAFED has started exporting new varieties of Fruits & Vegetables in Western Europe besides countries in South East Asia and Middle East. The turnover of NAFED in exports during the year 1992-93 was of the order of Rs. 202 millions. Shri Sarin appealed to the Hon'ble Minister that the federal tiers of marketing, as well as other types of cooperatives, may continue to be exempted from payment of

income-tax on their surplus and profit as it is a matter of great concern for the small agricultural producers as well as the entire cooperative marketing system.

NAFED BAGS PRODUCTIVITY AWARD

National Agricultural Cooperative Marketing Federation of India Ltd., (NAFED) has once again bagged the prestigious award of National Productivity Council (NPC) for the year 1991-92 for second best performance in Bio-fertilizer Producers by its bio-fertilizer unit at Indore.

The award was presented by Hon'ble Union Minister of State for Industrial Development & Heavy Industries, Smt. Krishna Sahi to Shri V.B. Mahajan, MD of NAFED at a function held at New Delhi.

NAFED Bio-fertilizer, Indore, which has been producing different quality Bio-Fertilizers since 1984, achieved 137% capacity utilisation by producing 205.70 MT bio-fertilizers during the year under reference. In addition to its generic products like NAFED RHIZOBIUM, NAFED AZOTOBACTOR, it has also come out with another set of revolutionary products like NAFED SUPER CULTURE, NAFED SUPERPHOS, FLOWER CARE AND VEGETABLE CARE for the benefit of the farming community and urban households maintaining kitchen gardens. These products have evoked

very good response from the users.

The Unit is marching ahead in its performance year after year. In the current year, i.e. 1993-94 in the first half, the Unit has already produced 260 MTs, of bio-fertilizer.

NAFED plans trade with Israel

The National Agricultural Cooperative Federation of India (NAFED) is poised to develop inter-cooperative trade with the National Cooperative Marketing and Consumers Federation of Israel.

The details of the immense possibilities were indicated by Mr. B.M. Sarin, Chairman, NAFED while addressing a 12-member high level Israeli delegation here today. It was led by Mr. Yaakov Tsur, Minister for Agriculture.

NAFED's pilot scheme lauded

Agriculture Minister Mr. Balam Jakhar stressed the need for cooperatives to implement the price support scheme and the market intervention schemes to ensure remunerative prices to the farmers and to clear the market gluts.

Inaugurating the 36th general body meeting of the National Agricultural Cooperative Marketing Federation (NAFED), Mr. Jakhar said the prosperity of the nation was linked with the progress of agriculture.

NAFED Chairman Mr. B.M. Sarin said that despite fluctuations in prices of various

agricultural commodities, NAFED could achieve a turnover of the order of Rs. 442.68 millions yielding net profit of Rs. 10.68 millions in 1992-93.

NABARD sets up farmers club

The National Bank for Agriculture and Rural Development (NABARD) has established three farmers clubs in Meghalaya for development of villages through people's participation.

A NABARD release said yesterday that the clubs, sponsored by the Meghalaya Cooperative Apex Bank and Regional Rural Bank, would help identify and formulate suitable schemes based on local aspirations and resources.

Cooperative Act to be amended

The Government is planning to amend the Central Cooperatives Act, Union Minister for Civil Supplies, Consumer Affairs and Public Distribution A.K. Antony said there today.

The amendment will reduce Government control on cooperatives and ensure further democratisation of their activities, Mr. Antony told the meeting of Parliamentary Consultative Committee attached to his Ministry.

The Government is committed to encourage the cooperative movement and it was on the part of the cooperatives to expand their activities in such a way so that they could survive in the new competitive era, Mr. Antony said.

Cooperative week celebrated

"The Government should only provide a suitable environment for the growth of the cooperative movement. It should not be its objective to get involved in the cooperative movement". This was stated by Shri G.K. Sharma, Regional Director, International Cooperative Alliance while inaugurating the 40th All India Cooperative Week in New Delhi on 14th November, 1993.

Reminiscing over the Nehru era, Shri Sharma recalled the services of late Pandit Jawaharlal Nehru towards the development of cooperative movement as an independent self-regulated people's voluntary movement. However, later on Government control over cooperatives increased under one pretext or the other. It was contrary to what Nehruji thought and did. He was firmly of the opinion that there should be no Government control in cooperatives even if they fail here and there. Shri Sharma lamented that people's faith in the cooperative movement was decreasing day-by-day. "Their faith has to be won back", he said.

Appreciating the registration of the National Cooperative Bank of India, Shri Sharma said that the cooperative movement was strong in countries which had their own national cooperative banks. He cited the example of Japan and Korea in this regard and hoped that with the establishment of the National

Cooperative Bank of India the cooperative movement in the country will make rapid and all-round progress.

The drafting of the Model Cooperative Act was another achievement. Even if that was not perfect in itself, it is a step in the right direction. He hoped that it will become a law soon and will be implemented for the betterment of the cooperative movement. Calling upon the cooperators to work with a missionary zeal, he also exhorted them to assert themselves to gain their right. He also called upon the movement to give more attention to the development of primary cooperative societies because without a strong base a strong cooperative movement is impossible.

Shri Sharma also opined that the dormant societies should be liquidated. In fact, the number of cooperative societies in India was very large and many of them are dormant. "Such societies don't serve any purpose and so should be either liquidated or amalgamated".

Shri Sharma was pleased to note that there were no deputationists in the national level cooperative federations. "That means cooperatives today are free to choose their managers. It will show good results in the coming future", he concluded.

Dr. R.C. Dwivedi, O.S.D. to the Union Minister of Agriculture and a former Chief Executive of the National Cooperative Union of India said that after the death of Pt. Jawaharlal Nehru, the

government's stranglehold on the cooperative tightened. Consequently cooperative values suffered a great setback. The cooperators themselves failed to safeguard the cooperative movement. He recollected how in 1968 the management of all the cooperatives in Madhya Pradesh were superseded by just a one-line legislation. Ch. Brahm Perkash met the President of India who, fortunately, refused to sign the legislation.

He regretted that the amendment to Multi-State Cooperative Societies Act could not materialise in spite of best intentions of the Union Minister of Agriculture.

He further said that to keep the environment clean and healthy, cooperatives themselves should be provided a suitable environment. Then only they can provide better environment for others. He called upon the cooperatives to work as an integrated whole to be successful in the context of liberalisation of Indian economy. "They must work as a comprehensive system", he said.

Shri B.D. Sharma, Chief Executive, NCUI proposing a vote of thanks made a mention of the achievements of the cooperative movement in various fields. Shri S. Chandra, Managing Director FISHCOPFED and Shri Vijay Singh Lochav, Vice-President, Delhi State Cooperative Union also spoke on the occasion. The function was attended by Managing Directors of various cooperative federations in Delhi.

IFFCO pays Rs. 17 Million dividend

Indian Farmers Fertiliser Cooperation Limited (IFFCO) Chairman Pellakuru Ramachandra Reddy presented a cheque of Rs. 17.38 millions to Prime Minister P.V. Narasimha Rao towards equity in IFFCO.

IFFCO has so far paid more than Rs. 103 millions as dividend to the government. Starting with membership of 52 cooperative societies, IFFCO has become the largest cooperative in fertiliser sector with a membership of over 30,000 societies from village to national level.

IFFCO bags energy award

Indian Farmers Fertilisers Cooperative Limited, the largest fertiliser co-operative has added another feather to its cap by bagging the first prize for energy conservation in the fertiliser sector for the year 1993.

The award has been conferred for outstanding achievement in energy conservation by IFFCO's Aonla unit in Uttar Pradesh. The ammonia and urea plants of the above unit achieved the highest capacity utilisation of 116.5 per cent.

The plant was commissioned in May 1988 and since then it has been consistently operating at more than 100 per cent of its installed capacity.

IFFCO's Aonla expansion plan cleared

The Indian Farmers Fertiliser Cooperative Limited (IFFCO),

the largest fertiliser manufacturer in the country has been permitted by the Govt. of India to double the capacity of its Aonla Complex near Bareilly in U.P. from 7.26 millions tonnes to 14.5 millions tonnes per annum. The doubling of the Aonla Expansion with an investment of Rs. 960 millions will be completed in a period of 33 months and is likely to commence production by the end of 1996.

The expansion plan will be financed from internal resources as well as borrowings in the equity-debt ratio of 1:1.

The existing Aonla Project has been running over 110% of its rated capacity since it was commissioned in July, 1988. This Project was completed in a record period of 36 months and was the recipient of Project Implementation Award from the Ministry of Project Implementation, Govt. of India.

Fertiliser coops earn record profits

The two fertiliser cooperative societies, IFFCO and KRIBHCO, earned record profits last year despite a sharp decline in overall fertiliser consumption.

IFFCO (Indian Farmers Fertiliser Cooperative Limited) retained its eminent position as the largest producer of fertilisers in the country contributing 12.5 per cent of nitrogenous fertiliser and 13.3 per cent of phosphatic fertilisers production.

IFFCO's four plants produced 26.6 million tonnes of fertilisers against the previous year's 28.8 lakh tonnes. The company achieved its highest ever turnover of Rs. 1,405 million in 1992-93 against Rs. 1,309 million in the previous year. The net profit also increased to Rs. 113 million from Rs. 100.9 million in 1991-92, IFFCO's managing director, Mr. U.S. Awasthi, said.

KRIBHCO: The Krishak Bharati Cooperative Ltd., produced 16.87 lakh tonnes of urea (with capacity utilisation of 116 per cent). KRIBHCO earned a net profit (after tax) of Rs. 145.58 million against Rs. 98.04 millions in 1991-92.

KRIBHCO video film gets FAT award

The entry of the Krishak Bharati Cooperative Limited (KRIBHCO) entitled "Our Land--Our Dreams" in the FAI video film competition for the year 1993 has been awarded the second prize. This is the fifth time that a KRIBHCO video film has bagged an FAI Award.

FAI environment award

The FAI Award for the best Environment Protection of a Nitrogenous Fertiliser Plant for the current year. This is the third time KRIBHCO's Hazira Ammonia-Urea plant has bagged this prestigious award from FAI. This award is given by FAI to encourage its member companies' effort in controlling pollution.

The Awards were received by Shri A.K. Mukhopadhyay, Managing Director, KRIBHCO from Shri N.R. Krishnan, Secretary, Department of Fertilisers, Ministry of Chemicals and Fertilisers at the inaugural function of the FAI Seminar.

National Awards for women in consumer protection

To recognize the efforts made by women in the field of consumer protection and to encourage them to come forward and take up such activities in large number, the Ministry of Civil Supplies, Consumers Affairs and Public Distribution has instituted a scheme of national awards for consumer Protection for Women from this year i.e. 1993. Under the scheme, three awards will be given in shape of prize money of Rs. 20,000/-, Rs. 15,000/- and Rs. 10,000/- besides certificate of merit.

All women who have done outstanding work for consumer protection would be eligible for the awards. There will be no age limit. The performance will be judged from their work in one or more of the following fields.

1. Taking up important consumer causes;
2. Putting in special efforts for redressal of consumer grievances;
3. Bringing out new ideas for consumer protection and safety from health hazards;
4. Promoting consumer movement, particularly in smaller

towns and rural areas through exhibitions, seminars, demonstrations, etc.;

5. Undertaking consumer research for investigation into specific consumer protection and spreading the message of voluntary consumers movement.

Source: JULY-SEPTEMBER, 1993 INDIAN CONSUMER COOPERATOR

Recommendations of National Advisory Council on Labour Cooperatives

A meeting of the NACLIC was held, which made the following important recommendations:

1. All unskilled works without any limit and skilled works upto Rs. 5.00 million should be reserved for labour cooperatives.
2. In case of tendered works, rate preference/price preference upto 10% may be given to the labour contract and forest labour cooperatives over the lowest tenders of private parties.
3. State Government should extend policy, financial and administrative support not only for organisation of new societies but also for reorganisation, revitalisation, and diversification of activities of the existing societies in order to improve their business turnover and operational efficiency.
4. The State Government should make adequate budget provision for extending assistance in the

form of share capital, working capital, managerial subsidy, technical subsidy and loan-cum subsidy for purchase of tools and equipment.

5. Members of labour cooperatives mostly belong to weaker sections. Therefore, they could not contribute adequately to build up strongly the financial base of the cooperatives. Therefore, the State Governments could extend concessions to labour cooperatives from the payment of Earnest Money and 'Security Deposit'.
6. State Government may consider amending their Act, Rules and the byelaws of cooperatives for defining the family to enable working husband and wife as independent members, admission of weaker sections as members, qualification for membership permitting actual workers as members and not allowing sympathiser members and for enrolment of landless labourers as members.
7. State Government may consider formulation of plan scheme for organization, development and strengthening of primary level societies and their affiliation into District level federations and state level federations.

Source: Labour CoopS April-June 93 Vol., 8 No. 2.

National Cooperative Union of India

Notification

Sub: Installation of FAX.

It is notified that National Cooperative Union of India has obtained the FAX facility. For inland purpose FAX NO. of NCUI is 11-6865350 and for international, it is (91)-11-6865350.

Environment Protection

ADB technical assistance to India to evaluate commercial potential for renewable energy sources

The Asian Development Bank has approved a \$354,000 technical assistance grant to India for a study to evaluate the commercial potential of three sources of renewable energy — bagasse (sugar cane residue), methane gas and solar energy.

The Renewable Energy Development Project will analyze the use of bagasse-based cogeneration, methane gas generation and large-scale solar thermal systems in industry. All three sources have substantial market demand and proven technologies. Study recommendations are expected to improve energy development policies and related financial, institutional and organizational aspects.

Source: ADB News Release No. 193/93
25 November 1993.

JAPAN

Message from

Mr. Moto Motohashi

ZEN-NOH'S New Chairman and President

"To steer the ship of ZEN-NOH through heavy seas - this is my most important responsibility as the new Chairman and President."

The first meeting of the new Board of Directors, marked by a strong sense of solidarity between directors elected from member organizations and those appointed from senior staff, was a splendid inauguration. While I value this solidarity, we must insure that the organization does not become bureaucratic and instead concentrate on doing business, mindful of the opinions of member-farmers in the fields, the paddies, and the cattle sheds.

My appointment as the new Chairman and President does not imply radical change in ZEN-NOH's business orientation. However, long-term strategies in addition to our ongoing Three-Year Business Plan need to be developed. Moreover, as a national organization, we must also establish general working models through comprehensive discussion with prefectural federations.

Source: Vol. 2 No.4, Winter ZEN-HOH

JIGYODAN - WORKERS' COOPERATIVES MOVEMENT IN JAPAN

I. BRIEF HISTORY

Jigyodan, the Japanese Workers' Cooperatives Union, was born and started by a trade union named the Zen-Nichi-Jiro (ZNI, All Japan Day Workers' Union) at the beginning of 1970s. The ZNI was a union organized mainly by the workers who were employed by the local governments under emergent employment policy for the ex-soldiers and the unemployed, after the Second World War.

"Struggle of the unemployed" was the main motive for the start of the ZNI Union. The object of this struggle was not to only receive social security for the unemployed who have their will to work, but to demand for both the central government and the local governments to guarantee jobs for the unemployed. In this struggle movement, the practice for "democratic change or transformation" promoted by the union became the important base for making the Jigyodan. This line of the movement implied subjective review for the meaning of the work by workers and trade unions and for the change of the social system and the way of enterprises for the sake of workers and nations.

The Jigyodan method as of system that local governments

entrust public works to the Jigyodan, under the condition that workers and the unemployed would establish a corporation or entity in which they themselves achieve its Control and management, was born through the talks and the bargainings between unions and local governments.

By accumulating the practices in many regions, the National council of Jigyodan was established in 1979 and developed toward the national stage movement.

After that, Jigyodan has been developing its business activities mainly in the private sectors as follows :

- (a) maintenance services in hospitals and buildings;
- (b) delivery services at the distribution centers of consumers cooperatives;
- (c) social service for the aged persons and the handicapped;
- (d) garbage disposals, resources recycle;
- (e) maintenance service of gardens and tree planting in the parks;
- (f) foods, and catering using organic natural products, especial for the aged person and the hospitals;
- (g) nursery service;
- (h) housing and design;
- (i) cooperation with the workers autonomous enterprises such as shoe making, computer parts making, foods processing and constructions, etc.;

(j) others. producing a move.

Jigyodans are now getting important partner of the local governments, by planning and suggesting the business useful for the communities.

During these activities, Jigyodan could define its own direction as of workers' cooperatives, by learning about the practices and experiences of Italy and Mondragon and through the communication with CICOPA.

II. Current situation of Jigyodan and its program of development

Jigyodan, has organized about 100 local Jigyodan units and more than 5,000 workers-members and has reached about Y10 billion yen of a year sales (1992).

Local Jigyodans are engaging their main business in the fields of described above.

The functions of the Jigyodan Union management are (1) developing the business and direction of management, (2) making policies, (3) training the executives, staffs and members, (4) publishing national bulletin and pamphlets, etc. In march of 1991, the Cooperative research Institute was founded by Jigyodan, gathering many investigators and professionals.

Jigyodan has planned the first five year plan (1991-1995) to level up and conglomerate their existing business and aiming to reach their total year sales at 100 billion yen and to organize fifty

thousand workers-members. But at this moment, it seems hard to climb up its high summit.

III. The stress points of Japanese workers' cooperatives

(1) The crisis of the human race and the principle of cooperation.

There exists the recognition at the base of our movement that "the crisis of the human race is getting worse and in order to overcome this crisis, "cooperation" must get a focus of our time.

Namely, i the complicate process including the crisis of a nuclear war, the crisis of the political economy based on the principle of moneymaker, the crisis of human nature, the crisis of environment and the crisis of the shortage of natural resources, are dominating over the modern world in which the human are facing at the crisis of their survival, especially by being robbed their own relation with others and with society.

In order to save the human from these crises, it is necessary to reorganize immediately a human power as "an autonomous and associating force", with fraternity and solidarity, by taking back "human uniting power", which has been deprived under the power of capital and the states.

We think the only principle which is supported by "the people's autonomous association" is "the principle of cooperation". This is "the cooperation

principle" which can substitute for "the money power and the authority advantage principle".

So our main purpose must be not to maintain simply each cooperative organization but to change our living style itself and society, adapting this principle of cooperation. Standing on this point of view, the management and the movement of each cooperative will develop with new vitality.

Some trade unions and grass roots movements also are seeking to define themselves as constituent and sustainable elements of this wide cooperating movement which is confronting at the crisis of the humankind.

IV. SEVEN PRINCIPLES OF JIGYODAN

1. To construct cooperative movement in which workers become protagonists, reinforcing thoroughgoing democracy and cooperated responsibility. (principle of full democracy and workers' sovereignty)

2. To accomplish good work and to contribute making good community, by overcoming workers' mentality of employed.

3. To improve the quality of works and the standard of living by widening jobs based on a business plan and strengthening ability of management without making a deficit. (principle of strengthening of management)

4. To attach greater importance to education and learning, by standing on human development with "autonomy and cooperation and love", through labour. (principle of attaching importance to education)

5. To develop the workers' cooperative movement and cooperation movement, seeking social change, strengthening a nation wide point of view. (principle of the social change and the cooperative movement)

6. To make enterprises, communities and society in which workers and citizens will be the protagonists, through attaching greater importance to solidarity

with trade/labour unions, and combining widely with glass-roots movements. (principle of solidarity with trade unions and glass roots movements)

7. To promote a movement and business which will overcome a crisis of the human race, by strengthening an international solidarity. (principle of international solidarity)

We, Jigyodan shall participate in the movement of CICOPA and ICA for promoting communication among workers' cooperatives both in developed capitalist countries and in developing countries.

INTERNATIONAL COOPERATION

\$ 300 m fertilizer plant in Qeshem Islands

Iran's NPC to partner Iffco, Kribhco

Iran has named the state-owned national Petroleum Corporation (NPC) as the joint venture partner for the proposed \$ 300 million urea plant with India.

A firm indication to this effect was available at deliberations

the Iranian Petroleum Minister, Mr. Gholamreza Agazadhe, had with his Indian counterpart, Captain Satish Sharma.

The proposed joint venture to be set up in the Iranian free trade zone, Qeshem Islands in Hormuz Straits, two Indian cooperative fertiliser giants - Kribhco and iffco will be the participating companies.

Source : *The Financial Express* 17-11-93.

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