

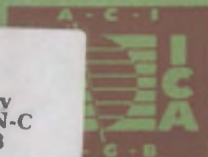


# Cooperative Management

RECOMMENDATIONS MADE BY THE ICA/CCE/GRAMACOP  
REGIONAL SEMINAR ON "COOPERATIVE MANAGEMENT"

PHILIPPINES, JANUARY 10-30, 1973

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International Cooperative Alliance

Regional Office & Education Centre for S-E Asia  
43 Friends' Colony, New Delhi-110-014

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PHILIPPINES, JANUARY 10-30, 1973

J. M. RANA

*Director of the Seminar*

HERMAN LAMM

*Co-Director of the Seminar*

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**INTERNATIONAL COOPERATIVE ALLIANCE**

Regional Office & Education Centre for South-

43 Friends Colony, New Delhi 110-014

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*Regional Seminar on*  
**“Cooperative Management”**  
held in the Philippines,  
January 10-30, 1973  
*under the joint sponsorship of*  
**International Cooperative Alliance**  
Regional Office & Education Centre for South-East Asia  
43 Friends Colony, New Delhi 110-014  
**Central Cooperative Exchange, Inc.**  
Rms. 113-115, Arle Building  
Aurora Blvd. Extension  
San Juan, Rizal. Philippines  
*and*  
**Grains Marketing Cooperative of the Philippines**  
107-D Arellano Street  
Caloocan City. Philippines

# **Cooperative Management**

**INTERNATIONAL COOPERATIVE ALLIANCE**

*Headquarters : 11 Upper Grosvenor Street*

**LONDON W1X 9PA England**

Regional Office & Education Centre for South-East Asia  
43 Friends Colony, Post Box 3312, New Delhi 110-014, India

**March 1973<sup>1</sup> (1,100)**

*PRICE : Indian Rs. 7.50*

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Printed in India at the National Cooperative Printing Press  
4/2 Kirti Nagar Industrial Area, New Delhi 110-015.

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## **INTRODUCTION**

1. The Regional Seminar on Cooperative Management was held in the Philippines from 10th to 30th January 1973 under the joint sponsorship of the ICA Regional Office & Education Centre for South-East Asia, the Central Cooperative Exchange, Inc., and the Grains Marketing Cooperative of the Philippines. The Seminar was inaugurated by Honourable Ramon B. Cardenas, Assistant Executive Secretary for Development Affairs, Government of the Philippines in the presence of a distinguished gathering. Thirty-two participants from the cooperative movements of the following countries and three observers from International Labour Organisation, Food and Agricultural Organisation, and Afro-Asian Rural Reconstruction Organisation attended the Seminar :

Bangladesh, India, Indonesia, Iran, Japan, Republic of Korea, Malaysia, Nepal, Philippines and Singapore. In addition, 29 cooperators from the Philippines observed the seminar proceedings.

2. The seminar discussed the subjects listed below :

1. Principles and Structure of the Cooperative Organisation.
2. Effects of Cooperative Law and Cooperative Department Regulations on Cooperative Management.
3. Internal Relations—Board-Members, Board-Manager, Manager-Staff.
4. Influence of National Economic Plans on Cooperative Management.



5. Long-term Planning of the Cooperative Movement.
6. Techniques of Long-range Planning and Budgeting.
7. Criteria of Cooperative Efficiency and Control of Business Performance.
8. Sources and Techniques of Capital Formation.
9. Techniques of Cost Control.
10. Management by Objectives.
11. Human Relations Approach to Management.
12. Monetary and Non-Monetary Incentives for Increasing Efficiency.
13. Self-awareness and Self-Development.
14. Staff Training and Career Development.

2.1 The seminar programme was carried out in the form of lectures and discussions, group discussions, group assignments, case studies, business games and study visits. The present document does not give the full report of the work done by the seminar. Programme followed by the seminar is given on page 13.

3. A list of participants appears on page 17.

4. The seminar was directed by Mr J. M. Rana, Director (Education) of the ICA Regional Office & Education Centre, Mr Herman Lamm, Joint Director in the ICA Regional Office & Education Centre assisted as the Co-Director of the seminar. Atty. Bienvenido P. Faustino, General Manager, Central Cooperative Exchange, Inc., Manila, was the officer responsible for all practical arrangements and he also assisted in the conduct of the seminar.

# Recommendations

## I. COOPERATIVE LAW

5. The seminar took note of the changes made in cooperative laws in various countries of the Region during the past few years and felt that stringent provisions in cooperative laws have been introduced in several countries which tend to limit the autonomy of cooperative organisations. In some cases the changes in cooperative laws were so drastic as to seriously affect the character of the cooperative movement. The seminar felt that it was becoming more difficult to carry out efficiently the management of cooperative organisations due to restrictive legal provisions.

6. It was mentioned at the seminar that changes in cooperative laws were being made on account of the requirements of economic planning and in the interest of the economic development of the country as a whole. The seminar, however, felt that the cooperative movement would be able to make its due contribution to economic development if it could maintain its cooperative character and function according to the Principles of Cooperation adopted by the International Cooperative Congress, held in 1966. The seminar, therefore, suggested that cooperative laws should be carefully examined by the national cooperative movements and the governments in the Region in order to ensure their conformity with cooperative principles so as to promote genuine cooperative development.

7.1 The seminar observed that the proper application of the cooperative laws was also of great importance in fostering cooperative development. For this purpose, it is necessary that the Registrar of cooperative societies and other officials of the government cooperative department have the necessary attitudes, knowledge and skills. Adequate training of these personnel was, there-

fore, regarded of vital importance. The seminar felt that political factors quite often influenced the decisions of the Registrar or the government with regard to the implementation of the cooperative laws in such respects as supercession and dissolution of the Boards of Director of cooperatives. In view of this, the seminar felt that with regard to the implementation of cooperative laws and taking major decisions affecting cooperative development, Cooperative Councils should be constituted in various countries, comprising the representatives of the movements as well as the governments. Persons possessing professional competence such as economists or sociologists should also be appointed on the Councils. The representatives of the movements should be nominated by the National Cooperative Unions, and in countries where such unions do not exist, jointly by the national cooperative business federations. Where it is necessary to constitute Councils at the provincial level, the principle mentioned above should be followed.

7.2 It should be mandatory on the Registrar of cooperative societies to exercise his authority with the concurrence of the Cooperative Council in respect of the following, where, by law, such powers are vested in the Registrar of cooperative societies :

- (a) taking decisions with regard to supercession and dissolution of the Boards of Directors of societies ;
- (b) making nominations to the Bords of Directors where government has given substantial equity and/or long-term loan capital ; and
- (c) compulsory amalgamation, division or reorganisation of societies.

7.3 The seminar further emphasized that changes in cooperative laws should be proposed to the legislative bodies only after consultation with the Cooperative Councils.

8. The seminar suggested that cooperative laws should not have provisions restricting a board-member or an office-bearer as regards the number of terms he can serve. The seminar also suggested that provisions be made in the by-laws to provide

adequate representation on the Boards of Directors, where necessary, to safeguard the interests of the weaker sections of the community.

9.1 The seminar felt that at present the Registrar has wide powers and responsibilities vis-a-vis the cooperative movement. Some of these powers and responsibilities rightfully belong to the cooperative movement. In view of this, the seminar suggested that, to begin with, the function of cooperative education and training should be transferred to the apex bodies of the cooperative movement, which should carry out this function in collaborating with their affiliates. When feasible, the apex bodies should take over supervision and even statutory audit.

9.2 The seminar suggested that the apex bodies should make adequate arrangements for carrying out the functions of organisation and internal and/or concurrent audit of cooperative societies.

9.3 The ideal situation would be that eventually the functions of the Registrar should mainly be registration of societies, prevention of the registration of bogus or pseudo cooperatives and cancellation of registration of societies which cease to function on genuine cooperative lines.

10. The seminar recommended that the ICA Regional Office should create a section for the purpose of reviewing from time to time changes that are being made in cooperative legislation in the Region. Member organisations should supply on their own the required information to the ICA Regional Office in order to facilitate such review. In cases where legal provisions exist or are proposed which (would) adversely affect the autonomy of cooperatives, the ICA should contact the governments concerned to reconsider such provisions. When needed, the ILO and the FAO should also be approached by the ICA with a request that they present the correct cooperative standpoint to their concerned member governments.

## **II. COOPERATIVE PLANNING AND GOVERNMENT**

11. The seminar welcomed the formulation of cooperative development programmes by governments in the Region as part of their overall economic plans. However, it noted that at present it is the government cooperative departments which mainly formulate cooperative development programmes, although in some cases individual cooperators are associated in this process.

12.1 The seminar emphasised that the governments as well as the cooperative movements have identical objectives insofar as the development of agriculture, fisheries, and cottage and small industries and promoting consumer welfare were concerned. In view of the planning that is being done by the governments for uplifting socio-economic conditions of people of moderate means and in view of the special capacity of the cooperatives to assist these people to improve their socio-economic conditions, the seminar felt that the governments should increasingly utilise the cooperative movement for development purposes. Cooperative development programmes would be successful to the extent that the cooperative movements are involved in formulating and implementing cooperative development programmes. The seminar, therefore, recommended that there should be a partnership between the apex bodies of the cooperative movements and the governments in the Region in formulating and implementing cooperative development policies and programmes.

12.2 The seminar recommended that in view of the above, governments in the Region should not establish competing agencies of farmers or fishermen in forms other than cooperatives in order to avoid creating confusion in the minds of the people and in order to enable cooperatives to function smoothly.

13.1 In view of the fact that the cooperative movement comprises people of moderate means, government should provide sufficient

assistance to the cooperatives in order that they can fulfil their objectives and thereby play an important part in the overall development plan of the country. The seminar recommended that government should provide tax exemptions, grants-in-aid and long-term loans at concessional rates to cooperatives. It was also felt necessary to provide subsidies to societies for managerial staff on a tapering basis and to give adequate grants for building up the required facilities for member-education and training of cooperative personnel. The seminar emphasised that this assistance should be provided by the government in such a manner as would not affect the autonomy of the cooperative movement but would assist in the promotion of a strong and voluntary cooperative movement. In this context, the seminar suggested that special steps should be taken to strengthen the apex cooperative organisations.

13.2 The seminar suggested that the cooperative movement should spell out the quantum, forms and timing of assistance needed from the government so that it can fulfil the expected role in the execution of cooperative development programmes formulated by the government in consultation with the movement.

14. The seminar noted that in some countries there exist National Cooperative Unions which serve as the sole spokesmen of the movements vis-a-vis the governments and which could take part in formulating cooperative development programmes. In other countries, however, such unions do not exist. In view of this, the seminar recommended that National Cooperative Unions should be established in such countries and, wherever necessary, governments should provide adequate assistance for the establishment of these unions.

15. The seminar felt that the ideal situation with regard to cooperative planning would be that the National Cooperative Organisations should formulate their own long-term cooperative development plans (e.g. 5 years). These plans can then be incorporated in the economic development plans formulated by the governments after necessary adjustments that may be required on the basis of discussions between the movements and the governments.

### III. INTERNAL RELATIONS

16. The seminar noted that the size of the primary societies was increasing in many cases and felt that in such large societies the basis of constituting the general assemblies required a change. It was suggested that in a large society the authority of the general assembly should be vested in the meeting of the delegates who would be elected on the basis of membership, e.g. one delegate for every 100 members.

17. The seminar also discussed the question of the constitution of a general assembly in a secondary society. In this regard the seminar suggested that, as a matter of principle, individuals should not be members in a secondary society and that the membership should be restricted only to societies. The basis of constituting the general assembly in a secondary society should be that the affiliated societies should have the right to send delegates on the basis of membership. However, in order to protect the interests of the smaller societies, maximum limit should be placed on the number of delegates from large societies. In addition, the affiliated societies should have the right to send delegates in proportion to their business transactions with the secondary society so that those doing more business with the secondary society have greater representation than those doing less business. A maximum limit should be placed on the number of delegates from societies on the basis of trade as well.

17.2 The seminar was of the opinion that the above basis recommended by the ICA Commission on Cooperative Principles would correct the insufficient representation of large societies on the boards of secondary and tertiary societies which is the situation at present prevailing in most secondary and tertiary societies. The present situation is an important factor for the relative passivity of affiliated large societies in the affairs of the latter, and their lack of adequate patronage.

18. In the case of a large primary society and a secondary society, the Board of Directors should be elected by the general delegates' assembly. The assembly should also elect the auditors.

19. The seminar felt that in many cases there were no clear demarcations of authority and responsibility between the Board of Directors and the General Manager. This situation hampered the efficient management of the society. In view of this, the seminar suggested that the Board of Directors should mainly confine itself to the following functions :

- (a) Setting objectives and formulating policies;
- (b) Controlling the business through regular reports to be submitted by the General Manager;
- (c) Appointment of the General Manager and other executives;
- (d) Decisions concerning investments and large financial transactions; Specific limits should be fixed above which the Boards' approval should be obtained;
- (e) Formulation of policies regarding salaries, leave, other benefits and disciplinary measures for the employees; and
- (f) Submitting reports and statement of accounts to the general assembly.

20. In addition, the seminar felt that the Board should actively assist the general manager in the recovery of loans and should take special interest in member-relations, member-information and member education programmes.

21. The powers not mentioned above should be delegated to the General Manager. The General Manager in turn should delegate some of his authority to divisional heads after obtaining the approval of the Board.

22. The seminar suggested that an executive committee composed of three to five persons should be constituted for the purpose of taking decisions on matters requiring approval of the Board during the period in between Board meetings.



23. The seminar emphasised that the members of the Board of Directors have authority only when acting as a board in a meeting. No individual member has any responsibility of the Board, unless specifically authorised by the Board.

24. The seminar suggested that the President of the Board should mainly act as Chairman of the Board of Directors and if executive powers are to be given to him, they should be limited and well-defined so that the General Manager is not hampered in carrying out his functions.

25. The seminar suggested that rules for travelling, per diem and other allowances as well as any other facilities which may be required by the Board members and the President should be approved by the general assembly.

#### **IV. OPERATIONAL ASPECTS**

26. The seminar discussed a number of management and operational aspects as listed in Annexure-I. However, for the sake of brevity, discussions on these questions are not given in detail here.

27. The seminar emphasised the need for cooperative organisations to have long-range planning and budgeting. It was also suggested that the apex bodies should assist their affiliates in this regard.

28. The seminar emphasised the importance of building up sufficient own capital through increased share holdings of members and ploughing back of surpluses into reserve funds as well as building up revolving funds through deposits or retaining patronage refunds. While borrowing from external sources, necessary prudence should be exercised in order that excessive liabilities are not created.

29. The adoption of proper budgetary control and cost control was recommended by the seminar so as to ensure maximum and efficient utilisation of physical and financial resources. The seminar commended the adoption of Management by Objectives and recommended fostering of a proper climate within the cooperative organisations as well as a system of monetary and non-monetary incentives for securing the best possible performance of the employees.

30. The seminar strongly recommended that cooperative organisations at all levels should formulate adequate plans for member information and member relations in order to ensure maximum participation of members. Apex business federations and unions have a special responsibility in this regard.

31. The seminar recommended that the ICA Regional Office and Education Centre should give more increased emphasis to management training in its educational programmes.

32. The seminar expressed its deep appreciation of the excellent practical arrangements made by the Central Cooperative Exchange, Inc., and especially its General Manager Bienvenido P. Faustino and his colleagues. The seminar requested Atty. Faustino to convey its appreciation to Mr. Teofilo Azada, Administrator of the Agricultural Credit Administration and to other organisations which collaborated with the Central Cooperative Exchange, Inc., in hosting the seminar. □□



**Aerial view of Manila City, Rizal Park. (Photo by Gurcharan Singh)**



REGIONAL SEMINAR ON  
COOPERATIVE MANAGEMENT  
JAN. 10-30, 1973 PHILIPPINES

Hon'ble Ramon B. Cardenas, Assistant Executive Secretary for Development Affairs, Government of the Philippines, delivering the inaugural speech to the distinguished gathering at the Seminar.



Mr J. M. Rana, Director (Education), ICA Regional Office & Education Centre, delivering his speech at the inauguration of the Seminar.



Distinguished gathering at the inauguration of the Seminar.



At one of the Seminar sessions (l-r) Mr. B. P. Faustino, General Manager, Central Cooperative Exchange, Inc., Mr. J. M. Rana and Mr Herman Lamm, Seminar Director and Co-Director respectively.





Mr C. Pradhan, participant from Nepal (centre) presenting his background paper.



During his stay in the Philippines, Mr Herman Lamm, Specialist in Consumer Cooperation delivered a lecture to the participants of the National Seminar on Consumer Cooperation.



Mr P. E. Weeraman, ICA Regional Director for South-East Asia (seated left) with the distinguished Cooperators and Government Officials on the occasion of ICA Dinner at Manila.

ANNEXURE : 'A'

**P R O G R A M M E**

**Venue : Bay View Hotel, Roxas Boulevard, Manila**

**Wednesday, 10th January**

9:00-12:30	Inaugural Session
	Introductions
	Working Methods of the Seminar
2:30- 5:00	Presentation of Background Papers on Management Questions concerning Participants' Organizations

**Thursday, 11th January**

9:00-11:00	Lecture: Principles and Structure of the Cooperative Organization
11:30-12:30	Discussion
2:30- 5:00	Presentation of Background Papers (continued)

**Friday, 12th January**

9:00-11:00	Lectures (two): Effects of Cooperative Law and Cooperative Department Regulations on Cooperative Management
11:30-12:30	Discussion
2:30- 5:00	Group Discussion on Effects of Law and Cooperative Department Regulations on Cooperative Management

**Saturday, 13th January**

- |             |  |
|-------------|--|
| 9:00-11:00  | Lecture: Internal Relations—Board-Members, Board-Manager, Manager-Staff  |
| 11:30-12:30 | Discussion   |
| 2:30- 5:00  | Plenary on Group Discussion on Effects of Cooperative Law and Cooperative Department Regulations on Cooperative Management |

**Sunday, 14th January**

F R E E

**Monday, 15th January**

- |            |  |
|------------|--|
| 9:00-12:30 | Group Discussion on Internal Relations—Board-Members, Board-Manager, Manager-Staff |
| 2:30- 3:30 | Lecture: Influence of National Economic Plans on Cooperative Management            |
| 4:00- 5:00 | Discussion   |

**Tuesday, 16th January**

- |            |   |
|------------|---|
| 9:00-12:30 | Study Visits to ACA<br>Briefing on the Agricultural Co-operative Credit and Marketing Movement in the Philippines |
| 2:30- 5:00 | Plenary on Internal Relations—Board-Members, Board-Manager, Manager-Staff   |

**Wednesday, 17th January**

- |            |  |
|------------|--|
| 9:00-11:00 | Lectures (two): Long-term Planning of the Cooperative Movement |
|------------|--|

11:30-12:30	Discussion
2:30- 5:00	Briefing on CCE, GRAMACOP and other cooperative operations, and on study visits

Thursday, 18th January

09:00-11:00	Lectures (Two): Techniques of Long-range Planning and Budgeting
11:30-12:30	Discussion
2:30- 5:00	F R E E

**Venue : ACCI, College, Laguna**

Friday, 19th January                      Depart for College, Laguna

10:30-12:00	Tour of premises
2:30- 5:00	Briefing on IRRI activities

Saturday, 20th January

9:00-11:00	Lectures (Two): Criteria of Cooperative Efficiency and Control of Business Performance
11:30-12:30	Discussions
2:30- 5:00	Assignments on Criteria of Cooperative Efficiency and Control of Business Performance

Sunday, 21st January

9:00-12:30	Briefing on ACCI activities and tour of premises
2:30- 5:00	Plenary on Assignment Reports on Criteria of Cooperative Efficiency and Control of Business Performance

Monday, 22nd January                      Depart for Nalinac Beach Resort Bauang, La Union

**Venue : Nalinac Beach Resort Hotel**

Tuesday, 23rd January	Study visits in three groups	
Wednesday, 24th January		
9:00-12:30	Group Work on Long-range Planning Assignment on the basis of study visits	
2:30- 5:00	Lecture: Sources and Techniques of Capital Formation	
Thursday, 25th January		
9:00-11:00	Lectures (Two): Techniques of Cost Control	
11:30-12:30	Discussion	
2:30- 5:00	Plenary on Group Work on Techniques of Long-range Planning and Budgeting	
Friday, 26th January		
9:00-10:00	Lecture: Management by Objectives	
10:00-11:00	Discussion	
11:30-12:30	} Lectures: Business Games and Case Studies on :	
2:30- 5:00		Human relations approach to management
Saturday, 27th January (Sunday, 28th January FREE		Monetary and non-monetary incentives for increasing efficiency
Monday, 29th January	Self-awareness and self-development	
9:00-12:30	Staff training and career development	
Tuesday, 30th January		
9:00-12:30	Final Plenary Presentation of Reports Evaluation	

## PARTICIPANTS

### Bangladesh

1. Mr. Md. Nuruzzaman Bhuiyan  
Director  
Bangladesh Jatiya Samabaya Union  
9/D, Motijheel Commercial Area,  
Dacca-2.
2. Mr. Md. Nurul Hoda Khan  
Inspector  
Bangladesh Samabaya Bank (SHIMABADHHA)  
9/D, Motijheel Commercial Area  
Dacca-2.
3. Mr. Farid Uddin Ahmad  
Executive Officer  
Dacca Central Cooperative Bank Ltd.  
No. 3, Ahsanullah Road  
Dacca-1.

### India

4. Mr. Shrikrishna Patankar  
Managing Director  
Bihar State Cooperative Marketing Union Ltd.,  
Post Box No. 104, G. P. O., West Lawn  
Patna-1.
5. Mr. Tara Chand Agrawal  
Chairman  
Madhya Pradesh Rajya Sahakari Bhoomi Vikas Bank Ltd.  
Sultania Road  
Bhopal-1.



6. **Dr. G. S. Kamat**  
Reader in Marketing Management & Coop. Marketing  
V. M. National Institute of Cooperative Management,  
RBI Building, Ganeshkhind Road  
POONA-16
7. **Mr. A. R. Bhide**  
Chairman  
Deccan Cooperative Spinning Mills Ltd.  
Ichalkaranji  
Dist. Kolhapur (Maharashtra)

### **Iran**

8. **Mr. Manoochhr Nikbakhat**  
Head of Credit Department  
Central Organization for Rural Cooperatives of Iran  
357, Pahlavi Avenue  
Tehran
9. **Dr. Behrooz Nabavi**  
Consultant to the Ministry of  
Cooperation & Rural Affairs  
Tehran

### **Japan**

10. **Mr. Hideo Namai**  
Chief Assistant of Free Rice Section  
ZEN-NOH  
3-8, 1 Chome, Ohtemachi, Chiyoda ku  
Tokyo
11. **Mr. Shigeo Oshima**  
Chief Staff of Guidance Department  
Japanese Consumers Cooperative Union  
(Seikyo-kaikan) 1-13, 4 Chome Sendagaya  
Shibuya-ku  
Tokyo

## **Korea, Republic of**

12. Mr. Byung Ell Park  
Deputy Manager, Research Department  
National Agricultural Cooperative Federation  
75, 1st Ka, Choongjung ro, Sudaameon ku  
Seoul
13. Mr. Goo Young So  
Planning Officer  
National Agricultural Cooperative Federation  
75, 1st ka, Choongjuna ro, Sudaameon ku  
Seoul

## **Malaysia**

14. Mr. R. Ganeson  
Department Supervisor  
Malaysian Cooperative Insurance Society (MCIS)  
Kuala Lumpur
15. Mr. Muhammad Tahir B. Gendut  
Director  
Malaysian Cooperative Printing Press Society Ltd.  
Kuala Lumpur
16. Mr. Mohd. Sadleh Anis  
Branch Manager  
Cooperative Bank of Malaysia (ANGKASA)  
365-D Jalan Temenggong, Kota Bharu  
Kelantan

## **Nepal**

17. Mr. Chandra Man Pradhan  
Divisional Chief  
Loans Division  
Agricultural Development Bank  
Central Office, Kathmandu

## **Philippines**

18. Mr. Ruperto S. Rigoroso  
Chief, Agricultural Cooperative & Investigation Office  
Agricultural Credit Administration  
2544 Taft Avenue, Manila
19. Mr. Filomeno Peralta, Jr.  
Corporate Counsel  
Cooperative Officer  
Central Cooperative Exchange, Inc.  
ARLE Building, San Juan, Rizal  
Philippines
20. Mr. Simeon B. Morales, Jr.  
Board Secretary  
Filipino Cooperative Wholesale Society  
Dona Petra Building  
Quezon Blvd. Extension, Quezon City
21. Mr. Pedro Baguistan  
Director  
Grains Marketing Cooperative of the Philippines, Inc.  
107-D Arellano Street, Caloocan City
22. Mr. Vicente David  
Executive Assistant  
National Investment & Development Corporation  
NIDC Building, Buendia, Makati, Rizal
23. Sister Maria Engracia  
Assistant Managing Director & Education Director  
Philippines Credit Union League (PHILCUL)  
Rm. 514 Dona Amparo Building  
Espana Street, Manila
24. Mr. Nelson Barranda  
Field Director  
Sugar Industry Foundation  
702 J.M.T. Building  
Ayala Avenue, Makati  
Rizal

25. Mr. Marcelo P. Angeles, Jr.  
Secretary-Treasurer  
Social Action Group  
84-D Araneta Avenue, Quezon City
26. Mrs. Maria Paz B. Salvano  
Economist  
Department of Economics, Research & Statistics  
Philippine National Bank  
Escolta, Manila
27. Mr. Carlos L. Madrazo, Jr.  
Director  
Rural Life and Agricultural Development  
NCCP

### **Singapore**

28. Mr. Anthony Kolandasamy  
Committee Member  
PSA Thrift & Loan Society, Ltd.  
Singapore
29. Mr. Wong Hon Kee  
Treasurer  
Singapore Polytechnic Staff Cooperative Thrift & Loan  
Society, Singapore
30. Mr. A. P. Nair  
Lecturer  
Teachers Training College  
Singapore

### **SPECIAL PARTICIPANTS UNDER THE ICA TEACHERS' EXCHANGE PROGRAMME, 1972-73**

#### **Indonesia**

31. Mr. Abdul Hanan Hardjasmita  
Associate Director  
July 12th Cooperative Academy  
Bandung

## **Nepal**

32. Mr. B. P. Bhattarai  
Acting Principal  
Cooperative Training Centre  
Dhobighat, Lalitpur  
Kathmandu

## **RESOURCE PERSONS**

33. Mr. K. S. Bawa  
Joint Secretary  
Government of India  
Ministry of Agriculture  
Department of Cooperation  
Krishi Bhavan  
New Delhi, India
34. Prof. H. A. Desai  
National Institute for Training in  
Industrial Engineering (NITIE)  
Vihar Lake  
Bombay-87, India
35. Prof. (Miss) Shobhana Khandwala  
National Institute for Training in  
Industrial Engineering (NITIE)  
Vihar Lake  
Bombay 87, India
36. Mr. K. S. Ponnuthurai  
9, Colombugan Road  
Jaffna  
Sri Lanka
37. Mr. N. A. Kularajah, AMN PJK  
President  
Cooperative Union of Malaysia  
29, Leboh Ampang Kuala Lumpur  
Malaysia †

38. Mr. Takeshi Kai  
Deputy Manager  
Organization & Management Department  
Central Union of Agricultural Cooperatives  
8-3, 1 Chome Ohtemachi Chiyoda ku  
Tokyo, Japan
39. Dr. J. von Muralt  
Cooperative Expert  
International Labour Organization  
Regional Office for Asia, P. O. Box 1759  
Bangkok, Thailand
40. Atty. Luis Villafuerte  
Senior Vice-President  
BANCOM  
BANCOM Building, Pasay Road  
Makati, Rizal
41. Prof. Eduardo Tayengco  
Asian Institute of Management  
AIM Building, Paseo de Roxas  
Makati, Rizal
42. Mr. Ernesto Santos  
Vice-President  
Sugar Producers Cooperative Marketing Association, Inc.  
6th Floor, PHILSUGIN Building  
Diliman, Quezon City

## **OBSERVERS FROM INTERNATIONAL ORGANIZATIONS**

### **AARRO**

43. Mr. Gregorio Leano  
Assistant Chief  
Cooperative Administration Office  
Ablaza Building, 117-E. Rodriguez Avenue  
Quezon City, Philippines

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FAO Adviser on Agrarian Reform Training  
United Nations Development Programme  
Metropolitan Bank Building  
Makati, Rizal

## **UNDP**

45. Mr. Zeev Unger  
Cooperative Specialist  
c/o United Nations Development Programme  
Metropolitan Bank Building  
Makati, Rizal

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New Delhi, India
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International Department  
Central Union of Agricultural Cooperatives  
8-3, 1 Chome, Ohtemachi, Chiyoda ku, Tokyo  
Japan

50. Mr. Andres F. Estacio  
Administrative Officer  
Central Cooperative Exchange, Inc.  
Rm. 113-115, ARLE Building  
Aurora Blvd. Ext. Corner J. Ruiz Street  
San Juan, Rizal
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Rizal
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Rizal



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Central Cooperative Exchange, Inc.  
Rizal

60. Mrs. Bienvenida D. Gacias  
Stenographer  
Agricultural Credit Administration  
2544 Taft Avenue, Manila

### **Seminar Physician**

61. Dr. Leticia Santos  
Agricultural Credit Administration  
2544 Taft Avenue, Manila

### **GOVERNMENT ASSISTANCE GROUP**

62. Mr. Renato Rono, Jr.  
Agricultural Credit Administration  
2544 Taft Avenue, Manila

63. Mr. Benjamin Huerto  
Agricultural Credit Administration  
Manila

64. Mr. Andres Palabasan  
Agricultural Credit Administration  
Manila

65. Mr. Antonio Oris  
Board of Travel & Tourist Industry  
T. M. Kalaw Street  
Ermita, Manila

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Mass Media Director  
Philippine National Bank
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Chief, Cooperatives Division  
Agricultural Productivity Commission  
Diliman, Quezon City
3. Mrs. Milagros Nuesa  
Cooperatives Administration Office  
Ablaza Building  
E. Rodriguez Avenue  
Quezon City
4. Mr. Fidel Infantado  
Governor  
Agricultural Credit Administration  
Manila
5. Mr. Juan Martinez  
Agricultural Credit Administration  
Manila
6. Mr. Celestino Paras  
Director  
Grains Marketing Cooperative of the Philippines  
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Caloocan City
7. Mr. Rafael Fajardo  
Presidential Economic Staff  
Malacanang  
Manila

8. Mr. Dennis Mendoza  
Presidential Economic Staff  
Development and Management Staff  
Malacanang, Manila
9. Mr. Benjamin U. Benedicto  
National Investment and Development Corporation  
259-264 Buendia Avenue  
Makati, Rizal
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Southern Philippines Educational Cooperative Centre  
142 Burgos Street  
Cagayan de Oro City
11. Miss Teresita Silva  
Cooperative Development Council  
JMT Building  
Makati, Rizal
12. Mr. Winie Villamora  
Philippine Business for Social Progress  
JMT Building  
Ayala Avenue, Makati, Rizal
13. Miss Evangeline Bravo  
Programmes & Training Officer  
International Secretariat for Volunteer Service  
Asian Regional Office  
503 B. Jalandoni Building  
1444 A. Mabini Street  
Ermita, Manila
14. Mr. Francisco Tenorio  
Philippine National Bank  
Escolta, Manila
15. Atty. Aurelio de Jesus  
Head Executive Assistant  
Agricultural Credit Administration, Manila

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Officer-in-Charge Research Committee  
Annual National Consumers Awards  
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Corporate Counsel  
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Roxas District Consumers' Cooperative  
11 Gladiola, Roxas District  
Quezon City
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Associate Consultant  
Cooperative Development & Management Service  
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JMT Building, Makati
22. Mr. Atenogenes M. Bundoc  
Associate Consultant  
Cooperative Development & Management Service  
Economic Development Foundation  
JMT Building, Makati, Rizal
23. Mr. Ricardo Canieso  
International Department  
Philippine National Bank  
Escolta, Manila

24. Mr. Victorino Yosores  
President  
Kumalarang Farmers' Production and Credit Asso., Inc.  
Zamboanga del Sur
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Faculty Department of Marketing & Cooperatives  
Philippine College of Commerce  
Manila
26. Atty. David Venturina, Jr.  
Cooperatives Legal Task Force  
Department of Local Governments  
and Community Development  
Quezon City
27. Mr. Luciano Lactao  
Cooperatives Legal Task Force  
Department of Local Government and  
Community Development  
Quezon City
28. Mr. Constantino B. Pastrana  
Treasurer-Manager  
PLDT Employees' Credit Cooperative Association, Inc.  
9th Floor PLDT Building  
Legaspi Street, Makati, Rizal
29. Mr. Teofilo Juan  
Ex-Manager  
Philippine National Cooperative Bank  
Manila

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Mr. Ruben G. Dayao —Auditor

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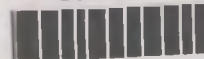
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