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REPORT ON ACTIVITIES 1986 & 1987



**INTERNATIONAL COOPERATIVE ALLIANCE
REGIONAL OFFICE FOR ASIA**

334:058

ICA REGIONAL OFFICE FOR ASIA REPORT ON ACTIVITIES FOR 1986 & 1987

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ICA AND ITS MEMBERS

	ICA Headquarters	Regional Office for Asia (ROA)
Established	1895 in London, England.	November 1960 in New Delhi, India
HQ shifted to Geneva	1980	
Membership	169 National Cooperative organisations from 72 countries and 9 international organisations.	Asia: 44 national cooperative organisations from 14 countries.
Individual Membership:	510 million	333.33 million

ICA AND ITS MEMBERS IN ASIA

Country	Member Organisations	Individual Membership (in Millions)
Australia	1	4.02
Bangladesh	1	6.50
China	1	132.00
India	8	149.00
Indonesia	1	8.49
Japan	9	18.41
Republic of Korea	3	2.13
Democratic Republic of Korea	1	1.56
Malaysia	8	1.73
Pakistan	2	2.96
Philippines	3	0.74
Singapore	2	0.06
Sri Lanka	3	3.95
Thailand	1	1.78
Total	44	333.33

ICA OFFICE-BEARERS



*Mr. Robert L. Beasley,
Director, ICA*



Mr. Lars Marcus, President, ICA



*Mr. Bruce Thordarson
Associate/Development
Director.*

CHAIRMEN OF REGIONAL COUNCIL



*Mr R Mathimugan
Chairman RC
(1986/87)*



*Mr Egdiwan
Chairman R.C.
(1987 onwards)*



*Gen. A.S. Lozada,
Vice-Chairman of
Regional Council and
Chairman of Agricultural
Sub-Committee*



*Mr G.K. Sharma,
Regional Director for Asia*

CHAIRMEN OF SUB-COMMITTEES



*Mr K Kasturbe,
then Chairman of
Consumer Sub-Committee*



*Dato Haji Aziz Ibrahim,
Chairman of Fisheries
Sub-Committee*



*Mr Modesto Sanay,
Chairman of Trade
Sub-Committee*



*Mr M M Vyas,
Chairman of Credit &
Banking Sub-Committee*

PROJECT ADVISERS



*Mr J M Rana,
Deputy Regional Director &
Head, Development
Coordination Unit.*



*Mr Sten Dahl,
Regional Development
Adviser, DCU*



*Mr M K Puri,
Consumer Coop
Development Adviser*



*Mr M V Madane,
Project Director,
ICA Japan Training Project.*



*Mr W U Herath,
Education Officer*



*Mr Bruce W M Gunn,
Cooptrade Adviser.*

THE INTERNATIONAL COOPERATIVE ALLIANCE AND ITS MEMBERS:

The ICA RO was established in 1960 and has completed 27 years of its existence. Initially it was named as Regional Office and Education Centre for South-East Asia. This nomenclature was changed to Regional Office for Asia (ICA ROA) in view of its enlarged membership. Presently it covers 13 countries from Asia and one country from the Pacific i.e. Australia. The institutional membership from Asian region consists of 44 national cooperative organisations and the individual membership from the region is more than 333 million which counts for more than half of the total ICA membership. The Republic of China and the Democratic Peoples Republic of Korea are now members of the ICA, enrolled during the years under report.

ROA Functions

The ROA, under article 44 of the Rules and Standing Orders of the ICA, is entrusted with the following responsibilities:

- (a) Coordination of cooperative development efforts within the region and promotion of exchanges and experiences;
- (b) Project identification, formulation, preparation and evaluation.
- (c) Promotion of the establishment and development of national cooperative apex organisations, based on local cooperatives;
- (d) Organisation of seminars and conferences on specific subjects, including support for programmes aimed at the involvement of women and youth in cooperative activities.

Developmental Activities

As per the ICA's new Cooperative Development Policy adopted by the Central Committee in 1985, it is expected to play a catalytic and facilitator role in cooperative development. This implies that the ICA ROA would engage itself in policy dialogues with member organisations and governments to create a favourable environment for cooperative development, assist the member movements in identifying their needs and priorities of development, assist in drawing up perspective plans, help in strengthening national cooperative organisations to play their role as promoters of cooperative development through contributions towards developing their research and planning capabilities and in formulating cooperative development projects. The ICA ROA would also help member organisations in designing their education and training programmes, in internal resource mobilisation and finding financial and technical resources for development projects.

1985-87 was a difficult period for the ROA. It had to pass through various financial con-

straints as a result of which the staff strength of the Regional Office was brought down from 32 to 7. Thus, at present the core staff of the ICA ROA consists of only seven personnel in addition to the project staff. However, this reduction in the core strength has not adversely affected its developmental activities but in fact we now have a strong team of dedicated workers. With the increased support from the member movements and donors in the coming years the ROA will be able to have much larger development programmes than in the past

HIGHLIGHTS

- * **ICA Regional Office for South-East Asia is now ICA Regional Office for Asia.**
- * **China and Democratic Republic of Korea become members.**
- * **ROA serves 333.33 million individual members out of a total of 510 million individual members.**
- * **Restructuring completed in 1986.**
- * **ICA Executive Committee decides to retain Bonow House.**
- * **A sub-office opened in Australia.**
- * **Evaluation Mission recommends continued assistance to ROA by donors for cooperative development.**

Regional Council

The ICA Regional Council for Asia is the highest body in the region to assist and advise the ROA in formulating the overall policies, reviewing the results of the activities and services as a permanent contact between the national cooperative movements in the region and the ROA. The Regional Council meets once a year. The Regional Council is supported by an Executive Sub-Committee in its activities.

Sub-Committees

In addition to the Regional Council and its Executive Sub-Committee, there are six specialised sub-committees to support the regional activities as under:

- i. Agricultural Sub-Committee
- ii. Consumer Sub-Committee
- iii. Fisheries Sub-Committee
- iv. Trade & Industry Sub-Committee
- v. Finance Sub-Committee
- vi. Education & Training Sub-Committee

Office in Malaysia

In addition to the Regional Office and Project Offices in New Delhi, the Cooptrade Project Office continues to operate from Kuala Lumpur, Malaysia.

ICA Office in the Pacific

A sub-office of the ICA Regional Office has started functioning in Perth, Australia, from July 1987 with Mr. R. Mathimugan as ICA Special Adviser on Cooperative Development and Training. Mr. Mathimugan was formerly Chairman of the ICA Regional Council for SE Asia, a member of the ICA Executive Committee and Chief Executive of the Cooperative Central Bank of Malaysia.

The office in Australia, among other things, will strive to assist the promotion of cooperatives in the Pacific through assistance of the Australian movement and promote collaboration between the Australian movement and the Asian movements.

ICA REGIONAL OFFICE FOR ASIA

Office Bearers

Head Office (Geneva)

President	:	L. Marcus
Director	:	Robert L. Beasley
Associate/ Development Director	:	Bruce Thordarson

ROA (New Delhi)

Chairman, Regional Council	:	Eddiwan
Regional Director	:	G.K. Sharma
Deputy Regional Director & Head of Development Coordination Unit	:	J.M. Rana
Cooperative Development Adviser	:	Sten Dahl
Consumer Cooperative Development Adviser	:	M.K. Puri
Project Director ICA-Japan Training Project	:	M.V. Madane
Education Officer	:	W.U. Herath
Cooptrade Adviser (based in KL)	:	Bruce W.M. Gunn
Special Adviser for Cooperative Development and Training (based in Australia)	:	R. Mathimugan

ADMINISTRATION & PERSONNEL

The years 1986 and 1987 saw the following important developments in ICA RO administration and personnel matters.

Regional Director

Mr. R.B. Rajaguru completed his assignment as Regional Director and left the service of the ICA on 30th June 1987.

Mr. G.K. Sharma, formerly Managing Director of the NAFED, joined the ICA ROA as its new Regional Director with effect from 1st July 1987.

Deputy Regional Director

Mr. J.M. Rana, Regional Development Officer, has been redesignated as Deputy Regional Director effective September 1987.

New Appointments & Staff Changes

Mr. M.V. Madane, a former Joint Director of the ICA RO, has assumed charge as the Project Director of the ICA Management Training Project for Strengthening Management of Agricultural Cooperatives from June 1986.

Dr. D. Vir resigned from the services of the ICA RO as CEMAS Officer effective 31st December 1986. Dr. Vir had joined the ICA in 1963 and thus served the ICA for 23 years.

Mrs. Margaret D 'Cruz, Education Officer, retired on 31st December 1986.

Mr. R. Mathimugan has assumed charge as Special Adviser for Cooperative Development & Training in the newly created ICA Sub-Office in Australia, effective July 1987.

Mr. Ulf Bergstrom, Trade Adviser of the ICA Cooptrade Project in Kuala Lumpur, Malaysia, completed his assignment and returned to Sweden in September 1987. Mr. Bruce Gunn from the Cooperative Union of Canada, has taken over the post of Trade Adviser from 1st July 1987.

Mr. W. Upali Herath from Sri Lanka, a former Deputy Commissioner for Cooperative Development, has joined the ICA as its new Education Officer from August 1987.

Mr. Prem Kumar, Personal Assistant to the Regional Director, has been redesignated as the Executive Secretary/Manager, Administration, effective September 1987.

Redundancy

Due to restructuring effected by the ICA, the following staff were declared redundant:

Effective April 1986:

1. Dr. Daman Prakash, Education Officer
2. Mr. Ashok Kandhari, Personal Secretary
3. Mr. Gurcharan Singh, Personal Secretary
4. Mr. Vinay Nagpal, Personal Secretary
5. Mr. Balam Singh, Receptionist/Cemas Assistant
6. Mr. Sri Ram, Accounts Assistant
7. Mrs. Anjali Adhikari, Typist
8. Mr. Jawaharlal, Peon
9. Mr. Ramesh Parmar, Peon
10. Mr. P.S. Negi, Driver
11. Mr. Rama Shankar, Attendant/Watchman
12. Mr. H.D. Pandey, Cook

Effective January 1987

13. Mr. I.S. Gupta, Office Manager
14. Mr. B.D. Pandey, Librarian and Documentation Officer
15. Mr. A.H. Ganesan, Publications Officer/Editor
16. Mr. Ram Prakash, Library Assistant
17. Mr. V.S. Rawat, Library Assistant
18. Mr. Ram Pher, Gardener
19. Mr. Janki Prasad, Gardener
20. Mr. Jaswant, Sweeper.

Sale of Bonow House

The ICA had decided in 1986 to sell the RO Office building "Bonow House" due to financial constraints faced by the Alliance. Some of the problems faced by the RO in 1986 were overcome in 1987 and the financial constraints eased very much thus enabling cooperators in the region to reconsider the question of sale of the building. Accordingly the matter was discussed in the last meeting of the ICA Regional Council for South-East Asia held in New Delhi, India, in September 1987, and the Council unanimously decided to request the authorities of the ICA to reconsider the earlier

decision of the ICA Executive Committee to sell the building and to retain the same for the activities of the Regional Office in the Region. The ICA Executive Committee has decided not to sell the building, as recommended by the Regional Council, at its meeting held in Geneva, in February 1988.

Change of Nomenclature of the RO

As recommended by the ICA Regional Council, the ICA authorities have changed the nomenclature of the ICA Regional Office as "The ICA Regional Office for Asia". This new name will fully represent all the countries being served by the Regional Office.

ICA RO Activities Evaluated

An Evaluation of the ICA's Development Programme in the different regions was undertaken jointly by the donors, viz. the SCC, SIDA, NORAD, NRD in September 1987. On the spot investigations of the activities of the RO were made by Dr Stefan de Vylder from Sweden, as a member of the Evaluation Team, for this Region.

Dr Vylder visited the ICA RO and the cooperative movements in India, Thailand, Malaysia and Singapore. The Evaluation Mission has commended the restructuring of the ICA Development Programme which has resulted "in clarified objectives, a trimmed organisation, substantially improved cost consciousness, an acceptable standard of financial control and work planning and follow-up".

Some of the important recommendations of the Evaluation Mission include:

- i. SCC and SIDA should maintain approximately the present support level in the future.
- ii. Coops in the region should increase their subscription and contributions to reach 25 per

cent of the total operational costs of each RO by mid-1991.

- iii. Representation in the Executive Committee of the ICA from Asia and Africa should be increased in consideration with their large cooperative membership.
- iv. The ROs should carefully probe the respective governments on their positive interest in reviewing policies and regulations for coop sector.
- v. ROs should function as clearing houses for information and innovations.
- vi. Education and training expertise should be provided – problem and target oriented – as per needs of the countries of the region.
- vii. To gauge the actual impact of development programmes, procedures for internal monitoring and evaluation of respective activities should be established.

The Evaluation Mission also suggested guidelines for future work of the ROA.

MEETINGS

ICA REGIONAL COUNCIL

Two meetings of the ICA Regional Council were held in 1986 and 1987, on 8th September 1986 in Tokyo, Japan, and on 8–9th September 1987, in New Delhi, India.

28th Meeting in Tokyo:

The 28th meeting of the Council, held in Tokyo under the chairmanship of Mr. R. Mathimugan, was also attended by Mr Lars Marcus, President of the ICA, and Mr. Bruce Thordarson, Associate Director and Development Director of the ICA. The meeting focussed its attention on the structural reorganisation effected in the Regional Offices of the ICA during 1986. The Council appreciated the efforts being made by the Alliance to find additional donors to support the programmes of cooperative development in the Region and the assistance given by the Swedish Cooperative Movement during the last 24 years. The Council felt that additional support of other donors would facilitate faster cooperative development in the region.

The Japanese Government funded training programme on Strengthening Management of Agricultural Cooperatives in Asia for a period of five years starting from December 1986 was cited as an example of diversifying and increasing donor support. The Council appreciated the role played by the Japanese Cooperative Movement led by the Central Union of Agricultural Cooperatives in getting the support of the government for this developmental activity.

The meeting reviewed the activities carried out by the ICA RO during 1985/86 and also the work

of the specialised sub-committees functioning in the region.

The IDACA activities carried out for the year 1985/86 were also reviewed by the Council in its capacity as the Advisory Board of the IDACA.

The plan of activities of the RO, through its Development Coordination Unit (DCU) i.e. in the fields of agriculture, agricultural cooperative management training, consumer, member education and trade were approved.

Other proposals considered by the Council included: establishment of a Regional Mutual Assistance Revolving Fund to help support the travel of cooperators from the countries of the region finding difficulties in attending important meetings/seminars; establishment of a Cooperative Data Bank in the RO for collection and dissemination of basic data; study missions to a few countries in the region for strengthening national cooperative organisations in the region; and the recognition of outstanding services rendered by individual cooperators to cooperative development by establishing a "Hall of Honour". The Council agreed with the establishment of the Regional Mutual Assistance Fund in principle and asked the members to send their proposals to support the fund. The Council emphasised the need to create data banks in the national cooperative movements in the first instance, before embarking on a regional data bank. The proposals for study missions to strengthen national cooperative organisations and the institution of a Hall of Honour were approved.

29th Meeting in New Delhi:

The 29th meeting of the Council held in New

Delhi on 8–9th September 1987, under the chairmanship of Mr Eddiwan, was inaugurated by Dr G.S. Dhillon, Minister for Agriculture, Government of India. The meeting was attended, in addition to the members of the Council from eleven countries, by Mr. V.P. Singh, Member of the Executive Committee from India; Mr Bruce Thordarson, Associate and Development Director of the ICA, and Mr. Bjorn Genberg, Director of the SCC.

Mr. Eddiwan, Member from Indonesia and Gen. A.F. Lozada from the Philippines were unanimously elected Chairman and Vice-Chairman of the Council respectively till the next ICA Congress.

The activities carried out by the RO through its five major projects and the DCU were reviewed.

The Council discussed the impact of the structural reorganisation carried out in the RO and expressed appreciation for the new development strategies adopted by the RO. The need to sell the RO headquarters building, "Bonow House" was reviewed by the Council. In view of the changed situation in the ICA, the Council recommended to the ICA Executive Committee to reconsider its earlier decision to sell the building and explore the possibility of retaining the Bonow House.

The Council approved the activities of the Regional Office for 1987/88.

The Council was of the unanimous opinion that the ICA RO should be renamed as "The ICA Regional Office for Asia" as it was serving more countries than South-East Asia.

The Council was informed that an experimental project for Coop Data Bank would be established in India in collaboration with the NCU on a country level basis.

The next meeting of the Council will be held in Singapore in June 1988.

EXECUTIVE SUB-COMMITTEE

The Executive Sub-Committee of the ICA Regional Council for SE Asia, met three times, twice in 1986 and once in 1987. The meetings held in June 1986 in Jakarta, Indonesia; in September 1986 in Tokyo, Japan and in Manila, Philippines, in June 1987 were presided over by Mr. R. Mathimu-

gan, then Chairman of the ICA Regional Council for SE Asia. The next meeting of the Executive Sub-Committee will be held in Bangkok, Thailand, on 18th and 19th January 1988.

SUB-COMMITTEE FOR AGRICULTURE

21st Meeting:

The 21st meeting of the ICA Sub-Committee for Agriculture for South-East Asia was held in Bangkok, Thailand, on 29th and 30th May 1986 under the chairmanship of Brig. Gen. A.Z. Lozada. The meeting was attended by Mr. R. Mathimugan, then Chairman of the ICA Regional Council, who also delivered a key note address. Members from India, Japan, Korea, Malaysia, Pakistan, Sri Lanka and Thailand and representatives of the FAO, ILO, Cooperative Promotion Department and a few other special invitees from Thailand attended the meeting.

The Sub-Committee reviewed the activities carried out by the Agricultural Cooperative Development Project during the previous year and discussed the findings of the Study Mission on Perspective and Project Planning for Agricultural Cooperative Sector carried out by the Development Coordination Unit of the RO in Malaysia and Thailand during 1986. The Sub-Committee noted with appreciation the financial support amounting to US\$ 400,000 of the Japanese Government for an ICA RO Project for imparting training to cooperators from the region. The project objective is to strengthen management of agricultural cooperatives in Asia through a six-months training programme. The meeting noted that the assistance would continue for a period of five years if the results are good. The meeting expressed its thanks to the CUAC for its assistance vis-a-vis the Government of Japan and the IDACA for its collaboration in the conduct of the training programme.

The priority areas based on needs of various cooperative movements were discussed. The meeting approved the study mission on perspective and project planning to be carried out in the

Philippines during 1987-88 and the continuation of the IDACA seminars in the field of agricultural cooperation.

22nd Meeting:

The 22nd meeting of the Sub-Committee was held in Manila, the Philippines, on 30th and 31st March 1987, under the Chairmanship of Brig. Gen. A.Z. Lozada. It was attended by members from the Philippines, Japan, Republic of Korea and Thailand. Mr S.S. Puri, FAO Assistant Director General and Regional Representative for Asia and the Pacific, delivered the key note address. The meeting was also attended by Mr. R Mathimugan, the then chairman of the Regional Council and Mr. Bruce Thordarson, Associate and Development Director of the ICA.

Strengthening national cooperative organisations, enhancing member involvement and member participation, participation of women and youth in coops, developing systematic planning, monitoring and evaluation functions by agricultural cooperatives; development of an integrated and efficient agricultural cooperative system on the lines of Japanese model, and undertaking perspective planning missions were some of the areas identified by the Sub-Committee for formulating the work programme of the ICA RO during the next three years in the field of agricultural cooperation.

The Sub-Committee approved the following activities for the year 1988-89:

- a. Perspective planning for agricultural coop sector and follow-up work.
- b. Project planning.
- c. Six months Agricultural Management Training Programme funded by the Japanese Government.
- d. ICA/CUAC/IDACA joint seminars in agricultural cooperation.
- e. Regional meet on performance and development indicators as a step to establishing coop data banks.

- f. Indepth study of agricultural cooperative movement in Korea to culminate in a publication to disseminate the Korean experience to other movements.

CONSUMER SUB-COMMITTEE

Tenth Meeting:

The tenth meeting of the ICA Sub-Committee on Consumer Cooperation was held at Singapore on 29th and 30th May 1986 under the chairmanship of Mr. K. Katsube. Members from the Philippines, Japan, Malaysia, Singapore and Thailand attended.

The meeting reviewed the work undertaken by the Consumers Cooperative Development Project of the RO during the previous year including the reports of the Study Missions to Thailand, Philippines, Malaysia and Singapore. The Sub-Committee emphasised the need for member movements to support the project financially and fixed annual contributions ranging from US\$ 150 to 1000 by the member movements in the region.

The work programme for the year 1987-88 was discussed and the following were approved :

- i. Training in retail management in the Philippines, India and Thailand.
- ii. Technical assistance to selected consumer coops in Indonesia and Thailand.
- iii. Study of the structure of the urban consumer coop movement in Indonesia.
- iv. Strengthening of the consultancy and promotional department of NCCF in India.

Eleventh Meeting:

The eleventh meeting of the Consumer Sub-Committee was held in Manila, Philippines, on 17th-18th June 1987, under the chairmanship of Mr. K. Katsube. Members from Japan, Malaysia, Singapore, Sri Lanka and the Philippines attended the meeting.

The Sub-Committee identified the following activities to be carried out by the ICA RO Project for 1987-88:

- a. Consultancy assistance to the Consumer Cooperative Federation of Thailand to develop efficiency norms and guidelines for retail societies.
- b. Technical and financial assistance to the Consumer Cooperative Movements of the Philippines, Indonesia and India.
- c. Study mission to Indonesia to identify areas which call for external assistance and in preparing their perspective plans.
- d. Model workshop in retail management in Malaysia.
- e. Regional seminar on Members Participation and Housewives involvement in Consumer Cooperatives.

Chairman

On resignation of Mr K. Katsube from the Chairmanship of the Sub-Committee, the Sub-Committee expressed its high appreciation for the services rendered to the consumer cooperative movement of the Region by him.

Mr M. Ohya, from the Japanese Consumers Cooperative Union was elected as the Chairman of the Sub-Committee to succeed Mr. K. Katsube.

SUB-COMMITTEE FOR FISHERIES

A meeting of the ICA Sub-Committee for Fisheries for Asia was held in Malaysia on 3-4th March 1987 and was presided over by Dato Haji Aziz Ibrahim, Chairman. It was attended by members from Bangladesh, India, Japan, Malaysia, Philippines and Sri Lanka. Mr. J. Saito, then Chairman of the ICA's main Fisheries Committee, also attended the meeting.

A Japanese government funded project entitled "ICA Fisheries Committee Lecture Course Project for Leaders of Fisheries Cooperatives" to be held for a period of five days each in two countries in

the region each year was announced by Mr. Saito. He also informed that the Regional Seminar on Fishermen's Cooperatives for SE Asia organised annually by the Japanese Fisheries Cooperative Federation would continue.

The other areas of activities identified by the Sub-Committee included:

- i. Perspective planning for fisheries cooperative sector in a few countries of the region.
- ii. Identification of fishery coop development projects and assistance in finding donors.
- iii. Education and training of coop leaders and managerial personnel of fisheries coops in the region.
- iv. Collection of basic data on fishery coops in the region.
- v. Production of a quarterly Bulletin on Fisheries cooperatives in the region: The member for India offered the assistance of his organisation in this regard.

SUB-COMMITTEE FOR COOP CREDIT & BANKING

The first formal meeting of the Sub-Committee was held in Manila, Philippines, from 1-2 April 1987, and was presided over by Mr. M.M. Vyas, who was elected as the Chairman. Members from India, Indonesia, Republic of Korea, Philippines and Thailand attended the meeting. The meeting was also attended by Mr. Somchit Supabanpot, General Manager, Asian Confederation of Credit Unions (ACCU).

The Sub-Committee felt that considering the scope of activities of the Sub-Committee, its name should be changed to "The Sub-Committee for Asia on Cooperative Finance".

The need to upgrade the quality of services of credit coops; promotion of informal groups and

enhancement of member participation; need to serve the poor and weaker sections of the community by reducing operational costs; developing effective credit systems; and carrying out perspective and project planning in coop finance sector were some of the common areas of needs and concern identified by the Sub-Committee.

The areas deserving high priority attention, as identified by the SC, included the problem of loan delinquency and management, resource mobilisation—both internal and external, establishment of cooperative data banks and perspective and project planning missions for cooperative finance sector.

SUB-COMMITTEE FOR TRADE & INDUSTRY

Three meetings of the Sub-Committee for Trade and Industry were held in Bali, Indonesia, on 23rd October 1986; at Penang, Malaysia, on 6-7th April 1987; and at Singapore on 3rd October 1987.

The meetings were presided over by the Chairman of the Sub-Committee, Mr. Modesto Sanay.

The following were the important decisions:

- i. The meetings stressed the importance for a focal point for cooperative business development at the national level in each country

and also the importance of continuity of membership of SCTI.

- ii. The possibility of developing a case on an agreed basis to assist further inter-cooperative trade.
- iii. The Sub-Committee noted that an Evaluation of the Cooptrade Project consisting of Mr. G.K. Sharma and Mr. Hemphill was undertaken. The report of the Evaluation Mission was positive and a decision has been taken by the ICA to extend the duration the COOP-TRADE project. The SCC has agreed to continue its financial support to the project.
- iv. A three-year plan of activity for the project was approved by the Sub-Committee at its October 1987 meeting.
- v. The Sub-Committee was informed that an important development in Indonesia during 1986 was the setting up of the Indonesian Cooperative Business Promotion Board, after the Sub-Committee meeting held in Bali in October 1986. The Board will assist in the development of Indonesian business cooperatives in their domestic and international market activities. This board has already identified about 35 different products which could be marketed/exported through Indonesian cooperatives.

DEVELOPMENTAL ACTIVITIES

The major developmental activities of the ICA Asian Regional Office are carried out through the following Projects:

1. Development Coordination Unit (DCU)
2. Agricultural Cooperation Development Project
3. Consumer Cooperative Development Project
4. Cooperative Education and Training Project
5. Cooptrade Project

6. Project for Strengthening Management of Agricultural Cooperatives in Asia.

These projects are carried out in financial support from the Swedish Cooperative Centre (SCC),/SIDA; Government of Japan/Central Union of Agricultural Cooperatives (CUAC); Japanese Consumers Cooperative Union, the Canadian Cooperative Union; Member Organisations and other donor agencies.

DEVELOPMENT COORDINATION UNIT (DCU)

1. Improvement of the Capability of the National Cooperative Organisations in Project Identification and Planning:

At the request of the member organisations, training activities of one month's duration each were held in Indonesia and Thailand on "the Improvement of Capabilities of National Cooperative Organisations in Project Identification and Planning" (PID&P). The Indonesian course was held from 12th January to 6th February 1987 and the Thai course was held from 22nd June to 18th July 1987. The course concept as well as the training methodologies used were developed by the Cooperative Development Adviser of the ICA RO, Mr Sten Dahl, who also conducted the course with the assistance of national resource persons.

The 32 participants of these courses were managers, research and planning officers in the national and regional cooperative organisations and trainers from cooperative training institutions. The training which used a mix of participatory and on-the-job training techniques consisted of one week's theory, one week of field work and two weeks for preparing and negotiating project documents with selected banks and support agencies. Participants formulated eight cooperative development projects during the training period itself and in Thailand the 16

participants are presently preparing individual projects for their respective cooperative organisations.

The Food and Agriculture Organisation of the UN provided financial support for the Indonesian Course while the Fredrich Ebert Stiftung provided funding support to the Course in Thailand.

Preparations for the first Project Identification and Planning Course in the Philippines have also been finalised by the DCU. Apex organisations in each country have also established special committees consisting of cooperative project experts for the purpose of ensuring implementation and necessary financial and technical support for projects developed individually by the former course participants.

The ICA ROA will assist in establishing institutionalised national and regular training programmes in Project Identification and Planning in each of the above countries. Bangladesh, Sri Lanka and Malaysia have also expressed needs for this type of assistance.

2. Negotiations for Donor Support:

During the year 1987, the DCU managed to negotiate external assistance to the member organisations in the region as follows:

Project Title	Recipient Country	Donor(s)	Amount
1. Course: Project Identification and Planning	Dekopin, Indonesia.	FAO	US\$ 7,750
2. Course: Project Identification and Planning	CLT/ Thailand	FES	13,600
3. Project Identification and Planning	CUP/ Philippines	ACDI/USA	5,000
		ILO	1,000
		Sub-total	US\$ 27,350
4. Fishnet Making Project, India.	Fishcopfed, India.	CCA/ Canada	C\$ 40,113
5. Prawn breeding project	Ranode Agrl. Coop, Songhkla CLT, Thailand	CCA/	C\$ 185,300
		Sub-total	C\$ 225,413

3. Information and Documentation for Monitoring Coop Development – Data Bank:

A note on the establishment of a Cooperative Data Bank in the ICA RO was prepared for consideration of the Regional Council at its meeting held in Tokyo in September 1986. It was suggested by the Regional Council that the main responsibility for building up cooperative data banks must be borne by the NCOs.

Accordingly the RO will be assisting the National Cooperative Union of India in an experimental project to build up such a data bank for the Indian Movement.

3.1 NCUI Data Bank Project:

Preparations for the establishment of the NCUI Data Bank started in 1987 with a visit to the Land Development Bank of India and the NABARD (the National Bank for Agriculture and Rural Development) in Bombay by the Cooperative Development Adviser. The findings and conclusions point to the direction that a study of the accounting, administrative routines and the present procedures used

in compilation of data at the primary and secondary cooperative levels must be carried out to determine what data can be readily and adequately be obtained at regular intervals without personnel having to go into many laborious and difficult exercises.

The study should also look into the possibilities of gradually improving the systems so that after approximately five years, a comprehensive and relevant management information system can be evolved and maintained at all cooperative levels.

4. Role of Government in Promoting Cooperative Development in the Region:

The ICA RO has taken up during 1987, as suggested by the Evaluation Mission of the ICA, a Project on the Role of Government in Promoting Cooperative Development in Asia with the aim of ensuring that constraints to cooperative development are removed and policies which contribute to genuine cooperative development are promoted. The project is to be carried out over a three-year period.

The plan of activities includes carrying out country studies. Selected consultants from each member country will prepare country papers on the subject based on which a Regional Paper will be prepared. The Regional paper will be discussed at a proposed Conference of high level officials dealing with the formulation of policies of cooperatives and non-officials leaders of cooperative organisations. The Regional Conference will suggest guidelines on cooperative legislation and government policies for fostering cooperative development. Follow up work will subsequently be carried out at national levels.

During the period under review, a Regional Consultant and all country consultants have been identified and they have been requested to prepare country papers on cooperative legislation and government policies affecting cooperative development.

5. Coordination and Assistance to Development Projects:

The ICA RO assisted the National Cooperative Fisheries Federation of India, Fishcopfed, in formulating a Fish Net Production Project. The Project was forwarded to the Canadian Cooperative Association (CCA), formerly known as the Cooperative Union of Canada (CUC), which agreed to give assistance of Canadian Dollars 40,113 to the Fishcopfed for installing three hand operated fish net production machines— one at its production cum-demonstration and training centre at Delhi, and two such machines in two primary cooperatives.

The ICA RO assisted the Cooperative League of Thailand (CLT) in formulating a giant Fresh Water Prawn breeding project to be carried out by Ranode Agricultural Cooperative in Songkhla province in Southern Thailand. The CCA agreed to assist by Canadian \$ 185,300 for implementation of the project which will benefit 106 farm families to increase

their incomes over the next three years. The Project which started in May 1987 has so far been managed according to the plans and Canadian \$66,600 have already been utilised.

6. Consultancy on Establishment of Computerised Accounting Services in Thailand

On the basis of a request received from the Cooperative League of Thailand (CLT) and the Cooperative Audit Department of Thailand, the ICA RO engaged the services of a Finnish Consultant to undertake a study for the establishment of accounting services for primary and secondary

cooperatives in Thailand by using computers. The assignment was carried out in July-August 1987. The report of the consultancy indicates positive directions for introduction of computer services in accounting practices in the cooperative movement of Thailand. It envisages the introduction of a nationwide efforts to develop standardised systems for all kinds of cooperatives with effective control at the apex level, viz. Cooperative League of Thailand. The report proposes a pilot project in one or two provinces over next 1-1/2 years with computer service units placed by CLT at the Provincial Cooperative Federations. It is envisaged that the

cooperatives in 50 of the 73 provinces will utilise the accounting services of the CLT by 1991 when the systems are expected to be fully built up. The report has been presented to the member organisation for necessary action.

7. Planning, Budgeting, Monitoring and Reporting:

During the period 1986-87 the DCU evolved and implemented internal ICA Systems for Project Planning, Budgeting, Monitoring and Reporting.

This has been done in collaboration with all Project Advisers as well as with the ICA HQs and some of the donor agencies.

HIGHLIGHTS

- * **Project identification courses held in Indonesia, Thailand and the Philippines.**
- * **Donor support for various projects of US\$ 27,350 and Canadian \$ 225,413 negotiated.**
- * **Establishment of a Regional Data Bank and NCUI Data Bank Project-preliminary steps taken.**
- * **Project on Role of Government in Promoting Cooperative Development in Asia initiated.**
- * **Computerisation of ICA RO activities started.**

8. Collaboration with International Organisations:

8.1 Mr J.M. Rana, Regional Development Officer & Head of DCU, participated in the UN Seminar on the Role of Government in Promoting Cooperative Movement, held in Moscow, USSR, from 18th to 31st May 1987 and presented a paper on the Role of Government in Promoting Cooperative Movement in Asia. Mr Rana was invited by the UN Centre in Vienna to undertake the above assignment as a consultant.

Mr Bruce Thordarson, Associate and Development Director of the ICA, also actively collaborated with the UN Centre for the above seminar. He presented a paper on "Global Review of the Role of Cooperatives in Economic and Social Development".

8.2. The Cooperative Development Adviser of the ICA RO, Mr Sten Dahi, assisted the ILO/MATCOM as consultant and conducted a seminar on Manual on Rural Credit and Savings at the PUSLATPENKOP in Jakarta, Indonesia, from 3-23 February 1987. Seventeen trainers and 17 credit managers of cooperatives participated in the seminar which apart from providing training and knowledge to the participants also was used for the purpose of adaptation and improvements of an earlier translation of all the training material. At the end of the seminar, the participants carried out action commitments which they will attempt to introduce in their respective areas of operation. PUSLATPENKOP will have the responsibility to see that these action commitments and the new Indonesian version of

the Manuals are implemented.

9. Library Services to Continue:

As the part of restructuring contemplated in 1986, the Library was to be closed on 31st December 1986.

However, after a series of discussions held with the donors and the authorities of the ICA, it has now been decided to continue the Library and documentation facilities as a part of the ICA RO's Data Bank and Information Services. The services of Mr B.D. Pandey, Librarian and Documentation Officer, have also been retained, on a contract basis, from February 1987 onwards.

The ICA RO Library has 17,000 volumes on cooperation and allied subjects and receives a number of cooperative journals.

10. Computerisation of ICA RO Activities:

In a bid to speed up and improve the quality of work of the ICA RO, the DCU spearheaded the introduction of computers in the fields of word processing and accounting. Preparations were also initiated for the computerisation of the Library and the Project Management. Other areas for computerization will be the ICA Data Bank and the envisaged Information Unit. A computer consultant has been engaged on a part-time basis for an initial period of one year to assist in training and creating a computer culture within the Regional Office.

AGRICULTURAL COOPERATIVE DEVELOPMENT PROJECT

1. Agricultural Cooperative Adviser

The post of Agricultural Cooperative Adviser remained vacant and the work for the Agricultural Project was carried out by the DCU of the ICA RO

2. Perspective and Project Planning for Agricultural Cooperative Sector in the Region

The ICA Specialised Sub-Committee for Agricultural Cooperation for Asia had recommended that the ICA RO should assist the member movements to carry out perspective plans for the agricultural cooperative sector in selected countries. Study Missions were carried out for the purpose by Mr J.M. Rana, Deputy Regional Director and Head of Development Coordination Unit and Mr Sten Dahl, Cooperative Development Adviser, ICA ROA, in four countries as detailed below.

2.1. Malaysia

The Study was carried out in Malaysia from 12th April to 26th April 1986 with the active assistance and collaboration of Angkasa, the member organisation in Malaysia and the Farmers Organisation Authority of Malaysia (FOA).

As a part of its terms of reference, the Mission paid special attention to the needs of small paddy farmers and the ways in which genuine cooperatives can be developed. The overall objective of the Mission was to strengthen the main objectives of the agricultural cooperatives viz. to raise the income levels and standards of farmers.

The methodology adopted by the Mission included collection and analysing the data available with secondary and apex organisations; discussions with policy makers from both the government and the movement; and field visits to selected rural

areas, farmers organisations and agro-based coops for making a first hand study.

The Report was presented to Angkasa for follow-up action.

2.2 Thailand

The Study Mission on Perspective and Project Planning for Agricultural Cooperative Sector in Thailand was carried out by the DCU from 27th April to 10th May 1986, with the active assistance and collaboration from the Cooperative League of Thailand and the Cooperative Promotion Department of the Ministry of Agriculture and Cooperatives, Government of Thailand.

The terms of reference for the Mission included identification of problems and needs of farmers and farmers cooperatives; outlining future opportunities of development in the context of national development plans; suggesting specific areas for cooperative development projects and formulation of at least one or two projects in areas of critical importance for cooperative development.

The focus of the Study was on the needs of the small farmers with a view to strengthening the cooperative structure at different levels. The Mission also assisted CLT and CPD in formulating a couple of cooperative projects.

The methodology adopted for the Study was similar to that of the Malaysian Study.

The report was submitted to the CLT and CPD for their perusal.

2.3 Indonesia:

The Study Mission on Perspective and Project Planning for Agricultural Cooperative Sector in Indonesia was carried out by the DCU in collabora-

HIGHLIGHTS

- * Study Missions on Perspective and Project Planning for Agricultural Sector in Malaysia, Thailand, Indonesia and the Philippines undertaken.
- * Regional Seminars on Member Participation and Cooperative Dairy Development held.
- * Brochure on Agricultural Cooperative Movements in the Region brought out.



President of the ICA, Mr Lar Marcus, the Chairman and Members of the Regional Council along with Indian Cooperative Leaders called on the President of India, Giani Zail Singh, during Regional Council Meeting held in New Delhi.



H.E. Mr Eijiro Noda, Ambassador of Japan in India, speaking at the inauguration of the Second Training Course. (L-R) Mr. G.K. Sharma, ICA Regional Director for Asia, Mr Eijiro Noda, Mr Rai Singh, Chief Executive, NUCI, Dr E Bojadziewski, FAO Representative in India, and Mr. M.V. Madane, Project Director.



Participants to the Philippines PID & P Course presenting their project proposal.



Minister of State for Textiles of Government of India, Mr Ram Niwas Mirdha releasing the fourth volume of "the Glimpses of Cooperatives Through Press" at a function held in the ICA ROA in September 1987.

Dr. G.S. Dhillon, Minister for Agriculture and Cooperatives, Government of India, formally inaugurated the 29th meeting of the Regional Council in New Delhi. Dr. Dhillon (right) with Mr Riazuddin Ahmed, Member for Pakistan.



ICA ROA staff with Regional Director, Mr G K Sharma



tion with the Dewan Koperasi Indonesia, Indonesia, from 21st September to 10th October 1986.

The experience gained by the DCU during study missions in Malaysia and Thailand were utilised while drawing up the programme in Indonesia.

The terms of reference and focus were similar to those of the Malaysian and Thai missions.

The findings of the Mission on the basis of analysis of data, field visits, and discussions with cooperators at various levels were presented to the DKI and the Directorate General of Cooperative Development for their comments and follow up. The final report of the Study Mission is under preparation.

2.4 Philippines

The Study Mission to the Philippines was carried out jointly by the ICA RO and the UN FAO. The Mission consisted of Mr J.M. Rana, Deputy Regional Director, and Mr Sten Dahl, the Regional Development Adviser of the DCU; Mr. M. Matsuhira, Senior Counsellor from the Central Cooperative Bank for Agriculture, Forestry and Fisheries of Japan and Mr R.G.G.O. Gunasekara, Consultant, Credit and Coops of the UN FAO, Bangkok. The Mission had the active assistance and collaboration of the Cooperative Union of the Philippines (CUP) and the Bureau of Agricultural Cooperative Development of the Department of Agriculture of the Government of the Philippines. The Study was conducted from 2nd to 20th March 1987.

The Report has since been submitted to the CUP for follow up action and a National Conference for the purpose of establishing a Perspective Action Plan has been prepared.

3. Brochure on Agricultural Cooperative Movements in the Region

Brief papers on the agricultural cooperative situation and needs of development were prepared for Bangladesh, China, India, Indonesia, Republic of Korea, Malaysia, Pakistan, Philippines, Sri Lanka and Thailand. These papers were used at the second ICA Training Course for Strengthening Management of Agricultural Cooperatives in Asia held in Delhi in October-December 1987. They were

also presented to the meeting of the Agricultural Sub-Committee held in Manila in 1987.

4. Regional Seminar on Member Participation, IDACA, Tokyo, Japan

The ICA/CUAC/IDACA Regional Seminar on Member Participation in Agricultural Cooperatives with special reference to Japan was held in IDACA, Tokyo, from 3rd to 22nd November 1987. Mr Sten Dahl, Cooperative Development Adviser of ICA ROA and Mr Hiroshi Terunuma of IDACA jointly conducted the major parts of the Course. Seventeen participants from Bangladesh, China, Indonesia, Republic of Korea, Malaysia, Nepal, Pakistan, the Philippines, Sri Lanka and Thailand took part in the seminar. Study visits to agricultural cooperatives in Japan were also arranged as part of the seminar. All local costs for the course were met by IDACA.

As the course participants also drew up action programmes for enhancement of increased member participation in their respective cooperative societies, it has also been agreed that a monitoring system for the purpose of implementation of such proposed member participation activities be developed.

As member participation is a weak area in most of the Asian countries and as the MOs have expressed serious needs for knowledge and skills in this field, the IDACA and the ICA ROA have agreed to hold one course every year on the same theme for the next three years. Both ICA ROA and IDACA have secured funding for this three year programme.

5. Regional Training Course on Cooperative Dairy Development

A Regional Training Course on Cooperative Dairy Development for Asia was held at Anand, India, from 6th to 19th December 1987. The course was held in collaboration with the National Dairy Development Board of India (NDDDB) and the National Cooperative Union of India (NCUI). Fourteen participants from Bangladesh, China, India, Indonesia, the Philippines, and Thailand attended the course. All local costs of the course were borne by the NCUI/NDDDB.

ICA/JAPAN COOPERATIVE MANAGEMENT TRAINING PROJECT

ICA Training Course for Strengthening Management of Agricultural Cooperatives in Asia

First Course: 1986/87

The first Training Course for Strengthening Management of Agricultural Cooperatives in Asia was held from 1st November 1986 to 3rd May 1987 in New Delhi and Tokyo. The first part of the Course was held in ICA RO premises from 1st November to 31st December 1986 followed by study visits in Thailand from 1st to 13th January 1987. The second part of the course was held at the IDACA premises in Tokyo from February 18 to April 17, followed by study visits in the Republic of Korea from April 20 to May 3, 1987. Study visits to agricultural cooperatives in India and Japan were also organised during the course period.

Participants

The first course was attended by 15 participants from nine countries viz. Bangladesh, India, China, Indonesia, Korea, Malaysia, Philippines, Sri Lanka and Thailand. The participants were middle or senior level executives in cooperatives or their supervising organisations.

The course was organised by the ICA Training Project for Management of Agricultural Cooperatives, established with funds made available to the ICA by the Government of Japan. The Cooperative Movement of Japan led by the Central Union of Agricultural Cooperatives (CUAC) played a key role in securing the assistance from the Government of Japan through the Ministry of Agriculture, Forestry and Fisheries (MAFF).

Theme

The theme of the Training Course was to increase member farmers income by a process of value adding through integrated organisational models and improved management practices.

Methodology

Participative methods with emphasis on group work and syndicated exercises based on case studies were followed in the course. The participants were required to prepare agricultural cooperative development projects during their home country assignments after the first part of the Course. These projects were later appraised by a team of experts and were further improved to make them acceptable to financing/donor agencies.

Collaborating Organisations and Resource Persons

While the first part of the course was carried out by the ICA RO in collaboration with its member organisations in India and Thailand, the second part

was conducted in collaboration with the Institute for the Development of Agricultural Cooperation in Asia (IDACA) and the CUAC. Study visits in the Republic of Korea were carried out with the active cooperation of the NACF, Korea.

The course had the benefit of resource persons from the ICA RO, the Indian Institute of Management, Ahmedabad (IIMA), the Vaikunth Mehta National Institute of Cooperative Management (VMNICM), the National Agricultural Cooperative Marketing Federation of India (NAFED) and the

HIGHLIGHTS

- * First Management Training Course with Japanese Government assistance held.
- * First Part in India with study visits in India and Thailand and second part in Japan with study visits in Japan and Republic of Korea carried out.
- * Second course for 1987/88 currently on-going.
- * Participants home country assignments for project preparation extended from 30 days to 40 days.

Japanese Agricultural Cooperative Movement.

The final report of the course was submitted to the Government of Japan through the ICA headquarters in Geneva.

Second Course/1987-88

The Second ICA Training Course for Strengthening Management of Agricultural Cooperatives in Asia is currently in progress. The first part of the second course was held in New Delhi from 26th October to 25th December 1987 followed by study visits to agricultural cooperatives in Thailand from 26th December 87 to 10th January 1988.

Fifteen participants from Bangladesh, India, China, Indonesia, Korea, Malaysia, Philippines, Sri Lanka and Thailand are attending this year's course.

After the home country assignments, the second part of the Course will be held at IDACA from

February 22 to April 22, 1988, followed by study visits to agricultural cooperatives in the Republic of Korea from 25th April to 10th May 1988.

The methodology followed for the second course was broadly on the same pattern. The programme was modified on the basis of experience gained during the first course. The duration for home country assignments for project preparation was increased from one month to 40 days to provide more time for participants to prepare suitable projects.

Follow up action the implementation of some of the project proposals prepared during the first course was initiated during the year. Efforts are being made to improve the projects further in order to attract donor interest for securing financial and technical support for their implementation.

Mr. M.V. Madane, the Project Director, coordinated the entire training programme.

CONSUMER COOPERATIVE DEVELOPMENT PROJECT

1. Study Mission to Malaysia and Singapore:

The ICA appointed a study mission consisting of Messrs K.Eklund from SCC, K. Kitamura from JCCU and M.K.Puri, ICA Consumer Project Adviser, to identify areas and activities which call for external assistance for further development of consumer cooperative movements in Malaysia and Singapore. The study mission visited Malaysia from 12th to 26th March 1986 and Singapore from 27th to 30th March 1986. The findings of the Study Mission together with their recommendations were supplied to the ICA RO, SCC and member movements in Malaysia and Singapore for follow-up action.

2. Joint Meeting of ICA Consumer and Women's Committees:

A joint meeting of the ICA Consumer and Women's Committees was held in Tokyo, from

10th to 15th April 1986. The meeting was attended by Mr. K. Katsube, then Chairman of the ICA Consumer Sub-Committee for SE Asia. He presented a detailed note on the objectives of the Sub-Committee and the activities carried out by it during the last ten years in the region.

3. Consultancy Service to Consumer Coops in Thailand:

The Project Adviser provided consultancy service to the Nakorn Swan Consumer Cooperative in Thailand from 17th to 25th May and 17th to 19th June 1986. The grocery shop of the cooperative was reorganised into a supermarket and consultancy service was provided in areas of inventory management and store operations.

A follow-up consultancy was provided by the

Project Adviser to the Chiangmai Cooperative Supermarket in Thailand from 26th June to 2nd July 1986 to assist management of the supermarket in implementing some of the recommendations made earlier during the consultancy mission to that cooperative in May 1985.

4. The Project Adviser assisted the consumer cooperative movement of Thailand by acting as a resource person at one of their regional training programmes held in Songkla on 21-22 June 1986. The programme was attended by 66 employees of consumers cooperatives and 11 officials of the Cooperative Promotion Department of Thailand.

5. Technical Assistance to Consumer Cooperative Movements in the Philippines, Thailand and India on Cooperative Retail Management.

During the period under review, the Project Adviser assisted the Cooperative Union of the Philippines, the Cooperative League of Thailand, the Cooperative Promotion Department of Thailand and the National Consumers Cooperative Federation of India in conducting six workshops on Retail Management at national level.

The two workshops in the Philippines were held in Baguio City from 22nd to 30th September 1986 and in Cebu City from 3rd to 10th October 1986. These workshops were conducted in collaboration with the Bureau of Cooperative Development and were attended by 41 participants who were senior employees of consumers cooperatives besides a few observers from the Bureau and the Norlucedo. The workshops were intended to impart technical skills and knowledge to trainers in the cooperative development and training centres affiliated to the NATCO.

The two workshops on retail management in Thailand were held in Bangkok from 22nd to 29th

March 1987 and in Chiangmai from 30th March to 3rd April 1987. The two workshops were attended by 55 participants besides observers. Two management consultants from the Japanese Consumers Cooperative Movement also assisted at the workshop in Bangkok.

HIGHLIGHTS

- * **Study Missions on consumer cooperative development in Malaysia and Singapore undertaken.**
- * **Consultancy services to the consumer cooperative movements of Thailand, Philippines and India extended.**
- * **JCCU continues to hold its International Workshops on Supermarket Operations in Japan for consumer cooperators from the region.**
- * **JCCU plans to support ICA ROA activities in consumer cooperative development in a big way.**

The Indian workshops were held in Madras, from 8th to 13th December 1986 and in Bombay from 25th to 30th May 1987, attended by 91 participants. The participants included senior employees of consumers cooperatives and consultants from the Consultancy and Promotional wing of the NCCF of India. The Madras workshop was also assisted by two Japanese Resource Persons from the JCCU and Nada Kobe Consumers Cooperative of Japan.

The subjects discussed at the above workshops included effective merchandising, display of goods, leakage, board-manager relations, management information system in consumers cooperatives, work organisations and break-even analysis technique for planning and controlling of operations. The participants were also exposed to the theory of chain stores, shop layouts in super markets and experience of the Japanese Consumer Cooperatives in these fields.

6. Workshops on Supermarket Operations in Japan:

The Japanese Consumer Cooperative Union, JCCU, conducted two Regional Workshops of three weeks each on Supermarket Operations in Japan during the years under review. The first workshop was held from 20th August to 13th September 1986 and the latter one from 2-22 August 1987. The ICA Consumer Cooperative Development Project assisted the JCCU in the selection of particip-

ants. The training programmes in Japan consisted of technical sessions on supermarket operations and chain store theory, study visits to private and cooperative super markets and practical attachments with cooperative supermarkets in Japan. The facility of on-the-job training is being extended by the JCCU since 1983 and has been appreciated much by the participants. Based on the suggestions from the participants, the JCCU is considering to increase the period of practical attachments in supermarkets from one week to ten days.

7. Consultancy Service to the CUP for Development of Consumer Cooperatives in the Philippines.

At the request of the Cooperative Union of the Philippines, the Project Adviser conducted a study of the present situation of consumer cooperatives in the Philippines from 7th to 30th January 1987. On the basis of visits to several consumer cooperatives in all the three main islands of the Philippines and discussions with cooperators, both official and non-official, a report was submitted to the CUP. In this report, the Project Adviser has observed that consumer cooperatives in urban centres have yet to be promoted and developed in the country. The existing movement consists of only a few employees cooperative societies which by their nature have only limited operations. Some suggestions for promotion and development of consumers cooperatives in the country have been made. The report is under consideration of the CUP and the BCOD in the Ministry of Agriculture.

8. JCCU Support to Consumer Cooperative Movements in Asia:

A very interesting development that has taken place during the period under review, is the decision of the JCCU to launch a campaign among its members of primary consumer cooperatives in

Japan, for raising funds for the promotion and development of consumer cooperative movements in the developing countries of Asia. Emulating the worthy example of the Swedish Consumer Cooperative Movement in extending assistance for the development of cooperative projects through the ICA RO for Asia, the JCCU hopes to come forward with a commitment of substantial support for the ICA Consumer Cooperative Development Project in Asia. The JCCU has however expressed its desire that the SCC should continue to support the consumer project for at least a few more years.

9. Study of School Cooperatives in Malaysia.

The working of more than 500 School Cooperatives presently operating in Malaysia with their own national federation was commended by the ICA Study Mission on Consumer Cooperation in Malaysia for emulation by other cooperative movements. The Mission commended the role of school coops as a valuable source of future leadership and managerial experience for the movements.

At the request of the ICA, the Japanese National Federation of University Cooperative Associations (NFUCA) has agreed to guide and provide technical support to this activity in Malaysia. A team of NFUCA will visit Malaysia to study the working of school coops in Malaysia on the spot and explore the possibility of helping them in a meaningful manner.

10. Technical Assistance to NTUC Fair Price Coop.

At the request of the ICA RO, the Japanese Consumers Cooperative Union provided technical assistance in the form of services of two experts in arranging one-week retail management seminar in Singapore for supermarket executives of NTUC Fair Price Cooperative Society, Singapore.

COOPTRADE PROJECT

The Cooptrade Project with project office in Kuala Lumpur continued to expand over the 1986 and 1987 period.

The following activities were carried out during 1986:

1. Project export shipments valued at more than US\$ 3 million from cooperatives were reported for the period.
2. The Technical Adviser undertook 21 missions during the year, involving seven countries in the region. Six feasibility studies and five technical consultancies were carried out.
3. Of project related costs, 50% were used for Thailand, and 24% for the Philippines, compared to the previous year when 80% were used for Sri Lanka and the Philippines. These three countries accounted for approximately 90% of the total trade volume initiated by Cooptrade.
4. A "Cooptrade Profile" brochure was printed and distributed.
5. A project evaluation was conducted during the year. The Evaluation Mission recommended extension of the project to 1992 and expansion of activity to include country/continental representation.

The following activities were carried out during 1987:

1. Cooptrade completed five years of operation as an ICA project. Cooperatives in South and South-East Asia base, as a direct result of

project inputs, exported products and agricultural products at a value of over US\$ 9.1 million.

2. During the first half of 1987, eight missions were carried out by the Trade Adviser. In the second half, a new Trade Adviser, Mr. Bruce Gunn was introduced and through initial and subsequent visits, 16 missions were conducted for a year end total of 24, as follows:

India (5); Indonesia (4); Philippines (5); Singapore (3); Sri Lanka (2) and Thailand (5).

3. Project activity expanded to include tiger prawn exports to Cooptrade Japan at US\$ 7 million per year; five consultancies; 2 feasibility studies; and participation in an international trade fair (Manila). Several new proposals for 1987-88 are under development.

4. Country representatives have agreed to proposal for establishing COOPTRADE "Affiliated" Offices and by the end of the year at least four were operational and another three are under active consideration. Also approved was the generation of Development funds from successful projects for future COOPTRADE activity in each country under a Trade and Industrial Development Incentive Scheme (TIDIS).

5. A new brochure, highlighting Cooptrade's European Representation and ICA's new computer-based market service (IDECOP) was printed for distribution. New promotional material and preparation for the first South East Asian Cooperatives Mini Trade Exhibition (K.L., April 88) were initiated.

HIGHLIGHTS

- * 21 missions to various countries result in trade worth USD 3 million.
- * Evaluation of the Project recommends continuation of Project for another five years.
- * Brochure on activities of Cooptrade Project brought out.
- * Tiger Prawn exports to Cooptrade Japan contemplated to result in export worth US\$ 7.1 million.
- * Cooptrade affiliated offices established in four countries for mutual benefit.

COOPERATIVE EDUCATION PROJECT

The Education Project functioned as CEMAS Project until November 1987. The main objective of the previous project was to contribute to the improvement of materials and methods for cooperative education in developing countries with particular reference to the needs of members, committee members and staff of cooperative societies.

The activities mainly carried out during 1986 and 1987 were aimed at achieving these objectives.

However, after the ICA Evaluation Team visited the ROA a reorganisation of the structure, objectives and activities was recommended. Accordingly the name of the project was changed to Cooperative Education and Training Project to become an extended function of the ICA ROA.

The overall objectives of the Project at present are as follows:

To ensure maximum involvement in cooperative activity and the efficient management of activities by all concerned with particular attention to members, committee members, leaders and facilitators in order to achieve overall objective of the cooperative organisation by promoting education/training and organisational development.

The earlier CEMAS project carried out the following activities during 1986 and 1987:

1986

The Education Project of the ICA RO concentrated itself on the development of cooperative education by availing of the FED approach in the developing countries of the region by (i) introduction

of FED approach to cooperative leaders, and (ii) development of facilitators in the concepts and methodologies of using FED in member development programmes.

During 1986 the following introductory workshops for leaders were undertaken:

- Malaysia
- Sri Lanka

These introductory workshops were followed by facilitators workshops in these countries. One of the major activities in these exercises was to adapt and translate FED materials to suit local conditions. The trainers were trained on how to use adapted materials in developing methodology to suit their local cooperatives. By undertaking this activity, it was expected that FED methodology may be incorporated into the national training

systems. However, in the case of Sri Lanka, it was seen that some of the steps were utilised in the preparation of annual education plans and also developing cooperative trainers on the job in the field.

CEMAS Education Officer and the Regional Director visited Malaysia, Sri Lanka and Thailand to introduce FED methodology to cooperative policy makers too.

The Education Officer in the Regional Office coordinated activities with the CEMAS Education Project in the Head Office. CEMAS bulletin served as a medium for exchange of ideas, experience and opinions in the field of cooperative education.

The Regional Office also assisted in carrying out the field activities after the FED workshop, through consultancy.

HIGHLIGHTS

- * **Project orientation and emphasis changed.**
- * **FED material introductory workshops and follow up meetings held in Malaysia, Nepal and Sri Lanka.**
- * **Adaptation of FED material in training activities undertaken in India, Nepal, and the Philippines.**
- * **New emphasis on Member Participation in Cooperatives.**

1987

Limited work could be carried out during the year due to the resignation of Dr. D.Vir, CEMAS Officer and the delay in appointment of his successor, Mr. Upali Herath.

During 1987 the CEMAS activities continued in a broader scope. In addition to the follow-up activities held during 1986, new countries were exposed to exchange experience and methodologies. The Regional Director, in place of CEMAS Officer who resigned, was able to visit Thailand, Philippines, Malaysia, Indonesia, Nepal and Bangladesh.

The ILO project in Nepal undertook to adapt some of the FED materials. The ILO Swiss Project translated the FED material into Bahasa Indonesia

and published it for the use of their trainers. BCOD and NATTCO in the Philippines adopted FED material at the regional and local levels. The NCDC in India has utilised FED approach for training selected extension workers. As a follow up to the field education development workshop in Sri Lanka, many trainers had undertaken new economic activities participated by active member groups. However, the absence of a full time CEMAS Education Officer hindered the activities to a certain extent.

The Regional Office continued to maintain relations with the CEMAS Liaison Officers as well as the member organisations and undertook other activities such as clearing house work and exchange of experience through CEMAS bulletin, correspondence and occasional field visits by the Regional Director.

FUTURE DEVELOPMENT PROGRAMME, (1988-1991)

In accordance with the Development Policy laid down by the ICA, the overall aim of the development programme during the next three years is to enhance the democratic bases of the cooperative movement through increased member participation and to enhance the economic performance of cooperative organisations especially in agricultural and consumer sectors.

With a view to deciding on the activities to be undertaken by the RO in the next three years, a joint planning meeting between the donors, the ICA HQ, and the ICA RO staff was held in November 1987. Representatives from the Swedish Cooperative Centre, the Canadian Cooperative Union and the Japanese Consumers Cooperative Movement attended the meeting.

The RO will carry out its development objectives through its Development Coordination Unit and five specially established projects. The DCU will coordinate the activities of the various projects as well as carry out activities with overall development focus. The various specially established projects

will promote development in their specific areas as per carefully defined objectives and with the active support of their respective specialised sub-committees.

The following are the six projects through which the RO activities will be carried out:

- i. Development Coordination Unit.
- ii. Agricultural Cooperative Development Project.
- iii. Consumer Cooperative Development Project.
- iv. Cooperative Education and Training Project.
- v. Cooptrade Project.
- vi. Project for Strengthening Management of Agricultural Cooperatives in Asia.

Finance:

The following table indicates the total budget for the different cooperative development projects, the extent of assistance expected from the different donors and the contribution from the ICA's Member Organisations in the Region, during the next three years, i.e. 1988-91. Figures for 1989-90 and 1990-91 are indicative.

Figures in Million Indian Rs.

Year	Total Budget	Member Orgns.	SCC	Govt of Japan	Other Donors
1988-89	23.75	5.51	7.15	6.43	4.66
1989-90	28.49	7.87	7.75	6.43	6.44
1990-91	31.50	10.33	8.51	6.43	6.23

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