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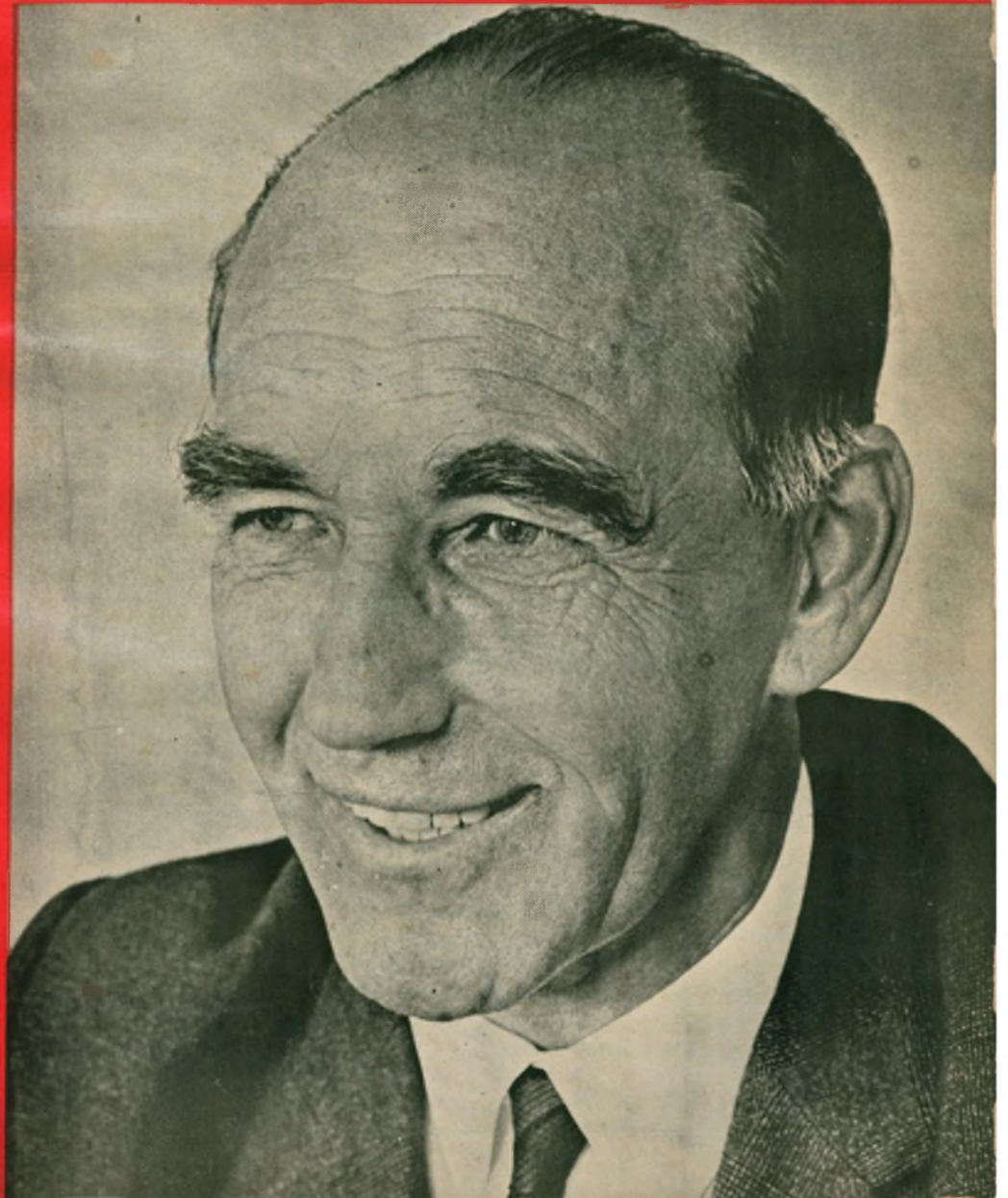
ICA REGIONAL BULLETIN

INTERNATIONAL COOPERATIVE ALLIANCE
REGIONAL OFFICE & EDUCATION CENTRE FOR SOUTH-EAST ASIA

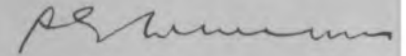


We would have mistaken the casket for the gem if we were to perpetuate an arrangement whereby the initiative and the democratic character of the cooperative movement would be impaired.

—Dr. Mauritz Bonow



Season's Greetings and Best Wishes for the New Year.



(P. E. WEERAMAN)
ICA Regional Director for S-E Asia

VOLUME 16 □ NUMBER 1

JANUARY 1976



**ICA
REGIONAL
BULLETIN**

EDITOR

H. P. Lionel Gunawardana

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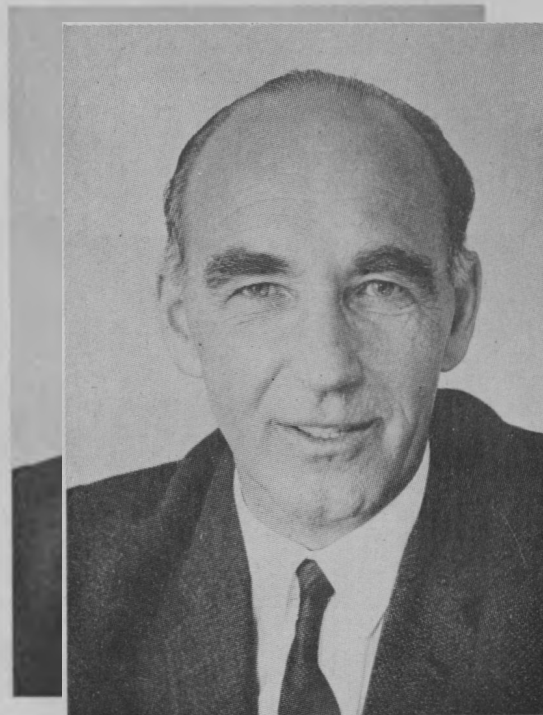
Dr Mauritz Bonow

Dr. Mauritz Bonow Retires

Dr. Karl Daniel Mauritz Bonow retired from the Presidency of the International Cooperative Alliance at the Central Committee Meeting held in October 1975 in Stockholm after holding the post with distinction for 15 years. Dr. Bonow held the post of the President from 1960 to 1975. Dr. Bonow announced his retirement earlier in February 1975 at the Executive Committee Meeting of the International Cooperative Alliance held in Tokyo and formally retired at the Central Committee Meeting at Stockholm. The speech made by Dr. Bonow to the Central Committee on 23rd October 1975 has been reproduced from page 16.

Dr. Bonow was very closely associated with the activities of the ICA Regional Office and Education Centre for South-East Asia during his term of Presidency. It was during the first year of his tenure as President the ICA Regional Office and Education Centre for South-East Asia was established.

Dr. Bonow was present at the inauguration of the Regional Office and Education Centre by Jawaharlal Nehru, the then Prime Minister of India on the 14th November 1960, and attended the Regional Seminar on "Cooperative Leadership in South-East Asia" which marked the beginning of its work. Dr. Bonow has visited the Region several times since the inauguration of the Regional Office and his advice and guidance were always available to it.



Dr. Mauritz Bonow

The following pictures show Dr. Bonow's participation in some of the ICA's activities in the Region.



Dr. Bonow receiving Shri Jawaharlal Nehru, then Prime Minister of India, at the inauguration of the Regional Seminar on "Cooperative Leadership in South-East Asia" in November 1960 which marked the beginning of the activities of the ICA Regional Office in South-East Asia.



Dr and Mrs Bonow with Dr S. K. Saxena, Director, ICA and Mr P. E. Weeraman, ICA Regional Director for S-E Asia



Dr Bonow addressing the Conference of Ministers of Cooperation on "The Role of Cooperation in Social and Economic Development" held in Tokyo in April 1964. Others in the picture are (l-r) Shrimati Indira Gandhi, the Prime Minister of India, Mr W. G. Alexander, then Director of the ICA, Dr S. K. Saxena, present Director of ICA, and Mr Marian Radetzki, then Director of ICA Education Centre.



Dr Bonow participated in the International Conference on Cooperative Education held at New Delhi in February 1968. (l-r) Mr Lionel Gunawardana, Joint Director, Publications and Public Relations, Mr Alf Carlsson, then Director of ICA Education Centre, Mr W. G. Alexander, Dr M. Bonow, Dr S. K. Saxena and Mr Bertil Tronet, then Financial Director of KF.



Another view of the International Conference on Cooperative Education. (l-r) Mr J. M. Rana, Director (Education), Mr Alf Carlsson, Mr W. G. Alexander and Dr Bonow. On the right are some participants to the Conference.



The inauguration of the ICA Regional Office building at 43 Friends' Colony, New Delhi, by Dr M. Bonow on 16th February 1968. Mr W. G. Alexander is seen speaking. Seated (l-r) Dr S. K. Saxena, Dr M. Bonow, Mr Jagjivan-Ram, Minister of Agriculture, Government of India, Mr Brahm Perkash, then General Secretary of the NCUI, Mr M. S. Gurupadaswamy, then Minister of State in the Ministry of Agriculture and Mr Alf Carlsson.



Dr Bonow cutting the inaugural tape.



Dr Bonow presiding over the Executive Committee meeting held in New Delhi, in February 1971, for the first time in Asia.



Dr Bonow speaking at the 10th Anniversary celebration of the ICA Regional Office & Education Centre for S-E Asia in February 1971. (l-r) Mr N. A. Kularajah, present Chairman of ICA Council for South-East Asia, Dr D. R. Gadgil, then Vice-Chairman, Indian Planning Commission, Mr B. Venkatappiah, then Chairman of the ICA Advisory Council for South-East Asia and Dr M. Bonow.



Dr Mauritz Bonow, President of the ICA with Mr Fakhruddin Ali Ahmed, President of India.
Others in the picture are : (l to r) Mr R. G. Tiwari, President of the NCUI,
Dr S. K. Saxena, Director of the ICA, and Mr P. E. Weeraman, ICA Regional Director for South-East Asia.



Dr Bonow addressing the meeting of the ICA Sub-Committee for Agriculture and Trade for S-E Asia held in New Delhi in February 1971.

A warm send off to the Bonows at Delhi Airport.



Mr R. Kerinec elected ICA President

The Central Committee unanimously elected Mr. Roger Kerinec, President of the Federation Nationale des Cooperatives de Consommateurs of France as President of the ICA to succeed Dr. Mauritz Bonow. Mr. Kerinec, who joined the cooperative movement in 1946, has taken an active part in international cooperative affairs for a great number of years. He participated in the "Commissions of Inquiry" which considered the application for membership to the ICA of cooperatives in Poland and Hungary, and he took part in the preparation of the Report on "Contemporary Cooperative Democracy" which was submitted to the ICA Congress in Hamburg in 1969. Mr. Kerinec is President of several French Cooperative enterprises and he is a Director of the "Coopérateur de France".

Thanking the Central Committee members on his election Mr. Kerinec said "I should like first to thank you for your unanimous vote, which particularly touched me. It seems to me that this unanimity is particularly fitting in an organisation such as ours which has no real power over its component parts, but which is trying constantly to increase contacts between all the cooperatives of the world in order to create the appropriate conditions for common action.



Mr R. Kerinec

This collaboration will allow us more and more to understand that the material force of cooperative ideas presents an irreplaceable means, which is already considerable, of pleading the cause of the people in general.

I thank you very much for your confidence in my ability to act as your President. I think that I owe this honour partly to the experience which I have managed to acquire during 30 years of cooperative life in the international field and also the friendships which I have formed with many of you in the years since the beginning of the ICA, and also in dealing with French cooperators such as De Boyne, Charles Gide, Albert Thomas, George Fouquet, Ernest Poisson and Marcel Brot.

I shall try not to replace Mauritz Bonow, but to succeed him and to follow his example."

Mr. P. Soiland elected Vice-President of the ICA

Mr. P. Soiland, President, N.K.L., Norway, was unanimously elected Vice-President of the International Cooperative Alliance by the Central Com-



Mr P. Soiland

mittee on the vacancy caused by the election of Mr. Kerinec as President.

Mr. Nils Thedin

Mr. N. Thedin, Vice-President of the Kooperativa Forbundet, Sweden was elected as a Member of the Executive Committee for the vacancy caused



Mr Nils Thedin (right) with Mr P. E. Weeraman, ICA Regional Director for S-E Asia

through the retirement of Dr. Mauritz Bonow. Mr. Thedin, a senior cooperator from Sweden is also the Chairman of the Swedish Coop Centre. ■

Glowing Tributes to Dr M. Bonow

... by ICA Central Committee

The Central Committee paid glowing tributes to the services rendered by Dr. Bonow for the cooperative cause. In recognition of the great work done by Dr. Bonow for the cause of cooperation the Central Committee decided to name the building of the ICA Regional Office and Education Centre in New Delhi "Mauritz Bonow House" and it further decided to establish a study grant fund which will assist the promotion of cooperation in developing countries.

... by ICA's New President -Mr. R. Kerinec

Mr. R. Kerinec of France, who was elected the new President of the International Cooperative Alliance paying tributes to Dr. Bonow in his inauguration speech said".

"...Mauritz Bonow, who today leaves the Presidency, has marked with his talent a whole era of our common history. All his life he has been a great friend of cooperation, and he was in fact the son of very active members of the Cooperative Movement. In 1930 he went to KF. During his long career, he has played a pioneer role in areas as different as publishing, organisation, the introduction of efficient cooperative structures, consumer protection law and help to developing countries.

Those of us who were at the ICA Congress in Stockholm in 1957 will remember the campaign to make Swedish public opinion more sensitive to the theme of a world without frontiers which was to be the basis of the Education Centre in New Delhi and the Regional Offices of the ICA.

On the international plane, Mauritz Bonow was at his first Congress in 1937, and he was the youngest of the Swedish members. He has been a member of the Central Committee since the end of the Second World War, and he began his career as President by presenting a very important report on the necessity for the adaptation of the Cooperative Movement to the evolving political and economic situation. In opening the present session of the Central Committee, he returned to this theme, which surely will be a constant preoccupation of our movement.

It is clear that he has been fervently welcomed in all countries in his expression of this theme, but

it is necessary to recognise that not all cooperative movements realise that we have to move quickly and to understand that all cooperative movements and all cooperatives have to carry out a review of the situation in order to understand the importance and urgency of reform.

I think it can be said that those who have made the most progress in the last 15 years are those who have applied to the fullest extent the Lausanne resolutions initiated by Mauritz Bonow. It was with that very important report that he initiated his career as President of the ICA.

But in order to appreciate fully what he has done for the ICA, we must try to remember the essential characteristics of the international situation in 1960 and its development in the 15 years since then. In 1960 we were still in the middle of the 'cold war', and two years later the world was on the brink of war with the Cuba incident. Since then, happily, we have entered an era of peaceful coexistence, with many bilateral agreements between the Powers and recently the Helsinki Agreement.

This does not mean that we have not been threatened by very serious crises in the last few years. The Alliance could not completely escape from the consequences of these crises, but it has retained its unity and has held its meetings in a friendly atmosphere, and we have cooperated well together.

This friendliness within the Alliance and its work is surely a testimony to the role of Mauritz Bonow, who has guided our organisation through this difficult period. This is a tribute to his knowledge, his expertise, his behaviour and the character of the man himself. It is also a tribute to the great movement which backed him up in what he did. And here I should like to take the opportunity to express our thanks to our Swedish friends. For many years they have given an example of efficiency, democracy and progressiveness in their movement, and we all of us owe them gratitude and admiration.

We owe gratitude to Mauritz Bonow for having directed the ICA in three ways.

First of all, the effectiveness of our meetings, thanks to the choice of themes and the fact that those themes were closely linked with our most important activities. We must recall that in the Congress we have successively studied international

cooperative trade, economic integration and cooperative development, present-day cooperative democracy, multinationals, and the financial needs and management problems of our movement. All these subjects are of great importance to the world Cooperative Movement.

Then there is the improvement and extension of the work of our Auxiliary Committees. The specialists of our movement who are aware of present-day problems have taken part in these Auxiliary Committees and have been encouraged to do so. All these studies have been aimed at applying the most modern techniques in our efforts.

Then we would like to thank our President for all that he has done to help the developing countries. This is a matter which is especially important for the future of the Alliance. Living in a country which has a high standard of living, Mauritz Bonow was profoundly impressed by his first visit to South-East Asia, and after he came back he decided to make every effort to secure the help of the Swedish people and cooperators and of the whole of the ICA to try to struggle against the injustices and poverty from which the people in the developing countries suffered. The setting up of the ICA Regional Offices is the concrete witness to this policy of aid to the Third World, and we know how much the Swedish Cooperative Movement has done and is doing in ensuring the efficient functioning of those Regional Offices. These Regional Offices have enabled ICA members to develop policies for their own regions.

We also owe it to our President that we have influenced public opinion far more, thanks to the multiplication of our contacts with international governmental and non-governmental agencies whose principal aim was the coordination, within the framework of aid to developing countries, of the policies applied by the different organisations. This policy has resulted by the carrying of various resolutions in the UN, ECOSOC and the ILO recognising the particular contribution that can be made by cooperative movements.

This brief outline shows what a great contribution has been made by Mauritz Bonow. He was not content with merely being President of the ICA. He has given a great deal of his time for many years to the ICA. He has always been a very accessible President. He has travelled a great deal in order to obtain an understanding of the problems to be solved. He has meticulously prepared for all the meetings at which he had to preside. His many speeches have always been of a high quality and he has always shown that he has a considerable amount of learning but also a great sense of humour. His great knowledge of languages, including French, which he says he does not speak, has enabled him to make direct contacts and dispel misunderstandings.

He has done a very great deal to increase understanding between countries having different political

systems. This has not prevented him from having the courage of his own opinions and expressing them clearly, but he was always tolerant of the other man's point of view.

Therefore, I think we can be very happy with the choice that we made in Lausanne in 1960. He leaves us as President today, but he can be sure of the esteem in which all of us hold him and which I am happy to express.

We thank you, my dear President, for all that you have done for us.

My colleagues on the Executive Committee would like to say how grateful they are to you. I am speaking in their name and I think in the name of all the members of the Central Committee when I suggest that two decisions should be taken, these decisions to mark your leaving the Presidency of the ICA.

These two decisions have as their object to be a tribute to the work which has been the most close to your heart, namely, work for the developing countries—and you have just written a book "International Cooperation for Self-Reliance—Some Swedish Experiences."

The first suggestion is to give the building for the ICA Regional Office and Education Centre in New Delhi your name—it will be the Mauritz Bonow House.

The second suggestion deals with the setting up of study grants for the Third World in order to develop cooperation in those areas.

The members of the Executive Committee have unanimously agreed to the first suggestion. As to the second suggestion, although the idea was unanimously accepted, there were different ideas as to how it should be implemented. Several movements have expressed their willingness to finance such study grants—Sweden, Finland, Norway, Canada, Switzerland, America, United Kingdom, Belgium, Czechoslovakia, Austria, Kenya, Japan and France, and I know that many others are studying the matter.

I am sure that all cooperative movements which are able to help in this work of aiding the Third World will respond to the appeal that Mauritz Bonow made in his opening speech at this session of the Central Committee."

... by the Director of the ICA and the Head Office staff

Taking opportunity of the visit of Dr. Bonow to London in May, 1975 a function was arranged to bid farewell to the Bonows by the Head Office. Dr. S. K. Saxena, Director of the Alliance in his speech said :"

"In Tokyo you declared at the Executive Committee Meeting that you will retire on the occasion of the Central Committee meeting in Stockholm in October this year. It, therefore, seems that this is probably the last time that you will visit the ICA house in London as our President. And for this reason as a mark of our respect, affection and gratitude for you and your outstanding contribution to the ICA, we have arranged this small and very modest party so that my colleagues may have a chance of saying farewell to you. Some of us will no doubt meet you again in Stockholm later in the year.

It is not for me really to summarise the great qualities of head and heart which you have brought to bear on your long and distinguished occupation of the Presidency of the ICA. Your colleagues in the Executive or your successor would do this in Stockholm. But I think it would be wholly inappropriate if I did not express, on behalf of all of us, our own view and feelings about what you have meant to us and to the ICA.

I think when the pages of ICA's contemporary history come to be written, they will recall specially a number of aspects of your leadership which I now propose to mention.

I think most importantly, your period as President of the ICA has been characterised by the increased sense of unity among the members of the ICA. We know the complexity and the variety of our member-organisations and of the relationship between them. We are not insulated from international political tensions, and when the political winds have grown colder the ICA has shivered. But may I say Mr. President that your personal contribution to increased understanding between member-organisations has been absolutely fundamental to the unity we see today within our ranks. We know now that there have been occasions when the threat for disruption was real but your almost superhuman efforts have not allowed such centrifugal tendencies to take place.

Your patience, understanding and unfailing courtesy have proved more than a match for those who would have liked political tensions to rip apart the oneness of the ICA. This unity has given us the strength which, unfortunately, is denied to many other international organisations today.

But this, shall I say, "diplomatic" skill in the best sense of the word would not have been enough if it had not been accompanied by the dedication and knowledge you have to and of the cooperative movement. I think it is entirely fair to say that some of the major debates and basic questions which are discussed today originated in your speeches at the Executive Committee or the Central Committee or the Congress. I should cite two examples. Your paper to the 21st Congress in 1960 in Lausanne on "Co-operation in a Changing World—A Survey of Objectives and Methods with Special

reference to the Western Cooperative Movement" brought, as it were, a new awareness among the cooperative movements of the contemporary challenges which confront the cooperative movement today. And if one looks around the cooperative movement today—with all their problems—one cannot deny that you had foreseen many years ago the imperatives of the cooperative movement if they were to survive in the present contemporary world. One can see a clear link between your paper of 1960, the 1966 Vienna Congress and the debate on integration, leading finally to the discussion on Contemporary Cooperative Democracy in 1969 in Hamburg.

Another example is that of the emergence of multi-nationals and the countervailing power of the Cooperatives, which we started discussing at the Warsaw Congress, which then led on to a discussion at the Central Committee. In Vienna the discussion was carried forward and, finally, we have now set up the Working Party on Collaboration between Cooperatives.

You have, if I may say so, truly grasped the broad correlations between some of the global problems and the response of the Cooperative movements. And all this has often been achieved not exactly against opposition, but despite the conservatism which can be the bane of any social and economic movements. And, therefore, the world cooperative movement will be grateful to you for your vision and for identifying the challenges which would not have been apparent to a less perceptive cooperator.

You have been a working President and this has not been easy for us. Please do not misunderstand. You have, I mean, not been only a ceremonial President, although you have discharged that function of the Presidency with grace and charm—many of us recall some of your after-dinner speeches so full of telling jokes. But what I mean is that it has not at all been easy to go to you for discussions without the fullest preparations. You have always done, please forgive the patronising language, your homework and many of us have always found that you have come more prepared than we were—often, I am willing to say, to our embarrassment.

But Mr. President, perhaps we will remember you most by the passion you have shown in ICA's work for the developing countries, your almost emotional involvement in this field. You have been an arch enemy of injustice and inequality in the world and the two Regional Offices in Africa and Asia are a glowing testimony to your work in that field. It is not easy for an individual to mould public opinion and government policy in favour of a particular attitude. It is very well-known that your work in this field in your own country Sweden can only be described as remarkable. If Sweden within the ICA and outside is repeatedly mentioned when cooperative technical

assistance is being discussed, there are very valid reasons for this. The pattern of relationship between the SCC and SIDA, the practice of raising funds from members are two of your most important innovations in the field of technical assistance. Your powerful advocacy of these approaches has already led to results at least in Canada and Japan, outside the Scandinavian region.

For us all in the Secretariat, Mr. President, you have meant much as our leader, as a guide and as a friend. Even the smallest problem you have listened to with sympathy and I know how consistently you have pleaded the cause of the Secretariat in the Authorities of the ICA against the smallness of our resources, manpower, wages and so on.

I think, Mr. President, when we reflect objectively on the international cooperative scene when you assumed the reins of office and now when you lay down your tools from active office, we find important and significant changes in the ICA—an organisation which now is sensitive to world problems and which is truly respected, not the least by the United Nations, as a world organisation of repute and concern. And this change, Mr. President, measures the impact of your leadership.

We wish you and Mrs. Bonow a long and very pleasant retirement.

As a small token of our affection and gratitude to you, Mr. President, may I present to you on behalf of all of us a small gift."

... by the ICA Regional Director for S-E Asia and the Regional Office staff

The staff of the Regional Office and Education Centre for South-East Asia gave a warm farewell to Dr. Bonow on 6th March 1975. Taking the opportunity of Dr. & Mrs. Bonow's visit to Delhi on their way back from Tokyo after attending the Executive Meeting held there the staff of the ICA Regional Office held a function to bid farewell to the Bonows. Mr. P. E. Weeraman, Regional Director for South-East Asia, in his speech on the occasion said "usually we believe that it is better late than never. But today we are giving this farewell because it is better to be too early than never. Dr. Bonow is retiring from the ICA Presidency only in October this year. But as he may not come to our Regional Office before that we are taking this opportunity of his presence here with us today to bid him farewell. Well "bono" in Latin means "good", (But it has no 'w'—interjected Dr. Bonow good humouredly). We who are used to spell words phonetically would like it that way.

Perhaps, among those present here I have known Dr. Bonow longest. I remember his coming to Sri Lanka in 1957 (Dr. Bonow said "no 1958")

with Marcel Brot, then President of the ICA and Miss Polley, then General Secretary. Dr. Bonow was Vice-President at that time. Then I met him in 1960 when I came from Sri Lanka to attend the opening of the Regional Office and the first Seminar. Ever since, I have been most inspired by Dr. Bonow's firm adherence to Cooperative Principles. I have drawn inspiration from many cooperative leaders. The first of them was my first Commissioner for Cooperative Development, Mr. G. de Soysa. ("Yes, he was a very good cooperator" concurred Dr. Bonow.) If I have to name among this array of cooperative leaders one person who outshines everybody else, I would say that Dr. Bonow shines and shines alone a star. His words at the celebration of the tenth anniversary of our Regional Office in New Delhi that "we would have mistaken the casket for the gem if we were to perpetuate an arrangement whereby the initiative and the democratic character of the cooperative movement would be impaired" will always remain my guide-lines for cooperative development work.

A deep concern for the Developing Countries has characterised Dr. Bonow's leadership—the developing countries where cooperation is most needed. The cooperators of Asia all know his deep concern for the Cooperative Movements of the Developing Countries.



Dr Bonow addressing the staff members of the ICA Regional Office

We in the Regional Office are glad that we have an opportunity of working for the development of Developing Countries so close to your heart. We of the Regional Office are also very conscious of your special concern for the welfare of those working in the Regional Office.

We admire you for your efficiency, honour you for your integrity and love you for your humanity. (Loud applause).

No man can succeed in life without the assistance of a woman. We know that much of Dr. Bonow's success is due to the understanding, the encouragement and the devotion of Mrs. Bonow.



(left) Mrs Bonow receiving the gift from Mrs Margaret D'Cruz of the Regional Office.
 (right) Mr B. D. Pandey, then President of ICA Staff Club welcoming Dr Mauritz Bonow.

(Loud applause). We wish them a long and happy retirement.

I shall now call upon our one and only lady in the office to present to both of you on our behalf small tokens of no small affection to help you to remember the people of Asia who cherish their memory of a great soul and his ministering angel. (Loud and prolonged applause).

... by the Indian Cooperative Movement

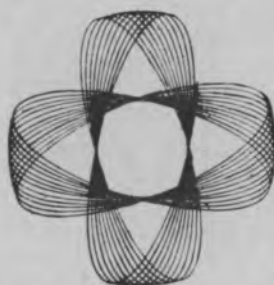
The Indian Cooperative Movement also took the opportunity of Dr. & Mrs. Bonows' visit to India on their way back from the ICA Central Committee Meeting in Tokyo to host a farewell reception in honour of the Bonows and presented a memento to the Bonows as a mark of respect and affection from the Indian Cooperators.

Mr. R. G. Tiwari, President of the National Cooperative Union of India, while attending the Central Committee Meeting said "Sir, I cannot conclude unless I express the gratitude of Indian cooperative workers for the services rendered by Dr. Bonow to the International Cooperative Move-

ment. It was his sagacity, wisdom and prudence which was responsible for steering the affairs of the movement towards its goal and trying for understanding among the National Cooperatives of the World. The cooperative movement has to carry out its march towards ultimate goal of a society in which there would be no scope for exploitation and ensuring socio-economic justice. I am sure his successor Mr. R. Kerinec would continue his efforts to that end".

... by the ICA Council for South-East Asia

The Council unanimously adopted the following resolution at its meeting held in Manila, Philippines on 7th December 1975. "In view of Dr. Mauritz Bonow's retirement from the Presidentship of the ICA after a long period of outstanding service to the World Cooperative Movement, the ICA Council for South-East Asia places on record its deep gratitude to Dr. Mauritz Bonow for his inestimable services to the Cooperative Movement of the South-East Asian Region, particularly the key role he played in starting the Regional Office and Education Centre for South-East Asia and his continuous and strong support of it. The Council wishes Dr. Bonow a long and happy retirement." ■



Long Term Technical Assistance

-Cooperative Achievements and Failures

DR M. BONOW*

Having had the privilege to serve the ICA as chairman for 15 years, I would with your consent use this last opportunity to look back, giving some personal comments on our cooperative achievements and shortcomings during that period.

When the most urgent tasks of reconstruction which faced the cooperative movements especially in Europe had been mastered during the forties and the fifties, the time was ripe to start contemplating within the ICA some major problems of a long term character. For the cooperative movements, especially in the Western industrialized countries, which have to carry on their economic and other activities in a highly competitive climate, problems of rationalizing and streamlining the cooperative commercial functions thus took on new and very important dimensions. It is against this background that the leading organs of the ICA thought it appropriate to devote special attention at the Congress in Lausanne in 1960 to the structural reform needs and related problems confronting the various cooperative forms of enterprise, especially consumers' and farmers' cooperation in the Western industrialized countries. At the same time the ICA authorities paid great attention to the increasingly important development problems in the newly developing parts of the world. The decolonization process led to the emergence of a great number of new politically independent states in Asia and Africa and as a consequence gradually improved the pre-requisites for cooperative development, especially in the vast agricultural and rural sectors within these countries.

For these reasons it was quite natural that the Lausanne Congress would have to deal with two main themes, firstly, what was called "Cooperation in a Changing World", containing a structural reform programme and secondly, promotion of Cooperation in the Third World, presented in a long-term programme for ICA and its member organisations in respect of technical assistance.

Let me briefly first recall the main recommendations which were contained in the action programme in respect of structural reforms, mainly applicable to Cooperation working in developed countries. The recommendations aimed on the national plane at action on several levels. The shop system was in many countries in great need of restructuring. The development from counter-service to self-service and to ever larger self-service units

like supermarkets etc., which had already begun, needed to be followed up energetically.

At the local society level, the need for amalgamating small enterprises with a view to reach, when appropriate, large regional or district units, was another task of great urgency in many movements. Furthermore, an increasing awareness of the necessity of integrating retailing, wholesaling, and in some cases also production functions within the cooperative movement became manifest. That necessity was not least caused by the intense competition from private, national and multi-national businesses, which had already achieved such partial integration. In retrospect we can now ask how this action programme has been implemented in practice.

I think generally one can ascertain as a fact that in most movements the shop structure to a great extent has been changed in accordance with the programme in most Western cooperative movements. The same applies in respect of the amalgamation process towards regional societies. There have been, of course, differences in respect of the timing and the speed in this transformation. Sometimes, measures have not been carried out in time to meet the intense private competition, and in such cases there has been an unfavourable effect on the cooperative movement's share of the retail trade. Structural rationalization through amalgamation has also been characterising agricultural marketing organisations in the Western countries. The trend towards larger and fewer cooperative units in the economic field has also been rather marked in order to increase efficiency and productivity in the cooperative movements working in the planned economies of Eastern Europe, even though the problems of competing with private trade have not figured in this context as a motive.

The third recommendation, aiming at integration in consumer cooperation retailing, wholesaling and production functions, has been devoted great attention in the cooperative debate and in the preparation of national action programmes. I may remind you of ICA's pre-occupation with this matter at the Congress in Vienna in 1966 and some Central Committee meetings. Papers presented by Mr. Korp from Austria dealt with two alternative methods to achieve increased efficiency through integration. These were either a federative system with the closest possible forms for collaboration and joint action between regional cooperatives and the wholesale and union, or the establishment of one national organisation encompassing all the functions in respect of retailing, wholesaling and

* Inaugural Address by Dr. M. Bonow, President of ICA, on the occasion of the Central Committee Meeting in Stockholm on 23rd October 1975.

own production. We know that this has been and still is an exceedingly important but very difficult issue. Apart from the creation of Denmark's Brugsforening (the Danish national cooperative organisation) and the effort in Holland which did not succeed, there is so far only the federal method to achieve the same aim which is being tried.

Before leaving the recommendations made by the Lausanne Congress about structural reforms on the national plane, we may ask ourselves now, one and a half decade later, is there reason to be satisfied generally. I think, if we are truthful, we have to reply no to such a searching question. Consumer cooperation in Western Europe has, unfortunately, by and large not been expanding its share in the fields of retailing, wholesaling and production in comparison with private trade, apart from in a few countries. In some countries the share has diminished considerably. The general picture is that the share, with the possible exceptions in Western Europe of Finland and Iceland, is still rather small. In respect of other branches of our movement, like agricultural, housing and insurance, high and often increased shares of the market have been attained in several countries both in the West and the East. The prerequisites for expansion of Cooperation are of course different in the two socio-economic systems.

The aim of the structural reform programme has been to increase the efficiency of the movement and thus strengthen its competitive ability to the advantage of the members. In some cases, as was pointed out already at the Lausanne Congress in 1960, legislation, taxation and other external factors in certain countries may hamper the possibilities for the cooperative enterprises to compete on equal terms with privately owned concerns. But we have also to confess that in not a few cases lack of internal collaboration and cohesion beside outright mismanagement of both retailing and wholesaling functions have led to serious setbacks, diminishing market shares. The most tragic example is the collapse of Coop Nederland.

An assessment of achievements and shortcomings in our various countries in respect of the structural reform programmes, I submit, would indeed now be timely and ought to take place without further delay.

The problems caused by the trends towards larger cooperative units in respect of democratic control and efficient member participation was dealt with at the ICA Congress in Hamburg, where two main papers on Contemporary Cooperative Democracy were presented. We know that different kinds of action have been taken and are being considered and planned in several of our movements,



Dr M Bonow speaking at the ICA Central Committee meeting held in Stockholm.

not only within consumer cooperation, but in all the other branches of the movement as well, for implementing recommendations about increased member participation. I think it would now be the proper time for taking stock of the present situation with a view to increased future action also in that field.

Within the framework of its very restricted financial and personal resources, I think the ICA has tried to live up to the Lausanne Congress recommendations. Though the structural reform programme mainly call for action on the national level, ICA has tried to make its contributions primarily through its auxiliary committees for special tasks. This may be illustrated for instance by the work carried out within Scandinavian Wholesale Society, N.A.F., and in INTERCOOP, in the field of promoting joint purchasing and increased international trade between cooperative wholesale societies and establishment of joint regional and even international cooperative production enterprises. It goes without saying, however, that in spite of the tendencies towards trade liberation within and between the different common markets and free-trade groups both in Europe and in other parts of the world, the progress has been rather slow.

Here again, however, I do not think we should let our insufficient achievements so far lead us to apathy. If we really aim at making through our international cooperative movements some contribution to other actual international efforts to counteract the serious abuse of power by multinational concerns, we need as a basis a far greater expansion of our own cooperative multinational enterprises than has been the case hitherto. Shortcomings which we have registered in this field over the decades—and they are indeed very many should not, and I repeat, again, be a cause for apathy, but spur us to a more vigorous and well planned action in the future.

I will now turn to the second set of recommendations adopted at the Lausanne Congress, i.e. the long-term programme for technical assistance. This matter will be reported on as far as our up-to-date actions are concerned, by our Director. I will therefore confine myself to a few words about achievements we have attained since 1960 mainly through the ICA.

We got our first Regional Office started in 1960 in New Delhi, and the second one in Moshi in Tanzania for East and Central Africa in 1968. ICA is now planning to get a nucleus of a third Regional Office in West Africa, possibly a bi-lingual office with English and French as working languages.

In Latin America ICA has collaborated with the Organization of the Cooperatives of America, OCA, and also supported technical assistance projects in certain countries carried out by LATICI. The Swedish cooperative movement has integrated most of its own technical assistance activities with

the work of the ICA, especially through its regional offices. A small pamphlet written by me, which the Central Committee delegates have received, describes more in detail this collaboration. Several of ICA's member organisations have, besides donating money to ICA's own Development Fund and supporting ICA projects with finances and in some cases by seconding experts to ICA, contributed in a valuable way to the implementation of our long-term programme. There is, however, in the Executive, and I think also within the Central Committee, no doubt a feeling that the need for increased action to support cooperative development in newly developing countries is now greater than ever before. We have indeed to do more ourselves in the future.

Against this background an increased collaboration with those UN agencies which are specifically concerned with promoting cooperative development, i.e., the ILO and the FAO, is significant. In recent years this collaboration has been considerably extended. The ICA has also in close collaboration with its national member-organisations concerned, established useful contacts also with national technical assistance authorities in the field of cooperative assistance.

The increasing involvement of the ICA is carried out as a support to UN's Second Development Decade in the cooperative field by launching our own Cooperative Development Decade, a fact which was recognized by the Secretary-General of UN. Within the UN family great appreciation has been expressed of the role which the cooperative movement should play within development programmes in the third world.

However, quite critical points of view have also been expressed, especially in a number of field studies undertaken under the sponsorship of the UN Research Institute for Social Development (UNRISD). The main argument used has been that Cooperation as such is not able to act as an agent for economic and social change. Quite specifically within the agricultural and rural sectors of newly developing countries, Cooperation is criticized because it cannot decisively change the unequal distribution of income and wealth in favour of the poorest groups, nor solve the problems of landless and unemployed people in the rural sectors.

On these criticisms it must be said—as the ICA actually has done quite vigorously—that cooperation, on its own, is no panacea for solving all development problems single handed. To maintain such an idea would be the same as saying that, for example, family planning *per se* or industrialization *per se* or any other single development factor as such would be expected alone to solve all problems. The cooperative form of enterprise is, however, of great and growing importance, not as a *sole* agent for change, but as a *component* in coordinated development programmes, and especially in integrated agricultural and rural development programmes.

Cooperative organisations are important means to mobilize and motivate human resources for self-help activities. And as long as no better alternative has been presented for promoting rural development than cooperatives and other farmers' organisations, these, instruments should be used for that purpose.

There are all the more strong reasons for trying to make cooperatives more efficient by assisting in educating and training people to use such self-help instruments, as the general situation in respect of the lesser developed countries for several reasons is instead of improving, actually deteriorating at present. The target fixed for the second UN development decade of 0.7% of the GNP in the form of official development aid will obviously not be realized, even during the rest of the decade. For the present the average figure for this assistance from the developed countries has hardly reached half that figure, and still worse, it is expected to decrease as an average during the rest of the decade. Instead of a growth target of 6% increase of the GNP in the developing countries as an average, the present prognosis points to only 1%. This is indeed a very serious situation.

The population conference in Bucharest and the world food conference in Rome presented material making it abundantly clear that food production is not increasing in the longer perspective at a rate commensurate with population increase. It is estimated that at present, one billion people are suffering from hunger and/or malnutrition. The global food problem—shortage of both calories and protein—has come to stay with us for the foreseeable future. The grim prospects are that technical and financial assistance will not materialize at all from the industrialized countries to the minimum level needed. Nor will this be the case as far as oil producing countries are concerned which recently have increased their GNP rapidly and massively.

Against the background briefly indicated, it seems evident that the poorest among the newly developing countries will have to rely for their development efforts in years ahead to a much greater extent on their own resources than hitherto. They will also have to try to strengthen their bargaining position in respect of the terms of trade between their raw materials and other products to be exported on one hand, and the products they have to import from the developed countries on the other. Without a drastic change in international trade relations in favour of the developing countries, the deterioration in assistance from the better-off countries is bound to have some extremely serious effects on the world economy. We do indeed need what has been called a new economic world order.

The Dag Hammarskjöld Foundation has recently prepared its 1975 Report on the occasion of the Seventh Special Session of the UN General Assembly. The title of the Report is "To set in motion the process of change". In a very compre-

hensive programme for an orientation towards what is called *another* development, priority is given, *inter alia*, to the following aims and measures :

1. Place the satisfaction of needs—beginning with the eradication of poverty—at the focal point of the developing process.
2. Strengthen Third World capacity for self-reliant development.
3. Transform social, economic and political structures.
4. Increase the availability of, and access to, foodstuffs.
5. Reorient science and technology towards *another* development.

For us cooperators it is of great interest to note that the very wide group of outstanding personalities from all over the world, who have assisted in the preparation of the report, is recommending aims and measures which correspond entirely to the aims of Cooperation in its various forms; that is to satisfy human needs by promoting self-help and self-reliance.

One may now ask: What role, if any, an increased expansion of cooperative enterprises in newly developing countries may play to improve the situation. Even if we are aware of the relatively restricted and in some cases almost marginal contributions that the cooperative movement has so far rendered in the third world, the potential is no doubt of great importance as an integral part of economic development programmes in the countries concerned, exactly because these have to be directed more than ever before towards self-help and self-reliance.

It is in this context that the ICA and its member-organisations have to think anew in respect of our rather insufficient efforts so far to assist with know-how our sister movements in the newly developing countries.

An increased technical assistance by the ICA in collaboration with its member-movements will also bring to the fore the following question: Through what measures can we raise some more money than before for development assistance in our developed movements? With the huge membership in our movements even a very small amount of money per member would give our national movements themselves and ICA's Development Fund some sorely needed resources of our own, which would increase our possibilities to take part in cooperative development projects within the framework of general development programmes. Let us just for moment indulge in an arithmetic exercise: Only 10 cents per member from our 320 millions would

amount to 32 million dollars per year. Of course this is wishful thinking. But shouldn't all our movements at least *try* to do *somewhat* more to increase our resources?

I have tried to sketch very briefly the need for assessing our achievements and shortcomings so far in respect of both our structural reform programme and our long-term technical assistance programme during the 15 years which have elapsed since the decisions were taken by the ICA Congress in Lausanne. Some arguments have been given, indicating the need for us of not only learning our lessons from the experience during the past period but also preparing the ground for a new programme of action in the two main fields which were dealt with in 1960.

How should we tackle such a task of the greatest importance for our future development? As was the case in 1960, it would seem necessary for each movement to look into the probable future trends in respect of conditions influencing the market and generally the economic and social environment in which our movements work and the competitive pattern which may be foreseen within a reasonable period of time. We know that such efforts to make a prognosis for periods of up to ten years are undertaken in some movements. Our competitors, national chainstores and multi-national enterprises, are very active in respect of such planning for the future. We need not only an assessment of future trends on the national level by a much greater number of movements than for the present. We need also comprehensive investigations about joint international cooperative action to adapt the cooperative structure to continuously changing consumption and demand patterns. And we need to do it in time. Cooperation should endeavour to play an active role, as far as possible foreseeing and leading the development.

We have of course to be aware of all the difficulties inherent in all kinds of prognosis as a basis for future action programmes, especially in respect of taking into account at least to some extent real long term trends. The debate caused by the two studies of the so called Rome Club illustrates this dilemma. At this Central Committee meeting we are going to discuss some development tendencies, which may be inherent in the so called energy crisis, trying to discern both its short and long term ramifications for our cooperative movements in different parts of the world. A most probable gradual change over to an energy conserving society is bound to have very far reaching repercussions on the economic life generally and as a consequence also on the various forms of cooperative enterprises. The same applies indirectly to such measures which may aim at a much stricter adaptation to pollution controlling and ecology saving measures which will be integral parts of a much more active environment-conserving policy. There are further great problems, apart from those in the field of energy, which have been noted much more than earlier in respect of the consumption of

a number of non-renewable raw materials. Such long-term trends in respect of several factors of strategic importance in the economic and social life in the future should not be left entirely out of sight when our movements nationally, regionally and internationally try to formulate future action programmes.

At the Congress in Paris the ICA will deal with its future programme of work and some material has already been prepared in this context. Such a programme must, as is fairly obvious, deal with the planning of the future activities in very broad categories. I think it would be of great value if this programme was supplemented by some assessments of the type I have tried to indicate also on the national level within our movements. The conclusions drawn from such stock-taking exercises duly sifted, analyzed and summarized would serve as a useful basis for coordinated programmes. I think such a planned development is a must, a necessary prerequisite for increasing nationally, regionally and internationally in future the impact of our cooperative enterprises in the society as a whole.

Now one may ask: This is all very well, but what resources do we have to rely on?

It goes without saying that the planning on the national level has to devolve to a great extent on and be the responsibility of our national cooperative movements themselves.

Two points should be noted, however. Firstly, a much closer collaboration between the different movements nationally, than has been the case so far, ought to be established. Such collaboration between the cooperatives in respect of commercial relations, research, future planning and so on would increase the importance of the cooperative form of enterprise. The Working Party under the chairmanship of Mr. Lloyd Harrison is studying these aspects.

Secondly, an intensified systematic exchange of knowhow and experiences in the commercial, organisational and ideological fields, at regional and international levels should be given high priority. In this context the present system of ICA's auxiliary organisations, committees and working parties, properly coordinated by ICA's head office, should be fully utilized. As the present machinery in many respects is lacking resources to work efficiently, this situation should be amended very soon. The increased costs for the participating movements will be more than repaid by the benefits to be obtained from strengthened auxiliary organisations. In relation to what multi-national enterprises invest in research and systematic exchange of knowhow, our cooperative performances so far are entirely inadequate.

This leads me on to the question of the relationship, or rather the lack of congruence, between the

tasks we want the ICA to tackle and its resources in respect of finances and manpower. It is by no means the first time I present before you this problem. As your chairman, I have tried to follow and to take part actively in the work of ICA's head office and also to some extent the regional offices. I have been privileged as chairman to ascertain the workload so to say from the inside of our organisation. I can assure you, if this is, at all, necessary, that the staff is far too small to cope with all the tasks we ask them to take on. The result is that they, devoted to the job and ambitious as they are, are and will be overburdened with work to an unacceptable extent. This situation is untenable and will have to be rectified. We have to add to this picture the raging inflation, which is eroding the real value of our membership subscriptions to the ICA. There are in this situation two alternative ways open to us; either cutting the work programme or providing increased financial means. I wish to remind you that we have jointly scrutinized on several occasions possible ways of achieving savings on different cost items without eliminating important parts of the work programme, but with negative results. There are thus in reality only the two alternatives I have mentioned.

Having regard to the important role which the ICA through its leading authorities could and should play in serving its member organisations at policy level generally and in respect of the implementation process specifically through its auxiliary organisations and committees, there is in my opinion only one solution possible.

Let us provide the ICA and its auxiliary organs with sufficient means in respect of finances and

manpower to do the job. I appeal to our member organisations in the developed countries both in the West and in the East in this respect. As I have tried to illustrate, increased support to the ICA would in fact be in their own best interests.

Through earlier decisions by both Central Committee and Congress, all our member organisations and ICA itself are committed to promote Cooperation in the developing countries. This firm commitment is the very basis for our Cooperative Development Decade. I have briefly indicated the seriousness of the present global situation and the lack of support from the wealthy countries to the non-oil producing countries in the third world. The seventh special session of the General Assembly of UN may, or may not, represent a kind of turning point in respect of a much needed global policy based on human solidarity. Whatever the outcome is when the decisions taken are going to be implemented, one thing is obvious for us cooperators: There is an urgent need to assist with cooperative knowhow as components in the economic and social development programmes. ICA's acknowledged status as the only spokesman for the united world cooperative movement before UN and its specialized agencies is indeed a great responsibility. We simply have to accept and try to live up to this challenge. Also for that reason we must increase our efforts to make the ICA a still more efficient organ for the benefit of our members throughout the world.

Expressing the hope that our deliberations as usual will take place in a cordial atmosphere and be constructive, I declare this session of Central Committee open. ■



Dr M. Bonow—An Appreciation

DR S. K. SAXENA

When Dr. Mauritz Bonow retired from the Presidency of the International Co-operative Alliance on the occasion of the Central Committee in Stockholm in 1975, he had occupied the highest office in the Alliance for approximately 15 years. His term of Presidency ranged over a period that witnessed some of the more revolutionary events in contemporary history. As an organisation whose membership is open to all genuine co-operatives, irrespective of the social and economic systems in which they operate, and whose objects include the establishment of lasting peace and democracy", the Alliance is not immune to international political forces which have sometimes dominated the debates and have placed considerable strain on the ingenuity of its elected leaders. It has been one of the great contributions of Mauritz Bonow that he helped to strengthen the sense of unity within the Alliance by making us concentrate primarily on co-operative matters, by recognising honest differences, and by constantly reminding us in his patient and gentle manner that we should not lose sight of the long-term tasks of the Alliance, nor of the dangers of fragmentation. And from this unity has flowed the strength and the respect which the Alliance enjoys in the counsels of the world today.

The dedication shown by Mauritz Bonow to Co-operation throughout the working part of his life stems from a deep understanding and appreciation of the philosophy and practice of the movement. Clearly, in an organisation of the complexity of the Alliance, no individual can claim the entire credit for the achievements. The final decision must be the result of a long and continuous interplay of forces, of compromises between the varying views which emerge from different quarters. But it has been Mauritz Bonow's merit to have welded the diverse and often seemingly incompatible viewpoints into coherent programmes of action.

It is, I think, entirely fair to say that some of the major subjects with which ICA Authorities have been concerned in recent years have originated from the perception of Mauritz Bonow. To give one example: the paper presented by him at the 21st Congress in 1960 in Lausanne on "Co-operation in a Changing World—a Survey of Objectives and Methods with special reference to the Western Cooperative Movement" initiated a debate which dominated the cooperative world in the 1960s, and whose implications continue to engage us well into the 1970s. The debate has helped to sensitize the movements to contemporary challenges and forced them to look beyond their narrow frontiers in order to meet the imperatives of efficiency in highly competitive environments. A clear link can be seen between the Lausanne paper and the debate on integration which took place at the 1966 Congress in Vienna and which led, finally, to the discussion on Centemporary Coope-

ative Democracy at the Congress in Hamburg in 1969. We must be grateful to Mauritz Bonow for grasping, ahead of many others, the broad correlations between global economic and social problems and the role which cooperatives can play in the resolution of some of those problems.

Perhaps Mauritz Bonow's biggest contribution has been his passionate advocacy of the cause of developing countries and, to that end, of the need for enlarging the scope and effectiveness of the work of the Alliance. An arch enemy of injustice and a firm believer in egalitarianism, under his leadership the Alliance has become a truly global organisation; the two active Regional Offices in South-East Asia and East Africa are a testimony to his work in this field.

He has helped to mould public opinion in his own country, Sweden, on the importance of a cause which, in many respects, must override all current concerns of humanity, that of raising the living standards of developing countries. Many of us recall with deep appreciation his efforts in connection with the ICA Congress in 1957 in Stockholm which launched the campaign under the slogan "Without Boundaries" ("utan gränser"). On the more practical plane, he has helped to fashion a pattern of relationship between individual effort and government assistance to developing countries, he has described this in some detail in his recent publication, "International Cooperation for Self-reliance: some Swedish Experiences". Although several other Movements have been active in this field, it is the scale and the continuity which Mauritz Bonow has helped to achieve which are impressive. His consistent advocacy is now receiving acceptance in other movements.

To us in the Secretariat, Mauritz Bonow has been a friend and a guide. No problem was too small to receive the sympathetic consideration which we came to expect from him, no detail too insignificant to escape his notice. He has truly been a working President.

Comparing the international cooperative scene when Mauritz Bonow assumed the Presidency with when he retired in October 1975, we find important and significant changes in ICA's outlook and its approach to world questions—an organisation which is sensitive to current issues and which is respected, not least by the United Nations, as an organisation of repute, skill and concern, and this change truly measures the impact of Dr. Bonow's leadership.

We all wish him—and Anna Greta Bonow, his life long partner and support—a pleasant and fruitful retirement and hope that he will now find time to write and enrich our thinking on the basis of his vast knowledge and experience. ■

*ICA in South-East Asia**

DR M. BONOW

It gives me great pleasure to address you on this occasion, the Tenth Anniversary celebrations of the ICA's Regional Office & Education Centre for South-East Asia.

Founded in 1895, the International Cooperative Alliance is now over seventy-five years old. It is one of the oldest of non-governmental international organisations. Furthermore, with a membership spread over 62 countries, and with affiliates serving over 255 million individual members of cooperative societies at the primary level, the ICA is also the most widespread international non-governmental organisation.

In 1955, at the instance of the ICA, Dr. Keler, a well-known cooperator, made a study of the social and economic development needs of the Asian Region and recommended that attention to the development of the Cooperative Movement in Asia at close hand was indicated.

In 1958 some members of the Executive Committee of the ICA took part in the first multi-national cooperative conference in Asia held at Kuala Lumpur. The Asian Cooperative Movements present in Kuala Lumpur requested the ICA, to set up a regional office in the region. This request was the basis for the positive decision taken by the ICA Congress of 1960 held at Lausanne.

At Kuala Lumpur the wish was also expressed, that an Education Centre should be established for collaboration between the movement inside the Region and between the region and movements in the industrialised countries. The request was timely for the Swedish Cooperative Movement, which at that time was considering ways and means to assist some cooperative development projects. As a result of this preparatory work, the Regional Office & Education Centre for South-East Asia was established. It was inaugurated by Pandit Nehru on November 14, 1960, his 71st birth anniversary. On the same day, by the way, he opened the Lok Sabha and received the Head of Burma, who was on a state visit to India.

Since that time, the ICA has tried to render some service to this region in the fields of cooperative education and research, in respect of consultation activities and international cooperative trade through its Regional Office and Education Centre for South-East Asia.

Seventy-five technical meetings such as Experts' Conferences, Regional Seminars and Workshops, National Seminars and the like have been held and the total number of participants of these meetings is almost 2,000. Twenty-five publications, the result of these meetings as well as of individual research work, have been published by the Regional Office during this period.

The Regional Office-cum-Education Centre now serves thirteen countries, viz., Iran, Pakistan, Nepal, India, Ceylon, Malaysia, Singapore, Thailand, Indonesia, the Philippines, the Republic of Korea, Japan and Australia. There is an Advisory Council composed of representatives of these countries and an Agricultural Sub-Committee for this region, a sub-committee of the ICA Auxiliary Committee for Agriculture. The sub-committee has in turn set-up two Working Groups for Trade Promotion and Fisheries.

A beginning has been made in promoting cooperative trade across national boundaries. The Japanese Cooperative Agricultural Movement and the Thai Cooperative Movement have a trade agreement for the production of maize, an arrangement worthy of emulation by other developed cooperative movements. Recently there has been an agreement between the National Agricultural Cooperative Marketing Federation of India and the UNICOOPJAPAN of Japan, and furthermore a few instances of trading between European and Asian movements, through the good offices of the Regional Office.

Consultative services have been rendered by the specialists of the Regional Office in the fields of Consumer Cooperation and Cooperative Education in India and Malaysia.

The Regional Office has been instrumental in obtaining assistance from the developed movements to the developing movements. The ICA itself has also been able to make some grants to the developing movements from its Development Fund.

The developing countries, quite naturally, want to make rapid social and economic progress. As a result, in many countries plans for economic development have been drawn up. We have with us Prof. D.R. Gadgil who is the Vice-Chairman of exceedingly important Indian Planning Commission. When one is concerned with overall social and economic development, it is perhaps inevitable that in one's enthusiasm to achieve the desired rate of economic growth voluntary organisations like the cooperatives are brought within the framework of economic plans. I am aware that this situation sometimes gives rise to problems. When financial

* Speech delivered by Dr. Mauritz Bonow, President of the International Cooperative Alliance at the 10th Anniversary of the ICA Regional Office & Education Centre for South-East Asia at New Delhi on 17th February 1971.

assistance is extended by the State, it is inevitable that some control would result. Such funds come from the national exchequer and the government is responsible to the people through the Parliament to ensure that the funds are duly accounted for. I am aware that a number of new and very significant activities, not the least in the field of cooperative credit, have been generated as a result of this approach. However, it is, I think, absolutely essential that the long-term objective of making the cooperative movement an independent and autonomous one is kept constantly in mind. We would have mistaken the casket for the gem if we were to perpetuate an arrangement whereby the initiative and the democratic character of the cooperative movement would be impaired. In the ultimate analysis, it is the vitality of the people of a country which determines progress. Legislation, especially cooperative legislation should provide the framework within which people's capacity to bring about the desired change is enhanced. If the net result of legislation is to thwart this tendency, I am afraid, we would have done more harm than good. The pace of social change in a number of developing countries, including India, has quickened during the past two decades and cooperative legislation should have, among others, the function of smoothing the tensions which inevitably arise in a phase of rapid social change. Please excuse me for having enlarged somewhat on this point, but I say this in the spirit of making some constructive, if general, comments on the situation which characterises a number of developing countries.

May I now, Mr. Chairman, turn to some other international developments which may be relevant at this stage.

As the Cooperative Movement's specific contribution to the achievement of the goals and objectives of the Second Development Decade of the United Nations, the ICA has declared the decade of the "Seventies" (1971-80) as the Cooperative Development Decade, a period of enhanced cooperative activity. The first two years are mainly to be a period of planning and the eight years following are to be a period of vigorous implementation. In this connection we had planned to organise a Conference of Top-Level Cooperative Leaders in the South-East Asian Region, which however, had to be postponed.

U Thant, the Secretary-General of the United Nations, has welcomed the ICA's decision to designate the decade of the "Seventies" as the Cooperative Development Decade. I quote from his message to the ICA: "By mobilizing the many cooperative organisations throughout the world to stimulate the development of cooperative movements in the developing countries, you will be making a greatly needed contribution to the implementation of the goals of the Second United Nations Development Decade."

Obviously public interest in promoting cooperatives in the developing countries does not date

from 1st January 1971. The Cooperative Development Decade follows a long period of evolution of development strategy—both in general and in respect of the cooperative sector.

There has been a distinct change in recent years in general development theory and practice. The stress is now on utilization of local materials, on decentralized industries, on appropriate technology, on providing employment in rural communities and retarding the population flow to cities, and above all, developing and mobilizing human resources. Within the development strategy, we see a greater opportunity for cooperatives to be one of the vital instruments of economic development.

The Cooperative Development Decade is timely also from the point of view of ICA's historical development. In the first half of the century, the activities of the ICA were largely confined to the developed world. Since the Second World War, the needs of the developing countries have played an increasing part in the deliberations of the Alliance. Our growing membership includes a progressively higher proportion from these countries. This orientation resulted in the adoption of a Long-Term Programme of Technical Assistance by the 21st Congress at Lausanne in 1960, and the subsequent establishment of ICA Regional Offices for South-East Asia and for East and Central Africa and a close relationship with the Organisation of the Cooperatives of America (OCA). Moreover, a number of our national movements have mounted significant programmes of aid to cooperatives on a bilateral basis. Thus a sound base has been formed from which to launch the new ten-year programme of cooperative development.

Specific developments which gave rise to the concept of the Cooperative Development Decade were the ILO Recommendation No. 127 of 1966, the United Nations General Assembly Resolution 2459/XXIV of December 1968 and the Resolution (No. 1413 of June 1969) adopted by the Economic and Social Council of the United Nations.

The ILO Resolution characterised cooperatives as "important instruments of economic, social and cultural development as well as human advancement in developing countries." The United Nations General Assembly stressed the important role of cooperatives in economic and social development and urged its member States to increase their help to cooperatives in the developing countries and requested the ILO and other UN Specialised Agencies and the ICA to assist in implementing the resolution. Six months later the Economic and Social Council decided to undertake an assessment of the contribution which the cooperative movement can make to the achievement of the goals and objectives of the Second Development Decade. The comprehensive report of the Secretary-General on "the role of the Cooperative Movement in the achievement of the goals and objectives of the Second Development Decade" is indeed evidence of the real support that the coope-

rative movement has from the United Nations and its Economic and Social Council as well as from the FAO, ILO and UNESCO. The Secretary-General of the United Nations has been asked to submit, in collaboration with the ICA, a report on a practical coordinated action programme of cooperative development by 1972.

The ICA at its 24th Congress in September 1969 at Hamburg adopted a resolution warmly welcoming the initiative of the United Nations and its Specialised Agencies and requested the administrative organs of the Alliance to prepare a programme for implementing those recommendations. It is as a direct consequence of this resolution that the Executive Committee at its meeting in January 1970 decided to embark on a ten-year programme of enhanced activity in the developing countries to be known as the Cooperative Development Decade. This decision was confirmed by the Central Committee at its meeting in October 1970.

This leads me to the question : Whose responsibility is the Cooperative Development Decade ? The ICA's objective in launching the Decade is to ensure the growth of cooperatives as instruments of economic and social development.

The leading role of the Cooperative Development Decade falls naturally on the cooperators themselves. Cooperators must be prepared to provide the leadership, the 'know-how' and the spirit of mutual aid. Therefore, any help which cooperative organisations themselves can muster in money or in exercise is very important. Such help from cooperatives would be a symbol of mutual aid on a voluntary basis. The human and cooperative links between people are of even greater significance than material help. I am, of course, aware that cooperative movements in advanced countries are working under highly competitive conditions and, for providing support to our overseas friends on a massive scale cooperative expertise should be married to government finance from advanced countries. This is the way to achieve a real impact.

Cooperators in the developing countries themselves have much to offer to movements within these same countries by way of experience gained over the years. Firstly, their help is necessary to identify the technical assistance needs of the cooperatives in their countries and to bring their cooperative planning into line with the national development plans of their governments as well as to coordinate their technical assistance requests with those of their governments. Secondly, it will be appropriate for national cooperative movements of the developing countries to make some, even if token, contributions to international cooperative development efforts. Although large sums are not expected, the principle of such contributions emphasizes the value of mutual aid.

I have spoken at some length on the Cooperative Development Decade and the ways in which

activities under this umbrella could be intensified for the development of cooperative movement in the third world. The crucial area for the entire development process must be the human resources available within these countries. It is the mobilisation and utilization of human resources which will determine whether the larger part of the world would live in poverty or whether the differences between the advanced and the developing countries would be narrowed to allow for a more harmonious world order. It is significant to note that the F.A.O. and the I.L.O. in their current programmes have given the greatest importance to this particular area of development. It has been noted that given the somewhat outmoded social structure, often the increase in the Gross National Product helps to heighten tensions thus rendering development transitory. The cooperative form of organisation by virtue of the principles in which it is anchored ensures, provided it is being developed in a progressive political and social framework that the largest amount of local initiative is exercised to increase the returns and furthermore that they could be distributed in an equitable and justifiable manner. If one were to summarise the outstanding objective of Prof. D. G. Karve's multi-sided activities, I think, one can safely say that economic progress without undue social stress was the ideal he kept before himself. It was in order to achieve this objective that he worked untiringly throughout his life in a number of important areas to promote economic development and social progress.

May I in conclusion say how very grateful we are to the cooperative movement and to the Government of India and of course, to the cooperative movements in the Region of South-East Asia for the sustained support they have given to our work ! And I would say this: Whatever small contribution the ICA has been able to make to cooperative development is due to the advice and the wise counsel of our member-organisations, of our Advisory Council which was chaired once by Prof. D.G. Karve and now by Mr. B. Venkatappiah.

I thank you once again. ■

REQUEST

You are requested to please ensure that you inform us of any change in your postal address.

—Editor

ICA Regional Bulletin

ICA Council for S-E Asia Meets in Manila

The Seventeenth Meeting of the ICA Council for South-East Asia of the ICA RO & EC was held at the Philippine Village Hotel in Manila, the Philippines, on the 7th December 1975. Mr. B. P. Faustino, Member of the Council for the Philippines welcomed the Councillors on behalf of the Co-operative Movement of the Philippines. Mr. N. A. Kularajah, Chairman of the Council presided.

The following were present :

(a) **Members**

1. Mr. N. A. Kularajah, Chairman and Member for Malaysia.
2. Mr. I. Hunter, Member for Australia.
3. Mr. R. G. Tiwari, Member for India.
4. Mr. Tapeswar Singh, Alternate Member for India.
5. Mr. Eddiwan, Member for Indonesia.
6. Mr. Djoko Basuki, Member for Indonesia.
7. Mr. K. Yoshida, Member for Japan.
8. Mr. Ju In Song, Member for Korea.
9. Mr. Ismail Din, Member for Malaysia.
10. Mr. Khan Amir Abdullah Khan, Member for Pakistan.
11. Mr. B. P. Faustino, Member for the Philippines.
12. Mr. Monico Yadao, Alternate Member for the Philippines.
13. Mr. Mak Kam Heng, Member for Singapore.
14. Mr. M. Kulasegaram, Member for Singapore.
15. Mr. G. S. Dayananda, Member for Sri Lanka.
16. Mr. L. M. V. de Silva, Member for Sri Lanka.
17. Mr. Pradit Machima, Member for Thailand.
18. Mr. Prachuab Burapharat, Member for Thailand.
19. Mr. R. Shahrabaki Khan, Member for Iran.

(b) **Secretary**

Mr. P. E. Weeraman, ICA Regional Director for S-E Asia.

(c) **Special Invitees**

1. Mr. Malte Jonsson, Swedish Coop. Centre, Stockholm, Sweden.
2. Mr. W. Kidston, former Member for Australia.
3. Mr. H. Togawa, Managing Director, IDACA, Tokyo, Japan.

(d) **Other ICA Regional Office Staff**

1. Mr. J. M. Rana, Director (Education).
2. Mr. Lionel Gunawardana, Joint Director & Specialist in Agricultural Cooperation.
3. Mr. M. K. Puri, Specialist in Consumer Cooperation (designate)

Mr. Kularajah moved a vote of condolence on the death of Mr. Shoji Matsumura, Councillor for Japan and Mr. M. J. Lane, Council Member for Australia.

Mr. P. E. Weeraman, Regional Director, referred to the services rendered by Mr. S. Matsumura as Managing Director of the Central Union of Agricultural Cooperatives of Japan and the services of Mr. M. J. Lane as President of the Cooperative Federation of Australia and the great support given by them to the ICA in general and the regional office in particular. The meeting observed a minute's silence as a mark of respect to the memory of the deceased Councillors.

On behalf of the ICA Mr. Weeraman welcomed the Councillors and the others present.

The Chairman stated that the country background papers giving the present position of their respective movements received from the members had been circulated and suggested that as usual instead of reading the papers in full, the Councillors should mention the special developments and changes that had taken place in their respective movements, since the last meeting of the Council.

Accordingly, the Councillors informed the Council the important developments that have

taken place in their respective countries during the previous year.

Assessment of the ROEC

The report of the team appointed to assess the work of the ROEC was introduced by the Regional Director.

The recommendations of the Experts' Consultation held on 5-6 December on "Trends, Problems and Changing Needs of the Cooperative Movements in South-East Asia and the Role of the ICA in this regard" were considered by the Council and the following priorities were fixed for the guidance of the Regional Office and Education Centre.

- i) The Regional Office should hold frequent Regional Conferences of top-level Cooperative Leaders.
- ii) The Regional Office should assist the national movements to hold national and sub-national level seminars on cooperative leadership and management.
- iii) The Regional Office should undertake and publicize in-depth case studies of cooperatives in which problems of cooperative leadership and management have been successfully tackled.
- iv) The Regional Office should formulate and supply to member organisations detailed guidelines on the respective functions and powers of chief executives and boards of directors for incorporation in the bye-laws of cooperatives. It was also suggested in this connection that the Regional Office should hold a regional seminar on the relationship between chief executives and boards of directors in cooperative organisations.

- v) The Regional Office should in addition to the present teacher development programmes of the ROEC, organise training and refresher courses for the faculties of the national level cooperative training and educational institutions engaged in training the trainers and educators at the tiers of the training and education complex. The Teacher Development Programme itself should be expanded and extended, to cover training in the cooperative educational and training institutions of the more developed countries, even outside the Region.

Education Centre

The educational activities carried out during the previous year were noted by the Council. The Director (Education) informed the Council that the National Cooperative Union of India will be taking over the Educational Project at Indore from July 1976. He also drew the attention of the Council to the commendation made by the President of India at the 80th Anniversary celebrations of the ICA held at New Delhi of the work done in the Project. The Council approved the following programme of work for 1976-77 :

- i) Regional Seminar on Cooperative Insurance and Promotion of Savings. Venue : Japan.
- ii) Regional Seminar on the Relationship between the Boards of Directors and the Chief Executives in Cooperative organisations. Venue : Australia or Malaysia.
- iii) Asian Conference on Cooperative Credit and Financial Management. Venue : New Delhi.
- iv) Training Programme for Teachers. Venue : India. This course will be held for two months in India. The course will subse-



ICA Council for S-E Asia in session.

quently be continued for another two months in the ILO Training Centre at Turin, Italy. The course will be jointly organised by the ICA, SIDA and the ILO Training Centre, Turin.

- v) Training Programme on Cooperative Management. Venue—New Delhi.
- vi) The Council also approved the continuation of the Cooperative Education Materials Advisory Services (CEMAS).

National Seminars

The ICA ROEC will assist in conducting national seminars on request from the member organisations.

Demonstration Project in the Field of Teacher Training

The Council approved of the proposal to start this project in one of the national cooperative training centres in the Region.

Cooperative Education Field Projects

The Council agreed that cooperative education field projects should be started in two movements of the Region.

Technical Assistance

The creation of a Dairy Development Fund in connection with the Bhor Project, the present position of the fishery assistance project in Sri Lanka, the proposal of a Fisheries Project in the Philippines, the gift of two incubators from the Swedish Association of Guilds for the Women Cooperators of Bangladesh, the gift of irrigation equipment worth Canadian dollars 2,000/- by the Cooperative Maritime Services of Canada and the gift of Skr. 80,000 by Swedish cooperators to the Rangunia Thana Central Cooperative Association in Bangladesh were noted.

It was reported that no progress had been possible in securing assistance for the other projects formulated by the Regional Office and submitted to the Head Office in previous years. In this connection, Mr. Hunter of Australia requested that information on all these projects be sent to the Cooperative Federation of Australia to examine the possibility of obtaining assistance for them from the Australian Development Agency.

Asian Cooperative Development Bank

The Council noted the discussions held in Malaysia and Iran regarding the establishment of the Bank and noted that it would be difficult to develop the proposal on the lines of a foreign commercial bank. The Regional Office was requested to pursue the proposal of forming an Asian

Cooperative Development Bank on the lines of the Asian Development Bank with headquarters in Teheran, Iran.

Publications, Public Relations and Library

The Council noted that the Regional Office has brought out the following publications during 1974-75.

- (1) Cooperation in the United States of America by B. K. Sinha.
- (2) Report of the Regional Conference of Principals and Teachers of National Cooperative Training Institutions.
- (3) Cooperative Member Education and Communication.
- (4) Amalgamation of Primary Agricultural Cooperatives in the Republic of Korea by Lionel Gunawardana.
- (5) Manual for Study Circle Leaders by Dharm Vir (Re-print).
- (6) The ICA in South-East Asia by P. E. Weeraman (Revised)
- (7) A Handbook of Communication and the Cooperative Teacher by Daman Prakash.
- (8) 80th Anniversary Celebrations of the ICA—A Souvenir.
- (9) Sixteenth Meeting of the ICA Council for South-East Asia by M. Senanayake (Speeches on Cooperation Series No. 13.)
- (10) Introducing Indian Cooperative Laws vis-a-vis Cooperative Principles by P. E. Weeraman (Speeches on Cooperation Series No. 14)
- (11) The Aims and Principles of Cooperatives and their application in the Developing Countries by P. E. Weeraman (Speeches on Cooperation Series No. 15).
- (12) 80th Anniversary of the International Cooperative Alliance by F. A. Ahmed (Speeches on Cooperation Series No. 16).

Retirement of Dr. Mauritz Bonow

The Council received with acclamation the information given by the Regional Director that the building of the Regional Office had been named "BONOW HOUSE" by the Central Committee of the ICA. The Council unanimously adopted a

resolution appreciating the services rendered by Dr. Bonow.

Meeting of the ICA Sub-Committee for Agriculture and Trade

The Tenth Meeting of the ICA Sub-Committee for Agriculture and Trade for South-East Asia was held at the Philippine Village Hotel, Manila, on 8th December 1975. The Chairman, Mr. B.P. Faustino, presided over the meeting.

The Sub-Committee, among other things, discussed the proposed studies on the Role the Cooperative Movement could play in the task of increasing food production in the countries served by the ICA Regional Office for South-East Asia. The Sub-Committee was very appreciative of the approval of funds for the study by the ICA Executive Committee from the Cooperative Development Fund.

Gunawardana appointed Secretary

Mr. L. Gunawardana, Joint Director, (Publica-

tions & Public Relation) and Specialist in Agricultural Cooperation was appointed as Secretary of the ICA Sub-Committee for Agriculture and Trade. The post was earlier held by Mr. M. V. Madane, who has been appointed by the FAO as Cooperative Adviser of UNDP Project on Agricultural Cooperatives and Credit Afganistan.

Meeting of the Working Group of Coop. Fisheries

A meeting of the Working Group of Cooperative Fisheries was held on 7-12-75. The Group discussed the Report of the First Open World Conference on Cooperative Fisheries held in Tokyo on 29-9-75 to 4-10-75.

IDACA Board of Advisers

The Thirteenth meeting of the Board of Advisers of the Institute for the Development of Agricultural Cooperation in Asia (IDACA) was held in Manila, the Philippines, on 7th December, 1975. ■

NEW CONSUMER SPECIALIST OF THE REGIONAL OFFICE

Mr. M. K. Puri has been appointed to the ROEC as its Specialist in Consumer Cooperation with effect from January 1976. Mr. Puri held the substantive post of Joint Registrar of Cooperative



Mr M. K. Puri

Societies of Haryana State, India. He was the first General Manager of the National Cooperative Consumers Federation of India and was Managing Director of the Haryana State Cooperative Sugar Federation at the time of his selection for appointment to the ROEC. He has long and varied experience of cooperative work, having been an Officer in the Cooperative Service for 25 years and served on secondment in various important positions in the Cooperative Movement of India. He has also been a Resource Person at our seminars. He has been trained in Canada & Sweden, specialising in Cooperative Management and Consumer Cooperation respectively.

DHARM VIR RETURNS TO THE REGIONAL OFFICE

Dr. Dharm Vir, Specialist in Educational Methods and Joint Director (Education) of the ICA Regional Office has joined the Regional Office after completion of his assignment with the ILO sponsored Cooperative Management Services Centre, Colombo, Sri Lanka. Dr. Vir was with the Centre for nine months from April to December 1975. ■

Asian Conference on Cooperative Management

The Asian Conference on Cooperative Management was held in the Philippine Village Hotel, Manila, Philippines, from 1st to 6th December 1975, jointly by the ICA ROEC and the Management Assistance and Training Programme, Central Cooperative Exchange, the Filipino Cooperative Wholesale Society and the Grain Marketing Cooperative of the Philippines. The conference was inaugurated by Mr. Ople, Secretary for Labour, Government of the Republic of the Philippines. In his inaugural address Mr. Ople said, "I think one reason cooperatives fail is because of the inability and the unwillingness of its members to meet the test of economic performance. The very nobility and unselfishness of its conception makes the cooperative peculiarly vulnerable to economic complacency. For this reason it is all the more necessary to expose cooperative leadership and cooperative management to the principles of sound organization and the tools of modern management involving production, finance marketing and other dimensions of economic performance."

"The achievement of high quality management

in the cooperative movement will guarantee its performance not only as an economic but also as a social democratizing force. In this meeting here to discuss the relevance of the latest management principles and techniques to the cooperative movement, you are engaged in fact in a most important undertaking which can elevate the whole climate of management development for cooperatives in Asia."

The inaugural session was also addressed by Dr. Orlando Sacay, Under-Secretary, Department of Local Government and Community Development and Mr. P. E. Weeraman, ICA Regional Director. Mr. B. P. Faustino welcomed the delegates on behalf of the Filipino Cooperative Movement. Mr. J. M. Rana, Director (Education) ICA ROEC, proposed a vote of thanks.

The keynote address on "Cooperative Management in the Modern World" was delivered by Mr. N. A. Kularajah, Chairman of the ICA Council for South-East Asia. The following Resource Persons delivered lectures at the conference :



Mr Blas F. Ople, Secretary for Labour, addressing the inaugural session of the Conference
(l-r) Mr B. F. Ople, Mr J. M. Rana, Director (Education), Mr P. E. Weeraman, ICA Regional Director for S-E Asia,
Mr B. P. Faustino, General Manager, Central Coop. Exchange,
Dr Orlando Sacay, Under Secretary, Department of Local Government and Community Development, Mr N. A. Kularajah, Chairman, ICA Council for S-E Asia and Mr Monico G. Yadao, Filipino Cooperative Wholesale Society.

<i>Lecturer</i>	<i>Subject</i>
1. Dr. Fabian A. Tiongson IADA, U.P. at Los Banos College, Philippines	Marketing Management
2. Mr. L. M. V. de Silva Chairman, Sri Lanka Cooperative Marketing Federation Colombo, Sri Lanka	Marketing Management
3. Dr. C. D. Datey Executive Director Agricultural Credit Department Reserve Bank of India, Bombay, India	Financial Management
4. Atty. Florencio B. Orendain President Philippine Shares Corporation Manila	Financial Management
5. Dr. M. K. Shah FAO Project Manager/Dairy Development Adviser, Dacca Bangladesh	Personnel Management
6. Atty. Gregorio S. Imperial, Jr. Vice-President Industrial Relations, USIPHIL, INC. Rizal, Philippines	Personnel Management
7. Mr. Gotte Levin ILO Expert, National Cooperative Consumers' Federation of India New Delhi, India	Communications and Communication Procedures
8. Mr. N. Veeriah Director, Malaysian Cooperative Insurance Society Ltd. Kuala Lumpur, Malaysia	Communications and Communication Procedures
9. Mr. M. Rex Wingard Representative in India Cooperative League of the USA New Delhi, India	Public Relations
10. Mr. J. M. Rana Director (Education) ICA ROEC for South-East Asia	Why Cooperative Education

In addition to the Regional Director, the Director (Education), Mr. Lionel Gunawardana, Joint Director and Specialist in Agricultural Cooperation and Mr. M. K. Puri, Specialist in Consumer Cooperation (designate) attended the conference from the ICA ROEC. The conference was attended by participants from Australia, India, Indonesia, Republic of Korea, Malaysia, Nepal, Pakistan, Philippines, Singapore, Sri Lanka and Thailand.

Study visits were arranged for the participants of the conference by the Filipino host movement on the 5th and 6th December.



Sister Leontina Castillo speaking at the Conference.
Others in the picture are :
Mr P. E. Weeraman, Dr M. K. Shah and Mr M. K. Puri.



A view of participants to the Conference.

Experts' Consultation

An Experts' Consultation on the "Trends, Problems and Changing Needs of the Cooperative Movements and the Role of the ICA in this regard" was held in the Philippine Village Hotel in Manila, Philippines, on the 5th and 6th December 1975. The objective of the Consultation was to follow up the recommendations of the Assessment Team and to re-define the role of the ICA ROEC in the second half of the Cooperative Development Decade.

The following Resource Persons presented papers at the Consultation :

- (i) Mr. S. S. Puri, Additional Secretary to the Govt. of India, Ministry of Civil Supplies & Cooperation, New Delhi, India.
- (ii) Mr. R. B. Rajaguru, Registrar of Cooperative Societies, Government of Sri Lanka, Colombo, Sri Lanka.
- (iii) Mr. Ju In Song, Vice-President, National Agricultural Cooperative Federation, Seoul, Republic of Korea.

- (iv) Mr. N. A. Kularajah, President, Cooperative Union of Malaysia, Kuala Lumpur.

In addition to the above four Resource Persons, the following experts participated in the Consultation:

- (i) Mr. W. Kidston, Australia.
- (ii) Mr. L. R. Khan, Bangladesh.
- (iii) Mr. R. V. Nadkarni, India.
- (iv) Mr. Ibno Soedjono, Indonesia.
- (v) Mr. H. Togawa, Japan.
- (vi) Mr. N. B. Shah, Nepal.
- (vii) Dr. Orlando Sacay, Philippines.
- (viii) Mr. Malte Jonsson, SCC, Stockholm, Sweden.

The Experts' Consultation was also attended by the Members of the ICA Council for South-East



A section of Experts attending the Consultation.

Asia and the Sub-Committee for Agriculture and Trade. Mr. P. E. Weeraman, Regional Director, Mr. J. M. Rana, Director (Education), Mr. Lionel Gunawardana, Joint Director and Specialist in Agricultural Cooperation and Mr. M. K. Puri, Specialist in Consumer Cooperation (designate) attended the Consultation from the ICA ROEC.

The recommendations of the Consultation are given below :

I. Role of the ICA in the Fields of Cooperative Leadership and Management

1. In view of the intrinsic importance of cooperative leadership and management, ICA has already been active in these fields as evidenced by the organisation of a series of seminars on cooperative management and conferences on cooperative leadership. These activities need to be intensified and extended. In particular, there is a need for more frequent regional conferences of top-level cooperative leadership followed by national level conferences.
2. In Malaysia, ICA has assisted in the organisation of a series of national and sub-national level seminars on cooperative leadership and management. Such assistance may be provided by ICA to other countries as and when they undertake such seminars.
3. ICA may undertake and publicize in-depth case studies of cooperatives in which problems of cooperative leadership and management have been successfully tackled.
4. ICA may formulate and supply to member-organisations detailed guidelines about the respective functions and powers of chief executives and board of directors so as to suggest their incorporation in the relevant bye-laws of various cooperatives.
5. ICA may organise a Regional Seminar on the relationship between chief executives and the Board of Directors in Cooperative institutions.
6. ICA may arrange to document the experiences of training seminars on cooperative management organised by various institutes in different countries and thereby help to transfer the experiences from one country to another.
7. Measures taken by some countries such as Korea and the Philippines to insulate cooperatives from politics may be studied by ICA and the information circulated to various other countries for their consideration.

8. ICA may disseminate detailed information about cooperative management system recently developed in the Philippines and a number of other countries.

9. ICA may establish liaison with universities and other organisations involved in cooperative management training and help to improve capabilities of their trainers.

II. The Role of the ICA in the field of Cooperative Education

1. The overall objectives of the ICA ROEC as given in the Appendix to the report on the assessment of the organisation are comprehensive and need to be followed in future as well. But with the changing status and activities of cooperative organisations in the region, greater emphasis will have to be placed on technical assistance and promotion of international cooperative trade. However, in respect of the last objective, the relation between ICA and the ICTO will have to be very clearly defined to avoid confusion.
2. The ICA should carry out educational activities for influencing the policy-makers—like Ministers, Members of Planning Commissions, Boards, Senior Secretaries to Governments, not only in charge of cooperatives, but of other departments the activities of which affect directly or indirectly the policies and programmes of cooperative development, and other opinion leaders at the higher levels by :—
 - (a) arranging for them visits to successful cooperative movements so that any prejudices or scepticism or indifferences towards the cooperative system might be removed;
 - (b) personal contacts with them by the ICA Council Members and Officers of the Regional Office;
 - (c) conferences of policy-makers and opinion leaders. In order to perform this particular function effectively, the ICA should work its way to gain a position comparable to that of other world organisations. Since the ICA does not have the influence of monetary strength it should develop its influence through its programmes and project its achievements in all quarters that matter.
3. The ICA should help the national movements in their educational programmes by :
 - (a) making in-depth studies of the existing programmes in different countries;
 - (b) suggesting improvements in the programme—the contents and techniques;

- (c) documenting information about educational programmes and making it available to member organisations to promote development through exchange of information and experience.
 - (d) undertaking or commissioning Co-operative Training and educational institutions and universities to make case studies of cooperatives and by arranging for the publication of such case studies and the wide distribution of such publications not only among the co-operatives but also among governments and organisations such as universities, trade unions and farmers' organisations.
 - (e) organising programmes of training and refreshing the faculties at the national level cooperative training and education institutions engaged in training the trainers and educators at the lower tiers of the training and education complex. This should be in addition to the present Teacher Development Programme which itself should be expanded and extended to include training at cooperative educational and training institutions in the more developed countries even outside the region;
 - (f) advising and collaborating with the member organisations in designing and conducting educational programmes for universities, colleges and schools;
 - (g) organising exchange programmes of visits for executives of large cooperative enterprises;
 - (h) organising study visits for cooperative leaders to movements outside their own countries;
 - (i) organising exchange programmes for professional managers of large cooperative enterprises to work with similar enterprises in the more developed co-operative movements with opportunities for in-plant training and study.
 - (j) collaborating with national movements in organising pilot projects in the field of member education and relations using the experience gained from the Indore Project (India). The laboratory results gained in a pilot project should be followed-up by the multiplication of such projects in the normal field situations subject to the constraints of resources, finance and personnel.
- In respect of each of these programmes, there must be a systematic evaluation and follow up, the results of which should be made available to all member organisations. The Experts however felt that this is a very exhaustive list and therefore that the ICA should decide on priorities depending on the needs and availability of resources.
4. ICA should conduct a project in the training of Teachers in one of the countries of the Region.
 5. The Experts noted the educational work done by the ICA for Women's participation in the cooperative movement and recommended that more emphasis should be given to work in this field.
 6. The experts noted that the Cooperative Education Materials Advisory Services (CEMAS) has been established and recommended that its work should be intensified.
 7. Mr. Malte Jonsson of the Swedish Co-operative Centre (SCC) suggested that the ILO and FAO programmes assisted by the Swedish International Development Authority (SIDA) and the SCC should be coordinated with those of the ICA. The Experts welcomed this and recommended that the ICA's collaboration with international organisations such as the ILO and FAO in educational activities be intensified.
 8. Mr. Malte Jonsson suggested that training in Sweden should be based on specific requests from the Region and the Regional



Another view of the Experts attending the consultation.

Council. The experts agreed with this view and recommended that these training programmes in Sweden should be project-oriented.

III. The Role of the ICA in the field of Cooperative Production and Trade

1. Keeping pace with the needs of development, ICA should undertake surveys and action-oriented researches on the organisation and management of producers' cooperatives in the member movements and disseminate the results of such surveys and research studies among the member-organisations.
2. There should be a programme for the exchange of experts and cooperative leaders to facilitate inter-change of experiences and dissemination of know-how on institutional innovations.
3. ICA should collaborate with international organisations and financing institutions to mobilize resources for setting up cooperative ventures in the field of production.

4. The Role of ICA vis-a-vis ICTO

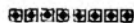
- (i) ICTO should undertake the responsibility of monitoring market intelligence and disseminating such information among the cooperative organisations concerned.
- (ii) ICTO should explore the possibilities of promoting regional integration in trade and finance including the setting up of an Asian Cooperative Common Market, as well as promoting inter-regional trade, commodity agreements, pooling of technology and collection of trade and commercial data.
- (iii) ICTO should try to develop bilateral agreements for trade between the cooperatives of member countries.

(iv) ICA should help the member cooperatives to establish foreign trade departments specializing in cooperative trade within their organisations. Further, member cooperatives may be helped in achieving horizontal and vertical integration of trade operations.

(v) ICTO should help cooperative organisations in getting adequate credit facilities for export trade.

IV. The Role of the ICA in Developing Financial Resources

1. ICA should recruit experts on financial management to serve on its staff or help its member movements in recruiting such experts.
2. ICA should intensify researches and surveys on financial management in the Region and circulate information gained thereby among member movements.
3. ICA should stimulate member movements to engage themselves in research in their own countries regarding financial management and also stimulate systematic production, through scientifically organized cooperative enterprises based on studies of economic, marketing, management, technical and financial feasibilities and on social as well as economic needs.
4. ICA should organise regional seminars and assist in national seminars on the subject of financial management in all aspects and particularly in regard to mobilisation of financial resources, and modern methods of financial management.
5. ICA should endeavour to promote an Asian Cooperative Development Bank as soon as possible. ■



ICA Activities

ICA CENTRAL COMMITTEE MEETING

At the invitation of the Swedish Cooperative Movement, the Meeting of the Central Committee took place in Stockholm on 23rd, 24th and 25th October, 1975. The meeting was attended by 148 representatives from 78 member organisations in 36 countries and observers from the ILO, FAO and the Joint Committee for the Promotion of Aid to Cooperatives (COPAC). This was the last meeting of the Central Committee over which Dr. Mauritz Bonow presided.

Themes—Energy and Youth. Two main themes were discussed by the Committee. The first was "Energy and the World Economy". A background paper prepared by the Secretariat was introduced by Mr. S. Sampson, President and General Manager of Midland Cooperatives Inc., USA, an enterprise founded as a petroleum cooperative. Mr. Sampson pointed to the necessity to search for alternative sources of energy and for cooperatives to collaborate in securing supplies of gasoline, crude oil and natural gas. In order to implement this objective in the United States the International Energy Cooperative had recently been established by 17 petroleum cooperatives. This might serve as an example whereby cooperatives throughout the world could become involved in a worldwide joint effort. One immediate benefit would be conservation of resources, and cooperatives could take the leadership in voluntarily conserving energy or using alternative sources of energy which would conserve oil and gas. In the long term, cooperatives throughout the world involved in the distribution of energy products could consider an evaluation of a joint search for natural resources.

In the discussion, speakers stressed the economic consequences of the energy crisis on all types of cooperative activity. Although the cooperative involvement in the production and distribution of petroleum products and other forms of energy was not very great, reference was made to the recent inauguration of the Scanraff oil refinery in which Swedish oil cooperative, Oljekonsumternas Forbund (OK) has 80% of the shares, and Texaco 20%. Today OK is the largest supplier of petroleum and oil in Sweden. It also sells its products to the Danish OK and the Norwegian OK, and negotiations to supply other countries are in progress. In the USA some of the big regional agricultural cooperatives and the National Cooperative Refinery Association are engaged in the production as well as the refining and distribution of petroleum products. The International Cooperative Petroleum Association supplies its 37 member organisations in 24 countries with petroleum products. The ICPA has been concerned in prospecting for supplies of crude oil.

Over the years a major contribution to help

people in rural areas has been made by rural electric cooperatives, first established in the United States, and now operating in many countries—India, the Philippines and Latin America.

Cooperatives are also carrying out important work in the field of pollution by suggesting and pressing for measures for the control of pollution. The pioneering work done on low phosphate detergents by the Swedish cooperative movement, the creation of smokeless zones at the insistence of housing cooperatives and the awareness by agricultural cooperatives of the harm that can be done by the use of chemicals are but a few examples. The International Cooperative Insurance Federation, as auxiliary body of the ICA, has been keenly interested in this subject and adopted an appropriate resolution at its recent conference in Tokyo. However, it was recognised in the discussion that the share of cooperatives in the production and distribution of energy was extremely small and the likelihood of them being involved in the search for alternative sources of energy was not very promising at present.

The second main theme for discussion was "Youth and the Cooperative Movement". A paper was prepared by the Secretariat which was introduced by Dr. A. Rauter, Director, Konsumverband, Austria, and Mr. J. Sobieszczanski, General Director, the Central Agricultural Union of "Peasant Self-Aid" Cooperatives, Poland.

The many speakers taking part in the discussion stressed the importance of involving young people in the activities of cooperatives of all types; the promotion of school and student cooperatives, especially in the developing countries; the teaching to children and young people the principles of cooperation and the contribution cooperation can make to improve their standards of living. The Central Committee adopted the recommendations put forward in the paper which dealt with action at national level and action by the ICA. Particular stress was put on the holding of periodical international youth conferences to bring together young people from cooperative movements round the world. At the invitation of Centrosoyus the next Youth Conference will be held in Moscow in July 1976.

Collaboration between Cooperatives—Mr. Lloyd Harrison, Chairman of the Cooperative Wholesale Society, UK, and member of the Central Committee, gave a report on the discussions within the Working Party on "Collaboration between Cooperatives" which was set up at the Central Committee meeting held in Vienna in 1974 to examine and report on the diverse methods of collaboration between all types of cooperatives without regard to frontiers, political systems, or the level of economic development of the country wherein the movement is located. This theme will be considered at the ICA Congress to be held in Paris in 1976.

ICA's Long Term Programme of Work—Dr. S.K.

Saxena, Director of the ICA, introduced the paper on the ICA's Long Term Programme of Work and reported on the discussions on this subject which had taken place in the Executive Committee. A final document on the Long Term Programme will be considered at the next meeting of the Central Committee to be held in Spring 1976 for submission to Congress in September 1976.

Regional Offices—The Committee considered progress reports on the ICA work carried out by the Regional Offices, the Organization of the Cooperatives of America (OCA) and the Latin American Technical Institute for Cooperative Integration (LATICI).

Auxiliary Committees—Reports were made to the Committee on the work of the ICA Auxiliary Committees: Agriculture, Banking, Consumers, Fisheries, Housing, Insurance, Inter-Coop, Women's and Workers' Productive.

Resolutions—The Committee unanimously adopted resolutions dealing with the "Declaration on Principles guiding Relations between Participating States" as agreed by the Conference on Security and Cooperation in Europe held in Helsinki; the violation of human rights by state governments in countries with dictatorship regimes and military juntas; Cooperatives and International Women's Year; and the non-compliance with the United Nations Resolution 3213 relating to the re-establishment of the territorial integrity and sovereignty of the Republic of Cyprus. These resolutions will be forwarded to member organisations.

The next meeting of the Central Committee will be held in Sofia, Bulgaria, on 27th, 28th and 29th April 1976.

COOPERATIVE DEVELOPMENT COMMITTEE

The Cooperative Development Committee of the ICA met in Stockholm on 20th October 1975. The Committee discussed the recommendations of the recent ICA Seminar on Technical Assistance which was held in Dresden to mark the mid-point of the Cooperative Development Decade. The Committee felt that the ICA should take a lead in taking forward the suggestion of the Secretary-General of the United Nations that a small expert meeting should be convened to discuss the role of cooperatives in the Second Development Decade and, more particularly, the ways in which the cooperatives can cater for the rural poor.

The Committee also discussed with approval the assessment report for the ICA Regional Office for South-East Asia noting that there was to be more emphasis on national seminars and that the exercise had led to the programme of the office becoming even more pertinent to the needs of cooperatives in the region. The Committee agreed to allocate grants to study cooperative food production in South-East Asia, and to provide a mini-bus for the

Uganda Cooperative Alliance to assist in its education work.

ORGANISATION FOR COOPERATIVE CONSUMER POLICY

The Organisation for Cooperative Consumer Policy held its General Assembly in Stockholm on 20th and 21st October. The main subject for discussion was "The Consumer Cooperative Movement and Legislation on Consumer Protection". The subject was introduced by Mr. H. Bergquis, a member of the Swedish Government, who outlined the position in Sweden and also explained the duties of the Consumer Ombudsman. Country reports were given by representatives of consumer cooperatives from Finland, France, UK, Norway and Japan. Mr. R. Volkens, Secretary of INTER-COOP, gave an account of its activities and also dealt with consumer information through labelling.

Mr. S. Nakabayashi of Japan put forward the proposal that the ICA should appeal to the United Nations and some of its Agencies to establish a food standards commission to deal, amongst other things, with pollution, and also that the ICA should appeal to the UN and its Agencies and other Non-Governmental Organisations to press for the testing of goods at the international level.

The Committee agreed to some changes in the rules and to raise the contributions from members from £250 to £300 p.a.

INTER-COOP MEMBERS' MEETING

The General Meeting of INTER-COOP held in Stockholm on 22nd October 1975 was attended by representatives from 26 out of a total of 28 member organisations.

Reporting on the activities of INTER-COOP, the newly-elected Chairman, Mr. Ch. Veverka, France, stated that collaboration in the food sector had encountered certain difficulties, such as market regulations, laws concerning food products, customs laws, etc., and that the economic crisis which is developing on a worldwide scale had affected progress both in the food and the non-food sector.

As far as food was concerned, collaboration in the purchase of fruit and vegetables, confectionery and wines had made considerable strides. In recent months INTER-COOP had extended its activities into the fields of biscuits and tinned fruit and vegetables. Decisions have been taken as to the priority concerning joint buying, the use of foreign purchasing depots owned by member organisations, and the promotion of joint production. Consideration is being given to the extension of trade with cooperatives in developing and in the socialist countries.

In the non-food sector, joint purchases from cooperatives and other productive enterprises

amounted to \$160,000,000. There are eleven purchasing groups each looking after different types of products. The most recently formed groups deal with furniture, tools, and hosiery. Collaboration in the non-food sector has proved to the advantage of all interested parties and has brought about improvement in quality, the development of new purchasing markets, and it has assured supplies in certain cases of shortages. The Non-Food Committee is at present undertaking research in order to find new ways for improving collaboration still further.

Two experts' groups dealt with exchanges of experience in the retail trade. At the last meeting of the "Department Store Group", new sales methods for large furniture department stores were studied. The "Food Stores Group" studied in detail the subject of "Discount in the Food Trade". Other subjects which have also been examined are rationalisation, limitation of assortment, systems of flow of goods, and ordering of goods and specialised shops. The Members' Meeting of INTER-COOP discussed the subject "Dividend or Net Price", a problem of great relevance to a number of European Consumer Cooperatives.

The members of the Board of INTER-COOP are as follows : Chairman: Mr. Ch. Veverka, SGCC, France; Vice-Chairmen: Mr. E. Groes, FDB, Denmark, and Mr. K. E. Persson, KF, Sweden; Mr. F. Checucci, Coop Italia; Mr. H. van Heukelum, Coop Centrale, Federal Republic of Germany; Mrs. J. Lokkaj, Spolem, Poland; Dr. A. Rauter, Konsumverband; Austria; Mr. A. Sugden, CWS, UK; Mr. H. Thuli, Coop Schweiz, Switzerland; Mr. R. Wallden, KF, Sweden.

FIRST OPEN WORLD CONFERENCE ON COOPERATIVE FISHERIES

The First Open World Conference on Cooperative Fisheries was held in Tokyo, Japan, from 29th September—4th October. The Conference was sponsored by the International Cooperative Alliance, and the National Federation of Fisheries Cooperative Associations of Japan, Zengyoren, was the host organisation. 325 participants from 25 countries attended, and the open nature of the Conference enabled representatives to attend from countries where fisheries cooperatives do not at present exist, or are only just beginning, so that in addition to leaders from fisheries cooperatives from apex, regional and primary societies, Ministers, Heads of Government Departments and government representatives also took part.

The 25 papers submitted to the Conference were prepared by the members of the ICA Fisheries Sub-Committee, by Cooperators whose organisations are not in membership with the ICA, and the FAO Fisheries Division. The main theme of the conference was the role of cooperatives in the modernisation of fisheries and the rationalisation of resources. Practical ways for the more effective utilisation and conservation of marine resources

were discussed. This practical character was the main feature of the whole debate. Many speakers emphasised that cooperative fisheries can help in improving technical know-how for fishermen, in rationalising production and marketing, and in conducting research and educational activities. However, for the developing regions, the help of governments and international governmental organisations seem to be essential.

There is considerable potential development for fisheries in forms of aquaculture, especially in fish farming in the sea using such devices as man-made reefs. One of the main obstacles to the development of fisheries is the pollution of coastal waters by industrial chemicals and warm water discharge from the nuclear power stations located near the sea. Technological and biological methods to counter pollution were demonstrated at the Conference, and the Japanese fisheries organisation has had considerable experience in this field. Joint action through international governmental collaboration is absolutely essential to combat such pollution.

Mention was also made that the competition of the multi-national private corporations created a serious danger for cooperative fisheries. The increase in fuel prices and the cost of equipment have caused a very difficult situation in many countries. It was stressed that only governmental support can help cooperative fisheries to win the battle against this temporary crisis

The Conference made an important contribution to mutual understanding among various countries and to world peace. It has underlined the solidarity of fishermen all over the world, and their will to develop fisheries in the most effective way so as to provide people with food rich in protein.

The Fisheries Sub-Committee will now consider the ways of implementing a future programme of action arising out of the recommendations and suggestions of the Conference.

REGISTER OF RESEARCH ON COOPERATIVES IN DEVELOPING COUNTRIES

A directory of organisations which engage in research on cooperatives was published by the ICA in 1974. This has now been supplemented by a bibliography of research on cooperatives in developing countries undertaken during the years 1968-1972. Enquiries regarding the bibliography should be directed to Mrs. M. Dolle, Hungarian Cooperative Research Institute, Alkotmany u. 25, 1371 Budapest, Hungary.

The bibliography has been collected and collated by the Polish Research Institute and prepared and printed for publication by the Hungarian Cooperative Research Institute.

Award to a Professional Cooperator

Dr. V. Kurien, former General Manager of Anand Cooperative Milk Union "AMUL" was declared "The Man of the Year" by the National Investment and Finance Weekly. The award was presented by Shri Fakhruddin Ali Ahmed, President of India, on 20th December 1975.



Dr V. Kurien

Mr. P. E. Weeraman, ICA Regional Director for South-East Asia felicitating Dr. Kurien said "...He has proved that professional management is the key to cooperative success. He was able to do this because the elected leadership of the Anand Cooperative Milk Union confined themselves to their proper sphere, namely policy-making, and left the management of the business to the Manager.

This left ample scope for Dr. Kurien to use his remarkable talents to the full".

"...Dr. Kurien served the cooperators of Kaira District in such a way that they became truly involved in the working of their Union. Member involvement is the true yardstick of cooperative success."

"...Dr. Kurien has built up Anand so well that it is able to function without him."

"Perhaps the finest test of a leader is to see whether he has built up his colleagues to take his place. Dr. Kurien has done this. This indicates that he has had the long-term interests of his organisation at heart, rather than making himself indispensable."

Dr. Kurien speaking at the function said "I suppose that there are a few who would have the courage, when honoured as Man of the Year, to say "Thank you very much for this honour. I agree that I deserve it"—and then sit down. Frankly, however, I lack such courage—and, if I were to speak purely personally today, I would have to say that I certainly do not deserve this honour."

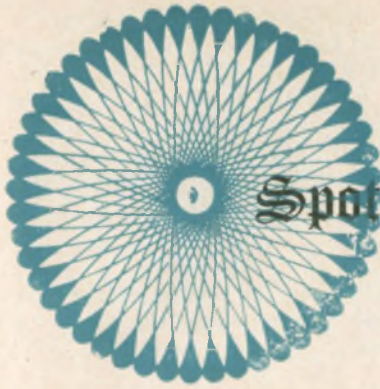
"On the contrary, there is only one stand-point from which I could accept it—and that is the fact that I have, for over twentyfive years, enjoyed what must be considered an even greater honour: namely, that of being in the service of the small farmers, the landless labourers and the resourceless widows, who are the majority of our country's rural milk producers. Therefore, I have accepted this honour as the representative of the small milk producer—because he, surely, is the Man of this Year." ■

ICA REGIONAL CENTRE EMPLOYEES COOPERATIVE THRIFT & CREDIT SOCIETY

The Sixth Annual General Body Meeting of the Society was held on 26th December 1975 under the chairmanship of Mr. A. H. Ganesan, Vice-Presi-

dent. The General Body elected the following office-bearers for the year 1975-76.

Mr. A. H. Ganesan, President, Mr. I. S. Gupta, Vice-President, Mr. Ram Prakash, Secretary, Mr. Sri Ram, Treasurer, Mr. V. S. Rawat, Member. ■



Spotlight

Norin Nenkin

—Pension Association for Employees of Agricultural, Forestry and Fishery Cooperative Organisations*

Introduction

There is a variety of social security systems in Japan. Medical insurance and pension schemes are the largest among them and they cover a large section of the population. Medical insurance schemes cover more than 100 million people which is nearly the total population of Japan. Pension schemes of workers including employers cover 53 million individuals according to the figures in March 1972. Pension schemes of Japan consist of 7 occupational pension systems established for workers of specific professions or occupations and 2 general pension systems. The pension system for the employees of Agricultural, Forestry and Fishery Cooperative Organisations NORIN-NENKIN falls in the category of occupational pension system. This scheme covers 8 per cent of the total number of people covered under all pension systems.

Motivation and Voluntary Campaign for Establishment

In the post-war period the most urgent national task was to restore the agricultural and fishing industries devastated by the war in order to ensure essential food supplies for the nation. In this national task agricultural cooperatives including fishery and forestry cooperatives in villages and towns with their federations at prefectural and national levels, made every possible effort to help their members in increasing agricultural production and improving their standard of living. The role played by these cooperatives in the post-war economic reconstruction was praiseworthy and to this cooperative endeavour, officials and employees made a significant contribution.

In spite of the great contribution of the employees towards the growth of the cooperatives they were not sufficiently remunerated and the protection offered to them in retirement when compared to

that offered to workers in the industrial sector was very little. It was due to the fact that the financial condition of agricultural cooperatives was not strong enough to pay wages comparable with the industrial sector though the achievements in the field of agricultural production were noteworthy.



Head Office of NORIN NENKIN Association.

Economic development in the post-war period was largely due to the remarkable industrial development, which necessitated recruiting of capable workers for management in the industrial sector. Many industries offered temptingly better terms of working conditions, higher salaries and other benefits which attracted competent employees of agricultural cooperatives to the industrial sector. This was a fatal blow for agricultural cooperatives.

In order to overcome this situation measures had to be taken to make employment in the coope-

*Prepared by Mr. Tokusada Murami, General Secretary of Institute for the Development of Agricultural Cooperation in Asia (IDACA). Mr. Murami has held the post of Chief, Administration and Accounting Section and Manager, Welfare Business and Administration Department of NORIN-NENKIN Association before he became the General Secretary of IDACA in 1971.

relative sector more attractive and secure. Among many measures adopted the employees pension scheme started in 1953 was a major one.

In 1955 a special campaign was initiated to establish an agricultural cooperative workers pension scheme. The idea of the pension scheme had been discussed since 1950 at the national conferences of the League of Agricultural Cooperative Officials and Employees which is a country-wide study group for management improvement. The key promoters of this idea were the active leaders in the Central Union and Prefectural Unions of Agricultural Cooperatives.

During 1955 and 1956, preparatory work for establishing NORIN-NENKIN such as collection of basic data, fact-finding survey of agricultural cooperative officials and employees and the tabulation of data were carried out by the League. The campaign reached its peak in 1957 and strenuous efforts were made in organizing various meetings and filing a petition for introduction of a bill in the Parliament. All the costs of the Campaign were met by voluntary contributions from agricultural cooperatives and individual workers. More than 100 meetings were held in this connection and more than 500,000 persons including family members of the employees signed the petition. The total number of officials and employees of agricultural cooperatives at that time was 270,000.

The campaign supported by the entire movement could persuade the Government to enact a bill for the creation of NORIN-NENKIN. The bill was passed by the Parliament on 31st March 1958. After 9 months of preparation from April 1958, Pension Association for Employees of Agricultural, Forestry and Fishery Cooperative Organisation (NORIN-NENKIN Association) was officially established and started to function on 1st January 1959.

Organisation

All the officials and employees of agricultural,

forestry and fishery organisations which are established under the special Laws automatically become members of the NORIN-NENKIN Association. The main functions of NORIN-NENKIN are to make payment of pension or alternatively a lump sum at the time of retirement of members and to engage in various activities for the promotion of the welfare of members. The Association is a semi-government agency.

The Association has been in existence for the last 16 years and has progressively improved its services to the members.

Membership

The total membership of the Association is 438,000, out of which 84 per cent are agricultural cooperative officials and employees and 10 per cent are those of fishery and forestry cooperatives.

System of Payment

The members of the Association are entitled to draw pension on retirement at the age of 55, for the rest of their life in case they have served more than 20 years in an organisation specified in the Pension Association Law. In case of those who have served for a period less than 20 years a lump sum payment is made on retirement.

The amount of the pension is as follows :

- (a) All those who retire after more than 20 years of service are paid 40 per cent of their annual salary at the time of retirement.
- (b) Additional 1.5 per cent of their annual salary is paid for each year of service over 20 years, subject to that maximum payment will not exceed 70 per cent of their annual salary at the time of retirement.

Average length of service of those retired in



Holiday homes of the Association.

1974-75 was 21 years and their average salary Yen 150,000 or US \$ 500 per month. Accordingly, the average amount of pension they draw is Yen 747,000 (US\$ 2,490) a year or US\$ 208 per month. However, a considerable number of persons have served much longer periods and have become entitled to draw larger pensions, some of them drawing as much as 400 to 500 US Dollars per month. Total amount of payment has increased year after year and it reached Yen 18,800 million (or US\$ 63 million) in 1974-75.

Premium

Financial resources of the Association are the premiums equally shared by employees and employers of the organisations concerned and government subsidies. Total premium income during 1974-75 was Yen 40,700 million or US\$ 136 million.

Fund Operation

The balance between income (i.e. premiums and subsidies) and expenditures (i.e. payment of pension) is operated as a reserve fund. The interest earned is also added on to the reserve fund. The reserve fund is invested in the following ways :

- (a) Deposit with the Central Cooperative Bank and other Banks.
- (b) Bond and securities.
- (c) Investment in real property.
- (d) Low rate-interest loans to agriculture, forestry and fishery organisations and their employees.
- (e) Construction of accommodation facilities in holiday and health resorts for the use by members of the Association.

At the end of March 1975, the total amount of the reserve fund was Yen 250,700 million or US\$ 836 million, out of which 85% was held in the form of securities and 14% have been used for loans and construction of buildings for holiday homes, health clinics etc.

Activities for the Promotion of Welfare

NORIN-NENKIN Association maintains hostels, facilities for improvement of health like health clinics and facilities for recreation like holiday homes for members and it extends loans to members at low rate of interest for purposes intended to promote members' welfare.

NORIN-NENKIN Association owns accommodation facilities in 12 holiday and health resorts for the use by members at reasonable prices. Utilization ratio of these facilities is 50% and out of this 87% is used by members. Most of the holiday homes are located in places where there are hot-

springs, beautiful landscape and skiing facilities. There is one situated in the central part of Tokyo. It has not only accommodation rooms but also rooms for conferences, meetings, banquets, wedding receptions, etc.



The representative meeting of the Association in progress.

The Association maintains a health clinic with 466 beds in a hot spring resort at Kageyu Spa in Nagano Prefecture. This was established in 1963. This hot spring is very effective for hyperpiesia and the clinic has a very good record in curing hyperpiesia patients. This clinic is well known especially, for its excellent up-to-date equipment for rehabilitation.

Loaning to individual members started from 1965 for purposes such as education of children, housing, weddings and funerals. According to figures at the end of March 1975, 99 per cent of the loans were given for housing. This speaks for the valuable services rendered by the Association in solving the housing problem of the employees of agricultural cooperative organisations.

The Association established in Tokyo in 1965 a dormitory which can accommodate 96 students. Many children of members come to Tokyo for studies and the members have to bear a very heavy financial burden for accommodating them in the capital city due to the acute shortage of housing situation. In view of this the Association decided to provide these students with accommodation facilities at reasonable cost in order to reduce the financial burden of their parents.

Management of NORIN-NENKIN Association

Annual business programme and the budget are decided at the representatives meeting which consists of 45 representatives elected from among member employers and the same number of representatives elected from member employees. The president and 12 members of the Board of Directors are elected at the representatives meeting. The President nominates 2 full-time directors from among the elected directors to assist the President in conducting day to day management. Board of



The Association office at work.

Directors meeting is on principle held once a month. The President convenes the representatives meeting after the close of financial year to get approval for the business and the financial reports of the year. The Association also has 2 elected auditors. One of them works full-time. On account of the legal nature of the Association as a semi-government agency, it is required to obtain the approval of the Minister for Agriculture and Forestry for the budget, and the financial report. The elected officials also should be approved by the Minister before their assumption of office.

There are 205 male and female employees in the NORIN NENKIN Association. Because of the large volume of work, the Association has computerized its accounting etc., since 1964.

Problems confronted

It is important and desirable to maintain a correct balance between income and expenditure. The increase in prices of consumer goods caused by the inflation in recent years has effectively caused substantial devaluation of the reserve funds of pension Associations and has affected seriously all the pension systems in Japan. In order to maintain the same level of living standard of pensioners under the prevailing economic situation, it has become imperative for all pension systems to increase pension payment in relation to price increases. A certain amount has been increased every year but that is not sufficient to off-set the price increases. On the other hand, as the premium to be paid by members has also increased due to inflation, members request reduction in the premium rate. This problem is getting the urgent attention of the Association. ■

M. J. Lane Passes Away

Mr. M. J. Lane, President of the Cooperative Federation of Australia, died in the Perth Hospital on Tuesday, 25th November 1975. Mr. Lane was ailing for some time and was admitted to the Perth Hospital for treatment.

The death of Mr. Lane is a great loss to the Cooperative Movement of Australia as a whole and a personal loss to many of his good friends and his family.

He died in office as President of the

Cooperative Federation of Australia—an organisation he nurtured and led to maturity. He had the satisfaction of seeing one of his aims realised, the establishment of a professionally staffed full-time Secretariat operating in Canberra.

The ICA Regional Council for S-E Asia mourned the death of Mr. Lane, of which he was a member, and sent a condolence message to the Cooperative Movement of Australia and the bereaved family.

ILO Recommendation No. 127

Mr. P.E. Weeraman, ICA Regional Director for South-East Asia, conveying the greetings of the ICA at the ninth ILO Regional Conference held in Colombo from September 30 to October 9, 1975 referred, inter alia, to the **ILO recommendation No. 127 of 1966**, which called upon governments of the developing countries to promote the Cooperative Movement but "without effect on their independence", and suggested that the ILO should make a study of how this recommendation has been implemented. He said ...

"Mr. President, I am very grateful to you for the very kind words you said about me just now.

I would at the outset extend to you, Mr. President, my congratulations not only on your election as President but also on the excellence of the arrangements made for this conference.

It gives me great pleasure to convey to this conference the greetings of the International Cooperative Alliance and its Regional Office for South-East Asia of which I have the honour to be the Regional Director.

The International Cooperative Alliance has had the privilege of working in close collaboration with the ILO. These ties have been recently strengthened by the formation of the COPAC—the Committee for the Promotion of Aid to Cooperatives, of which ILO and ICA are among the founder members. We, in the Regional Office for South-East Asia, have established a close liaison with the Regional Office of the ILO in Bangkok and its Area Office in New Delhi. We meet periodically in Bangkok or New Delhi to review matters of common concern. I would take this opportunity to thank the various ILO officers in Bangkok and New Delhi for their cooperation and also to congratulate the former Regional Director Dr. S. K. Jain on his well-deserved promotion.

Our discussions have been of mutual benefit as I am sure my ILO friends will admit. Now I want to suggest that regular periodical conferences should be held in each country between the ILO representative in that country and the National NGOs interested in ILO's activities in that country. This would be a way of bringing the ILO closer to the peoples of these countries and of giving more meaning to the association of International NGOs with the Regional Conferences of the ILO. Also, if the decisions and recommendations of the Regional Conferences are presented to the National N. G. Os of each country, these deliberations at the regional level will have a much wider impact than now, for after all it is the National NGOs who can carry the message to the people.

We are grateful to the ILO for its Recommendation No. 127 of 1966, which has laid down excellent guidelines for the Governments in their task of promoting the Cooperative Movement. But I would respectfully submit that almost all the governments of the Developing countries of this region have overlooked this recommendation. Today most Governments see cooperatives as their agents for the distribution or procurement of essential requirements, and therefore exercise various powers which are not in accordance with the character of cooperatives as voluntary autonomous and democratic institutions of the people functioning as agents of the people for the satisfaction of their common economic needs on the basis of joint self-help and elimination of middle-man profits. The governments have apparently lost sight of the value of cooperatives as institutions for social change by developing the self-reliance of the people and by training the people in the processes of democracy and thereby making political democracy meaningful.



Mr P. E. Weeraman at the ILO Conference.

I would humbly suggest to the ILO that they carry out a study of the implementation of this excellent Recommendation, since the proper party for reminding the governments of this recommendation is the ILO, as the governments are its members.

I am sure that such a study will meet with general acceptance as was found by us when the ICA Regional Office for South-East Asia made a study of "Indian Cooperative Laws vis-a-vis Cooperative Principles." The Minister in charge of Cooperative Development in the Government of India not only wrote its foreword and ceremonially released the book but also presented to a conference of Ministers of Cooperation of the Indian States a set of guidelines for the reform of State Cooperative laws, acknowledging that these guidelines had been drawn up on the basis of our book.

I am aware that a Recommendation is not binding on a Government as is a Convention. However there is a moral binding on ILO's members to give serious consideration to a Recommendation. Therefore I would suggest to the ILO to make a study of how this recommendation has been followed. Such a study is sure to receive the earnest consideration of every government concerned and I am sure it will be very rewarding for any government to study such a report. As the President has mentioned Mr. Bandaranaike just now, I wish to say here what Mr. Bandaranaike said to me as Commissioner of Cooperative Development when he included the Cooperative Department in his Prime Ministry. He said "I want a Movement that grows from the bottom upwards, not a movement that grows from the top downwards."

Today due to the failure of most governments of the Developing Countries in this region to recognize the cooperative method as the best method of developing self-reliance and faith in democracy among the people, cooperatives are no more than agents of the governments. The result is that the weak, who banded themselves together and set up a cooperative to be their agent vis-a-vis the capitalistic middle-men and even the government now find themselves facing their cooperative in its new role as the government's agent and not as their agent, and so have once again to fend for themselves. Most of the powers which the governments have acquired for themselves are contrary to the Cooperative Principles. When the very laws enacted to facilitate the development of a cooperative movement violate the Principles of Cooperation, there is no room for the growth of a genuine Cooperative Movement. Due to the virtual management of Cooperatives by the governments cooperative failures are really government failures. If proper advice is not given by the ILO and followed by the governments concerned, cooperatives will turn out to be the media for regimentation and not what they should be, namely, the media for the promotion of the social and economic rights of the people."

This famous Recommendation is reproduced below for the readers' convenience of reference :

Recommendation 127

Recommendation concerning the Role of Cooperatives in the Economic and Social Development of Developing Countries.¹

The General Conference of the International Labour Organisation,

Having been convened at Geneva by the Governing Body of the International Labour Office, and having met in its Fiftieth Session on 1 June 1966, and

1. Adopted on 21 June 1966 by 317 votes to 0, with 6 abstentions.

Having decided upon the adoption of certain proposals with regard to the role of cooperatives in the economic and social development of developing countries, which is the fourth item on the agenda of the session, and

Having determined that these proposals shall take the form of a Recommendation,

adopts this twenty-first day of June of the year one thousand nine hundred and sixty-six the following Recommendation, which may be cited as the **Cooperatives (Developing Countries) Recommendation, 1966 :**

I. Scope

1. This Recommendation applies to all categories of cooperatives, including consumer cooperatives, land improvement cooperatives, agricultural productive and processing cooperatives, rural supply cooperatives, agricultural marketing cooperatives, fishery cooperatives, service cooperatives, handicrafts cooperatives, workers' productive cooperatives, labour contracting cooperatives, cooperative thrift and credit societies and banks, housing cooperatives, transport cooperatives, insurance cooperatives and health cooperatives.

II. Objectives of Policy Concerning cooperatives

2. The establishment and growth of cooperatives should be regarded as one of the important instruments for economic, social and cultural development as well as human advancement in developing countries.

3. In particular, cooperatives should be established and developed as a means of

- (a) improving the economic, social and cultural situation of persons of limited resources and opportunities as well as encouraging their spirit of initiative ;
- (b) increasing personal and national capital resources by the encouragement of thrift, by eliminating usury and by the sound use of credit ;
- (c) contributing to the economy an increased measure of democratic control of economic activity and of equitable distribution of surplus ;
- (d) increasing national income, export revenues and employment by a fuller utilisation of resources, for instance in the implementation of systems of agrarian reform and of land settlement aimed at bringing fresh areas into productive use and in the development of modern industries, preferably scattered, processing local raw materials,
- (e) improving social conditions, and supplementing social services in such fields as

housing and, where appropriate, health, education and communications ;

- (f) helping to raise the level of general and technical knowledge of their members.

4. Governments of developing countries should formulate and carry out a policy under which cooperatives receive aid and encouragement, of an economic, financial, technical, legislative or other character, **without effect on their independence.**

5. (1) In elaborating such a policy, regard should be had to economic and social conditions, to available resources and to the role which cooperatives can play in the development of the country concerned.

(2) The policy should be integrated in development plans in so far as this is consistent with the essential features of cooperatives.

6. The policy should be kept under review and adapted to changes in social and economic needs and to technological progress.

7. Existing cooperatives should be associated with the formulation and, where possible, application of the policy.

8. The cooperative movement should be encouraged to seek the collaboration in the formulation and, where appropriate, application of the policy, of organisations with common objectives.

9. (1) The governments concerned should associate cooperatives on the same basis as other undertakings with the formulation of national economic plans and other general economic measures, at least whenever such plans and measures are liable to affect their activities. Cooperatives should also be associated with the application of such plans and measures in so far as this is consistent with their essential characteristics.

(2) For the purposes provided in Paragraph 7 and Paragraph 9, subparagraph (1), of this Recommendation, federations of cooperatives should be empowered to represent their member societies at the local, regional and national levels.

III. Methods of Implementation of Policy concerning cooperatives

A. Legislation

10. All appropriate measures, including the consultation of existing cooperatives, should be taken :

- (a) to detect and eliminate provisions contained in laws and regulations which may have the effect of unduly restricting the development of cooperatives through discrimina-

tion, for instance in regard to taxation or the allocation of licences and quotas, or through failure to take account of the special character of cooperatives or of the particular rules of operation of cooperatives;

(b) to avoid the inclusion of such provisions in future laws and regulations;

(c) to adapt fiscal laws and regulations to the special conditions of cooperatives.

11. There should be laws or regulations specifically concerned with the establishment and functioning of cooperatives, and with the protection of their right to operate on not less than equal terms with other forms of enterprises. These laws or regulations should preferably be applicable to all categories of cooperatives.

12. (1) Such laws and regulations should in any case include provisions on the following matters :

- (a) a definition or description of a cooperative bringing out its essential characteristics, namely that it is an association of persons who have voluntarily joined together to achieve a common objective and through the formation of a democratically controlled organisation, making equitable contributions to the capital required and accepting a fair share of the risks and benefits of the undertaking in which the members actively participate;
- (b) a description of the objects of a cooperative, and procedures for its establishment and registration, the amendment of its statutes, and its dissolution ;
- (c) the conditions of membership, such as the maximum amount of each share and, where appropriate, the proportion of the share due at the moment of subscription and the time allowed for full payment, as well as the rights and duties of members, which would be laid down in greater detail in the bye-laws of cooperatives ;
- (d) methods of administration, management and internal audit, and procedures for the establishment and functioning of competent organs;
- (e) the protection of the name "cooperative"
- (f) machinery for the external audit and guidance of cooperative and for the enforcement of the laws and regulations.

(2) The procedures provided for in such laws or regulations, in particular the procedures for registration, should be as simple and practical as possible, so as not to hinder the creation and development of cooperatives.

13. Laws and regulations concerning cooperatives should authorise cooperatives to federate.

B. Education and Training

14. Measures should be taken to disseminate a knowledge of the principles, methods, possibilities and limitations of cooperatives as widely as possible among the peoples of developing countries.

15. Appropriate instruction on the subject should be given not only in cooperative schools, colleges and other specialised centres but also in educational institutions such as—

- (a) universities and centres of higher education;
- (b) teachers' training colleges ;
- (c) agricultural schools and other vocational educational establishments and workers' education centres ;
- (d) secondary schools ;
- (e) primary schools.

16. (1) With a view to promoting practical experience in cooperative principles and methods the formation and operation of student cooperatives in schools and colleges should be encouraged.

(2) Similarly, workers' organisations and craftsmen's associations should be encouraged and helped in the implementation of plans for the promotion of cooperatives.

17. Steps should be taken, in the first place at the local level, to familiarise the adult population with the principles, methods and possibilities of cooperatives.

18. Full use should be made of such media for instruction as text-books, lectures, seminars, study and discussion groups, mobile instructors guided tours of cooperative undertakings, the press, films, radio and television and other media of mass-communication. These should be adapted to the particular conditions of each country.

19. (1) **Provision should be made both for appropriate technical training and for training in cooperative principles and methods of persons who will be-and, where necessary, of persons who are-office bearers or members of the staffs of cooperatives, as well as of their advisers and publicists.**

(2) Where existing facilities are inadequate, specialised colleges or schools should be established to provide such training, which should be given by specialised teachers or leaders of the cooperative movement with teaching materials adapted to the requirements of the country; if such specialised institutions cannot be established, special courses on cooperation should be given either by correspondence or in such establishments as schools of accountancy, schools of administration and schools of commerce.

(3) The use of special programmes of practical training should be one of the means of contributing to the education and basic and further training of members of cooperatives these programmes should take into account local cultural conditions; and the need to disseminate literacy and knowledge of elementary arithmetic.

C. Aid to Cooperatives

Financial Aid

20. (1) Where necessary, financial aid from outside should be given to cooperatives when they initiate their activities or encounter financial obstacles to growth or transformation.

(2) **Such aid should not entail any obligations contrary to the independence or interests of cooperatives, and should be designed to encourage rather than replace the initiative and effort of the members of cooperatives.**

21. (1) Such aid should take the form of loans or credit guarantees.

(2) Grants and reductions in or exemptions from taxes may also be provided, in particular, to help finance—

- (a) publicity, promotional and educational campaigns;
- (b) certain clearly defined tasks in the public interest.

22. Where such aid cannot be provided by the cooperative movement, it should preferably be given by the State or other public bodies, although it may, if necessary, come from private institutions. Such aid should be coordinated so as to avoid overlapping and dispersal of resources.

23. (1) Grants and tax exemptions or reductions should be subject to conditions prescribed by national laws or regulations and relating in particular to the use to be made of the aid and the amount thereof; the conditions of loans and credit guarantees may be determined in each case.

(2) The competent authority should ensure that the use of financial aid and, in the case of a loan, its repayment are adequately supervised.

24. (1) Financial aid from public or semi-public sources should be channelled through a national cooperative bank or, failing that, another central cooperative institution capable of assuming responsibility for its use and, where appropriate, repayment; pending the establishment of such institutions the aid may be given directly to individual cooperatives.

(2) Subject to the provisions of paragraph 20, subparagraph (2) of this Recommendation, financial

aid from private institutions may be given directly to individual cooperatives.

Administrative Aid

25. While it is essential that the management and administration of a cooperative be, from the outset, the responsibility of the members and persons elected by them, the competent authority should, in appropriate cases and normally for an initial period only—

- (a) assist the cooperative in obtaining and remunerating competent staff;
- (b) place at the disposal of the cooperative persons competent to give guidance and advice.

26. (1) Generally, cooperatives should be able to obtain guidance and advice, which respect their autonomy and the responsibilities of their members, their organs and their staff, on matters relating to management and administration, as well as on technical matters.

(2) Such guidance and advice should preferably be given by a federation of cooperatives or by the competent authority.

D. Supervision and Responsibility for Implementation

27. (1) Cooperatives should be subject to a form of supervision designed to ensure that they carry on their activities in conformity with the objects for which they were established and in accordance with the law.

(2) Supervision should preferably be the responsibility of a federation of cooperatives or of the competent authority.

28. Auditing of the accounts of cooperatives affiliated to a federation of cooperative should be the responsibility of that federation; pending the establishment of such a federation, or where a federation is unable to provide this service, the competent authority or a qualified independent body should assume the task.

29. The measures referred to in paragraphs 27 and 28 of this Recommendation should be so planned and carried out as to —

- (a) ensure good management and administration of cooperatives;
- (b) protect third parties;
- (c) provide an opportunity of completing the education and training of the office bearers and members of the staff of cooperatives through practice and through critical examination of mistakes.

30. (1) The functions of promoting cooperatives, providing for education concerning cooperatives and for the training of office-bearers and members of the staff of cooperatives, and giving aid in their organisation and functioning, should preferably be performed by one central body so as to ensure coherent action.

(2) The performance of these functions should preferably be the responsibility of a federation of cooperatives; pending the establishment of such a body the competent authority or, where appropriate, other qualified bodies, should assume the task.

31. (1) The functions referred to in Paragraph 30 of this Recommendation should, wherever possible, be discharged as full-time work.

(2) They should be performed by persons who have received training specifically directed towards the exercise of such functions; such training should be provided by specialised institutions or, wherever suitable, through specialised courses in schools and colleges referred to in Paragraph 19 of this Recommendation.

32. The competent authority should collect and publish at least once a year a report and statistics relating to the operations and growth of cooperatives in the national economy,

33. Where the services of federations of cooperatives or of other existing institutions cannot adequately meet the need for research, exchange of experience and publications, special institutions, serving the entire country or several regions, should, if possible, be established.

IV. International Collaboration

34. (1) Members should, to the greatest extent possible, collaborate in providing aid and encouragement to cooperatives in developing countries.

(2) Such collaboration should be envisaged—

- (a) between developing countries;
- (b) between countries of a particular region, especially within the framework of regional organisations, where such exist; and
- (c) between countries with an old-established cooperative movement and developing countries.

(3) As appropriate, the help of national cooperative organisations should be enlisted for such collaboration, and use should be made, particularly with a view to the coordination of international effort, of international cooperative organisations and other interested international bodies.

(4) The collaboration should extend to such measures as—

- (a) the increased provision of technical assistance to the cooperative movement of developing countries, wherever possible in the form of coordinated programmes involving different agencies, both inter-governmental and non-governmental;
- (b) the preparation and supply of information, textbooks, audio-visual aids and analogous material to assist in the drafting of legislation in instruction on cooperation and in the training of office bearers and qualified staffs of cooperatives,
- (c) the exchange of qualified personnel;
- (d) the grant of fellowships,
- (e) the organisation of international seminars and discussion groups;
- (f) the inter-cooperative exchange of goods and services;
- (g) the initiation of systematic research into the structure, working methods and problems of cooperative movements in developing countries.

V. Special provisions concerning the role of cooperatives in dealing with particular problems

35. It should be recognised that cooperatives may, in certain circumstances, have a special role to play in dealing with particular problems of developing countries.

36. Suggestions illustrating the use which may be made of various forms of cooperatives in the successful implementation of agrarian reform and in the improvement in the level of living of the beneficiaries are set forth in the Annex to this Recommendation.

Annex

(1) In view of their importance as a means of promoting general economic and social progress and as a means of directly associating the rural population with the development process, as well as in view of their educational and cultural value. **Cooperatives should be considered as having a vital role to play in programmes of agrarian reform.**

(2) **Cooperatives should be used as a means of assessing the problems and interests of the rural population in the planning and preparation of agrarian reform measures.** They should also serve for channelling information among agriculturists and making the purposes, principles and methods of such reforms understood.

(3) Particular attention should be paid to the development of appropriate forms of cooperatives

adapted to the various patterns and phases of agrarian reform. They should enable cultivators to operate holdings efficiently and productively and allow for the greatest possible initiative and participation of the membership.

(4) Where appropriate, suitable voluntary forms of cooperative land use should be encouraged. These forms may range from the organisation of certain services and farming operations in common to the complete pooling of land, labour and equipment.

(5) Wherever appropriate the voluntary consolidation of fragmentary holdings through cooperatives should be encouraged.

(6) In cases where measures are being envisaged for the transfer of ownership or division of large estates, due consideration should be given to the organisation by the beneficiaries of cooperative systems of holding or cultivation.

(7) The establishment of cooperatives should also be considered in connection with land settlement schemes, especially as regards land reclamation and improvement measures and the organisation of joint services and joint farming operations for settlers.

(8) Development of cooperative thrift and credit societies and cooperative banks should be encouraged among the beneficiaries of agrarian reforms as well as among other small farmers for the purpose of:

- (a) providing loans to cultivators for the purchase of equipment and other farm requisites,
- (b) encouraging and assisting cultivators to save and accumulate capital,
- (c) advancing loans to, and promoting thrift among agricultural families, including those of hired workers, who normally would not have access to established sources of credit,
- (d) facilitating the implementation of special governmental credit schemes through an efficient channelling of loans to beneficiaries and appropriate supervision of the use made of such loans and of their timely reimbursement.

(9) The development of supply, marketing or multi-purpose of

- (a) the joint purchase and supply of farm requisites of good quality on favourable terms;
- (b) the supply of basic domestic requirements for all categories of agricultural workers;
- (c) the joint conditioning, processing and marketing of agricultural products.

(10) Encouragement should be given to the development of cooperatives providing farmers with other services such as the joint use of farm machinery, electrification, livestock breeding, the provision of veterinary and pest control services, facilities for irrigation, and crop and livestock insurance.

(11) With a view to improving employment opportunities, working conditions and income, landless agricultural workers should be assisted, where appropriate, to organise themselves voluntarily into labour contracting cooperatives.

(12) Agricultural cooperatives of different localities in areas in which agrarian reforms are being implemented should be encouraged to combine their activities where this is economically advantageous.

(13) Due consideration should also be given to the encouragement and development of other types of cooperative activities providing full or part-time non-agricultural employment for members of farmers' families (for instance, crafts, home or cottage industries) adequate distribution of consumer goods, and social services which the State may not always be in a position to provide (for instance, health, education, culture, recreation or transport).

(14) The interchange and dissemination of information on the methods, possibilities and limitation of cooperatives in relation to agrarian reform should be encouraged by all possible means so that the experience acquired may be made available to the largest possible number of countries.

The foregoing is the authentic text of the Recommendation duly adopted by the General Conference of the International Labour Organisation during its Fiftieth Session which was held at Geneva and declared closed the twenty-second day of June 1966.

IN FAITH WHEREOF we have appended our signatures this twenty-fourth day of June 1966.

The President of the Conference,

L. CHAJN

The Director-General of the International Labour Office

DAVID A. MORSE

Resolution concerning the role of cooperatives in economic and social development*

The General Conference of the International Labour Organisation,

Considering the primordial importance of cooperatives in economic and social development,

Considering the adoption by the International Labour Conference at its 50th Session of a Recommendation concerning the role of cooperative action :

Invites member States—

1. To provide periodically information to the interested national and international organisations concerning cooperative action in their respective countries;
2. To give due consideration to the idea of international cooperative banking with a view to increasing the availability of financial aid from international sources for cooperative development. In collaboration with the appropriate international organisations and taking into account the existing institutions working in the field, Members should accordingly undertake a survey of needs and possibilities, including the feasibility of establishing an international banking institution for this particular purpose.

Resolution Concerning the Role of Cooperatives in the Economic and Social Development of Developing Countries**

The General Conference of the International Labour Organisation,

Considering the primordial importance of cooperatives in economic and social development,

Considering the adoption by the International Labour Conference at its 50th Session of a Recommendation concerning the role of cooperatives in the economic and social development of developing countries,

Taking into consideration the necessity of concerted and coordinated international action in order to raise standards of living and employment by cooperative action;

Invites the international bodies concerned, to the greatest possible extent, to collaborate amongst themselves and with the member States in aiding and encouraging the promotion of cooperatives in developing countries.

*Adopted on 20th June 1966 by 212 votes to 0 with 5 abstentions.

**Adopted on 20th June 1966 by 212 votes to 0 with 5 abstentions.

Regional News Roundup

India

ALL INDIA COOPERATIVE WEEK

The National Cooperative Union of India and the State Cooperative Unions in India celebrated the All India Cooperative Week from 14th to 20th November 1975. The week was inaugurated in Delhi by Shri A. C. George, Minister of State for Industry and Civil Supplies, Government of India. Shri George emphasised the role of cooperatives in ensuring equitable distribution of essential commodities and called upon the cooperatives to develop youthful team of cooperative leaders to enable the youth to contribute their mite for the community's welfare. The week long celebrations were divided into All India Cooperative Day, the Agricultural Cooperation Day, Industrial Cooperation Day, Consumer Cooperation Day, Women's Day, 20-Point Economic Programme Day, and Youth Day and dealt with problems faced by the different sectors of the cooperative movement in India.

ALL INDIA CONFERENCE OF CHIEF EXECUTIVE OFFICERS AND EDUCATION OFFICERS

An All India Conference of Chief Executive Officers and Education Officers of State Cooperative Unions was held in New Delhi on 27th and 28th November 1975. The Conference was organised by the National Cooperative Union of India. The Conference was inaugurated by Shri A.C George, Minister of State for Industry and Civil Supplies, Government of India and was presided over by Mr R. G. Tiwari, President of the NCUI.

PLANS TO PRODUCE CONSUMER GOODS IN CO-OP SECTOR

The Department of Civil Supplies and Cooperation is evolving a strategy to produce consumer goods of mass consumption in the cooperative sector primarily to cater to the needs of middle and lower income groups.

The items include bread, cotton and woollen hosiery, goods, washing soap, detergents, electric bulbs, toothpaste and tooth brushes. Consumer Cooperatives will participate in the venture in three ways.

First, these cooperatives will undertake production in collaboration with the existing public or private sector units which have spare capacity. Secondly through installation of captive units by cooperatives and thirdly, through marketing of quality goods produced by the public and private sector units, on preferential terms to pass on the price benefit to the consumers.

The State Governments and the State Cooperative Consumers Federations will identify items suitable for being produced by the consumer cooperatives and formulate proposals for setting up of such units. The possibility of setting up the units by one or more cooperatives in a group or by the National Cooperative Consumers' Federation in collaboration with the State federations are also being worked out.

The Punjab State Consumer Federation has formulated a proposal for setting up of a woollen hosiery unit at Ludhiana. The Andhra Pradesh Consumers Federation has a proposal to set up a unit to manufacture detergent powder and synthetic heavy liquid detergents and toothpaste.

Talks have been held with representatives of several State Governments, including Andhra Pradesh, Tamilnadu, Punjab, and Rajasthan, and State Consumers Cooperative Federations etc. to explore the possibilities for setting up of small manufacturing units in the cooperative sector.

Possibilities of arrangements between the NCCF and selected State-level consumer cooperative federations to set up mechanised bakery units with technical and managerial collaboration with Modern Bakeries are being examined.

The Karnataka and Kerala State Consumer Cooperative Federations are considering production collaboration with the soap factories in their States. Various other proposals are also under different stages of consideration.

COOPERATIVES TO DO FAMILY PLANNING WORK

A scheme to involve cooperatives in population planning and family welfare is to be implemented during the next three years at a cost of Rs. 8.3 million.

The scheme has been drawn by the National Cooperative Union of India (NCUI) on the recommendation by a national seminar last year organised jointly by the International Labour Organisation, Government of India and the NCUI.

The scheme envisages active participation of cooperatives in education of their members, prospective members and their families in family planning programmes, procurement and distribution of educational and publicity materials, sale and distribution of family planning devices and organisation of family planning camps.

To begin with, the scheme will be operated with 100 instructors and 100 more instructors will be added every year. The NCUI will select 100 districts every year in consultation with the State cooperative unions and state family planning departments.

There will be one national level committee and State level committee for the planning, guidance and reviewing the implementation of the scheme.

The expenditure for operating the scheme is estimated at Rs. 1,385,000 in 1976-77, Rs. 2,780,000 in 1977-78 and Rs. 4,159,000 in 1978-79. During the three years, about 2,880,000 persons are expected to be trained by the instructors.

EXPERT GROUP ON TEACHING OF COOPERATION IN UNIVERSITY

The Committee for Cooperative Training has constituted an Expert-Group to go into the syllabi of the subject of Cooperation taught in the Universities/Colleges and Higher Secondary schools, with a view to bring out a standard note on the syllabi of Cooperation for the guidance of these institutions. The Group is headed by Shri D.P. Nayar, Education Adviser, Planning Commission. The Director, National Institute of Cooperative Management Poona, has been appointed as Member-Convenor of the group which has been asked to submit its report by 31st March, 1976.

DELHI UNIVERSITY TO INTRODUCE COOPERATIVE TEACHING

The University of Delhi has decided to introduce cooperative Teaching in the honours courses from the next academic session. This system will however, only apply to the new honours courses to be started in colleges from next year.

7TH INDIAN COOPERATIVE CONGRESS

The 7th Congress of the Indian Cooperative Movement is scheduled to be held in New Delhi on 5th, 6th and 7th February 1976. Delegates from national, State, and district level cooperative organisations, numbering over a thousand are expected to participate in the Congress.

COURSE ON MANAGEMENT IN COOPERATIVES

Mr. J. M. Rana, Director (Education), ICA, ROEC, gave a talk on 21st November on "Cooperative Movement in the International Perspective" to the MBA students who have taken the cooperation course at the Institute of Management, Ahmedabad. The above course has been recently instituted at the Institute of Management as a part of its Master of Business Administration programme.

COOP WEEK CELEBRATIONS OF KAIRA DISTRICT EDUCATION PROJECT

Mr. J. M. Rana visited the Kaira District Cooperative Education and Development Project in Nadiad on 20th November 1975. He attended a meeting of the chairmen and secretaries of service

cooperative societies and progressive farmers of the project which discussed on the final day of the cooperative week celebrations the experiences, problems and prospects of development of their pro-



Mr J. M. Rana speaking to the farmers.

ject. He gave a talk to the farmers and emphasized the need to strengthen the cooperative education and farm guidance work in the project and distributed the sale proceeds received by the farmers for the sale of their wheat which was higher than the previous years on account of the market intelligence service provided by the Project and concerted action taken by the farmers in arranging the sales. Mr. Rana congratulated the Kaira District Cooperative Union in starting the Education Project on its own strength and on the excellent work done in the Project by the project workers under the guidance of the District Union and the Gujarat State Cooperative Union. Mr. Rana also complemented the Gujarat State Cooperative Union and its Executive Officer, Mr. J.M. Mulani, for giving sustained encouragement and support to the experimental projects of the Kaira Union.

Present at the meeting were Mr. Madhavlal Shah, Chairman of the District Cooperative Union and Mr. J. M. Mulani, Executive Officer of the Gujarat State Cooperative Union.

In the evening Mr. Rana visited a service cooperative society in Ajarpura village in the project area and had a discussion with the young farmers of the village.

Japan

COOPERATOR HONOURED BY EMPEROR

Mr. S. Katayanagi, President of the Central Cooperative Bank for Agriculture and Forestry, received the Order of the Sacred Treasure (First Class), the most honoured distinction in Japan, from the Emperor for his services to agriculture and

the agricultural cooperative movement. Mr. Katanagi is a member of the Central Committee of the ICA.

Sri Lanka

DECLARATION OF ASSETS & LIABILITIES

According to a recent directive issued by the Commissioner of Cooperative Development all presidents, members of the boards of directors and all employees who are drawing an annual salary of more than Rs. 7200 of all registered Cooperatives are required to declare their assets & liabilities under the provisions of the declaration of assets and liabilities Law No. 1 of 1975.

CMSC LAUNCHES A PILOT PROJECT ON MEMBER EDUCATION

Member education and guidance, a much overlooked area of cooperative responsibility in the service of members, will be the focal point of a pilot programme to be implemented in the Galagedara MPCs area. The programme, already worked out by the CMSC in outline, will be put into operation by the National Cooperative Council of Sri Lanka in collaboration with the Galagedara MPCs. Also involved in the project will be the Markfed, the Department of Cooperative Development, School of Cooperation at Polgolla, government institutions like the Departments of Agriculture and Minor Export Crops, and other agencies concerned with cooperative development.

The pilot project has been planned to test the ideas presented in a note on member education prepared by the Documentation and Communication Section of the Centre, which emphasises the necessity for a well planned and systematic member education programme to bring about a close relationship between MPCs and their members who at present get little or no information about the purpose of cooperation and the types of services which are being or can be provided by the MPCs—a factor which has made the attainment of economic objectives of the cooperative movement of Sri Lanka a very difficult task.

According to the note the main objectives of the educational programme should be (1) to create among members and their dependants a spirit of cooperative & community consciousness, a sense of social discipline and an awareness of socio-economic problems with the intention of (a) promoting the idea of self-reliance and the spirit of cooperation

in the management of their affairs and (b) achieving higher levels of productivity; (2) to inform and educate members in improved techniques of production planning and farm and household management so that they may be able to achieve better levels of income and improve their standards of living; and (3) to inculcate in the educants a sense of dignity of labour and voluntary work and qualities of cooperative leadership.

The farmer members and housewives will be the main subjects of the project as they are the key figures in the rural setting. The programme would be closely linked with the needs of the farm families on the one hand and the business activities of the cooperatives on the other.

Member guidance will focus on the improvement of both farmers incomes and their homes. These two aspects will be dealt with by farm guidance and home improvement guidance services. The latter will concentrate on activities that lead to better standards of living and happier life. Accordingly guidance will be provided on such matters like household management, better health measures and savings. The educational guidance to member households will be channelled through the employment of such techniques as the organization of commodity groups, women's groups, study circles, meetings and seminars, exhibitions, slide shows and the publication of pamphlets, hand-outs and posters.

This pilot project on member education would go hand in hand with the project for cooperative Development in Areas of Production and Marketing of some Minor Export Crops, an integrated pilot scheme to be launched in the same Galagedara area.

Thailand

LAND FOR COOPERATIVE ORGANIZATION

His Majesty the King of Thailand has donated 50,000 rai (20,000 acres) of land through the Crown Property Office with an additional 327 rai of his own land to the Government for allocation to the landless farmers under the Land Reform Project.

His Majesty donated the land on condition that the farmers who obtain the land must be organized into cooperative societies and the Government will have to set aside funds equivalent to the value of the land to be spent on cooperatives organization. ■

News in Brief Around the World

SWEDISH SEMINAR FOR WOMEN, 1976

In the spring of 1976, SCC is planning to hold an International Cooperative Seminar in Sweden for women participants only. The main theme of the seminar will be "Leadership through Education".

Participants are to be recruited from East and Central Africa and South-East Asia.

During 1975, the ICA Regional Office in Moshi, Tanzania, has organised four national women's seminars and one regional women's seminar in Kenya in November 1975. Ten participants from these seminars are to be chosen for the seminar in Sweden in 1976. The Asian participants will be chosen from those who participated in the Women's Conference held in Kuala Lumpur in 1975.

EDOUARD SAOUMA OF LEBANON SWORN IN AS NEW DIRECTOR-GENERAL OF FAO

Mr. Edouard Saouma, Director-General Elect of the Food and Agriculture Organization of the United Nations (FAO), took the oath of office on 19-11-75 as the Organization's new chief. His six-year term of office will officially begin on January 1, 1976.

Mr. Saouma, a senior FAO official since 1962, received 121 of 125 votes cast on the second ballot of the election held for the FAO Director Generalship on November 10.

Mr. Saouma, 49, a Lebanese, succeeds Dr. A. H. Boerma of the Netherlands who has headed FAO since January 1, 1968.

The Director-General Elect is presently Director of FAO's Land and Water Division and Chairman of the Interdepartmental Work Group on Natural Resources and the Human Environment. He will become FAO's sixth Director-General and the second from a developing country.

From 1962 to 1975 Mr. Saouma was Regional Representative for the western zone of Asia and the Far East, based at New Delhi. In 1965 he took up his present position at FAO's headquarters.

Before coming to FAO Mr. Saouma held a number of senior positions with Lebanese agricultural and research institutions and with the Lebanese Government. From 1962 to 1965 he participated in all sessions of the FAO Conference and Council as delegate of Lebanon. On October 13, 1970 he was nominated Minister of Agriculture of Lebanon.

Mr. Saouma was born in Beirut on November 6, 1926. He received a degree in agricultural chemistry from St. Joseph's University School of Engineering in Beirut, 1949 and the degree of Ingenieur Agronome from the National School of Agronomy of Montpellier in France in 1952.

INTERNATIONAL COOPERATION FOR SELF-RELIANCE

"International Cooperation for Self-Reliance—Some Swedish Experiences" is the title of a booklet written by Dr. Mauritz Bonow, former President of the ICA which was recently published by the Swedish Cooperative Centre.

The booklet gives an account of the fund raising efforts for the promotion of cooperatives in developing countries began by the Swedish cooperative movement almost twenty years ago which brought about a gradually increased involvement financially and otherwise by the Swedish International Development Authority. It describes the work undertaken by the Swedish Cooperative Centre and the ICA Regional Offices and also the help given to developing countries under the Nordic project and by many other cooperatives in membership with the ICA. The booklet contains a copy of the agreement drawn up between the Swedish International Development Authority and the Swedish Cooperative Centre which might serve as a good example for cooperatives wishing to draw up similar agreements with their government agencies.

Copies of the booklet are obtainable from the Swedish Cooperative Centre, Fack, S-104 65 Stockholm, Sweden, or the ICA, London.

BLIND LEADERS' SOUTH-EAST ASIAN SEMINAR

An International seminar on the training of blind leaders in South-East Asia was held in Kuala Lumpur from November 19 to December 2, 1975. The seminar, first of its kind in the world, was jointly organised by the Swedish Association of the Blind (De Blindas Forening), the Swedish Workers' Educational Association (Arbetarnas Bildningsforbund), the Swedish Cooperative Centre, and the Swedish International Development Authority in collaboration with the Malaysian Association for the Blind.

The objectives of the training seminar were : to provide instructions about the construction and working methods of a non-profit organisation ; to use discussions to map out the work of an organisation of the blind in developing countries ; and to

give information about the importance of cooperation with other organisations working for the blind with governments and with other countries within the Region.

The topics discussed at the seminar included : an association, working methods of associations, collaboration with other organisations, work programmes of visually handicapped organisations, various forms of organisations, and cooperation with national and international organisations. The participants were also educated in cooperation, cooperative principles and how to run cooperative organisations which could provide an effective social and economic venture to provide employment and other rehabilitation opportunities.

Nine instructors undertook various assignments. 15 participants from seven countries attended the training seminar. Mr. Bengt Lindqvist, President and Mr. Andres Arnor of the Swedish Association of the Blind, and Mr. Henry Blid of the Workers Educational Association attended the Seminar. The Swedish Cooperative Centre was represented by Mr. Daman Prakash of the ICA Regional Office & Education Centre for South-East Asia.

Mr. N.A. Kularajah, President of the Cooperative Union of Malaysia, who addressed the participants, promised all possible assistance in the organisation of cooperative societies for participants from Malaysia. The seminar participants appreciated the concept of organising cooperative institutions and decided that they would initiate action on this matter when they get back to their respective countries.

The Malaysian Association for the Blind arranged study visits and provided other assistance to the participants and instructors. ■



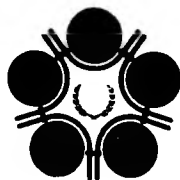
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ICA Member-Organisations in South-East Asia

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Cooperative Federation of Australia, P.O. Box 347,
36 Northbourne Avenue, Canberra City,
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BANGLADESH

Bangla Desh Jatiya Samabaya Union, 9/D Motijheel
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New Delhi-110017 (COPUNION)
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INDONESIA

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Jalan Jenderal Gatot Soebroto, Jakarta Tel :
74081-88

IRAN

Sepah Consumers Cooperative, Avenue Amirabad
Shomali, Iran Novin Corner,
Teheran. (SHETMAR) Tel. 63-6001-2-3
Credit and Housing Cooperative Society of Iran,
20-22 Shahabad Avenue, Teheran.
Central Organisation for Rural Cooperatives of Iran,
357 Pahlavi Avenue, Teheran. Tel. 664413,
664428, 664075
Consumers and Services Cooperative Society for the
Ministry of Labour and Social Affairs Em-
ployees, Ministry of Labour and Social Affairs,
Teheran.

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Union of Agricultural Cooperatives), 8-3
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(CHUOKAI) Tel : 2700041
Nippon Seikatsu Kyodokumiai Rengokai (Japanese
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Sendagaya, Shibuya-ku, Tokyo, (CONSUM-
UNION) Tel : (404) 3231
Zenkoku Gyogyo Kyodokumiai Rengokai (National
Federation of Fisheries Cooperative Associa-
tions), "Coop. Building" 1-12 Uchikanda,
1-chome, Chiyodaku, Tokyo (NAFEDFISH)
Tel : 2949611
National Federation of Forest Owners Cooperative
Associations, Cooperative Building, 8th Floor,
1-12, 1-Chome, Uchikanda, Chiyodaku, Tokyo
Central Cooperative Bank for Agriculture and
Forestry, 8-3, 1-Chome, Otemachi, Chiyodaku,
Tokyo, (CCBAF) Tel : 2790111

REPUBLIC OF KOREA

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(KONACOF) Tel : 73-0021

MALAYSIA

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Tel : 87-915-6
Cooperative Bank Malaysia Limited, Peti Surat
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Tel : 29-967 8 & 9
Cooperative Central Bank Limited, Peti Surat
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Tel : 26533
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Sarawak Cooperative Central Bank Ltd., Kuching.
Federation of Housing Cooperatives, Bangunan CCB
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Shaheed-e-Millat Road, Karachi-5
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Shaheed-e-Millat Road, Karachi-5 Tel : 230289
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Rizal. (CENCOPEX) Tel : 70-60-09
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Philippines (FILCOOP)
Tel. 0755-2028, 0755-1952

SINGAPORE

Singapore National Cooperative Union Ltd.,
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National Cooperative Council of Sri Lanka
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THAILAND

Cooperative League of Thailand, 4 Pichai Road,
Dusit, Bangkok, Tel : 81-1414

THE INTERNATIONAL COOPERATIVE ALLIANCE

is one of the oldest of non-governmental international organisations. It is a world-wide confederation of cooperative organisations of all types. Founded by the International Cooperative Congress held in London in 1895, it now has affiliates in 63 countries, serving over 321 million members at the primary level. It is the only international organisation entirely and exclusively dedicated to the promotion of cooperation in all parts of the world.

Besides the Head Office of the ICA, which is in London, there are two regional offices, viz., the Regional Office & Education Centre for South-East Asia, New Delhi, India, and the Regional Office for East and Central Africa, Moshi, Tanzania. The Regional Office in New Delhi was started in 1960 and the office in Moshi in 1968.

The main tasks of the Regional Office & Education Centre are to develop the general activities of the Alliance in the Region, to act as a link between the ICA and its affiliated national movements, to represent the Alliance in its consultative relations with the regional establishments of the United Nations and other international organisations, to promote economic relations amongst member-movements, including trading across national boundaries, to organise and conduct technical assistance, to conduct courses, seminars and conferences, surveys and research, to bring out publications on cooperative and allied subjects and to support and supplement the educational activities of national cooperative movements. The Regional Office and Education Centre now operates on behalf of 14 countries, i.e. Australia, Bangladesh, India, Indonesia, Iran, Japan, Republic of Korea, Malaysia, Nepal, Pakistan, Philippines, Singapore, Sri Lanka and Thailand. ■

INTERNATIONAL COOPERATIVE ALLIANCE

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New Delhi 110-014, India, Tel. 63-1541

East & Central African Office

Regional Office for East and Central Africa
Post Box 946
Moshi, Tanzania. Tel. 2616

COOPERATIVE PRINCIPLES

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

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

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

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

This may be done by decision of the members as follows :

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

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

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

Some ICA Publications

- Indian Cooperative Laws *vis-a-vis* Cooperative Principles. Rs. 40.00.
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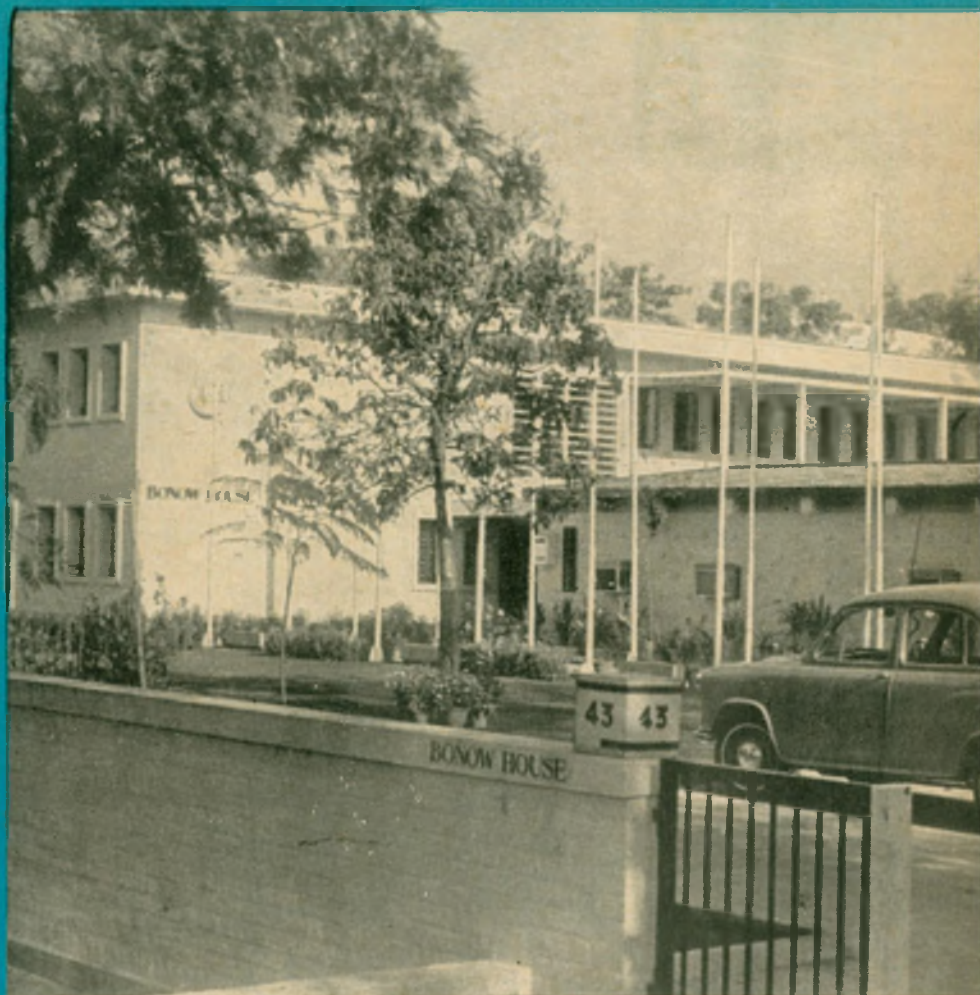
ICA REGIONAL BULLETIN

INTERNATIONAL COOPERATIVE ALLIANCE
REGIONAL OFFICE & EDUCATION CENTRE FOR SOUTH-EAST ASIA



*I know of no other instrument so potential
powerful and full of social purpose as the
Cooperative Movement.*

—Shrimati Indira Gandhi



“BONOW HOUSE”

Cooperative destiny is a matter of choice. The future of Cooperatives largely will depend on what you do as cooperators—individually & collectively.

—J. Knapp

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APRIL 1976



**ICA
REGIONAL
BULLETIN**

EDITOR

H. P. Lionel Gunawardana

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ICA Regional Office Building Named “BONOW HOUSE”

The ICA Central Committee at its meeting in October 1975 held in Stockholm had decided to name the building of the ICA Regional Office and Education Centre for South-East Asia at New Delhi “BONOW HOUSE” in recognition of the great work done by Dr. Mauritz Bonow, former President of the ICA.

In accordance with the above decision, the ICA Regional Office and Education Centre building at New Delhi, was named BONOW HOUSE in a simple but solemn ceremony held on 2nd February 1976. The Swedish Ambassador for India, H. E.

Mr. L. Finnmark unveiled the name of the building. Mr. P. E. Weeraman, Regional Director for South-East Asia of the ICA, welcomed the guests. The ceremonial meeting was attended by Shri R. G. Tiwari, M.P., President of the National Cooperative Union of India. Mr. S. S. Puri, Additional Secretary, Ministry of Industries and Civil Supplies, Government of India, who represented the Government of India also addressed the meeting.

The speeches made at the meeting are reproduced below in the order in which they were delivered.



H. E. Mr L. Finnmark formally unveiling the name of the building. Also in the picture are (left to right) Mr S. S. Puri, Additional Secretary, Ministry of Industry and Civil Supplies, Government of India, (back to the camera), Mr P. E. Weeraman, ICA Regional Director for South-East Asia and Mr R. G. Tiwari, President of the National Cooperative Union of India.

**Speech of
Mr. P. E. Weeraman,
Regional Director for S-E Asia**

Your Excellency,
Lady and Gentlemen :

I am grateful to all of you for gracing this occasion with your presence. This is a very small but significant function to do honour to our former President, Dr. Bonow. When Dr. Bonow retired from the presidency of the International Cooperative Alliance in October last year after serving the International Cooperative Alliance from 1947 as its Vice-President and then from 1960 as President, the Central Committee of the ICA decided that the building in which the Regional Office for South-East Asia is situated should be named after him to commemorate the great work that he has done for the cooperative movement of the world in general and of South-East Asia in particular. As you know, it was during Dr. Bonow's presidency that this Regional Office was opened in 1960 and was found an abode in this building in 1968 with Swedish funds for the greater part. He played a very important part in forming the 'Without Boundaries' Fund through which cooperators of Sweden give massive support to the cooperative movements of the developing countries and he was instrumental in persuading the Swedish International Development Authority to give support for cooperative activities in the developing countries through the Swedish Cooperative Centre. I can do no better than read a few lines from the appreciation written by my Director, Dr. Saxena, in the Bonow Issue of the Regional Bulletin which we shall presently place in your hands, and I quote :

"Perhaps Mauritz Bonow's biggest contribution has been his passionate advocacy of the cause of developing countries and, to that end, of the need for enlarging the scope and effectiveness of the work of the Alliance. An arch enemy of injustice and a firm believer in egalitarianism, under his leadership the Alliance has become a truly global organisation; the two active Regional Offices in South-East Asia and East Africa are a testimony to his work in this field..... Although several other Movements have been active in this field, it is the scale and the continuity which Mauritz Bonow has helped to achieve which are impressive. His consistent advocacy is now receiving acceptance in other movements".

So we are deeply grateful to Dr. Bonow for all that he has done for the cooperative movement and we of the Regional Office rejoice that we shall now work for the promotion of Cooperation in a building named after a person who is the very embodiment of Cooperation. I thank every one of you for coming here and before I call upon His Excellency, the Ambassador of Sweden, to unveil the name of this house, I would request Mr. Tiwari and then Mr. Puri to speak a few words. Once

again I thank you very much for joining us in doing honour to the greatest cooperator living.

**Speech of Mr. R. G. Tiwari, President,
National Cooperative Union of India**

Your Excellency, Mr. Weeraman, Shri Puri and friends,

I am sincerely happy to associate myself with this solemn function of naming the Centre as "Bonow House". I am thankful to Mr. Weeraman who gave me the opportunity of participation.

I have had the occasion to visit Sweden recently. Sweden though comparatively a small country in size is far ahead in progress and prosperity. The people are living a real high standard of life. The cooperatives of Sweden, I believe, have their own share in this growth. My experiences of Sweden have left an abiding impression on me.

We have had long intimate and friendly association with the cooperative movement of Sweden and the Regional Office of the International Cooperative Alliance for South-East Asia is a living example of that friendliness. We do appreciate the help and service the Centre is giving to the countries of South-East Asia and India in particular, in developing the cooperative movement of this region. Mr. Weeraman and his team, as also the cooperative movement of Sweden and their leaders do deserve our appreciation and gratitude for the help.

Dr. Bonow as I could know him is very gentle, unassuming with all human virtues. He impressed me more than any body else by his qualities of head and heart. He is a real cooperative leader of high calibre and devotion. His handling of the affairs of the International Cooperative Alliance and its allied activities during his long tenure of office as President of International Cooperative Alliance has been superb. More so in the context of divergent views and approaches and problems of the constituent members. He is a puritan as far as cooperative principles and ideologies are concerned which do form the spirit of cooperation. He could be found ready for any struggle, if need be, to maintain the integrity of cooperative principles and autonomy of cooperative institutions.

I am really very happy that the Central Committee of the ICA has rightly decided to name it after Dr. Bonow. There could not be a better appreciation of his work and contribution for the cause of Cooperation and I congratulate the ICA authorities for this decision.

On this solemn occasion I, on behalf of the Indian Cooperative Movement, extend my sincere regards and felicitations to Dr. Bonow and pray for his long and happy life to inspire international cooperative community for years to come. I wish the Centre could convey our feelings to Dr. Bonow.

**Speech of Mr. S. S. Puri,
Additional Secretary,
Ministry of Industry and Civil Supplies,
Govt. of India, New Delhi**

Your Excellency, Mr. Weeraman, Shri Tiwari and friends,

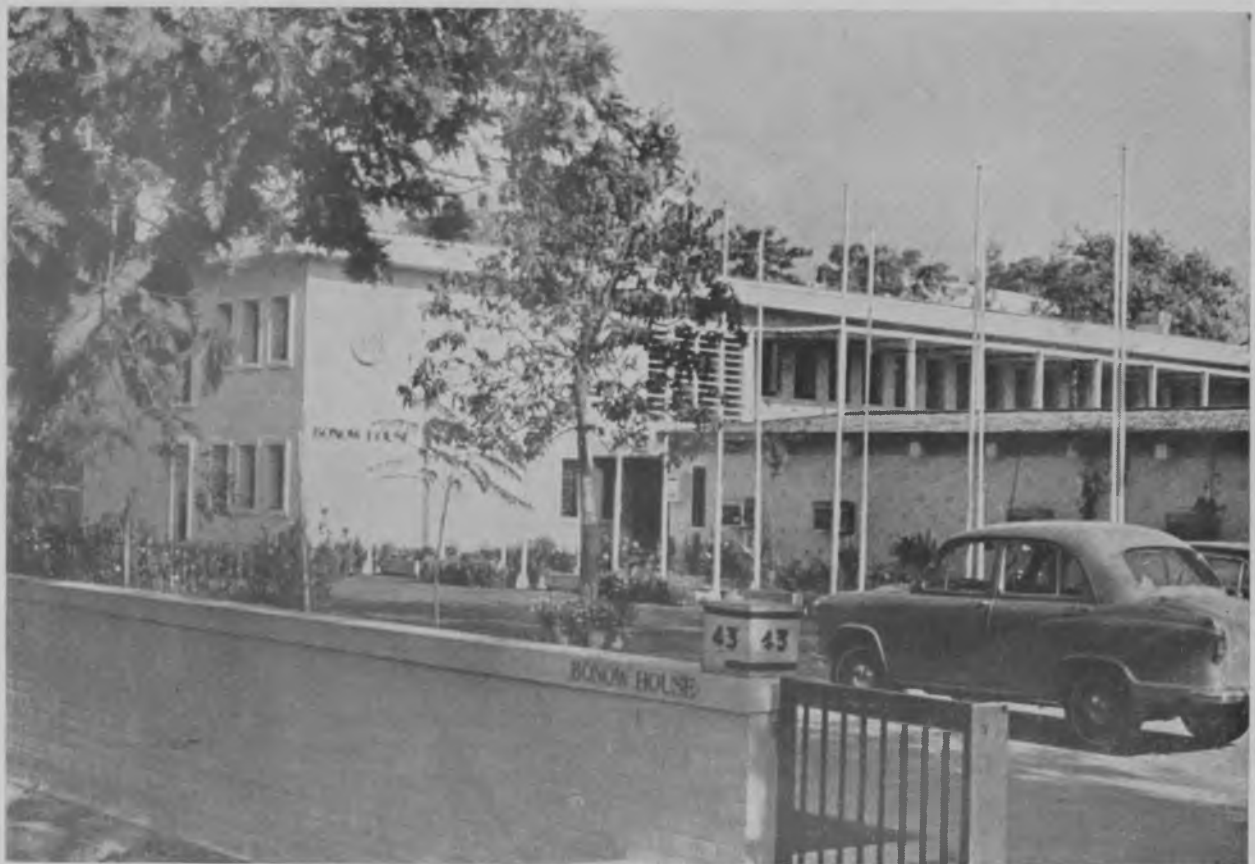
On behalf of the Government of India and on my own behalf, it is but appropriate that we should associate ourselves with this particular function. In some ways the tradition in India of naming buildings and naming individuals is a rather curious one. We are not very great believers in modesty in the matter of names. I think our individual names, the names of our buildings and so on are invariably somewhat on the presumptuous side.

I always recall a very interesting experience I had years ago when I was attending a meeting. One of our very eminent civil servants, who later on became the Governor of the Reserve Bank—Mr. Jagannathan, was presiding over that meeting and a World Bank Mission was having conversation with the Railway Ministry. An American gentleman who was leading the World Bank Mission was finding it very difficult to pronounce Mr. Jagannathan's name. After some lengthy conversation he said: "Do you mind if I call you jack of nothing" and Mr. Jagannathan said "well my dear chap my

name means Lord of the World". Then this American leader of the World Bank mission said: "Really you are Lord of the World". He said "do not feel surprised I am Lord of one world, but the chap sitting next to me is Lord of three worlds". Mr. Tarlok Singh was sitting there.

In the matter of names of buildings we may be a little more modest, but certainly not in the matter of names of individuals. Therefore I must conceive that by our tradition calling a building merely "Bonow House", such a beautiful palatial building, we would have probably coined a little more picturesque phrase. But we would certainly go by the judgement of the ICA Central Committee that probably an expression like house is a much simpler affair. We would perhaps have called it a bhavan or I do not know what. It is certainly not a pure and simple house as one can see. But I think considering the simplicity in which Dr. Bonow himself is a believer probably the coinage of the expression "Bonow House" is a more appropriate one.

I have not known Dr. Bonow for too long but for a decade or so I have known him. I always felt that in some ways this particular building being named after Dr. Bonow is perhaps the most befitting thing that one can think of for very many reasons. Firstly, I think at least for most of us for all these years ICA and Dr. Bonow have been some-



A full view of "Bonow House"

what synonymous names. I think if there is one single individual anywhere in the ICA who should be identified as representing the aspirations, the sentiments, the ideals of ICA, I am sure we will all agree that he is Dr. Bonow and therefore if an ICA building is to be named one cannot think of a more appropriate person.

Another fairly significant reason in my view is that this is a building of the Regional Office of the ICA which works for the development of the cooperative movement in South-East Asia and as I mentioned, when Dr. Bonow was here and was kind enough to come along and address the Cooperative Study Forum when I was in the NCUI, from the point of view of the developing countries particularly of South-East Asia if there is one single individual who has contributed meaningfully towards the development of the cooperative movement, one single individual from the Western world, it is certainly Dr. Bonow and therefore that is another very significant reason why this building, is very appropriately being named after him. (applause).

Finally, of course, in some ways probably the least important of all reasons but in some ways perhaps a more mundane reason, as somebody said "whosoever pays the piper calls the tune" and since the Swedish Movement financed this building it is quite appropriate that the building should be named after an eminent Swedish cooperative leader. Therefore whether one looks at it from the point of view of the ICA or from the point of view of South-East Asia or from the point of view of those who have been behind the finances of this particular building, I think in every way it is appropriate that this building is being named as "Bonow House" and I take it that it is a good omen that for the future we will have this particular name. In some ways of course one always says somewhat modestly that there is nothing very much in a name; what is in a name after all, an old Shakespearean saying that "a rose called by any other name would smell as sweet" and so on but I think in some ways a name does evoke some image, some ideals, some standards of behaviour and performance and therefore I do look forward to this building continuing to serve the cooperative movement in South-East Asia in a manner which is befitting the name that this building would carry henceforth.

I am very happy again, as I said, to associate myself and associate the Government of India with this naming ceremony and I am grateful to Mr. Weeraman and his colleagues for having given us this opportunity to be here in your midst.

Thank you very much.

*H. E. Mr L. Finnmark with some staff members
of the ICA Regional Office*

Speech of His Excellency, Mr. L. Finnmark, Ambassador of Sweden in India

Lady, Gentlemen, friends,

Before I proceed to my very short ceremonial task I should like just to take this opportunity of saying how happy I am and how proud and honoured I am to participate and be associated in this ceremony and therefore I am grateful to Mr. Weeraman for inviting me here to join you today in this ceremony in honouring a compatriot of mine, Dr. Bonow.

I must say that I am unfortunately in that very unique position of not having been associated with Dr. Bonow before. On the other hand, he has been a household word for me since my university studies already in the thirties and I remember very well that his books were part of my curriculum in the Economic Sciences. There was a book on the Swedish Cooperative Movement and also a book on the Agricultural Prices at that time in the thirties. There is no need for me I think to trace his life or to dwell upon his achievements: in the international cooperative movement after the war, in the negotiation for a new trade order in which he took part in the early fifties or in the sixties, in the formulation of Swedish Aid Policies to the Developing Countries that has already been quoted by the distinguished personalities who have preceded me here. For me it only remains the privilege of unveiling the new name of this Regional Centre's building which will be named after Dr. Bonow—"BONOW HOUSE".



ICA Activities

Report to the Central Committee

Mr. President and Members of the Central Committee :*

I am very grateful to you for giving me this opportunity to report on the work of the ICA Regional Office for South-East Asia to this meeting of the Central Committee.

The Regional Office serves fourteen countries of the South-East Asian Region, namely—Iran, Pakistan, India, Nepal, Bangladesh, Thailand, Sri Lanka, Malaysia, Singapore, Indonesia, the Philippines, the Republic of Korea, Japan and Australia.

One hundred and three millions of the 321 million cooperators in the ICA's fold live in this region. With the exception of Japan and Australia, this region's need of Cooperation is greater than that in any other region of the world by reason of its teeming millions of the really poor, whose social and economic betterment can come about only through cooperative activity.

The Regional Office needs about US dollars 300,000 a year for its work. Of this about 80 per cent is met by the Swedish Cooperative Centre with valuable support from the Swedish International Development Authority. The member-organisations of the region contribute about 5 per cent of the total budget of the office as well as about 40 per cent of the cost of our Regional Seminars and Council meetings.

The Regional Office is advised by a Council composed of representatives of the member-movements in South-East Asia and by the ICA Sub-Committee on Agriculture and Trade for South-East Asia.

The activities of the Regional Office may be classified under several needs. The more important of them are its educational programmes, consultative services, researches, publications, annotated bibliographies, documentation services, coordination of technical assistance, and promotion of international inter-cooperative trade and self-financing conferences on cooperative matters.

*Extempore Speech by Mr P. E. Weeraman at the Central Committee Meeting on 25.10.1976 at Stockholm.

Altogether over one hundred educational programmes have been carried out and over 3,500 persons have participated in them. These programmes included Regional Seminars, Experts Conferences, Policy-makers Conferences, national seminars and teacher development programmes. These programmes have had considerable impact on the national movements and also brought the national cooperative movements of the region closer to each other than they were before.

We are carrying out a field project in cooperative education at the grass roots level in one of the Indian States. This project has met with general acceptance to the extent that the local societies and the national cooperative union have arranged to carry it on when we complete our programme in 1976, and some of the other states want to duplicate it. The President of India speaking recently at the 80th Anniversary celebrations of the ICA held in New Delhi said that this project "is a concrete example of how the experience and the resources of the international cooperative movement have helped in guiding the cooperative movements in the developing countries" and added "I have no doubt that the ICA will continue to assist the countries in this region in organising similar cooperative efforts".

A South-East Asian Specialist Group on Cooperative Training has been set up to advise the national movements in matters of cooperative education.

In the field of trade promotion we have been instrumental in setting up an International Cooperative Trading Organisation at Singapore to facilitate direct trading between cooperative consumer and producer organisations. The cooperative movements of nine out of the fourteen countries we serve are members of this organisation and it is expected that one or two more movements will join it in due course. This organisation, called ICTO, has started business and I am confident that it can do much to develop cooperative production and distribution in the region.

Our researches and publications have been well received on all sides, even when they were critical of governmental action. For example, our book on "Indian Cooperative Laws vis-a-vis Cooperative Principles" carries a Foreword from the then Minister in-charge of Cooperative Development in the Government of India, now the President of

India. Not long after the publication of this book, the Minister presented to a conference of Ministers of Cooperation of the Indian States a set of guidelines for reforming the cooperative laws stating that those guidelines were based on the ICA's book.

The Head Office appointed a team of four persons headed by Prof. Svardstrom of Sweden to assess the work of the Regional Office and the team has reported that it "has found much evidence of the extremely valuable work of the Regional Office and Education Centre since its inception and of its impact on cooperative development in the Region. Appreciation of its services has been freely and widely expressed".

We have also arranged to hold an Experts' Consultation on the problems and changing needs of the movements in the region, so that we may determine those problems and needs and then endeavour to satisfy those needs.

I shall not delay you with more details. The Regional Office is now the focal point of the Co-operative Movements in the region. As such it has to help these movements to solve the many problems they have. They have many problems and the greatest of them is that the laws are contrary to the Co-operative Principles. We must try to correct this position. Otherwise as said by you, Sir, on another occasion "we would have mistaken the casket for a gem if we were to perpetuate an arrangement whereby the initiative and the democratic character of the cooperative movement would be impaired".

An effort was made in this direction through the Top-Level Cooperative Leaders Conference of 1973. The resolutions that were adopted by the Conference showed that cooperative leaders both voluntary and governmental have a proper understanding of Cooperation. They called upon the governments to gradually withdraw from their positions of manager and controller to that of promoter and guide. This attitude augurs well for the movement. We must therefore, continue to educate and re-educate the cooperative leaders.

Whatever we have done so far has been possible only because there was a Regional Office. Therefore, the movements of South-East Asia should be ever grateful to the man whose vision led to the establishment of the Regional Office on firm foundations. We of the Regional Office feel highly privileged that our place of work is now to be called Bonow House. We will be daily reminded of the Co-operative ideology of which you are a veritable personification.

ICA CONGRESS—PARIS

In connection with the 26th ICA Congress which will be held in Paris from 28th September—1st Oct.

1976, the following programme of meetings has been organised:

September 1976

Thursday, 23rd International Cooperative Insurance Federation Conference (first day)
Agricultural Committee

Friday, 24th Housing Conference (first day)
Education Conference
Consumer Conference
Workers' Productive Conference

Saturday, 25th International Cooperative Insurance Federation Conference (second day)
Housing Conference (second day)
Librarians' Working Party
International Liaison Committee on Cooperative Thrift & Credit

Sunday, 26th Women's Conference (first day)
ICA Executive Committee
International Conference of the Cooperative Press Fisheries Subcommittee

Monday, 27th Central Committee
Women's Conference (2nd day)
Banking Committee
INTER-COOP
Members' Meeting
International Cooperative Petroleum Association
International Cooperative Housing Development Association

28th Sept. to 1st Oct., 1976 ICA Congress

26TH ICA CONGRESS EXHIBITION

The French Cooperative Movement is staging an Exhibition at the time of the 26th ICA Congress under the title "Cooperation in a new economic and social order" with the aim of informing UNESCO officials and staff experts from many countries, NGO representatives, journalists and the general public visiting the building, of the contributions cooperatives can make to improve the standard of living of the people throughout the world.

The theme is divided into two parts: (a) the most successful examples of each aspect of cooperative activities—agriculture, banking, consumer, credit, fisheries, handicraft, housing, insurance and workers' productive—in industrialised countries, and (b) the part played by cooperatives in the development of the Third World.

Inaugural Address

SMT. INDIRA GANDHI
Prime Minister of India

It gives me great pleasure to inaugurate your Congress today. If I may say so, it is a special day for us in India—what we call an auspicious day—because it is the first day of spring, and the colour I am wearing and the colour you see here is supposed to be the colour of this day. It is the colour of the mustard flowers which you will find in all our wheat fields. As you all know, spring is the time of renewal and new life. So I hope that this Congress will give indications, will come to decisions which will mean a new life to the cooperative movement in India.

I am always a little hesitant to come to conferences of experts and specialists who obviously know more about their subject than I can possibly do. I can only point out what, as a lay person, looking at the movement from outside, strikes me.

The cooperative movement since the last Congress has grown in India. But the growth has not been accompanied by a strengthening of the movement. Some of it, I am told, is because there is certain legislation in some of our states which perhaps leads to greater supervision and therefore prevents that fast growth which there should be. Now, I do not know enough about as to which state has what legislation, but I shall certainly look into it.

A Mixed Record

The record of the cooperative movement in India has been rather a mixed one. In some states, excellent work has been done and they have succeeded in changing the face of the areas in which these societies exist; they have brought greater prosperity, a greater unity of purpose. But in many other parts, the movement has come up and petered away and has not been able to put roots. There have also been many cases of societies which have not functioned properly and which have had to be either taken over or have invited some other such action.

Even in those states where the movement is strong, there are many examples of their being confined to the better off people of that region. This is not limited or confined to the cooperative movement. Unfortunately, it happens in whatever programme one initiates and specially in the rural areas for the weaker sections. In that particular



Shrimati Indira Gandhi

group for which the programme is meant, the better off who obviously have more knowledge, more resources, manage to capture the centre of the stage and therefore the benefits of the cooperative movement or the other programmes are confined to these people who improve their condition. And we welcome this improvement; we do not want to prevent it. But we do think that the cooperative movement should reach out to those who are still lower down the ladder.

Text of Inaugural Address of Smt. Indira Gandhi at the 7th Indian Cooperative Congress on 5th February, 1976 at New Delhi.

As some have pointed out here, the main theme of this Congress is Cooperation and Social Justice. This is especially appropriate and this is an apt

time to hold such a Congress when all sections of our people, not merely the government, are engaged in evolving methods of rejuvenating our economic activity.

The idea behind the cooperative movement is a useful one anywhere. Especially so in a developing country, because when there is not enough to go around or when so many people are not strong enough to manage by themselves, the only solution is to get together to handle the job. As Homer said : "Light is the task where many share the toil".

My support to the movement is not shown merely by my attending this or other inaugural sessions but in the consistent support which the Government has given to the cooperative movement.

I spoke just now of some of the weaknesses from which certain cooperative societies suffer, but I would not like you to think that all of them are on the same pattern because many cooperatives have been organised for weaker sections and have helped in improving their economy. Good work has been done in a number of states, particularly in the South and the West parts of India. The Government and the Reserve Bank of India have also taken measures to orient the working of cooperatives in favour of small and marginal farmers. This process should be carried forward more effectively.

A criticism of cooperative movement in India which has some justification is that they tend to help themselves rather than the community as a whole. The concern of a cooperative is to protect and promote the interest of its members. However, this should be done only within the framework of the larger interests of the community and of consumers. Cooperation means working together and the essence of the movement is the harmonising of the interests of all concerned. If such harmony does not exist, the very basis of the movement is weakened.

Sound Management Needed

The cooperative movement should bear in mind its special features and functions. It cannot merely emulate the functioning of private enterprise. There is in our country public concern at the managerial inefficiency in some cooperative institutions. There are instances of misuse and inefficient use of resources leading to difficulties for members and consumers in general. Laxity in operation is sometimes tolerated in the name of the democratic character of a cooperative society. But the movement will become self-defeating if office-bearers take advantage of their position without thought of the utility of the entire enterprise. We should give the highest priority to concrete programmes to improve our management. In spite of these and other deficiencies, the progress made by the cooperative movement in India is significant and the aggregate figures for the country as a whole are quite impressive. The progress could have been faster, speci-

ally in certain regions like the Eastern region. Our country today has 300,000 cooperative institutions. Most are small and inadequately manned and not viable. Existing institutions must now be reorganised and strengthened so as to eliminate unnecessary levels and develop a strong and competent system which is capable of satisfying the economic needs of small producers, workers and consumers. If the cooperatives fail, it is inevitable that other types of institutions will come into being to take their place.

20-Point Programme

Shri Tiwari has referred to the role of cooperatives in our 20-point programme. I am glad that the cooperative movement has evinced spontaneous enthusiasm and interest in its implementation. But the 20 point programme is a part of our general plans and programmes for the development of our economy and the cooperative movement should reach out to all those areas where there is need for people to get together and to help one another.

From the beginning, as I said, we have expected cooperatives to play a major part in our effort towards social justice and one of the programmes which my political party had put forward was that of cooperative farming. But unfortunately, tremendous propaganda campaign was started and people were thoroughly confused because the picture that was put to them was not of cooperative farming but of collective farming which we did not have in mind at all. All that we meant was where a farmer was small and could not himself have a tractor or go in for other inputs, there if the smaller farmers got together, they would be in a better position to work their farms more efficiently without giving up their right to the land or to any other of their possessions. But, as I said, such tremendous propaganda was made that all our farmers were convinced that this was a ruse to take away their land from them and, therefore, no progress was made and the idea was given up. This often happens in other areas also. Whenever there is some question of voluntarily getting together to augment the strength of the individual by the strength of the community or people placed in similar weak position, there is sometimes this opposition and false propaganda about it.

We expect cooperatives to play a far more effective role and an increasing role in our economic activities. The basic object of our programme is to accelerate economic development and in the 20-point programme, we have laid special emphasis on programmes which will help the poorest of the poor which are the landless labour, the smaller farmers, the workers, the artisans and the poorer consumers, and I think that this coincides with the basic concern of cooperatives.

We stand—that is the Government of India stands—for a cooperative approach to all problems. As the world moves faster, life becomes more and more complex. While the brighter, the more bril-

liant individual, has far more opportunities for growth, for development of his personality and progress in his work, for the vast majority this has led to a certain amount of bewilderment and the average individual, specially in the rural areas, does need help. Now, the help can come from outside, which is not always possible or desirable, or the help can come by pooling of resources. And this is what I meant by the cooperative approach. This is what we are trying to achieve in India. I cannot say that we have arrived anywhere near it. But it is in this direction that the cooperative movement by widening its scope without weakening itself could help a great deal in solving many of our problems.

Unity of Purpose

We must all work towards a greater unity of purpose because only that can give us the strength to solve problems which are gigantic in their proportions. Many years ago my father when speaking of such unity said: "Unity must be of the mind and heart, a sense of belonging together and of facing together those who attack it". I think this is what the cooperative movement needs to do to forge unity amongst those people who, by keeping

together, could serve their collective interests and widening this to include the entire country so that problems which are being solved but need to be solved much faster can be dealt with by the people's participation, by the people's involvement and the people's commitment to the larger interests of the country and ultimately, I hope, of the larger interests of peace, friendship and cooperation in the world.

Cooperators have come from all parts of India. I welcome them and I would like to give a special word of greetings to those who have come from abroad. Many of them have come from long-distances; some of them may know our country and some may not. I hope that this visit of yours will give you a glimpse of some of the things which we are trying to do, some of our achievements and certainly the vast proportions of the problems and the odds which we face and how we are trying to face them and how we are trying to go ahead using, as far as possible, the cooperative approach of working together and of mobilising the people to try and help themselves.

So I inaugurate this session and I wish your deliberations all success!

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I, A. H. Ganesan, hereby declare that the particulars given above are true to the best of my knowledge and belief.

New Delhi,
March 31, 1976

Sd/- A. H. Ganesan
Publisher, ICA REGIONAL BULLETIN

Role of Dairying in the National Economy

R. P. ANEJA

National Dairy Development Board, Anand.

IN India cattle keeping and milk production have been for a long time a part of the total culture—a heritage handed down from the vedic times. The traditional reverence for the cow still persists. Today, however, approach to milk production is more down to earth—and this is closely related to the nature of the socio-economic structure of the country.

In the developing countries a large percentage of the population still live on the land. In India it is about 80%. Since agriculture the main stay of these people, must heavily depend on the seasonal cycles vagrant as they are, the resources available in this primary sector can be fully exploited only by integrating agriculture with other subsidiary industries. Besides, the agricultural sector in India is characterised by the predominance of the small farmer and the landless. Some 70-75% of the rural households in India fall under this category. Against this particular structure of the agrarian sector, dairying has emerged as a subsidiary occupation that can substantially enhance the productivity of the total farm resource and generate additional incomes. It has been estimated that the dairy sub-sector represents more than 6% of the total national income.

A study recently conducted in the districts of Kaira and Mehsana in the Gujarat State revealed that the value added every year by the dairy plants in the two districts was Rs. 35-54 and Rs. 14-29 millions respectively during the period between 1961 and 1972. In the Kaira district on an average a milk producer earned an additional annual income of Rs. 170-330 from milk production. The impact of dairying is significant especially because its economic benefits can be transmitted even to the small farmers and the landless labourers whose resource base is a limited one. Although India has the largest bovine population in the world, the average holding is 1-2 milch animals per household. A recent study revealed that 12% of the households owning cattle were landless and some 23% of the households were non-cultivators. It should be noted that this preference for dairying by the rural less-well-off is deliberate—to them income from dairying is as important as the income from agriculture. In the Kaira district, for example, nearly 49% of the total income came from dairying.

The generation of additional income is largely made possible by the fuller utilisation of the farm

resources. For example, dairying presents an opportunity for effective employment of the farm labour which is currently unemployed or at best under-employed. Also, milk production is an effective way of using the farm byproducts.

India is a perfect milk market. Milk has always been considered an honoured and wholesome food. This is confirmed by fact that income elasticity for milk and milk products in our urban conurbations is 1.5. More than that, milk is a national asset. Where a large percentage of the population is vegetarian like in India milk is the only source of animal protein. Increased milk production therefore is a necessity to improve the level of nutrition. The premium thus attached to milk and milk products by our consumers and their willingness to spend increasing shares of their additional income will undoubtedly provide an impetus to further increase our milk production.

In India after the country's independence several structures for organised milk production have been experimented with. After 25 years of this experimentation it has now been widely accepted that dairying can be best conducted if the means of milk production, processing and marketing are owned and operated by the farmers themselves. This has been amply illustrated by the monumental success of the Kaira District Cooperative Milk Producers' Union with its headquarters at Anand. The Milk Cooperative in Kaira started in a humble way with the objective of ensuring that the milk producers who were at that time exploited by the middle-men, received a reasonable share of the price the consumer paid for their milk. Today after 27 years the Kaira Cooperative is the largest Dairy Cooperative in the world with some 800 affiliated village level societies with a total membership of some 244,000 farmers. The Union owns and operates a large modern dairy plant which processes on an average some 500,000 litres of milk daily. It also owns and operates a modern cattle feed milling plant and markets other inputs for increased milk production such as veterinary care, first-aid and artificial insemination. The success of the Kaira Coop should therefore be attributed to an organisational structure which was sensitive to the needs of the farmers and which was capable of employing professional management who were in practice responsible to the farmers, in order to manage the means of milk pro-

(Continued on page 14)

Cooperation and Social Justice

P. E. WEERAMAN

Cooperation in its special sense of working together as a cooperative society spells social justice. The ideology of Cooperation, now increasingly being called Cooperativism to distinguish the ideology from the practice of Cooperation, is a statement of certain aspects of social justice. The implementation of the cooperative principles, which express this ideology in practical terms, necessarily results in social justice in respect of matters that pertain to those principles. Cooperation is also the best way of satisfying several economic needs that arise from the implementation of various measures designed to meet the demands of social justice.

I shall endeavour to explain the aspects of social justice dealt with by the cooperative principles and then the way in which Cooperation helps to satisfy many a need that arises from measures taken for social justice.

The principle of voluntary association means that any person who joins a cooperative society should do so voluntarily and not under any compulsion and likewise that a cooperative society has the right to allow or refuse the application of any person for membership. Similarly, every member has the right to leave a society at will and every society has the right to determine its association with a member likewise. Thus both the individual and the society have "the freedom to choose and the freedom to correct the choice" as said by Calvert. The freedom to associate as well as to terminate that association at will are aspects of social justice. The denial of this freedom is a denial of social justice and the implementation of this principle necessarily results in social justice.

The corollary to the principle of voluntary association is that persons who seek to join a cooperative should be in enjoyment of individual autonomy. The principle conveys a tacit demand that all human beings should be free to do what they like, within the bounds of law and order for, otherwise, they would be slaves. This right to individual autonomy is equally applicable to groups of people, each of whom is enjoying individual autonomy so that together they enjoy collective autonomy. Individual and collective autonomy are fundamental to social justice.

The principle of open membership seeks to satisfy another demand of social justice, viz., that people should have equal rights of participation in social organisations without any social, racial, religious,

or political discrimination or artificial restriction. It is not necessary to labour the point.

The principle of democratic control is again an expression of the axiomatic right of all persons to participate in the management of their affairs. What is more, measures taken to bring about social justice cannot bring any lasting benefit if the beneficiaries are not allowed to participate in the management of the institutions that are created to serve them.

The practice of this principle helps to develop self-reliance and the capacity to manage one's affairs without perpetual guidance and assistance from others. It also teaches people that every question pertaining to society can be decided democratically and it also trains them in the processes of democracy. No social order however just can last unless people learn how to maintain it and this they can do only if they learn to employ only democratic methods for solving their problems and to abide by democratic decisions. The practice of this principle of democratic control in relation to their economic needs, which are the needs most affecting them, will result in the people learning how they should act in relation to the government of their country. Hence it is that cooperative democracy will help to stabilise political democracy and without the latter there can be no social justice. Thus the practice of cooperative democracy is essential to the stability of an order established in accordance with social justice.

Then we come to a significant contribution which Cooperation makes to the philosophy of social justice. This it does in its principle of limited interest on capital. This principle means that the owner of capital has neither a right to the profits made by using his capital nor a right to power over such user on the basis of owning such capital. Capital in terms of this principle, is entitled only to a limited interest, a fair wage for its use. As Professor Charles Gide, a former President of the International Cooperative Alliance, has said, this reduction of capital to the position of a wage earner is in itself a social revolution. This 'revolution' purports that capital shall not exploit its user. And this results in social justice. Cooperativism does not reject capital in toto. Cooperativism sees capital as a necessary tool of economic enterprise but is prepared to pay capital only a suitable wage for its use. Cooperativism rejects the idea of working *for* capital or its possessor and accepts that of working *with* capital. It may, perhaps, be correct to say

that this principle of denying profits and power to the owner of capital is Cooperativism's greatest contribution to the philosophy of social justice.

This principle naturally leads to the principle of equitable distribution of profits (trading surplus). Cooperativism "substitutes the notion of rendering an organised service in the interests of the whole community for that of struggle for profit and domination". It seeks to set up an economic order in which "I shall have my hand in no man's pocket and no man shall have his hand in mine"—where one does not exploit another's need nor allows himself to be exploited. Instead, those who have a common need work together on the basis of joint self-help to satisfy that need, eliminating the middlemen who would otherwise exploit that need for making profit. Cooperativism, in short, seeks to eliminate middlemen by Cooperation. The trading surplus is the overcharge made from the clientele. Placing such surplus at their disposal is in accordance with social justice. This principle provides that the trading surplus of a cooperative belongs to those who contributed to the surplus, and that each contributor to the surplus is entitled to rebate in proportion to his contribution to such surplus. The equitable distribution of the surplus results in social justice.

These principles define the operational methods of Cooperation. As shown above, action in accordance with these principles necessarily results in social justice.

As said earlier, Cooperation serves the cause of social justice in another way as well. Various measures taken to bring about social justice result in the persons who benefit from such measures needing solutions to several economic problems that arise from the implementation of such measures. For instance, when land reforms are effected, the landless poor who receive land grants are straightaway faced with several problems such as the supply of credit and agricultural requisites and the sale of their produce. And if they do not form themselves into cooperatives to satisfy their common needs, they will have to obtain these services from traders. Needless to say, if this happens the benefit conferred on the landless by land reforms would slowly but surely be appropriated by the middlemen. Therefore, Cooperation is necessary to consolidate the gains of this measure of social justice. It would be supererogatory for me to give any more examples of this type.

Thus Cooperation not only spells social justice but also helps consolidate it.

ROLE OF DAIRYING IN THE NATIONAL ECONOMY

(Continued from page 12)

duction, processing and marketing as well as to market technical inputs for enhancing milk production.

CONSERTED attempts are now being made to duplicate the 'Anand' structure in several other parts of the country—and modest success has already been achieved in this direction. With the increasing importance of dairying as an instrument for the balanced growth of the economy the dairying so far a mere household occupation is gradually emerging as a major rural industry. The industrial revolution in the West triggered off a massive exodus of people into the cities. Today the industrialised nations of the world are reeling under the impact of their over-crowded cities and the problems that they present. Whether such form of urbanisation is desirable or not is debatable and such discussion

is clearly irrelevant here. What is important however is that the dairy sector is now increasingly competing with other sectors for the total finances available for investment. And now is the time therefore that the developing countries must formulate a rational plan for the balanced growth of their economies. Dairying is also an effective instrument for change—social, cultural and technological. It not only gives a better deal to the rural poor, but also improves the quality of life in our rural areas. There is of course no universal pattern for dairy development. Whatever structure evolved in each country must reflect the relationship between the land and its people and the way they interact within the given socio-economic framework. The path to be followed should therefore be determined by the larger socio-economic factors at work.



“Supermarket Koperatif” Kuala Lumpur

The Supermarket Koperatif Kuala Lumpur which opened in May 1974, at Jalan Haji Hussein in the Malaysian capital, has become a beehive of avid shoppers looking for real bargains amidst its 6,000 odd items displayed over 22,000 square-feet of display area.

The Supermarket Koperatif Kuala Lumpur is a unit of the Malaysian Cooperative Supermarket Society Berhad, a member of the Malaysian Cooperative Insurance Society (MCIS) group of societies. It serves roughly a third of the 800,000 odd people in Kuala Lumpur with their daily “marketing needs”.



Front view of the Supermarket Koperatif



*It is a family outing !
The whole family comes for shopping and enjoys it too*



The supermarket caters to the needs of the young and the old. Picture shows a view of the children's and crockery sections

THE MALAYSIAN COOPERATIVE SUPERMARKETS SOCIETY LIMITED
- Analysis and Report : October 1974-September 1975

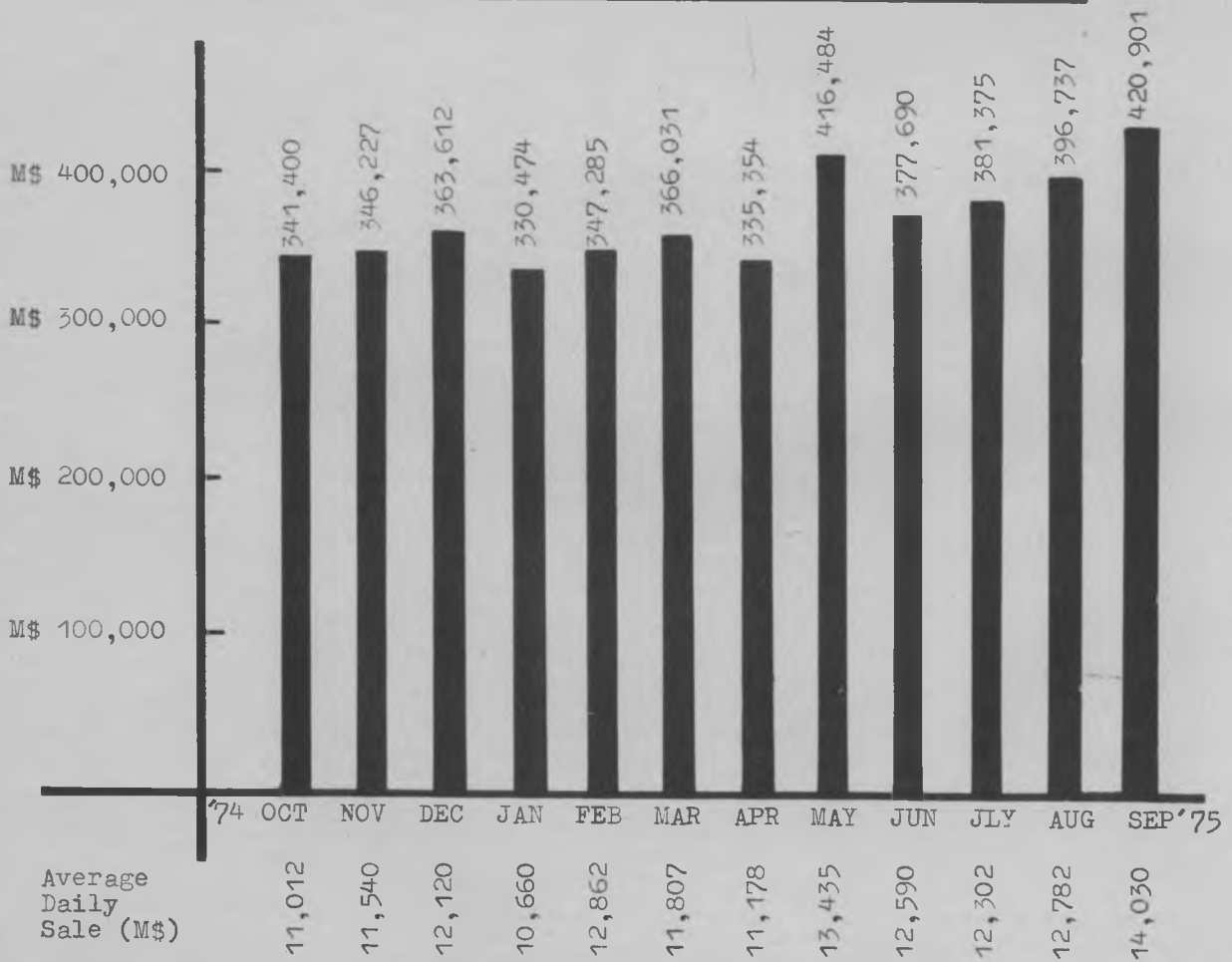


Chart showing the sales position of the society

The Supermarket is situated in a thickly populated area of Kuala Lumpur where middle and lower income group people are residing.



The shoppers, whether they buy many or a few items get the same courteous service. Picture shows a customer making payment at the cash counter



A cup of tea after shopping. The snack corner of the supermarket is very popular among customers

With over 27,000 members of the MCSS being its regular customers, the SK-KL is set to become a leading shopping centre in Kuala Lumpur.

The membership of the Cooperative Supermarket Society is open to all Malaysians. The entrance fee is 2 Malaysian Dollars.



The supermarket was formally opened by Encik Abdul Ghafar bin Baba, Minister for Rural Economic Development, on August 3, 1974. Mr. Ahmed bin Mohammad Yunus, Chairman of the opening function seen addressing the meeting

According to the General Manager of the Supermarket "some sections of the population in the neighbourhood, there still prevailed a feeling that it would not be very nice to go to supermarket just to buy one or two small items (for example, chillies). But, this was being steadily overcome, since it was being emphasised to the shoppers at the Supermarket Koperatif that "they can come at

any time between 7.30 a.m. and 10.00 p.m. on any day, in their ordinary work clothes, and buy what they like, whether it is a lot or just one or two items only".

The ICA Regional Office has helped at the initial stage by making a feasibility study for taking a decision for the establishment of the Supermarket.



The store is well lighted. Broad passages between the sections facilitate easy movement of customers



A view of the canned food section of the Store



Nicely stocked crockery section of the Store



Housewives making their shopping. Fine display of goods attracts the attention of buyers



Provision of Technical Inputs for Enhancing Milk Productivity —Anand Experience

Dr. H. C. GUPTA

The Kaira District Cooperative Milk Producers' Union Ltd., Anand

Introduction

THERE is no denying the fact that for optimum milk production per animal per year as well as per unit of investment, all the essential technical inputs coupled with appropriate extension services should be timely made available at the door of the farmers not only in an economic and efficient manner but also in the manner that will be most acceptable to the farmers. The basic pre-requisite, however, even before planning the provision of technical inputs in the operational area, is to guarantee a round the year and remunerative market for all the marketable surplus milk available with the farmers so that they are incited to adopt scientific animal husbandry practices to optimise animal productivity and increase their overall net returns from milk business and thus improve their living standards.

Kind of Organisation, its Basic Philosophy and Mode of Action

Now the question arises—what kind of organisational set up and the operational techniques can most effectively do the above job? The Union of milk producers' cooperatives formed on a village-by-village basis, which owns and operates a dairy plant, a cattle feed plant, a centralised semen collection station, a mobile veterinary service unit, a forage development unit (each as a separate economic entity) and which works on sound cooperative business principles, assuring thereby the maximum share of overall net returns to the farmers, is the best agency to provide the essential technical inputs and services needed most by the farmers for optimum results. Only such an organisation can be most sensitive to the needs of the milk producers and responsive to their relevant demands. Such organisation can also most efficiently pool and utilize the unharnessed energies, resources and leadership of the area. It embraces in its folds a large number of milk producers, a vital human resource, on whose active participation depends the success of such programmes.

The Kaira Milk Union had realised from the very beginning that it is the small and marginal farmers who have an increasingly greater dependence on milk production to maximise their meagre resources. Hence it believes in the philosophy that the privilege of milk collection and marketing must, side by side, carry the obligation

of helping the milk producers to increase their milk yield. The producer's income can be directly enhanced by helping him increase his milk yield through the optimal technical input mix, which will substantially reduce his cost of milk production and thereby increase his net income from milk business. With this aim in view, the Union has an Animal Husbandry Division to provide essential technical inputs and services to the producers at their doors. The total cost of these programmes may be too huge to be borne by a single agency, but when it is included in the milk price structure, it spreads as thin as 3-4 paise per kilogramme of milk. Hence, the Union is not dependent on any outside agency to maintain this type of service—in any case, such a service would be too expensive even for the State Government's budget to bear.

IT will be interesting to note that in the process of building a milk procurement system the Union comes to possess the input giving machinery as a complementary system which is the cheapest and most effective way of providing technical inputs and services to the producers. If, as is often the case, a Governmental Milk Department operates the milk scheme, the Cooperative Department organises the village cooperatives and the Animal Husbandry Department operates the input-giving machinery—and, with involvement of several Government Departments, much duplication and wastage of funds and manpower inevitably occurs. This is not the case in Anand's operating area. There even the Intensive Cattle Development Project of the Government is implemented by Amul on behalf of the Government—and the Project funds and personnel are pooled with those of the Union, to intensify further the level of technical inputs and services in the rural area covered.

Factors responsible for successful launching of the Input Programme in Anand operational area

The various factors which facilitate the smooth working of the input giving machinery of the Union and which make the input programme most acceptable to the producers, are outlined below :

- (a) Competent technical staff is employed and given encouragement, assistance, responsibility—and adequate freedom to operate the input programme;
- (b) The Board of Directors provides management with working conditions which impose

responsibility, but which also permit freedom for planning and for making the decisions necessary for effective implementation of the input programmes;

- (c) Conditions had been created whereby the Union could start ploughing back its financial resources for enhancement of milk production with the confidence that the farmers would be receptive to new ideas because the organisation propagating these ideas had already proved financially beneficial to them and it is their very own organisation;
- (d) Motivated leaders help to convince the farmers to participate in the technical input programme;
- (e) Democratic procedures basic to cooperative institutions are followed in disseminating innovatory production practices to the milk producers;
- (f) The system evolved maintains a sound working relationship with Government agencies and also with other cooperative and private enterprises for rural development;
- (g) Aids from the State Government and the Government of India, as well as from multi-lateral and bi-lateral development agencies, have been received from time to time. These aids have not been allowed to curb the motivation and initiative of the Union's management in the planning and operation of the cooperatives;
- (h) Being a homogeneous organisation exclusively of milk producers, the Union has a single objective before it: i.e. the interest of milk producers. With this clarity of purpose, it is possible to take care of castes, communalism, feuds and factions of the villages, including local politics or even state and national politics, and to steer clearly through political issues to its goal of achieving economic gains for the producers.

The Union has always remained watchful in not allowing its management to be reduced to the level of bureaucracy. A milk producer would talk to an extension officer working in the field and if he was not satisfied, he could talk straightaway to the top executive of the Union, or to its Chairman, to get his grievance redressed. This helps in retaining his faith and loyalty towards his very own organisation. The Chairman/General Manager have trained their juniors to allow dissatisfied (dissident) elements to represent their case to the highest authority, so that either the officer making a mistake will correct his action, or if he was not at fault, his position will be fortified by the argument put forward by the Chief Executive to the complainant.

The mode of delivery of technical inputs and extension services to the producers—the difficulties encountered and the extent of progress achieved

A. Artificial Breeding

THE timely breeding of milch stock is the most important single service-cum-technical input; it is directly related with the annual rate of calving and the production of milk in any area. In an artificial breeding programme, success is attained by its sound working, with full vigilance at all levels, to produce optimum results which the farmers can see with their own eyes. Any new tradition or practice, when introduced in a village, faces a built-in resistance, as was the case with the Kaira farmers, when this technical input was introduced in their area for the first time. To make a breakthrough in the adoption rate of this important technical input, many notions or misapprehensions of the farmers against Artificial Insemination had to be overcome, such as:

- How the buffaloes could become pregnant in their villages when the bulls were maintained at a distant place at Anand?
- Either a dead calf or a non-viable calf will be borne as a result of A.I.
- The re-productive tract of the buffalo will be damaged by A.I. Then the animal might either become sterile or abort later on.
- For want of sexual satisfaction, a milch buffalo will not give an optimum milk yield. It is also an immoral act to deprive these speechless creatures of their sexual pleasure.
- When A.I. technique is superior, it should be able to make even a sterile cow pregnant. It should also achieve a 100% conception rate and no cow should repeat its heat after A.I. has been performed on it.
- It is inhuman to insert a hand into the rectum and an instrument in the reproductive tract while performing A.I. on the animal.
- The farmers did not like the sight of A.I. service crate in their village and wanted it to be kept away from their village to some remote place.
- No local man was ready to undertake the training in A.I. as he considered A.I. to be an undignified job.

In order to overcome these misapprehensions and to persuade the farmers to accept the artificial breeding programme, the extension methods described later in this article were adopted.

The broad details of the working of the artificial breeding programme under a cooperative set-up of

AMUL are elaborated below :

(a) *Selection and maintenance of Bulls and Semen Collection*

The Central Semen Collection Station is owned and operated by the Kaira Milk Union (AMUL). At this Station, the pure-breed Surti buffalo bulls, born out of the top 0.5% dams in the district, yielding 3000 kgs. or more milk (as against the breed average of 1350 kgs.) testing 8.0% fat and 9.3% s.n.f. in a lactation of 305 days and sired by pedigreed/proven Surti bulls, are maintained to cover a breedable population of 250,000 Surti buffaloes. The high-yielding dams are located in the annual milk-yield competitions held in each village in the flush season. Attractive prizes are awarded to the first and second position winners in each village. Out of the pooled list of prize winners from all the villages, the top one-hundred buffaloes, approximately, yielding 16-20 kg. of milk per day in these competitions, are subsequently milk-recorded during an entire lactation—and if they cross the level of 3000 kg. milk yield, they are registered in the Nucleus Herd. These bull-mothers when in heat are inseminated by top bulls. The male calves born out of them are subsidised for rearing. If these calves conform to the pure breed characteristics and other physical standards and are free from disease and any kind of abnormality, they are given prophylactic vaccination and brought to the A. I. station at as young an age as possible. The owner (milk producer) is paid for such a calf a remunerative price. Under this price incentive, the owner sustains his interest in rearing the calf properly and sparing it for the Station at around 6 months of age. He also takes a pride in giving superior genetic material to the Station, which will be multiplied in his area. These bull calves are raised to their early maturity under the optimum condition of feeding and management at the Station. They grow @ 0.5 kg. per day and attain a body weight of 270 kg. by around 18-20 months of age. The calves which do not exhibit normal growth, or which develop any kind of physical or physiological abnormality, are culled out. On reaching maturity, the bull calves are trained in A.I. and their semen generally become physiologically normal within 2 months of their commencing the first ejaculate.

THESSE bull calves are then placed under the progeny testing scheme and their semen is sent to 50 villages, randomly selected, where their progenies are constantly located and kept under vigilance until they have been milk recorded in their first lactation. In these 50 villages, milk recording of all the lactating buffaloes is done round the year to obtain contemporary comparisons. The statistical cell of Amul also continues milk recording of buffaloes as unselected samples from the various stratified zones in the operational area, to ascertain the seasonwise and year-wise breed averages of milk yield. Amul gives due incentives to the milk recorder and also to the milk producers for permitting milk recording of their buffaloes for each

completed lactation; this sustains the interest of both in the continuance of this programme uninterruptedly. The lactation yield of each recorded lactation is conveyed to the respective milk producer to make him conscious of the quality of his animals as compared to the average of the breed.

The frequency of semen collection from each bull is kept optimal; two successive ejaculates in each collection, and an optimum rate of dilution strictly based on its detailed evaluation, are maintained. To minimise wasting of processed semen at the village level, the semen vials are supplied to each village A.I. sub-centre on the basis of the size of its breedable population, adoption rate of A.I. and rate of utilization of vials in the previous month. The number of vials can always be adjusted at the request of a village cooperative on the basis of any changing situation. When bulls are proven, the wastage of the semen is cut to the bare minimum by supplying only one dose from each such bull in a specially coloured vial to those villages which have a large breedable population coupled with a high adoption rate, as well as a high overall conception rate. This ensures more-or-less full utilisation of these doses every day. As more proven bulls are evolved in the near future, the deep freezing technique of insemination will be adopted to make the widest use of these sires.

BREEDING bulls and bull calves are maintained at the Station in their optimal physiological condition by sound nutrition, health cover, hygiene and proper exercise. Their heat stress, particularly during the long summer months, is overcome by provision of showers in their pens, an all-day supply of cool water for drinking, and green succulent forages, with green plantation and turf in the vicinity. Individual bulls' fertility is assessed periodically. Low fertile, diseased or abnormal bulls not curable economically are culled without delay.

Recently, the Station has also started keeping pedigreed Holstein Friesian bulls to supply semen to selected villages where cross-breeding of cows is in progress.

(b) *Transport of Processed Semen from the Central Semen Collection Station to Village A.I. Sub-centre*

Semen packets for 670 village A.I. Sub-Centres, with the requisite number of vials in each, are despatched every day from the Station to Amul Dairy in an insulated semen box. At the dairy's dock, the semen shippers are arranged routewise. The packets bearing the name of the sub-centre, the bull and also the date of collection, are transferred into the semen shippers of the villages on each truck route, and these are loaded route-wise (6-7 shippers per truck) in the front portion of the truck, to avoid jolting the semen too much during transport. Each truck carrying these shippers reaches each village in the route by the next morning, where the semen packet alongwith the ice is taken out by the

Village A.I. Worker and kept in a similar semen shipper till its use on the same day. By this procedure, a fresh supply of semen again reaches each village sub-centre the next morning. In this way, the processed semen is transported daily to each village quite efficiently and economically for use within 24 hours of its collection. The hired trucks, which also transport milk, milk cans, testing material and daily mail, etc., charge only a small amount per shipper per month, irrespective of the distance involved. The contractor is penalised if his truck fails to carry the semen box or to deliver the semen vials intact along with the ice to the village sub-centre. Thus a regular and timely delivery of semen in a well preserved state is ensured for each A.I. sub-centre at a nominal cost. This system works very well.

(c) *Organisation of Work at the Village A.I. Sub-centre*

AN A.I. Sub-centre is started in a village cooperative only when there is desire for it among its people, when the cooperative is ready partially to bear its running cost, and also when a local man of that village who is willing to serve as a paid A.I. Worker, has already undergone A.I. training at the Union successfully. The A.I.-crate, A.I.-box, semen box, syringes with rubber adapters, insemination tubes and A.I.-registers are initially supplied to each A.I. Sub-centre by the Union free of cost. A thermos flask, a pair of gum boots, rubber gloves, soaps, towels, etc. are provided by the Sub-centre itself. Broken insemination tubes are replaced by the Union against actual costs, whereas broken syringes and inserviceable semen boxes are replaced free of charge. The mobile veterinary team while making a routine visit to the village, replaces the used A.I. tubes of the Sub-centre with sterilized ones, free of charge.

(d) *Selection and Training of Village A.I. Workers*

Every village cooperative proposing to start an A.I. Sub-centre in the village has to find a local young man who may be an employee of the village cooperative itself and who is literate, enthusiastic, and willing to do this kind of job in the best interest of his village community. Such A.I. Workers are trained by the Union through a trained and experienced veterinarian for a period of 8 weeks. In the first three weeks, the trainees are taught about the anatomical structure of the female reproductive tract, etc., at the central semen collection station. Thereafter for the next five weeks, the training is imparted at a slaughter house. This is, in fact the best place for such training: against a nominal payment to a butcher, the trainees are able to learn on live buffaloes, such techniques as palpating the reproductive tract per rectum and introducing the insemination tube into the uterus while also becoming more-or-less fully conversant with the manual technique of insemination. When the reproductive tract of the slaughtered animal is available for examination, the trainees can check the correctness of their insemination technique and

improve it with added experience. At the station, these trainees are taught how to handle processed semen, from the time of its collection until its actual use. Here, they learn how the fragile sperm should be handled and the care and precautions necessary to keep their fertilizability intact till their final introduction into the female tract. They are also familiarised with the signs of oestrus, how to detect it effectively, the optimal time of insemination, etc., so that they can do this job with the care and efficiency required to produce good results. It has actually been observed that these lay-inseminators follow all the steps taught to them most scrupulously and derive great satisfaction from being responsible for seeing that the animal of their village come into calf with least number of inseminations and without injury to the reproductive tract.

(e) *Quality Control System*

The processed semen is used at the A.I. Sub-centres within 24 hours of its collection. Control samples of each bull's semen are kept at the Station for checking. Random samples of semen are also collected periodically by the extension officers from the main dock, as well as from the sub-centres, to assess their quality and to enable any control measures needed to be taken quickly. Pregnancy diagnosis of all due cases (i.e. beyond 2 months after insemination, if heat is not repeated) is done in every village either by the veterinary doctor on a routine visit or by a touring team of trained stockmen. There are three distinct advantages of such a practice. Firstly, the conception rate of semen, bull-wise, can be assessed from the large-scale data on pregnancy diagnosis—and timely action can be taken to rectify the causes of a reduced conception rate, if and when it is noticed. Infertile and sub-fertile bulls can be treated or eliminated. Any A.I. worker showing poor results may be called for refresher training or may be substituted by a better one. Those workers showing good results may be suitably rewarded. The other advantage of large-scale pregnancy diagnosis is that it helps to build up the milk producers' confidence in the A.I. system: they will no longer bother about obtaining natural service for their animal, if she is found pregnant—and, in negative cases the owners can learn quickly why their animals are not pregnant, so that if the causes are managerial they may be remedied, while infertile or sub-fertile animals can be treated without delay or the owners can be advised to dispose of them.

(f) *Meetings of Village A.I. Workers*

IT is quite important to give due recognition to the services of the village A.I. Workers to appreciate their work, to stimulate them to make further progress and to take corrective action where work is not progressing fast enough.

Meetings of 10-12 A.I. Workers at a time are called by an Extension Officer at a centralised

place in a particular area. In this meeting, each worker presents a progress report of the work he has done in the past quarter. His A.I. registers are checked, to assess progress in both the quality and the quantity of his work, compared with that of others in the group. Each A.I. Worker is properly guided, further to improve his work and to achieve the target assigned to him. Snacks are served at this meeting and the A.I. Workers exchange their experiences and ways of tackling things in a cordial atmosphere. Such meetings boost the morale of the A.I. Workers and pave the way to speedy progress.

(g) *Incentive Schemes*

THE following incentive schemes are in operation in Anand area to boost the progress of A.I. quantitatively as well as qualitatively :

- (i) If an A.I. Worker has inseminated at least 35% of the breedable buffaloes, maintaining an overall conception rate of more than 40%, he gets Rs. 3/- per pregnancy at the end of the year, over and above his usual salary.
- (ii) A milk producer who gets his buffalo pregnant by A.I. gets Rs. 7/- in kind from the Union. The village cooperative may also further contribute towards it from its cattle development funds.
- (iii) The owner of each cross-bred calf observed to be showing a normal constitution and growth will be awarded a cash prize of Rs. 100/- during the year.
- (iv) The First Ten Village Cooperatives which show maximum adoption rate of A.I. in their villages, will be awarded a cash prize of Rs. 300/- each.
- (v) The First Ten Village Cooperatives which show high conception rate with a minimum 33% coverage of breedable population, will also get cash prize of Rs. 300/- each.

(h) *Results Achieved*

With intensified extension work, the A.I. Programme has progressed well in the area during the past 10 years. The A.I. is already having a commanding share of the annual calving rate. As a result, the intercalving period in Surti buffaloes has been reduced from 21 to 16.25 months. Besides this, there is an estimated increase of 7 to 8% in the lactation yield, attributable to the improved genetic make-up effected by the selective breeding programme through A.I.

B. **Animal Health Cover**

The Kaira Milk Union ensures that every milk producer in the area obtains the necessary veterinary cover for his animals, at a nominal cost and

at his door, to maintain their productive efficiency. The Union employs 49 qualified veterinary doctors and 80 trained stockmen, with supporting staff in its veterinary section. It runs 23 Mobile Veterinary Dispensaries to visit each village once a week for detailed treatment of sick animals free of charge, with 27 added Mobile Veterinary Dispensaries which provide a 24-hour veterinary service for emergency treatment at a nominal cost. The veterinary doctors have mastered the problem of deploying their technical skills under village conditions; their services have enabled the Union to build up milk producers' loyalty to the organisation. The veterinarians are now no longer called 'horse doctors' and they are fast replacing the 'quacks' in the treatment of all kinds of livestock in the villages. In addition to the services described above, each village has a veterinary first-aid worker employed by the village cooperative and trained in his role by the Union's veterinarian to provide veterinary first-aid service to the village animals daily and also to follow-up the cases treated by the veterinary doctors whenever feasible.

Thus, the animal health cover provided by the Union consists of weekly visits of a qualified veterinarian, round-the-clock emergency visits and routine first aid treatment in all the villages.

(a) *Weekly Veterinary Visits*

The Union runs 23 Mobile Veterinary Dispensaries to cover all 840 villages once in a week for detailed treatment of sick animals. Each dispensary carries modern medicines, drugs, injections and equipment and is manned by a qualified veterinary surgeon and a trained assistant.

USUALLY, young veterinary graduates are recruited so that they can be suitably oriented and trained in the Union, according to the farmers' requirements, and put to hard work and a rough life, with full zeal and dedication to their duties from the very beginning. The vehicles of all the mobile dispensaries are hired on a yearly basis; the contractors have to maintain them at all times in operating condition, otherwise they are penalised. The contractors are also required to take out Accident Insurance for the veterinary doctor and the assistant on each route. They are strictly paid at the contracted rate on the basis of mileage covered by their vehicle. Under such terms and conditions, these vehicles run very efficiently and economically too, with all risks and transport responsibilities borne by the contractors themselves.

Each mobile unit covers 6-8 villages daily. All the milk producers know the place, the day of the week and the time when the unit is expected to arrive in their village. The sick and other problem animals, including those due for pregnancy diagnosis, are brought by the owners to the designated place in advance. The veterinary doctor, soon after his arrival, examines all the cases and treats them one by one free of charge. Any ani-

imals which are too sick to come to the site are attended by the doctor at the farmer's door and no fee is charged, even if the case involves a major operation and expensive drugs. While treating each individual case, the doctor educates the owner as to how the illness could have been avoided and what he should do on his part to ensure a speedy recovery of his animal. The village's veterinary first-aid worker remains present throughout the doctor's visit, to take any guidance needed from him to follow up certain cases.

ON their first day, the newly appointed Veterinary Doctors are placed with the senior doctors, not only to learn how to treat the sick animals efficiently and economically, but also to see how to deal with the milk producers (i.e. their real employers), to keep them satisfied with the veterinary work and also to persuade them to adopt measures to minimise occurrence of disease. After these young doctors have successfully treated hundreds of cases per month, in the villages, and have resolved their problems to their entire satisfaction, they begin to win confidence of the milk producers and a respected position in their hearts as well.

The veterinary doctors are also sent abroad for specialised training in various disciplines, such as Obstetrics and Gynaecology, Surgery, Diseases of Ruminants and so on. On their return, they train their juniors and update them. The veterinary section also maintains a library of the latest books, magazines, journals and periodicals on veterinary science, to keep the veterinary doctors abreast of the latest development in their fields. Periodically, film shows and specialist's lectures are also arranged by the veterinary section. Once a week, all the doctors get together to exchange their recent experiences with each other and to evolve solutions to some of the problems that are puzzling them. The veterinary section also maintains a small diagnostic laboratory for minor tests. The services of the State Veterinary College Laboratory are readily sought to obtain precise diagnosis of the cases of major importance.

(b) Round the Clock Emergency Visits

A milk producer can call a veterinary doctor to his house to give emergency treatment to his sick animal (s) on any day or night; such calls are attended within a few hours of their registration against a nominal fee payable to the Union, irrespective of the type of case or the length of distance involved. A fee is charged to ensure a judicious use of this service. A special telephone is installed for receiving the emergency calls in the veterinary section and its number is known to every milk producer and his cooperative. The calls for emergency treatment are received in the veterinary section round the clock and answered in order of priority based on the type of case and the serial number of calling. The calls are communicated either through the telephones installed in 99 village cooperatives or through any of 54 public call offices

in the area, or by 82 milk trucks coming to the Union twice-a-day, or sometimes through a special messenger sent in person to the veterinary section. Some producers wait at the road-side for an emergency veterinary vehicle to pass and request its diversion to their village, if it is near-by, while others find a vehicle already coming through their village to treat other emergency cases.

Many milk producers in Amul's operating area have now become experienced in communicating the details of a disease on the telephone, so that the doctor goes out well prepared to treat that case. The telephone operator, while registering the call, also notes down the exact location of the sick animal (especially when it happens to be in the field or in a hamlet) and ensures that the requisite fee for the visit has been paid to the village cooperative. The veterinary doctor follows a particular route to attend such cases, and at one time he may treat 2-3 such cases on the trip. He then contacts the veterinary section by telephone, when possible, for information on the next set of cases which may have since been registered on that very route. This procedure has three advantages: viz. saving of time and mileage, as well as timely treatment of serious cases. A Walkie Talkie installation at the veterinary section and in each mobile unit is now under active consideration, whereby calls could be communicated to the moving vehicles by radio telephone; this will further enhance the operational efficiency of these emergency services. When the route veterinary doctors are also periodically required to attend the emergency visits outside their normal duty hours, they receive an extra remuneration for each such village visit. The doctors on emergency duties are called shift-wise in groups to attend these visits round the clock. They also get extra remuneration for each visit, when they attend such visits outside their duty hours. Periodically, the doctors are rotated from routine treatment duties to emergency duties and vice versa. When an emergency case is attended, its follow-up is done free of charge by the doctor visiting the same village on a routine veterinary visit. If an emergency call for the same case is again attended, the case paper will be passed to the attending doctor for a back reference and the case will be treated at a reduced rate.

HOW have the veterinary doctors of the Union won the confidence, appreciation and admiration of the milk producers and become the best extension workers? During the rainy season, about one-third of the villages become unapproachable by vehicle. Even in the approachable village, it is often hard for the veterinary doctor to reach the site of the sick animal, if it happens to be in the field or in a small hamlet. Sometimes, a river obstructs the way to a hamlet, or the village street leading to the milk producers house is muddy, slippery and full of pits and stagnant water. The veterinary doctor to save the valuable life of the milch animal, sometimes walks 1-2 miles in the heavily pouring rain, to give the best treatment to the sick animal at the producers door. Of course,

he readily accepts a lift by a tractor, or a bullock cart or even a camel if it is offered. These doctors gladly bear all such kinds of risks and hardships, yet remain faithful to their duties to their employers. Sometimes the milk producers show their anger at these doctors for coming a little late to treat their animals, because they think they have the right to ask for an explanation from their employees. The doctors may well take much more care to satisfy the milk producers than would their senior officers, as they know that in the satisfaction of the producers lies the secret of their future prospects.

(c) *Veterinary First-Aid Treatment in the Villages*

Every village cooperative has a paid veterinary first-aid worker who has been trained by the Union veterinarian in a special training programme. This worker is usually selected from the existing staff of the society and he receives a small additional remuneration for his first-aid-works.

Every village of the cooperatives is provided with a veterinary first-aid box at cost price by the Union. It is replenished free of cost from time to time. The first-aid worker is able to treat minor cases in his village, including deworming of calves, and can give first-aid treatment to sick animals (pending the visit of a veterinary doctor) to check further deterioration in their condition. His work is supervised by the Veterinary doctor from whom he takes instruction and guidance on the follow-up of certain cases which he can handle. Moreover, in this way, he enables the visiting veterinary doctor to pay more attention to the important veterinary cases. The expenditure of the village cooperative incurred on his service is reimbursed by the Union @ Rs. 150/- p.m. or 75% of the actual expenditure, whichever is less.

ABOUT a quarter-million veterinary cases are treated in 840 village cooperatives of the Union annually. These cases are classified by kind and intensity at the end of each year to facilitate a systematic review of each area's animal health situation, so that any necessary preventive measures can be planned. Mass vaccination programmes are undertaken by the State Department of Animal Husbandry even in Amul's operating area, but the Veterinary staff of the Union cooperates in such programmes by advising the Department of the occurrence of any outbreak immediately, by publicising the vaccination programme in the villages well in advance and by helping to convince all the farmers to get their entire herd vaccinated.

(d) *Results Achieved*

It has been conservatively estimated that the veterinary health programme described above saves the milk producers at least rupees 7.8 million annually, and this is three times the cost of the programme. This estimate is based on a valuation of the reduction achieved in the animal mortality,

of production losses avoided by timely and effective treatment of sick animals, and by restoration of their productive performance. The intensity of this input and the way it is implemented in the area has a significant impact on the economy of milk production in Amul's milkshed area.

THERE are several reasons why the veterinary doctors of the Union labour so hard to accomplish their work in the villages with sincerity, devotion and enthusiasm: The doctors are recruited from all over India and offered an attractive scale of pay. They are paid due remuneration for their extra work and given the amenities needed to maintain their working efficiency. Their work is not only appreciated by their seniors, but (more importantly) they are also liked and admired by thousands of milk producers. These doctors are trained intensively and within a few years, they get unusual experience, not only in the treatment of animals but also in all other aspects of animal husbandry. When they are offered senior executive positions elsewhere, the Union does not come in their way; rather, it takes pride in helping to develop such people who can promote dairying elsewhere too and bring a good name to Amul.

C. *Supply of Compounded Cattle Feed*

Compounded cattle feed is a vital component of the total package of technical inputs directly related to enhancement of milk yield. To provide this benefit, the milk producers are supplied with cattle feed which meets the following requirements: viz., it is palatable, nutritious and it is well balanced in all the required nutrients to support optimum milk flow. In addition, it is sold to the milk producers at a reasonable price and in the required quantity throughout the year.

The Kaira Union owns and operates a modern cattle feed compounding factory as a separate economic entity, with the capacity to produce 300 tonnes of cattle feed daily.

Details of this cattle-feed production and marketing programme which as per our experience work quite well, are given below:

(a) *Formula for the Compounded Cattle Feed*

The cattle-feed factory endeavours to maintain round the year a multi-ingredient least-cost formula which is nutritionally well balanced. In the season when protein rich green fodder is available, crude protein in the cattle feed is slightly reduced and crude fibre proportionately increased. When green fodder is scarce crude protein is proportionately increased and crude fibre reduced. A careful choice of raw materials, including non-conventional items of feed within the permissible limits, is exercised by the Animal Nutritional unit and also considering any constraints on each, such as palatability, anti-metabolic factors and processing limitations.

(b) *Purchase of Raw Materials*

Most of the raw materials are purchased from all over India, in the buying season itself, when they are available at the lowest prices and in the required quantities. The system of purchase is quite flexible, as required by the situation. For instance, purchase can be made from the open market by inviting tenders and quotations—or by negotiations.

(c) *Quality Control System*

QUANTITY control of raw materials is achieved by conducting tests both at the time of actual use; also the finished product is examined both visually and by laboratory analysis of each batch.

Each raw material is purchased according to certain specifications. If it is found below these specifications, the laboratory may either reject it, or accept it at an appropriately reduced rate if the quality is within tolerable limits. Raw materials are also tested against adulteration of any harmful constituents such as dust and metallic pieces. They must also be free from mould, insects and fungus infestation, as well as fermented, rancid or musty odours. On receipt, the materials are fumigated. Godowns are sprayed repeatedly, to prevent any damage from insects or pests; this also helps in keeping materials for a longer period.

For quality control of the finished product, a sample taken from each bag is visually examined, tasted and a sample from the batch is chemically analysed in the laboratory. Only after this laboratory analysis is the material allowed to be despatched to the cooperatives. The empty gunny bags are also fumigated before filling to protect the cattle feed from infestation.

Complaints received from the cooperative, regarding shortage or quality of cattle feed, are at once attended to by the Cattle Feed Sales Officer and the problems, if any, are resolved in time and to the entire satisfaction of the cooperatives.

(d) *Transport of compounded cattle feed to the Village Cooperatives*

The transport of compounded cattle feed from the Cattle Feed Factory to all the individual village cooperatives is organised on a contract basis. Milk-transport contractors can use their milk trucks during their spare hours to transport cattle feed to the village cooperatives. Thus, the milk procurement system automatically becomes the cattle-feed distributing system of the feed which is the cheapest and most economical way of distributing the feed. The contractor has to lift all the quantity under the despatch advice within 6 days of its receipt, or he has to pay a specified penalty per bag per day. The despatch advices are based on several considerations, including the date of the indents from the cooperatives, their current stock

position and their daily-sales rates. The contractor has also to deliver all the cattle-feed bags intact to the cooperatives, or he has to pay for any damage or shortage occurring during its transit. During the rainy season, about one-third of the villages become unapproachable. These village cooperatives are advised to stock their requirements for 2-3 months in advance to meet the needs during the rainy season.

(e) *Selling price of Compounded Cattle Feed*

The village cooperatives are the ideal retail outlets of the cattle feed. They earn a margin of Rs. 20/- per tonne a portion of which goes to the employee entrusted with selling the feed. The cattle feed is sold by the cooperative strictly on cash basis. Most milk producers who are paid for their milk twice daily, use part of this amount to buy cattle feed everyday.

To reduce the overhead cost, efforts are always made to run the Cattle Feed Factory to its full capacity. Any surplus production is sold to other Milk Unions, Government Cattle Breeding Farms, Intensive Cattle Development Projects, etc.

(f) *Impact of the Compounded Cattle Feed Supply*

It is estimated that, without compounded cattle feed, the milk producers would have used other costly concentrates such as cotton seed, which costs Rs. 1350/- per tonne vs. Rs. 850 per tonne for compounded cattle feed. Thus, a sale of 60,000 tonnes of this feed to Kaira farmers in 1974-75 meant a net saving of Rs. 30 million for these farmers, over and above an appreciable contribution to the increase of their animals' daily milk yield.

D. Fodder Development Programmes

FODDER development is one of the most important animal husbandry programmes capable of influencing the future of the dairy industry. A nutritious, protein-rich and succulent green fodder is not only the cheapest source of feed nutrients, but it also substantially enhances the milk yield, reducing the cost of milk production and increasing thereby the net returns from milk. In Kaira, a decade ago, milch animals were fed mainly on the millet straw, cotton seeds, and natural grasses of the monsoon season. In 1962-63, lucerne fodder, which was almost unknown to Kaira farmers, was introduced, moderately subsidised and with great effort in a small area. The main difficulties encountered were :

- The average family landholding was as small as 2 acres, with only 10% irrigation;
- Returns from forage crops and milk were less in relation to cereal and cash crops and in relation to supply of water available;

—Lucerne was considered as 'horse grass', unfit for milch animals;

—Lack of good quality fodder seed, its high price and high water requirement were further deterrents to the programme.

A "grow more Lucerne" campaign was organised each year in all the villages, using the extension methods described later in this paper.

The following steps were found very effective in achieving a significant progress :

—The best quality lucerne seed was procured wherever available in the country. At first, it was sold at a heavily subsidised rate to the milk producers.

—The Amul Research & Development Association supplied superphosphate fertilizer and bacterial culture and the ICDP (Intensive Cattle Development Programme) supplied insecticides for the lucerne crop, all free of cost.

—The individual cooperatives also extended a further seed subsidy to the lucerne growers in their villages out of their cattle development funds.

—The big farmers were persuaded to put some extra acreage under lucerne, so that they could sell their surplus to other milk producers who could not grow it for want of land or irrigation facilities.

—The owners of engine pumps were persuaded to reduce their hour charges for irrigation by a rupee or two to those irrigating lucerne.

—In the subsequent years, subsidy for fertilizer was entirely cut off while that for lucerne seed continued on a tapering basis. Free distribution of insecticides was continued.

—As a result of continued extension work, when lucerne cultivation was increased from 30 acres in 1962-63 to 17,500 acres in 1969-70, a strong need was felt to become self-sufficient in good quality seeds, because Amul could not meet its seed requirement fully despite tapping all sources in the country and by paying high prices. To resolve this problem, an incentive scheme to produce best quality lucerne seed was announced to the milk producers of the Kaira district. The milk producers grew quality lucerne seed under Amul's guidance and supervision and soon the district produced its own increasing requirement of lucerne and sold some seed elsewhere. At present 120,000 farmers are growing lucerne on about 30,000 acres, all in small plots.

Hybrid napier, a cross between napier and a variety of millet, which exhibits quite a luxuriant leafy growth, has also been introduced in the area.

As this crop is a perennial one, the farmers may not be able to afford growing it on their main land, but they readily plant it on the headland and on both sides of irrigation channels. This crop, combined with lucerne, can ensure the year-round availability of green fodder. By now, 2,756,500 root slips of Hybrid napier have been distributed free of cost by the Union to 327 villages. Further propagation continues in the villages from their own stock without any further help from the Union.

(a) *Impact of fodder development programmes*

The milk producers have realised that feeding lucerne accounts for a 16-20% increase in milk yield, adding Rs. 400/- per animal per year in their income from milk. By feeding 8-10 kgs. of lucerne daily, producers could reduce the concentrates allowance for maintenance of a buffalo : a further saving of at least 50 paise daily or Rs. 100/- in the season. The increase in milk yield is much more pronounced when high-yielding animals are fed with lucerne.

The producers have also realised that lucerne ensures better utilisation of roughages and enriches their land in nitrogen.

It is estimated that, as a result of large-scale lucerne cultivation, at least 16 million kgs. of additional milk has been produced in the area, of which 10 million kgs. is procured by the Amul plant.

(b) *Future Projects*

A scheme for augmenting green fodder resources of the village cooperatives has been launched. Almost all the villages in Kaira district have common grazing land for their cattle. These lands produce some natural grass in the monsoon season which is poorly utilised, because of uncontrolled grazing. It is planned to develop these lands by introducing cultivated green fodder and to demonstrate their optimum utility to the village cooperatives. These lands, when developed, will be handed over to the respective village cooperatives, which will continue to manage them as a common facility for their village. This will augment the production of fodder and ensure round the year availability of green fodder, especially to the small and marginal farmers as well as landless milk producers, at a reasonable price.

E. *Extension Methods*

The Union enables the primary village cooperatives to serve as centres for initiating new services and ideas involving change. Repetitions of constructive ideas act as an effective force to speed up change towards modernisation.

To maintain the continuity of the expansion programme, management and leadership think ahead

about new development activities which would increase producers' income and living standards and they publicise those ideas well in advance.

The statistical cell of Amul provides the management with monthly key factors on the performance of each technical input, to ensure effective control of each.

The following media for extension work are used :

(a) Campaigns are launched by the extension staff in every village during appropriate periods of the year to boost A.I. work, fodder development, cattle feed supply, milk production and procurement. These intensive house-to-house campaigns in each village make a break-through where progress was stagnant and boost it where it was rather slow. The extension staff is divided into four competitive groups, well balanced with different categories of staff. Each group reaches a particular village in the morning on a pre-announced date by means of a Jeep equipped with veterinary medicines, equipment, semen vials, A.I. Pamphlets, etc. The group is then joined by the village leaders and society workers (particularly the secretary and the A.I. worker) and the entire team moves from house to house in every street, talking to each milk producer about adoption of technical inputs at optimum rates. They send all buffaloes due for pregnancy diagnosis, or with problems of anoestrus or repeat breeding, to the A.I. site, where a veterinary doctor and his stockman are ready to examine all these buffaloes, giving any treatment needed as well as appropriate advice on their nutrition, heat detection, breeding, treatment of infertility, if any, or even on suitable disposal of the animal if warranted. The farmers are advised to rectify all managerial causes of delayed conception as these are purely within their control.

One interesting aspect of the campaign is that the four groups of extension staff compete with each other in their day-to-day and progressive achievements vis-a-vis the adoption rate for various technical inputs by the producers.

FIGURES comparing each group's achievements are displayed every day on the black board of the veterinary section and the progressive total for each item is indicated, to stimulate each group to expedite their rate of progress on each item. At the end of the campaign, the four groups have a common meeting, chaired by the divisional head, in which their achievements are assessed and their overall rating is announced. Similarly, at the end of the year, the overall achievement of each group, considering the number of A.I. performed, the conception rate achieved and the quantities of improved fodder seed and cattle feed sold is assessed. The percentage increase effected in each item during the year, compared to the preceding year, etc., are worked out by the statistical section. The group achieving maximum overall progress is

declared FIRST and is congratulated—and the other teams are encouraged to win that position next year.

(b) *Monthly Newsletter*

A newsletter, published in simple and popular language, is a very effective means of regularly stressing important information to all producers' families. It includes seasonal reminders of things to be planned in advance, news of new projects and schemes launched by their Union in their village, spelling out the short and long term advantages, stimulating producers through popular dialogues and picturesque cartoons to take full advantage of the Union's programmes. The newsletter also publishes a ready-reckoner chart, showing the prevailing price of milk of varying qualities, etc. About 0.2 million copies of the newsletter are published every month by the Union and it reaches every producer's home. The literate members of the family read it to the illiterate ones and all of them get enlightened. The yearly cost of about rupees one hundred thousand on this publication is borne by the Union.

(c) *Trip of farmers' wives to Amul*

Milch animals are mainly looked after by the farmers' wives in the villages. Thus, the success of animal husbandry development programmes depends on the extent to which their significance and usefulness is understood by these women-folk who, once convinced, take full advantage of the services and technical inputs provided. Each village cooperative generates cooperative extension funds out of its annual net profit—these are often used for hiring buses which take their women-folk to Amul.

The women welcome this idea. They take pride in seeing the Amul Dairy Complex, a bit of which they own and in the management of which they have a say. On the scheduled day, they leave for Amul in the morning with their lunch packets. They visit the A.I. Station, where they see how semen is collected, evaluated, processed and preserved for ultimate use in their villages. They recall the annual milking competitions in their villages—and their visit to the A.I. Centre enables them to see how well the male calves selected are reared and those bulls found below standard at any stage are disposed of without any sentiment. These women then visit the Cattle Feed Factory, the Dairy Plant, the Veterinary Section and the Jersey Farm, with guides who widen their knowledge of their own Dairy Complex. At the end of each visit, they assemble to hear a talk from the extension officer on what they have seen, in a simple, interesting and popular style. They are invited to ask questions on any doubts and queries. It has actually been observed that when these women are unaccompanied by their men-folk, they are very frank in asking every possible question. This opportunity is also taken to call on a female

nurse of the Union to talk to them about family planning, to help them realise its importance to their family welfare and their living standards.

THEN they return home, duly enlightened, to try to shed their false notions and sentiments, to practice the advice of their own employees—and to begin persuading their menfolk to assist them in their new dairy venture. They will now tend increasingly to use A.I. vs. natural service for their buffaloes, to use the services of the mobile Veterinary Dispensary rather than those of a “quack” in their village, to feed balanced cattle feed rather than costly and imbalanced concentrates—and they try to persuade their husbands to grow protein-rich green fodder for their buffaloes. As these women already contribute 50% of the total agricultural income from their milk business and are trying to increase this share, they have a prestigious position in their home and in their society.

These trips are arranged in the winter and spring months (i.e. from October to March) so that the women can comfortably spend a useful day in Amul. So far 120,000 women have visited Amul on such trips, which have been wholly financed by their village cooperative extension funds drawing upon only about 3% of the net profit of each village cooperative.

(d) *Other Extension Media*

Other extension media include mobile exhibitions and film shows which are periodically arranged in the villages to keep the milk producers abreast with the latest development in dairying in India and abroad. Whenever a scientific practice in animal husbandry is introduced, it is not only published in the monthly newsletter but large posters depicting its distinct benefits are pasted on the walls of the Panchayat building, society building and other prominent places, to remind the milk producers constantly to adopt that practice. Such practices include the cultivation of a particular variety of protein-rich nutritious green fodder

to cut down the use of costly concentrates, the use of chaff-cutters to minimise the wastage of roughages, feeding colostrum to the new-born calf, and cross-breeding local cows with exotic breeds and so on.

(e) *Routine Extension Work*

A village-level worker of the Union is assigned 10-12 villages to assist in the intensification of their use of technical inputs. He keeps complete data on each village's cattle population, adoption of technical inputs as well as lists of non-adopters, prize-winning buffaloes, selected calves under subsidised rearing and so on. He visits each village under his charge once fortnightly in meeting non-adopters of technical inputs and converting them into adopters. In hard-to-convince cases, he will take the help of his senior colleagues/officers. Thus, he tries to ensure that the graph of all activities in each village under his charge rises without fail each year.

THE village-level workers supervise the A.I. and veterinary first-aid workers examine their registers to see the quality and quantity of work and suggest suitable measures to improve it. He reminds producers to get their buffaloes (due cases) diagnosed for pregnancy by the visiting veterinary officer during the week, or by the touring team of stockmen visiting during the month. He persuades them to take cases of sub-fertility or of disease during the routine visit of the mobile veterinary unit to the village.

A veterinary doctor, visiting the village either on a routine or an emergency visit, not only treats cases, but also educates the farmers on the spot on the prevention of disease, on sound methods of nutrition, breeding, disease control and on general management of milch animals. As his treatment and his practical advice brings forth results, he wins the confidence of the farmers and they listen to his advice.



Regional News Roundup

Australia

IRWIN HUNTER ELECTED PRESIDENT OF COOPERATIVE FEDERATION OF AUSTRALIA

Mr Irwin Hunter has been elected as the new President of the Cooperative Federation of Australia. He succeeds late Mr M. J. Lane. Mr. Hunter, Divisional Manager of the Westralian Farmers Cooperative Ltd., the largest cooperative in Australia, is very closely associated with the activities of the ICA Regional Office & Education Centre for SE Asia. He is a Member of the ICA Council for South-East Asia and the Vice-Chairman of the ICA Sub Committee for Agriculture and Trade for SE Asia.

Mr Hunter is the Australian Board Member of the International Cooperative Trading Organisation located in Singapore.

Mr Hunter has also been nominated by the Cooperative Federation of Australia to the Central Committee of the ICA.

India

7TH INDIAN COOPERATIVE CONGRESS

Shrimati Indira Gandhi, Prime Minister, inaugurated the Seventh Indian Cooperative Congress which was held at New Delhi from the 5th to 7th February, 1976 under the auspices of the National Cooperative Union of India. The Congress was presided over by Shri R. G. Tiwari, M.P., President of the National Cooperative Union of India.

The main theme of the Congress was Cooperative Movement and Social Justice. The Congress also discussed how best the cooperative movement could contribute to accelerate the implementation of the 20-point national economic programme among others.

About, 1,500 delegates representing cooperative federations in the various sectors of the movement functioning at the district, State and national levels comprised the non-official cooperators. Representatives of State Governments included Ministers in charge of Cooperation, Registrars of Cooperative Societies and other officials. Shri T. A. Pai, Union Minister for Industry, Civil Supplies & Cooperation and Shri A. C. George, Union Minister of State for Industry, Civil Supplies & Cooperation attended the

session. Besides, officers of the Government of India, Reserve Bank of India, National Cooperative Development Corporation also participated as delegates.

25 fraternal delegates from cooperatives of USSR, GDR, Egypt, Mauritius, Nepal, Cooperative League of USA and International Cooperative Alliance, UNIDO and ILO attended the Congress.

Representatives of the International Cooperative Alliance, UNIDO, ILO, Cooperative League of USA and the Minister in-charge of Cooperation, Government of Mauritius, conveyed messages of good wishes to the Congress.

The greetings extended by Mr. P. E. Weeraman ICA Regional Director for South-East Asia is reproduced below:—

“Mr. President, Madam Prime Minister, Fellow cooperators, Ladies and Gentlemen.

It is my great privilege this morning to convey to you distinguished participants of the Seventh Indian Cooperative Congress the heartiest greetings of the International Cooperative Alliance.

The theme of this Congress has indeed been well chosen, namely, “the cooperative movement and social justice”. I am reminded of the now famous observation of the Prime Minister in her address to the last Congress, and I quote: “I know of no other instrument so potentially powerful and full of social purpose as the Cooperative Movement”.

I feel that the contribution which Cooperation can make for the establishment of a socially just order is not recognised widely enough and needs to be highlighted by a Congress such as this.

In my humble view Cooperation spells social justice as well as helps to consolidate measures taken in accordance with social justice.

On behalf of the President and Director of the Alliance and my colleagues and myself in the Regional Office, I wish your Congress unqualified success”.

16TH INTER-UNIVERSITY NATIONAL DEBATE ON COOPERATION

An Inter-University National Debate on Cooperation, 16th in the series, was organised at Utkal University, Bhubaneswar, on 17th and 18th

February, 1976. The Debate had followed the Inter-Collegiate debates on cooperation conducted at the University level earlier. Sixty-three students from 32 Universities debated for and against the subject "COOPERATIVES CAN PLAY A PIVOTAL ROLE IN THE NATIONAL STRATEGY FOR SPEEDY REMOVAL OF MASS POVERTY".

The Debate was inaugurated on 17th February 1976 by Shri Akbar Ali Khan, Governor of Orissa. The inaugural function was presided over by Shri R. G. Tiwari, M.P. President, National Cooperative Union of India and Chairman, Committee for Cooperative Training.

A symposium on the subject "MULTI AGENCY APPROACH IN CREDIT, SUPPLIES AND DISTRIBUTION AND THE ROLE OF COOPERATIVES THEREIN" was also organised on 16th February, 1976 primarily to educate the students on Cooperative policy and practices.

M. M. K. WALI TAKES OVER AS CHIEF OF NCU

Shri M. M. K. Wali, till recently Managing Director of the Rural Electrification Corporation, assumed charge as Chief Executive of the National Cooperative Union of India on 31st January 1976.



Shri M. M. K. Wali

Before joining the NCU, Shri Wali had held a number of important assignments. He was Chief Executive of National Cooperative Development Corporation, Registrar of Cooperative Societies, Rajasthan, Special Secretary to the Department of Agriculture and Cooperation, Rajasthan and Community Development Adviser to the Government of Turkey under UNDP.

NATIONAL CONFERENCE OF INDUSTRIAL INSTRUCTORS

Dr. Dharm Vir, Joint Director (Education), and Mrs. M. D'Cruz, Education Officer (Women &

Youth), participated in the Conference of Instructors for Industrial Cooperatives organised by the National Cooperative Union of India. The Conference was held at the National Centre for Cooperative Education, New Delhi, on 1st and 2nd March, 1976.

SHANGHA SHAKTI

The fourth annual number of Shangha Shakti, the college annual of Dhananjayarao Gadgil Cooperative College, Nagpur, India, was formally released



Mr P. E. Weeraman addressing the gathering

by Mr. P. E. Weeraman, ICA Regional Director for S-E Asia, on 22nd February 1976. Mr. Weeraman, who was the Chief Guest of the function, addressed the teachers and students of the college and emphasized that self-reliance should be the aim of the cooperative movement.

ALL INDIA CONFERENCE OF WOMEN AND COOPERATIVES

The National Cooperative Union of India held an all India Conference of Women and Cooperatives in New Delhi on 22nd and 23rd March 1976. The Conference was attended by 100 women cooperators all over the country. The Conference was inaugurated by Shri T. A. Pai, Minister for Industries and Civil Supplies of the Government of India. Dr. D. Vir and Mrs. M. D. Cruz of the ICA Regional Office represented the ICA at the conference.

CONFERENCE OF CHAIRMEN OF STATE COOPERATIVE UNIONS

A Conference of Chairmen of State Cooperative Unions was also convened by the NCU in New Delhi on 26th March 1976 in which the Chairmen and Chief Executive Officers of all State Cooperative Unions participated. The conference was attended by Dr. Dharm Vir, Joint Director (Education) of the ICA on behalf of the ICA.

CONFERENCE OF EDITORS OF COOPERATIVE JOURNALS

A three-day Conference of Editors of Cooperative Journals being published from India was convened by the NCUI from 29th to 31st March 1976, in New Delhi. The Conference was inaugurated by Mr. V. C. Shukla, Minister for Information and Broadcasting of the Government of India and was attended by 32 editors from different States. Mr. A. H. Ganesan, Publications Officer, of the ICA attended the Conference on behalf of the ICA.

Iran

SASSANI APPOINTED PRESIDENT OF URBAN AND RURAL COOPERATIVE ORGANISATION OF IRAN

Mr. J. Sassani, Managing Director of the Sepah Consumers Cooperative Society of Iran has been appointed President of the Board of Directors and Managing Director of the Urban and Rural Cooperative Organisation of Iran. This society is the biggest organisation of its kind in Iran.

Malaysia

SYNCHRONISATION FOR DYNAMIC DEVELOPMENT

The Chairman of the Malaysian Cooperative Insurance Society Berhad, Tuan Haji Yahya bin Mohd. Sani announced the 1976 theme aimed to "strengthen the entire cooperative movement and enable its participation in the Third Malaysia Development Plan".

Tuan Haji Yahya said the theme would be known as "Synchronisation for Dynamic Development" to signify the "permanent participation of the cooperative movement and ourselves (MCIS) in Malaysia's social and economic development".

The Chairman's announcement was made at the same meeting of members and officials of the MCIS group of cooperative societies, at which the General Manager of the MCIS and chief executives of the group's other societies and companies also announced their own units' development plans for the new year.

Sri Lanka

BUILDING MATERIALS THROUGH COOPS

The Building Materials Corporation of Sri Lanka is taking steps to supply building materials through the net work of Coops to ensure their fair distribution at fixed prices. In this connection the Corporation has expressed its desire to help Coops in putting up necessary stalls and show rooms.

POPULATION EDUCATION AND FAMILY PLANNING

A Project has been prepared aiming at introduction of population education into cooperative training with a view to supporting the national programme for the promotion of family planning through educational and motivational action. It also aims at the utilization at a later date of the coop. system for information and motivation in family planning and for contraceptive distribution.

The Project which commenced on 1st January 1976 will run through for a period of three years.

Thailand

COOPERATIVE VILLAGE PROJECT

The Cooperative Village was settled on the 10,000 rai degenerated forest in Amphur Sunkumpang, Changwad Chiangmai. The Project began in October 1975 under the joint sponsorship of Forestry Department, Cooperative Promotion Department, Bureau of Accelerated Rural Development and Marketing Organization for Farmers. The Krung Thai Bank is responsible for providing credit to members.

A committee was formed for implementation of the project. At the first stage, the farmers who have resided in the Northern provinces will be selected and trained on farming for 3 months at the Agricultural Research Institute. The trained farmers will be settled in the Villages.

ORGANIZATION OF MINI-BUS COOPERATIVES

The mini-bus entrepreneurs in various provinces have been promoted by the Department of Cooperative Promotion and the Department of Land Transport to organize into cooperative societies in order to ensure good services and improve social and economic status and welfare of the mini-bus entrepreneurs.

News in Brief Around the World

UK COOPERATIVE CONGRESS 1976

Mr. R. L. Marshall, Principal of the Cooperative College and Chief Education Officer of the Cooperative Union since 1946, has been elected to preside over the 1976 Cooperative Congress to be held at Margate from 31st May to 2nd June.

Mr. Marshall has rendered outstanding service to the cooperative movement both nationally and internationally in his capacity as Principal of the College. He is well known to leading cooperators in developing countries who have attended short or long-term residential courses at the Cooperative College. As a Consultant to the Ministry of Overseas Development, Mr. Marshall has visited a number of Commonwealth countries. He is also a member of the Executive of the ICA Advisory Group for International Training of Cooperators (AGITCOOP).

ADB TO UNDERTAKE SECOND ASIAN AGRICULTURAL SURVEY

As part of its expanding role in Asian agricultural development, the Asian Development Bank has decided to update the Asian Agricultural Survey (AAS) which it undertook in 1967-68.

The AAS, a comprehensive action and operation-oriented study, has given the lead for the Bank's activities in the agricultural sector since 1968. The study provided a basic inventory of the resources for, and the problems of agricultural development and its various sub-sectors, including, among others, irrigation, agro-industry and rural institutions.

Expected to start later this year and to take about six months to complete, the new survey, to be known as the Second Asian Agricultural Survey (AAS II), will be an appraisal of the agricultural and rural situation and related development processes in the developing member countries (DMCs) of the Bank.

Its general objective will be to provide the Bank and its member governments with an appropriate perspective on the existing and potential role of agriculture in the development of the economies of the DMCs, and to help the Bank maintain a correspondingly appropriate orientation in its assistance activities.

ORIENTATION SEMINAR FOR WOMEN COOPERATORS

Ten women cooperators from different countries

of South-East Asia participated in an Orientation Seminar held at the ICA Regional Office, New Delhi, from 29th March to 2nd April, 1976. The participants then proceeded to Sweden for participation in the 17th International Seminar on "Leadership Through Education" of the Swedish Cooperative Centre.

32ND SESSION OF ESCAP

Mr. P. E. Weeraman, Regional Director for South-East Asia, attended the 32nd Session of the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP) held at Bangkok, Thailand, from March 24th to April 2nd, 1976. Speaking on the items relating to rural development and priorities on the occasion, Mr. Weeraman said:

"I wish to congratulate the ESCAP Secretariat on the high standard of its "Economic and Social Survey of Asia and the Pacific, 1975". As a cooperator, I wish to commend to the governments represented in this Commission paragraphs 3 & 4 of chapter 7 on "Institutional Reform" and especially paragraph 4 which deals with "the role of private organisations". The observations made in the survey should be given serious consideration when fixing the priorities of ESCAP.

We agree wholeheartedly with the observation made in pages 330 and 331 that: "If cooperatives are to be initially established under government tutelage, rather than arise from the expressed needs and desires of the people who should benefit from them, it is difficult to maintain the pretence that they are either democratic or truly cooperative. On the other hand, if their democratic character were abandoned as a false pretence, cooperatives merely would be seen as administrative arms of the central government and, in the absence of broad rural reforms, purposely inequitable instruments of local control." In page 332 the Survey says quite correctly that: "the role of the government must be restricted to that of the slow and arduous process of education and of making certain that a legal environment and an effective enforcement authority exist to render the cooperative a legally viable and administratively sound entity. Its acceptance must be allowed to develop, in many cases only gradually, and its economic viability should be established through the making of mistakes rather than the illusion of continuous successes". And then the Survey makes a most appropriate suggestion that: "If, during an intervening period, "welfarism" or simply a vehicle for the rapid and efficient flow of goods and services to rural areas is wanted, the organisation designed to provide them should be called something other than a cooperative. Cooperatives can stand on their own, once there exists an

interested peasantry which can clearly benefit from them and a conducive legal environment to assure their success; they will not be fostered by spurious promises or when imposed from above."

This is what some development authorities in this region have apparently not realised. In order to ensure the smooth working of these "welfare" societies, misnamed and registered as cooperatives, there are in some countries laws which contravene the very Principles of Cooperativism, thereby doing the opposite of creating the conducive legal environment suggested by the authors of the Survey. One way of correcting the position seems to be for the law to provide for Pre-cooperatives as well as Cooperatives. Both types should seek to eliminate middleman profit-making. Whilst the law for Pre-cooperatives may permit the government to exercise powers which contravene the Cooperative Principle of Democratic Management and Autonomy, the law relating to Cooperatives should not give the government any powers that vitiate the cooperative character of cooperatives. Pre-cooperatives should be so fostered that they would in due course qualify to be registered as Cooperatives.

Nobody would gainsay that genuine cooperatives are the best media for rural development. So I would plead that a high priority be given to the matter of correcting the present attitude to cooperative development."

PROJECTS IN INTERNATIONAL DEVELOPMENT

The International Development Research Centre (IRDC) in Ottawa, Canada, is offering ten awards, worth up to \$18,500 each, plus expenses for mid-career professionals to undertake projects in international development. The awards offer a sabbatical year for research and personal study in fields such as agriculture, health sciences, engineering, social sciences, communication, information sciences and education. Candidates must have ten years professional experience. IRDC is a public corporation, established in 1970 and is governed by an international board of directors. Apply to: Research Associates Awards, IRDC, PO Box 8500, Ottawa, Canada, K1G 3H9.

RAM NATH VYAS PASSES AWAY

Mr. Ram Nath Vyas, 48, a well-known cooperator from Rajasthan, passed away after a brief illness in Moscow on March 28, 1976. Mr. Vyas, had participated in the first ICA Fellowship Programme in 1962. Mr. Vyas had worked as a Lecturer in different Cooperative Training Centres under the Committee for Cooperative Training of the NCUI. Mr. Vyas, who was also a well-known Hindi poet, was working with Progress Publishing House in Moscow as a translator for the last two years. The Regional Office staff mourned the death of Mr. Vyas and sent a message of condolence to the bereaved family.

Our Visitors...



MR. R. G. SUTHERLAND

Mr. Robert G. Sutherland of the Cooperative Federation of Western Australia visited the Regional Office on 14th January 1976. He also



Mr R. G. Sutherland with Mr P. E. Weeraman

visited the National Cooperative Union of India and other important cooperative organisations in and around Delhi.

Other important visitors during the period are: A seven member Mauritius delegation led by Mr. H. Ramnarain; Alexander Voronin and Vladimir Kuzmin of Centroyosuz, Moscow, USSR; Mr. Ebrahim El Zahaly, M.P., and Mr. Osman A El Khole, Chairman, Department of Agricultural Economics, Un-of Tanta, Sheb in El Kome, Egypt; Mr. K. P. Adhikary, Sajha, Kathmandu; Mr. Johann Gudmundsson, ILO, Geneva; Mr. Pekka Pilvio, ILO, Bangkok; Dr. & Mrs. Marian Radetzki, Stockholm; Mr. S. G. Madiman, FAO, Rome; Mr. Saudin and Mr. Roesoemardi of Directorate of Cooperatives, West Sumatra, Indonesia;

Mr. Bedri K. Al Gelgawi, Director General of Cooperation of Iraq, Mr. Khalid Abdulla al-Dabban, Secretary of the General Cooperative Union of Iraq and Mr. Qais Abdul Jabbar Shaaida, Member of the General Cooperative Union of Iraq.

A delegation of sixteen members of the Board of Directors, led by Mr. Ramanbhai Shankerbhai Patel, Chairman of Kaira District Cooperative Milk Producers' Union Ltd. (AMUL); Mr. M. M. K. Wali, Chief Executive of the National Cooperative Union of India, and Dr. G. B. Kulkarni, Director of the VL Mehta National Institute of Cooperative Management, Poona.

for your Library

1. Effect of Cooperative Law on the Autonomy of Cooperatives in South-East Asia by P. E. Weeraman. Rs. 7.50
2. Forms of Government Aid and Cooperative Democracy in South-East Asia by J. M. Rana. Rs. 5.00
3. Long Term Agricultural Development Programme through Agricultural Cooperatives and Technical Assistance by M.V. Madane, Rs. 5.00
4. Multipurpose Cooperative Societies in South-East Asia by J. M. Rana. Rs. 20.00
5. The Needs of the Cooperative Movement of Bangladesh—Report of the National Seminar. Rs. 10.00

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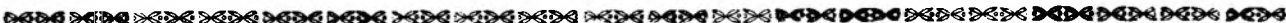
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Regional Office & Education Centre for S-E Asia
Post Box 3312, 43 Friends' Colony, New Delhi 110-014

ICA Member-Organisations in South-East Asia

AUSTRALIA

Cooperative Federation of Australia, P.O. Box 347,
36 Northbourne Avenue, Canberra City,
Act. 2601 Tel : 487815

BANGLADESH

Bangla Desh Jatiya Samabaya Union, 9/D Motijheel
Commercial Area, Dacca-2.
(Cable :-RANGDHENU) Tel : 25-5846, 257470

INDIA

National Cooperative Union of India, Surya Mukhi
Building, Aurobindo Marg, (Mehrauli Road),
New Delhi-110017 (COPUNION)
Tel : 678069, 678269

National Agricultural Cooperative Marketing Fede-
ration of India Ltd., Sapna Building, 54 East of
Kailash, New Delhi-110024.
Tel : 630002, 631416 (NAFED)

National Cooperative Consumer' Federation Ltd.,
25, Ring Road, Lajpat Nagar-IV,
New Delhi-110024, Tel : 624521, 625436
(KONFED)

All India Central Land Development Banks Fede-
ration, Shivshakti, 2nd Floor, B. G. Kher Road,
Worli, Bombay-400018 (BHUMIVIKAS)

INDONESIA

Dewan Kooperasi Indonesia, Komplek Pusdikop,
Jalan Jenderal Gatot Soebroto, Jakarta Tel :
74081-88

IRAN

Sepah Consumers Cooperative, Avenue Amirabad
Shomali, Iran Novin Corner,
Teheran. (SHETMAR) Tel. 63-6001-2-3

Credit and Housing Cooperative Society of Iran,
20-22 Shahabad Avenue, Teheran.

Central Organisation for Rural Cooperatives of Iran,
357 Pahlavi Avenue, Teheran. Tel. 664413,
664428, 664075

Consumers and Services Cooperative Society for the
Ministry of Labour and Social Affairs Em-
ployees, Ministry of Labour and Social Affairs,
Teheran.

JAPAN

Zenkoku Nogyokyodokumiai Chuokai (Central
Union of Agricultural Cooperatives), 8-3
1-chome, Otemachi, Chiyoda-ku, Tokyo
(CHUOKAI) Tel : 2700041

Nippon Seikatsu Kyodokumiai Rengokai (Japanese
Consumers' Cooperative Union), 1-13, 4-chome,
Sendagaya, Shibuya-ku, Tokyo, (CONSUM-
UNION) Tel : (404) 3231

Zenkoku Gyogyo Kyodokumiai Rengokai (National
Federation of Fisheries Cooperative Associa-
tions), "Coop. Building" 1-12 Uchikanda,
1-chome, Chiyodaku, Tokyo (NAFEDFISH)
Tel : 2949611

National Federation of Forest Owners Cooperative
Associations, Cooperative Building, 8th Floor,
1-12, 1-Chome, Uchikanda, Chiyodaku, Tokyo

Central Cooperative Bank for Agriculture and
Forestry, 8-3, 1-Chome, Otemachi, Chiyodaku,
Tokyo, (CCBAF) Tel : 2790111

REPUBLIC OF KOREA

National Agricultural Cooperative Federation, 75,
1st Street, Chungjong-Ro, Sudaemoon-ku, Seoul,
(KONACOF) Tel : 73-0021

MALAYSIA

Cooperative Union of Malaysia, Peti Surat 685,
36 Jalan Ampang, Kuala Lumpur. Tel : 26533

Malaysian Cooperative Insurance Society Limited,
36 Jalan Ampang, Kuala Lumpur (MCIS)
Tel : 87-915-6

Cooperative Bank Malaysia Limited, Peti Surat
1024, 140 Jalan Ipoh, Kuala Lumpur.
Tel : 29-967 8 & 9

Cooperative Central Bank Limited, Peti Surat
685, 29 Leboh Ampang, Kuala Lumpur.
Tel : 26533

Angkatan Kerjasama Kebangsaan Malaysia Limited,
ANGKASA, 103 Jalan Templer, Petaling Jaya.
Sarawak Cooperative Central Bank Ltd., Kuching.
Federation of Housing Cooperatives, Bangunan CCB
29 Leboh Ampang, Kuala Lumpur

PAKISTAN

West Pakistan Cooperative Union, 11 Masson Road,
P. O. Box 905, Lahore-1 (PESEYOU)
Tel : 54674

Karachi Cooperative Housing Societies' Union,
Shaheed-e-Millat Road, Karachi-5
(UNIONAREA) Tel : 40-244

Karachi Cooperative Union Ltd., Cooperative House,
Shaheed-e-Millat Road, Karachi-5 Tel : 230289

Karachi Fishermen's Cooperative Purchase & Sales
Society Ltd., West Wharf Road, Karachi Tel :
224457

Karachi Central Cooperative Bank Ltd., 14 Laxmi
Building, Bunder Road, Karachi-2 Tel : 36185

Sind Provincial Cooperative Bank Limited,
Provincial Cooperative Bank Building, Serai
Road, P. O. Box 4705, Karachi-2 (APEXBANK)
Tel : 32-361, 37-290, 34-736

PHILIPPINES

Central Cooperative Exchange, Inc., P. O. BOX
1968, Room 113-115, Arle Building, Aurora
Boulevard Ext. Corner J Raiz Street, San Juan,
Rizal. (CENCOPEX) Tel : 70-60-09

Grains Marketing Cooperative of the Philippines,
"Gramacop" Inc., 107-D Arellano Street,
Caloocan City Tel : 252475 & 711176

Filipino Cooperative Wholesale Society Inc.

Dona Petra Building, 880 (304)

Queson Blvd. Extn. Quezon City,

Philippines (FILCOOP)

Tel. 0755-2028, 0755-1952

SINGAPORE

Singapore National Cooperative Union Ltd.,
P. O. Box 366, Singapore

SRI LANKA

National Cooperative Council of Sri Lanka
455, Galle Road, Colombo-3 (NACOSIL)
Tel : 84638, 85496

THAILAND

Cooperative League of Thailand, 4 Pichai Road,
Dusit, Bangkok, Tel : 81-1414

A Handbook of Communication and the Cooperative Teacher

by
Daman Prakash

It needs no emphasis that selection of proper teaching techniques and tools are exceedingly important to a teacher in establishing the rapport with and communicating his ideas to the trainees. The importance of these become all the more great when a teacher is engaged in member education work. Although the present handbook will be of use to teachers in cooperative training centres also, the primary purpose of the handbook is to provide personnel engaged in member education with practical guidelines which would help them in carrying out their difficult task especially in the context of considerable illiteracy prevailing in some countries of the Region of South-East Asia.

This publication, which is the 18th in the Cooperative Series issued by the ICA Regional Office and Education Centre, deals briefly with the principles and related questions of communication, and importance of various communication tools and then treats in a practical fashion the various methods of teaching and techniques of preparation of different types of teaching aids and their use.

The handbook discusses various teaching methods, teaching aids, evaluation of communication material, production of a simple film strip and contains a list of useful reference material which could be of great value to communicators engaged in cooperative education and training programmes. It could serve as a useful manual for those who might like to arrange training courses for cooperative educators in communication techniques and also for those who are interested in making simple teaching aids of their own.

The 150 page publication is priced at Indian Rs. 20.00.

Copies can be obtained from :

The Publications Section
INTERNATIONAL COOPERATIVE ALLIANCE
'Bonow House', 43 Friends' Colony, New Delhi-110014, India

ICA Journals

- Review of International Cooperation, Bi-monthly. Rs. 45.00.
(Air Mail)
- Cooperative News Service, Monthly Rs. 36.00.
(Air Mail)
- Agricultural Cooperative Bulletin, Monthly. Rs. 18.00.
(Sea Mail)
- Consumer Affairs Bulletin, Monthly Rs. 18.00.
(Sea Mail)

Annual supplies, January-December basis, can be obtained by writing and remitting money to :

The Publications Section
INTERNATIONAL COOPERATIVE ALLIANCE
43 Friends' Colony, New Delhi 110-014, India
or directly to the
International Cooperative Alliance
11, Upper Grosvenor Street, London W1X 9PA

THE INTERNATIONAL COOPERATIVE ALLIANCE

is one of the oldest of non-governmental international organisations. It is a world-wide confederation of cooperative organisations of all types. Founded by the International Cooperative Congress held in London in 1895, it now has affiliates in 63 countries, serving over 321 million members at the primary level. It is the only international organisation entirely and exclusively dedicated to the promotion of cooperation in all parts of the world.

Besides the Head Office of the ICA, which is in London, there are two regional offices, viz., the Regional Office & Education Centre for South-East Asia, New Delhi, India, and the Regional Office for East and Central Africa, Moshi, Tanzania. The Regional Office in New Delhi was started in 1960 and the office in Moshi in 1968.

The main tasks of the Regional Office & Education Centre are to develop the general activities of the Alliance in the Region, to act as a link between the ICA and its affiliated national movements, to represent the Alliance in its consultative relations with the regional establishments of the United Nations and other international organisations, to promote economic relations amongst member-movements, including trading across national boundaries, to organise and conduct technical assistance, to conduct courses, seminars and conferences, surveys and research, to bring out publications on cooperative and allied subjects and to support and supplement the educational activities of national cooperative movements. The Regional Office and Education Centre now operates on behalf of 14 countries, i.e. Australia, Bangladesh, India, Indonesia, Iran, Japan, Republic of Korea, Malaysia, Nepal, Pakistan, Philippines, Singapore, Sri Lanka and Thailand. ■

INTERNATIONAL COOPERATIVE ALLIANCE

World Headquarters

11 Upper Grosvenor Street
London W1X 9PA England
Tel. 01-499, 5991-3

South-East Asian Office

Regional Office & Education Centre for S-E Asia
'Bonow House', 43 Friends' Colony, Post Box No. 3312,
New Delhi 110-014, India, Tel. 63-1541

East & Central African Office

Regional Office for East and Central Africa
Post Box 946
Moshi, Tanzania. Tel. 2616

COOPERATIVE PRINCIPLES

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

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

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

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

This may be done by decision of the members as follows :

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

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

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

Some ICA Publications

- Indian Cooperative Laws vis-a-vis Cooperative Principles. Rs. 40.00.
A Handbook of Communication and the Cooperative Teacher. Rs. 20.00.
Report of the Asian Top-Level Cooperative Leaders' Conference
October 1973. Tokyo. Rs. 40.00.
Professor D. G. Karve Commemoration Volume. Rs. 50.00.
A Study of Personnel Management in Selected
Coop. Super Markets in India. Rs. 12.00.
A Model Cooperative Societies Law. Rs. 3.00.
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State and Cooperative Development. Rs. 20.00.
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Retailing. Rs. 20.00.
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Cooperatives—The Japanese Experience. Rs. 15.00.
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Role of Women in Cooperative Development. Rs. 5.00.

Terms : In India publications are supplied per VPP. Payments if received in advance will mean free postage. Payment should be sent by M.O. or Bank Draft payable to "International Cooperative Alliance".

The Publications Section
INTERNATIONAL COOPERATIVE ALLIANCE
Regional Office & Education Centre for South-East Asia
P.O. Box 3312, 'Bonow House', 43 Friends' Colony, New Delhi-110014

ICA REGIONAL BULLETIN

INTERNATIONAL COOPERATIVE ALLIANCE
REGIONAL OFFICE & EDUCATION CENTRE FOR SOUTH-EAST ASIA

*Hold fast to the ways of truth,
Forsake it not in anger or joy,
Nor in poverty or affluence.*

—Iqbal



Shimonosaki (Multipurpose) Agricultural Cooperative Society

(See report on page 9)



Let knowledge grow from more to more
But more of reverence in us dwell;
That mind and soul, according well
May make one music as before.

—Tennyson

VOLUME 16 □ NUMBER 3

JULY 1976



**ICA
REGIONAL
BULLETIN**

EDITOR

H. P. Lionel Gunawardana

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OUR COVER

**Main Building of the
Shimonosaki (Multipurpose)
Agricultural Cooperative Society**



International Cooperative Alliance
11 UPPER GROSVENOR STREET
LONDON W1X 9PA. ENGLAND

54th International Cooperative Day

SATURDAY, 3rd JULY, 1976

Dear Co-operators,

This year's Declaration contains three points which you may wish to highlight on the occasion of the celebration of International Cooperative Day.

1976 is a particularly important year for the World Cooperative Movement as our 26th Congress will be held in Paris in September. Some of the subjects which will figure in our discussions there are reflected in the Declaration.

May I wish your Movement well and express the hope that the celebrations will provide a fitting occasion for re-emphasising the economic and social significance of the Co-operative Movement and for mobilising public opinion in its favour.

With Co-operative Greetings.

Yours sincerely,

(S. K. SAXENA)
Director, ICA



DECLARATION OF THE ICA

- * THE INTERNATIONAL COOPERATIVE ALLIANCE, celebrating its 81st Anniversary this year, greets its affiliated organisations representing over 326 million members in 66 countries on the occasion of the 54th International Co-operative Day, wishes them every success in their activities, and recommends to their attention the following matters of special concern to our Co-operative Movement at this time.
- * PEACE : We must continue every effort to help in achieving enduring peace and diverting the massive resources now spent on armaments to peaceful purposes. As Cooperators, we must bring to bear all our influence on our governments in this respect, and support the United Nations in their efforts. The new International Economic Order recently discussed by the United Nations needs careful and considered support from the Movements in order to reduce the global imbalance in the distribution of wealth.
- * ICA'S WORK PROGRAMME : Co-operative movements must be continually alive to new problems as they emerge in our society, and develop appropriate responses to them. We shall be discussing at the ICA Congress in September this year the ICA's work programme from 1977-1980 in order to make our work increasingly relevant to the needs of our Movements.
- * INTER-COOPERATIVE COLLABORATION : The Co-operative Movements throughout the world have achieved much. They could achieve much more if they were to work in close collaboration with each other. A special working party appointed by the ICA has produced a report which contains a number of important suggestions. This report will also figure at the Paris Congress.



SUMMARY OF STATISTICS

	NUMBER OF SOCIETIES	PERCENTAGE OF WHOLE		INDIVIDUAL MEMBERS	PERCENT- AGE OF WHOLE
Agricultural	217, 530	31.86 %	Agricultural	63,251,749	19 40 %
Consumer	60,248	8.83 ,,	Consumer	124,490,857	38.19 ,,
Credit	266,232	38.99 ,,	Credit	106,693,449	32.73 ,,
Fishery	12,641	1.85 ,,	Fishery	1,862,026	0.57 ,,
Housing	55,350	8.11 ,,	Housing	11,356,583	3.48 ,,
Productive	41,798	6.12 ,,	Productive	5,407,151	1.65 ,,
Miscellaneous	28,954	4.24 ,,	Miscellaneous	12,984,330	3.98 ,,
		TOTAL NO. OF SOCIETIES :	673,082		
		TOTAL TURNOVER :	£111, 599 million		
		TOTAL MEMBERSHIP :	326,046, 145		



ICA WORLD MEMBERSHIP

AFRICA		ASIA	
Cameroon	37,220	Bangladesh	4,209,686
+ Egypt	—	Cyprus	236,595
Gambia	40,000	India	68,391,047
Ghana	207,100	Indonesia	8,492,197
Kenya	485,764	Iran	2,412,946
Mauritius	31,031	+ Iraq	—
+ Morocco	—	Israel	699,090
Nigeria	302,505	Japan	13,297,961
Tanzania	1,002,238	Jordan	13,752
Uganda	791,922	Korea	2,336,189
Zaire	(no figures available)	* Lebanon	190,23
Zambia	50,029	Malaysia	822,16
	2,947,809	Pakistan	1,631,965
		Philippines	414,986
		Singapore	63,377
		Sri Lanka	1,905,184
		Thailand	609,835
			105,539,064
AMERICA		EUROPE	
Argentina	3,813,295	Austria	2,452,466
Canada	9,539,616	Belgium	1,933,263
Chile	281,231	Bulgaria	3,229,300
Colombia	158,797	Czechoslovakia	3,896,904
Guyana	29,085	Denmark	1,477,246
+ Jamaica	119,488	Finland	1,802,124
Puerto Rico	247,867	France	9,947,210
Haiti	170	German Dem. Rep.	4,149,015
+ Peru	—	Germany, Fed. Rep. of	8,696,189
U.S.A.	46,716,000	Greece	679,945
Uruguay	149,326	Hungary	3,840,669
	61,054,875	Iceland	39,128
		Irish Rep.	160,175
OCEANIA		Italy	4,132,55
Australia	3,410,478	Malta	785
Fiji	35,765	Netherlands	157
	3,446,243	Norway	875,477
		Poland	9,472,827
		Portugal	3,877
		Romania	13,526,698
		Sweden	3,557,503
		Switzerland	897,836
		Turkey	3,863,436
		United Kingdom	10,917,669
		U.S.S.R.	62,000,000
		Yugoslavia	1,506,000
Notes :			153,058,154
*No longer in membership			
+ New member—no statistics yet available.			
Statistics are mainly based on 1973 figures.			

ICA Activities

CENTRAL COMMITTEE MEETING IN SOFIA

The ICA Central Committee met on 27, 28, 29, April 1976, in Sofia, Bulgaria, by kind invitation of the Central Cooperative Union of Bulgaria, and was attended by 113 members from 61 organisations in 31 countries. The new President of ICA, M. Roger Kerinec, France, was presiding over his first meeting of the Central Committee, which was welcomed by the First Prime Minister of the People's Republic of Bulgaria. In his address Mr. Tano Tsolov spoke of the great potential of the co-operative system within Bulgaria in the field of agro-industrial complexes and consumer activities. Over 95% of agricultural production was now produced in 153 agro-industrial complexes and the total turnover of cooperative retail trade amounted to 35% of the national turnover. The Bulgarian Government encouraged and assisted in the work of the Central Cooperative Union which maintains relations with cooperatives in 54 foreign countries.

The main work of the Committee was to prepare the Agenda of the ICA Congress, to be held in September in Paris. The text of the Central Committee's Report to Congress, covering the work of the Alliance since the 25th Congress in 1972 in Warsaw, was approved, together with the text of motions to be submitted in the name of the Central Committee to Congress on Peace; Collaboration between Cooperatives; ICA's Long Term Programme. In addition, certain amendments to ICA Rules were adopted for submission to Congress. The four main items for discussion at Congress will be the Report on the work of the ICA since 1972; the Report on Collaboration between Cooperatives prepared by the Working Party on this subject set up by the Central Committee at its meeting in 1974 in Vienna; the ICA's Work Programme 1977-1980 and its motions and amendments to Rules submitted by the Central Committee and member organisations.

Before the meeting, meetings of the International Liaison Committee, the Executives of INTERCOOP, Agricultural, Fisheries and Housing Committees and the ICA Executive Committee took place. Members of the Executive Committee were received by the Head of State, Mr. Todor Zhivkov, President of the State Council.

AGITCOOP EXECUTIVE MEETING

A meeting of the Executive Committee of the Advisory Group for International Training of Co-operators (AGITCOOP) was held in London in March. The principal item on the Agenda was con-

sideration of the report on High-Level Manpower Training Needs and Facilities prepared by the ICA Regional Office for East and Central Africa. Particular attention was given to ways by which the International Cooperative Training Centres could help to carry forward action on the recommendations made. Other subjects discussed included management teaching, teacher training facilities, the Cooperative Education Materials Advisory Service, and arrangements for the 1976 ICA Education Conference. Representatives from cooperative colleges and training institutions in France, German Democratic Republic, Sweden, USSR, and the United Kingdom attended the meeting.

CONFERENCES TO BE HELD IN PARIS

In connection with the ICA Congress which will be held in Paris from 28 September—1 October, 1976 the following Conferences will take place:

Insurance Conference to be held on Thursday, 23 September and Saturday 25 September. Papers to be presented will deal with "No fault insurance", "Inflation and insurance", "The role of a cooperative insurance society", "Is there any difference in the management of a cooperative insurance society", "Personnel development" "Mass merchandising and new product development" and "Legal Cost Insurance".

Agricultural Open World Conference to be held on Thursday, 23 September. "Theme: Agricultural cooperative strategy with regard to multi-national corporations".

Housing Conference to be held on Friday, 24 September and Saturday, 25 September will discuss "Problems of risks in housing enterprises", "Education and training in housing societies, especially in developing countries" and "The UN Habitat Conference".

Education Conference to be held on Friday, 24 September. Theme: "New perspectives in cooperative education". Papers will deal with "Contemporary techniques in cooperative management", "Towards a new economic order—the role of cooperative education" and "Some proposals for an International Cooperative Studies and Research Institute".

Women's Conference to be held on Sunday, 26 September and Monday, 27 September. Theme: "The problems of food resources and energy—The cooperative answer".

International Conference of the Cooperative Press to be held on Sunday, 26 September will discuss "National and regional inter-collaboration" "The cooperative approach to the mass media" and "The tasks of the cooperative press".

WOMEN'S MEETINGS IN STOCKHOLM

The ICA's Women Committee held a number of meetings in Stockholm, at the beginning of April. These included a meeting of the main Committee, the Women's Executive Committee and the Women's Agricultural Working Party, as well as a consultation with participants of an international seminar arranged by the Swedish Cooperative Centre.

During the official meetings plans were finalised for the forthcoming Women's Conference, to be held in Paris on 26 and 27 September. Attention was given to the future work of the Women's Committee within the framework of the ICA Long Term Programme. Encouraging reports were given on the work developing among women as a result of programmes being monitored from the Regional Offices.

CEMAS MEETING AT MOSHI

The first international meeting on Cooperative Education Material Advisory Service (CEMAS) of the ICA was held at its Regional Office for East and Central Africa, Moshi, Tanzania, on 6th and 7th May 1976. The meeting was conducted under the chairmanship of Mr. Jacob Biarsdal, Project Director, CEMAS, ICA Head Office, London, and was attended by Dr. Dharm Vir, Joint Director (Education) ICA ROEC for South-East Asia and Mr. Sam Mshiu, In-charge of CEMAS work at the ICA Regional Office for East and Central Africa, Moshi. Mr. D. Nyanjom, Regional Director and Mr. Mushi, Administrative Secretary of the ICA ROEC, Moshi, also participated in the meeting.

During the meeting, a review of CEMAS work was undertaken and the steps to be taken for its further systematisation and expansion were discussed. The meeting was followed by visits to the Cooperative College of Tanzania Kilimanjaro Native Coffee Growers Cooperative Union, Moshi and some local cooperatives.

After the CEMAS meeting at Moshi, Dr. D. Vir visited the Kenya National Federation of Cooperatives, Nairobi, and met its Secretary General and other officers. He also visited the Department of Cooperatives, the Cooperative College, Lengata and some local cooperatives in and around Nairobi.

At Dar-es-Salam, Dr. Vir visited Cooperative Union of Tanganyika and discussed subjects of mutual interest with its Secretary General and other officers. He also visited the Nordic Project for

Cooperative Assistance to Tanzania and met Mr. Ragnar Arvidsson, the Project Coordinator and his colleagues.

NATIONAL SEMINAR ON COOPERATIVE FARMING

A national seminar on Cooperative Farming was held in Sri Lanka from 16th to 30th June 1976. Thirty participants from cooperative farming societies and government departments connected with cooperative farming participated in the seminar.

The seminar was inaugurated by Mr. S. K. K. Suriarachchi, Minister of Food, Cooperatives and Small Industries. Mr. J. M. Rana, Director (Education) and Mr. Lionel Gunawardana, Joint Director and Specialist in Agricultural Cooperation participated in the seminar from the ICA Regional Office and Education Centre for South-East Asia. The ICA also provided the services of two lecturers, Dr. Z. Zuchniewicz, Secretary for Agriculture, ICA London and Dr. Samiuddin, Aligarh Muslim University, to the seminar. The seminar reviewed in detail social and economic questions of cooperative farms in Sri Lanka and discussed farm planning, farm management and steps to be taken to improve and strengthen the functioning of cooperative farms.

REGIONAL SEMINAR ON "COOPERATIVE INSURANCE AND PROMOTION OF SAVINGS"

A Regional Seminar on "Cooperative Insurance and Promotion of Savings" will be held by the ICA ROEC in Tokyo, Japan from 1st to 21st September 1976 in collaboration with the Central Union of Agricultural Cooperatives, the Institute for the Development of Agricultural Cooperation in Asia, Cooperative Insurance Federation and the Central Cooperative Bank for Agriculture and Forestry of Japan. A week long study visit programme to cooperatives in the Republic of Korea will precede the seminar. Twenty-five participants from the countries of the region are expected to attend the seminar.

ACDB DISCUSSIONS IN MANILA

Mr. M.K. Puri, Joint Director (Technical Assistance & Trade), visited Manila from 19-26 March 1976 to study the working of the Asian Development Bank (ADB). He held discussions with the Secretary and officers of the ADB concerning the proposal for the establishment of an Asian Cooperative Development Bank (ACDB). Based on his preliminary investigation, he has prepared a report regarding economic and technical feasibility of the proposal.

TRANSFER OF ADMINISTRATION OF FIELD PROJECT, INDORE

After mutual agreement between the ICA and the National Cooperative Union of India, it has

been decided to transfer the ICA/NCUI Field Project in Cooperative Education in Indore district to the NCUI, ICA's member organisation in India. The transfer will be effective from 1st July 1976, when the NCUI will be assuming the administrative responsibilities of the project. However, the ICA RO&EC will continue to provide some financial and technical help.

The Field Project was started by the ICA Regional Office & Education Centre in 1971 in collaboration with the NCUI with a view to carrying out intensive cooperative education for selected agricultural cooperatives and secondary organisations at the district level at Indore. It was successfully administered by the ICA with active assistance from the N.C.U.I., the M.P. State Cooperative Union, the Indore District Cooperative Union, the Indore Premier Cooperative Bank, cooperative department and several extension agencies in the field. The results were found so satisfactory that the local cooperatives themselves started coming forward to provide additional funds for continuing the educational programme. Shri F. A. Ahmed, the President of India, while delivering his speech at the 80th Anniversary Celebrations of the ICA held in New Delhi on 20th September, 1975 commended the Indore Project in the following words :

“This is a concrete example of how the experience and the resources of the international cooperative movement have helped in guiding the cooperative movements in the developing countries. I have no doubt that the ICA will continue to assist the countries in the region in organising similar cooperative efforts”.

NEW HOUSING SPECIALIST OF THE ICA REGIONAL OFFICE

Mr Sten Birger Johnsson, 57, has joined the ICA ROEC as its Specialist in Cooperative Housing from May 1976. Mr. Johnsson has vast experience in the field of cooperative housing and has



Mr. Sten Johnsson

been working with the HSB, Sweden, since 1943 as Financial Expert. Mr Johnsson has also served as an Expert in Cooperative Housing under the UNDP in Tanzania during 1970-71. Mr Johnsson has assisted the ICA ROEC as a Resource Person in national seminars on cooperative housing held by the ICA in Bangladesh and India in 1972.

Just Released . . .

1. Consumer Cooperation in South-East Asia Rs. 25.00
Contains the Resolutions adopted by the Open Asian Conference on Consumer Cooperation held at Kuala Lumpur, Malaysia, in October 1974, the working papers presented and the background papers circulated at the Conference.
2. Report of the Regional Seminar on
“Agricultural Cooperative Marketing” Rs. 3.00
held in Tokyo, Japan, in September 1975.
3. Cooperation & Social Justice Re. 1.00
By P. E. Weeraman

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“Bonow House,” 43, Friends Colony,
New Delhi 110-014 (India)



Shimonosaki (Multipurpose) Agricultural Cooperative Society*

1. Establishment

The Shimonosaki Agricultural Cooperative Society was established in 1965 by amalgamating fourteen small societies. Two other small societies which are situated in the adjoining areas were also included in the original amalgamation plan. Both these societies were strong financially. One of

them, Yousaka Agricultural Cooperative Society had an auction market for vegetables which was working successfully. The other, Hotabu-Hikoshima Agricultural Cooperative Society is situated in an urban area which had strong credit activities. The members of these two societies felt that they were strong enough to function separately and thus rejected the proposal for amalgamation.



The society's representative meeting in session

*Prepared by Mr Lionel Gunawardana, Joint Director and Specialist in Agricultural Cooperation, International Cooperative Alliance, Regional Office and Education Centre for South-East Asia, New Delhi.

The names of the fourteen societies that were amalgamated and their membership at the time of amalgamation are given below :

Membership at the time of amalgamation

<i>Name of the Society</i>	<i>Regular Membership</i>	<i>Associate Membership</i>	<i>Total</i>
Yoshida	332	160	492
Oki	376	26	402
Ozaki	267	78	345
Kyosue	466	116	582
Kanda	194	18	212
Ube	193	134	327
Chofu Singashi	148	12	160
Chofu	65	39	104
Maidas	50	2	52
Utsui	508	55	563
Katsuyama	560	33	593
Kawanaka	442	124	566
Yoshimi	465	183	648
Yoshimo	163	148	311
Total	4,229	1,128	5,357

An amalgamation promotion committee consisting of presidents, full-time directors and senior employees of the amalgamating societies and the representatives of the Prefectural Unions and Prefectural Federations did the preparatory work for a year paving the way for final amalgamation.*

2. Area

The operational area of the society covers 16,265 hectares. The major part of this area is covered by forest. The farmland area accounts only for 2,568 hectares.

Utilisation of land in the area of the society

Farmland	: 2,568 hectares
Forest	: 10,454 "
Wasteland	: 164 "
Miscellaneous	: 3,079 "
Total	16,265 hectares

*See Amalgamation of Primary Agricultural Cooperatives —The Japanese Experience, by Lionel Gunawardana, International Cooperative Alliance, Regional Office and Education Centre for South-East Asia, for procedure of amalgamation.

3. Population

The total population in the area of operation of the society is 115,700. This consists of 3,488 farm families with a population of 17,400 and 25,440 non-farm families with a population of 98,300.

4. Membership

The following table shows the number of members in the society at the time of merging and in 1975.

<i>Type of members</i>	<i>At the time of merging</i>	<i>March 1975</i>
Regular	4,214	3,620
Associate	1,086	2,507
Total	5,300	6,127

It may be seen from the above figures that the number of regular members have decreased and the number of the associate members have increased. This is due to the fact that some households which were earlier eligible for regular membership being mainly or partly engaged in agriculture have given up agriculture and taken to non-agricultural pursuits and have thus become ineligible for regular membership. Consequently they have acquired associate membership.

5. Officials

The Board of Directors of the society consists of fifteen directors including the President, a Standing Director and the Managing Director. The President of the society does not work full time in the society as is normal in other societies as he works as Managing Director of the Prefectural Union.

The society has a board of internal auditors consisting of four members.

6. Employees

The society has 305 employees including the General Manager. The employees are trained in one day training classes conducted by the society. Every employee gets an opportunity to attend them once a year.

Few are also sent for training to the Training Institute run by the Yamaguchi Prefectural Union.

When the society recruits new persons they are first sent to the Prefectural Union's Training Insti-

tute. The training expenses are paid by the society, but no salary is paid during the training period. If the candidate successfully completes the training course he or she is given employment in the society.

7. Fixed Assets and Share Capital

The total value of fiscal assets of the society in 1965 was 64 million yen and the value in 1975 was 1046 million yen, an increase of 1534 per cent.

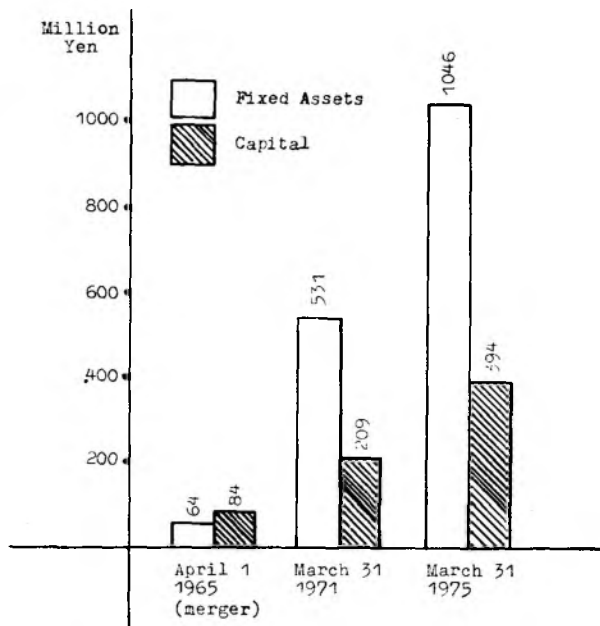
The share capital of the society in 1965 stood at 84 million yen and in 1975 at 394 million, an increase of 369 per cent.

8. The Organisational Structure of the Society

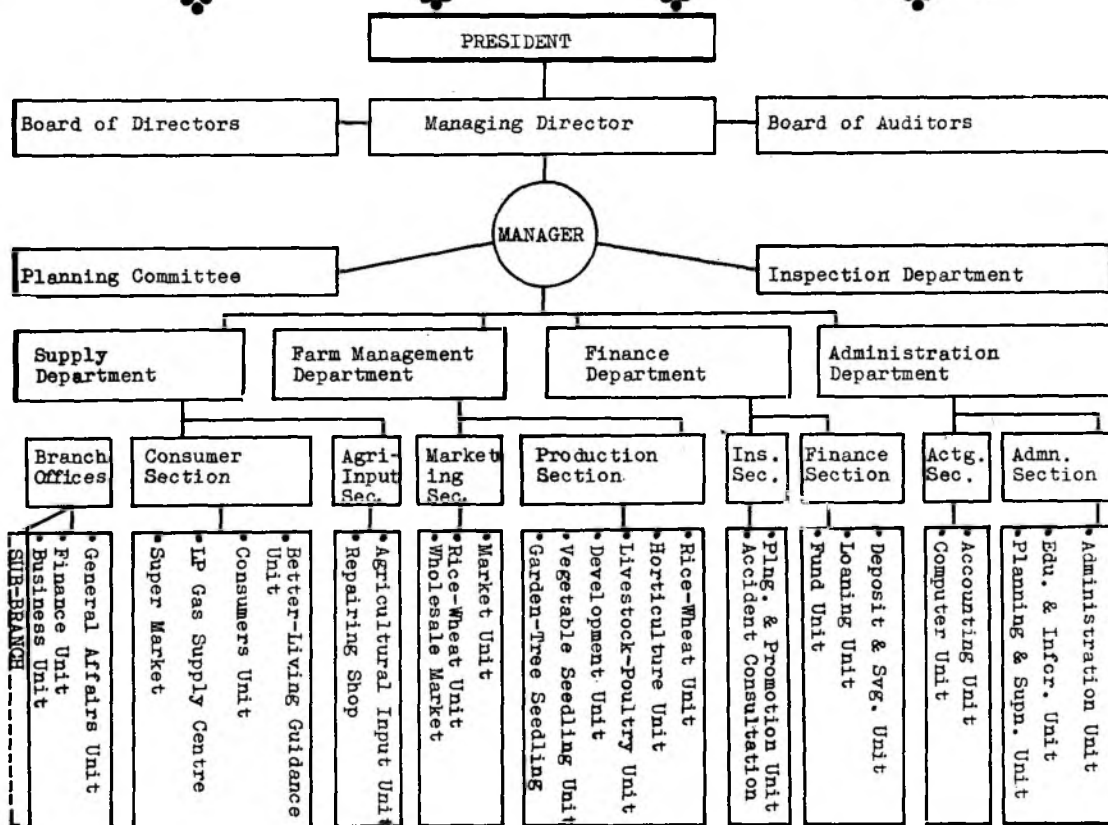
The society has the following departments :

- (A) Supply Department.
- (B) Farm Management Department.
- (C) Finance Department.
- (D) Administration Department.
- (E) Planning Cell.
- (F) Inspection Department.

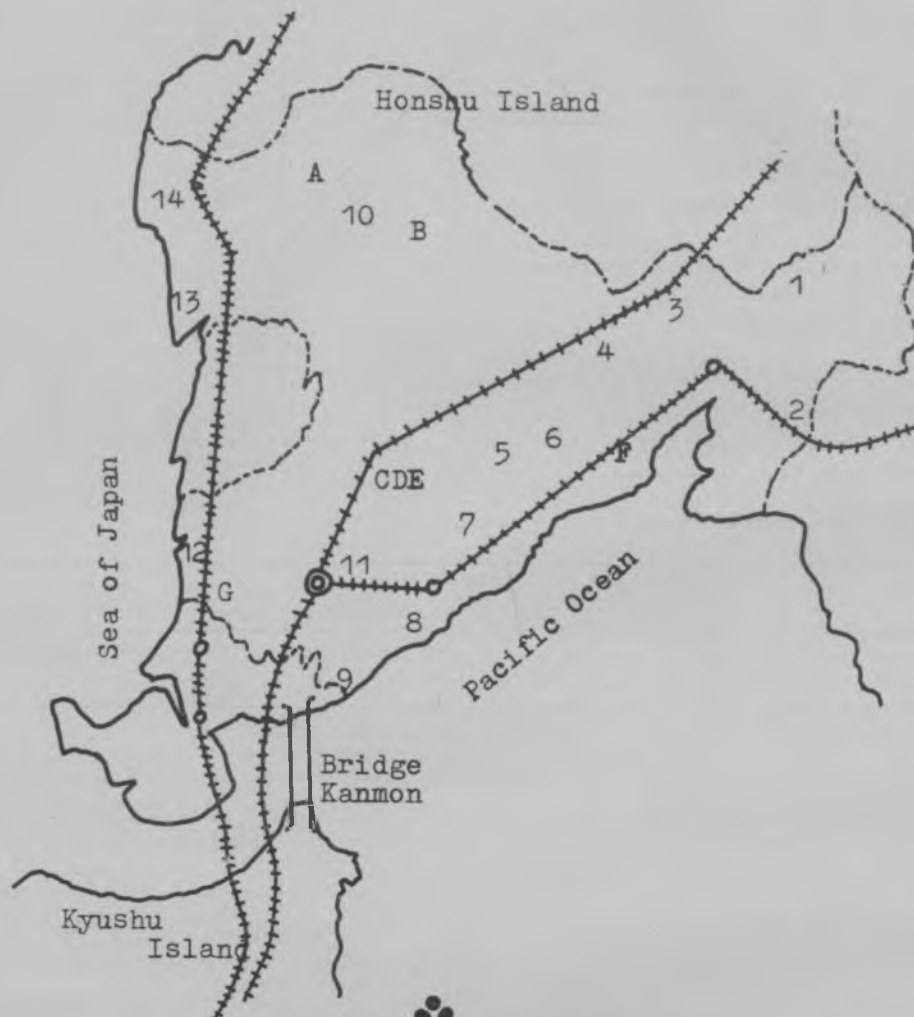
FIXED ASSETS (Depreciated) & CAPITAL



Organisational Structure of the Shimonoseki Multi-Purpose Agricultural Cooperative Society - Japan



Area of Operation of the Shimonoseki Multi-purpose
Agricultural Cooperative Society - Japan



Railway Line
Shimonoseki Society Headquarters	◎
Clinic	A
Gasoline Station	B
Garden-Tree Seedling Centre	C
Repair Shop	D
LP Gas Supply Centre	E
Vegetable Seedling Centre	F
Super Market	G

Numerical figures are the Branch Offices:
 (1) Yoshida (2) Oki (3) Ozuki (4) Kyosue
 (5) Kanda (6) Ube (7) Chofu-Singashi (8) Chofu
 (9) Maidas (10) Utsui (11) Katsuyama
 (12) Kamanaka (13) Yoshimi (14) Yoshimo

(A) Supply Department

The supply department has two sections.

(i) Agricultural Input Section

This section handles the supply of agricultural inputs like fertilisers, animal feeds, pesticides, insecticides and farm machinery and equipment. It also sells trucks and cars. This section also runs a repair workshop for repairing cars; trucks and farm machinery.

(ii) Consumer Section

This section handles the supply of consumer goods. The society has consumer shops at its branches, a super market and a L.P. gas supply centre.

This section also maintains a better living guidance unit which gives advice in the improvement of living conditions of farm families, household budgeting, etc.

(B) Farm Management Department

The farm management department has two sections.

(i) Marketing Section

This section is responsible for marketing of agricultural produce and planning of marketing activities. Among the agricultural produce handled are rice, wheat, vegetables and fruits. This section maintains a wholesale market for fruits and vegetables.

(ii) Production Section

This section is responsible for assisting member farmers in their agricultural production and in providing farm guidance. This has the following sub-sections :

- (a) Rice and wheat unit.
- (b) Agricultural unit.
- (c) Livestock and poultry unit.
- (d) Development unit (improvement and development of farmland, irrigation and drainage and community development projects).
- (e) Seedling nursery for vegetables.
- (f) Seedling nursery for garden trees.

(C) Finance Department

Extension and mobilisation of savings and extension of credit are the major responsibilities of

this section. It has three sub-sections.

- (i) Deposit and saving unit.
- (ii) Loaning unit.
- (iii) Fund Unit.

The Fund Unit is responsible for planning of the utilisation of the society's funds and borrowing funds from outside sources.

(D) Administration Department

The administration department has two sections.

(a) Administration Section

This section has three sub-sections.

- i) Administration unit : responsible for personnel management.
- ii) Education and information unit : responsible for provision of information to members and the public and employee training.
- iii) Planning and supervisory unit : responsible for general planning, budgeting and supervision.



The society has computerised its account keeping. Picture shows a view of the computer room.

(b) Accounting Section

This section is responsible for maintaining society accounts and maintenance of the computer unit.

(E) Planning Cell

The planning cell is responsible for the overall planning of the activities of the society.

(F) Inspection Department

This department is responsible for carrying out investigation of the work performance of the various sections of the society.

9. Main Office and Branches

The main office of the society is situated in Shimonosaki town. The society has fourteen branches and four sub-branches. The branches are located at places where former societies had their main offices. The former branches of small societies were made sub-branches of the amalgamated society.

10. Facilities and Services

(a) Land Consolidation

The society has taken an active part in the land consolidation programme. The fragments of land owned by the farmers are pooled together, improved by construction of bunds, drainage, etc. and then divided among them according to the area owned by them. This programme enables the farmers not only to own a large unit in one place but also to have their land improved. The central and prefectural governments and the municipality give grants for this work.

(b) Wholesale Market for Vegetables

This market which is situated in the heart of Shimonosaki city was started before amalgamation by five of the small societies that were merged to form the present society. The vegetables from different areas are brought here by the farmers for sale by auction.



Vegetables and fruits of the members are packed in the Society's packing centres before they are despatched to the wholesale markets

(c) Radish Processing

Processing of radish into pickles is done by house-wives. This activity is organised by the society's women group. The society provides necessary guidance and assist in their sales.

Other services provided by the society are :

- (d) Vegetable seedling nursery.
- (e) Vegetable collection centre.

- (f) Green house for garden trees.
- (g) Orange collection centre.
- (h) Low temperature rice warehouse and ordinary warehouse for rice.
- (i) Warehouse for agricultural inputs
- (j) Farm machinery workshop.
- (k) Car re-conditioning workshop.
- (l) Gasoline station.
- (m) Supermarket and consumer shops.

11. Business Activities

(A) Insurance

The total value of long term insurance policy holding at the end of the fiscal year 1965 was 2,119 million yen. The value of the long term policy holding at the end of the fiscal year 1975 was 14,540 million yen. This is an increase of 586 per cent.

The average value of policy holding per member in 1965 was 399, 622 yen. The corresponding figure in 1975 was 2,373,102 yen, which is an increase of 493 per cent.

(a) Life Insurance

Four types of life insurance policies are sold by the society.

Endowment I : The full amount payable at maturity is paid on the event of the death of the insured.

Endowment II : In the event of death of the insured before maturity of the policy twice the amount insured for is paid.

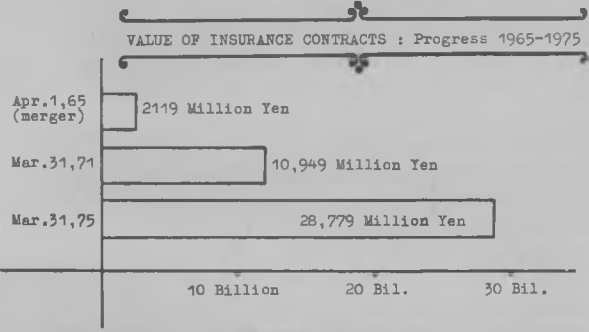
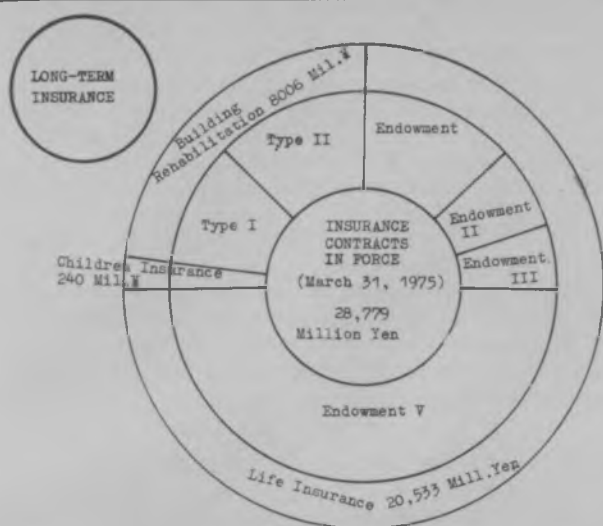
Endowment III : In the event of death of the insured before maturity of the policy thrice the amount insured for is paid

Endowment V : In the event of death of the insured before maturity of the policy five times the sum insured for is paid.

The premium payable is higher depending on the amount entitled to receive in the event of the death of the insured.

(b) Children Insurance

In case of Juvenile insurance if the child dies before the maturity of the policy the accumulated premium and the interest on it is paid back. If the father dies before the maturity of the policy the full amount is paid to the insured on the due date of maturity. No premium is payable during the interim period.



(c) Building Insurance

The building (rehabilitation) insurance policies are similar to life insurance as far as their operation is concerned. As in life insurance the full amount is paid on maturity of the policy.

There are two types of insurance policies.

Type I: In the case of these policies the full amount payable at maturity is also paid in the event of the building getting destroyed by fire.

Type II: In the case of these policies the full amount payable at maturity is paid in the event of the building getting destroyed by fire.

(d) Fire and Motor Insurance

The society also undertakes fire and motor insurance.

The society has about 500 fire insurance policies and 3000 insurance policies for motor cars and farm machinery.

(e) Mode of operation

i. Sale

The cooperative insurance operates in a three tier system. The primary society sells the policies.

The society does not employ agents for sales. The members themselves buy the policies from the society. The society does propaganda work to promote sales. The employees visit members' homes, especially during October-December, the period in which most farmers get their income, to persuade them to buy policies. The employees receive a per diem allowance for this work. The advertisement expenses are borne by the Prefectural Insurance Federation.

When a policy is sold and the premium is received the primary society retains a part of the cost portion of the premium and send the balance cost portion, risk portion and the saving portion to the Prefectural Insurance Federation.

The Prefectural Federation retains a part of the cost portion, all of the saving portion and send the balance cost portion and the risk portion to the National Cooperative Insurance Federation (ZENKYOREN).

ii. Investment of funds

As a major portion of the insurance funds are retained with the Prefectural Federation the responsibility for investment lies with them. Presently about 90 per cent of the total insurance funds of the Cooperatives are with the Prefectural Federations and the balance 10 per cent is with the National Federation. This ensures giving priority to rural needs in the use of the funds. Normally the Yamaguchi Prefectural Insurance Federation deposits 40 to 50 per cent of the funds with the Prefectural Cooperative Credit Federation and uses the balance to lend to other cooperatives, firms and insured persons.

iii. Settlement of claims

The claims are made on the primary society by the clients. In case of life insurance, when a claim is made in the event of death or disablement of the insured and in the case of building rehabilitation insurance when a claim is made in the event of the destruction of the building by fire, the primary society submits the claim to the Prefectural Insurance Federation along with its investigation report. On the sanction of the Federation the claim is settled.

In the case of claims made on maturity the primary society decides on settlement after due examination of documents, etc.

(B) Savings

The total value of savings at the end of the fiscal year 1965 (i.e. soon after amalgamation) was 1636 million yen. The total savings at the end of the fiscal year 1975, 10 year after amalgamation, was 13,203 million yen, representing an increase of 731 per cent.

The average amount of saving per member in

1965 was 308,679, yen and in 1975 this figure has risen to 2,154,725 yen, an increase of 598 per cent.

The small societies before amalgamation employed various ways of savings to build up members deposits. Housewives used to keep aside little rice daily before a meal is cooked, and when a substantial amount is collected they gave it to the society. The society credited the value of the rice to the deposit account of the respective member.

The practice of keeping back some amount of rice without selling to pay insurance premium was prevalent until few years back.

With the rise of income levels these practices have disappeared. The habit of saving a part of the income has taken root among the farm families as well as non-farm families.

The society now operates various types of deposit accounts.

i. Saving accounts : (Farm operation)

The proceeds obtained from marketing of farm produce is credited to these accounts. The members can withdraw the money when required.

ii. Special purpose deposits

These deposits are maintained for saving money for specific purposes e.g. (a) education of children, (b) Sightseeing trips, (c) wedding anniversary celebrations, (d) payment of taxes, (e) Car re-conditioning, etc. These saving deposits have maturity dates and cannot be withdrawn before that. Thus the society is certain of the period up to which it can use these funds.

(a) Education of children

To meet the expenses of higher education of children parents start saving in the special saving accounts when the children are young. This enables them to accumulate sufficient money by the time the children reach the age for receiving higher education.

(b) Sight seeing

Going on annual sight seeing trips to various parts of Japan is common among the members. They regularly save for this purpose.

(c) Wedding anniversary celebrations

Married couples maintain special saving accounts to be able to celebrate their wedding anniversaries.

(d) Tax payment

In the case of members who have "transfer saving accounts" the society receives the tax

notices from the government on their behalf and pays the taxes and debit the account of the respective member. In the case of members who have "ordinary tax payment deposits" the tax notices are received by the members themselves and the society pays the taxes when the member so requests.

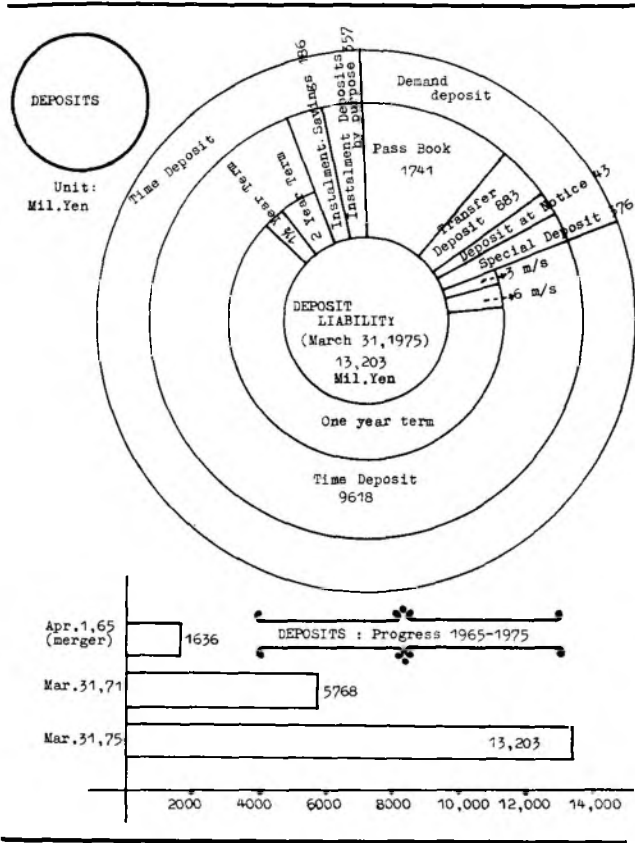
(e) Car re-conditioning

The law requires the motor car owners to re-condition their vehicles periodically. Re-conditioning involves substantial costs and members save in special accounts for this purpose by making instalment deposits.

iii. Saving Campaigns

In order to promote savings the Society conducts "saving day" campaigns. On the 26th of every month the staff of the Society go to the members' homes and collect savings. On an average 80 to 100 million yen are collected on these days.

The society has 12 "visiting officers". They visit members' houses and collect savings. They also take orders for goods from them and arrange their supply. They are also expected to find out the reactions of the members to the working of the Society, what modifications and readjustments they desire, and what new things they would like the Society to do etc., and communicate them to the management.



In order to make the appeal for saving more attractive the society sometimes uses various strategies. For instance the society has started a special saving campaign to attract deposits from part-time and full time farmers when they receive their income. The part-time farmers get their income from non-agricultural employment monthly. They also receive annual bonuses. The full-time farmers get their major income mostly twice a year. To attract savings from these incomes the society has started a system called "Gold" deposit. This is an instalment saving deposit. The members can borrow against these deposits. For the depositors who reach set targets free sight-seeing trips are arranged at the expense of the society.

One of the methods used to encourage saving is to get the housewives to save the difference between the "expected expenditure" and the amount actually spent. Normally the monthly allocation given to the housewives for household expenditure is not totally consumed. They are encouraged to save the balance with the society instead of using them to buy extra items. This saving system is called "Tsumori" system. Sometimes in order to make a saving housewives forego certain luxuries they normally enjoy.

iv. Time deposits

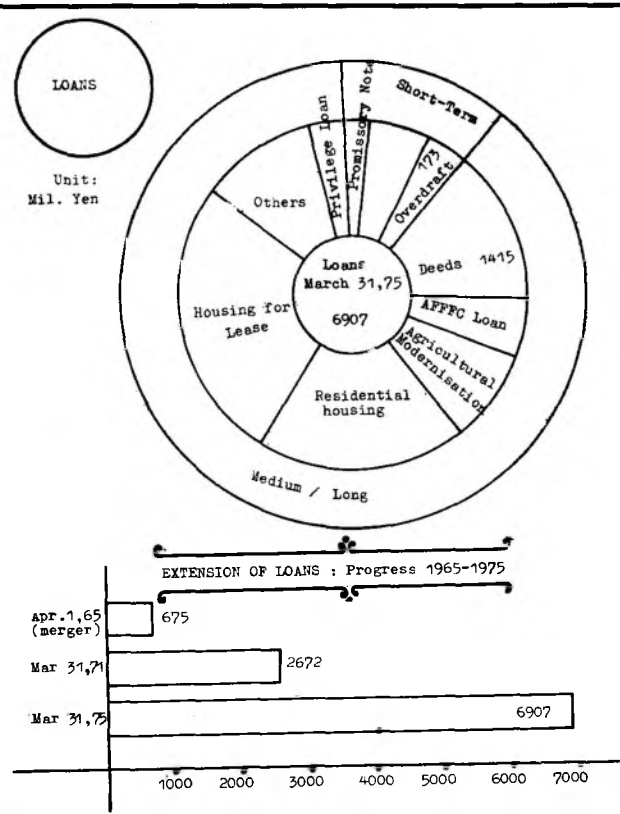
The interest rate paid by the society for various types of deposits are given below :

3 months	:	4.60%
6 months	:	5.85%
1 year	:	6.85%
2 years	:	7.10%
Instalment saving deposit	:	4.40%
Pass book saving	:	2.50%
Deposit at notice	:	2.75%
Tax payment deposit	:	3.25%

(C) Loans

The total amount of loans outstanding at the end of the fiscal year 1965 was 675 million yen. The outstanding balance at the end of the fiscal year 1975 was 6,907 million yen, an increase of 923 per cent.

The average amount of loans extended by the society in 1965 per member was 127,358 yen. The corresponding figure for 1975 was 1,127,305 yen. This is an increase of 785 per cent. Loans are provided for agricultural production, housing and consumption purposes.



Special interest loans are given to meet the expenditure on modernisation of agriculture, including loans for land improvement, purchase of heavy farm machinery, etc. The funds used for these loans are cooperatively owned but the government subsidises the interest. The rate of interest charged from the members for these loans which are called "Privilege Loans" is about 6 per cent.

The rate of interest depends on the purpose of the loans, mortgage offered and repayment methods.

Type of loan	Interest rate
1. Loans against time deposits.	1% more than the rate paid for deposit e.g. interest paid for 3 months time deposit is 4.6 per cent. The rate charged for loans against these deposits is 5.6 per cent. If the interest is paid at the end of the period 1.25 per cent more is charged.
2. Loans repayable in instalment.	7.5 per cent. If interest is paid at the end of the period 7.75 per cent.
3. Loans given against immovable property security	10 per cent. If repaid at the end of the period 10.5 per cent.

4. Loans without tangible security. 10.75 per cent.
5. Over drafts 11 per cent.
6. Loans for payment of share capital. 11 per cent. (This is equal to rate of dividend paid on shares).
7. Over due loans 14.5 per cent.

(D) Supply

The value of goods supplied by the society during the fiscal year 1965 amounted to 434 million yen. The value of goods supplied during the fiscal year 1975 amounted to 1,870 million yen which is an increase of 332 per cent.

The coverage value of goods supplied by the society in 1965 per member was 81,698. The corresponding figure for 1975 was 305,206. This is an increase of 273 per cent.

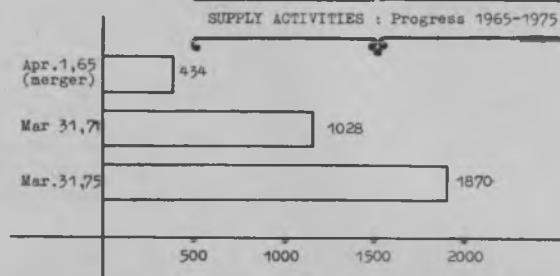
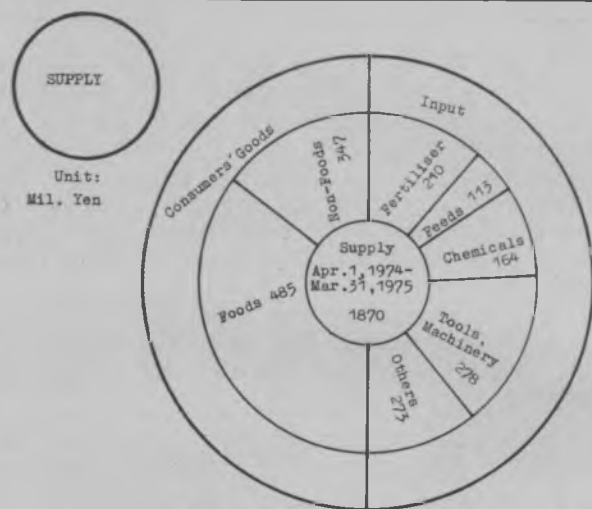
Most of the goods needed by the society are purchased from the National Agricultural Cooperative Federation through the Prefectural Economic Federation. The system of purchasing is as follows:

deliver the goods direct to the society, and bill the National Federation. The National Federation bills the Prefectural Federation who in turn bills the society. The society remits the amount due for goods purchased to the account of the Prefectural Economic Federation, which in turn remits the amount to the National Federation's account in the Central Cooperative Bank and the National Federation pays the manufacturing company.



The society has several modern warehouses. This is one of them.

The handling commission of the society for supply of various items

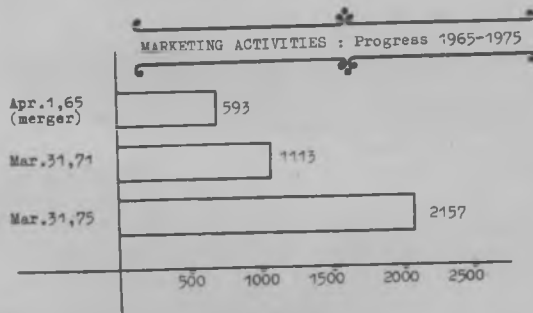
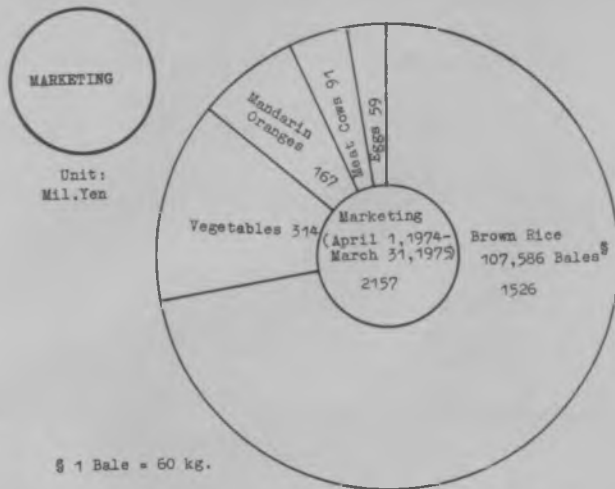


Item	1970-71	1973-74	1974-75
Agricultural Inputs			
Chemical fertiliser	14.07	15.55	15.55
Feeds	6.22	7.00	7.00
Farm machinery	8.60	11.28	11.28
Chemical	12.57	10.94	10.94
Others	9.80	9.10	9.10
Average	10.32	11.05	11.05
Consumer goods			
Rice	6.38	8.35	8.35
Other foods	11.45	11.98	11.98
Cloth, clothing	—	8.00	8.00
Durable goods	—	8.00	8.00
Others	15.15	13.63	13.63
Average	12.93	11.99	11.99

The society places its orders with the Prefectural Economic Federation which in turn transmits the orders to the National Agricultural Cooperative Federation. The National Federation places orders with the manufacturing companies who

(E) Marketing

The total value of agricultural produce marketed by the society during the fiscal year 1965



was 593 million yen. The corresponding figure for the fiscal year 1975 amounted to 2,157 million yen. This is an increase of 263 per cent. The average value of the agricultural produce marketed per regular member by the society in 1965 was 140,721 yen. The corresponding average for 1975 was 595,580 yen representing an increase of 323 per cent.

Handling commission charged by the society from members for marketing agricultural produce

Items	1970-71	1973-74	1974-75
Rice	1.65	1.35	1.29
Wheat barley	2.16	2.25	1.94
Vegetables	2.96	2.82	2.54
Fruits	3.00	3.20	3.05
Egg	1.62	2.47	5.13
Broiler	—	1.51	2.37
Beef	1.32	0.93	1.04
Average	2.01	1.73	1.68



Women's group of the society holds regular meetings where articles from various magazines are read and discussed.

(F) Farming Guidance

The society has fourteen farm advisers. The average number of farm household per farm adviser is 244. The advisers are specialists in the production of different crops and livestock.



Members help each other at harvest time.

There are commodity groups of 8 different crops and livestock production. They are:

1. Flower.
2. Vegetable.
3. Livestock including dairy.
4. Ornamental trees.
5. Rice.
6. Strawberry.
7. Lettuce.
8. Orange and other fruits.

The farm guidance is normally extended through these groups. ■

A DECADE OF PROGRESS AT A GLANCE

(Unit : Thousand yen.)

	At the time of merger April 1965	March 1975	Increased percentage
Membership	5,357	6,127	14.4
Member households	5,031	5,925	17.8
Number of employees	220	305	38.6
Fixed assets (after depreciation)	yen 63,284	yen 1,045,556	1552.2
Owned capital	84,409	493,344	484.5
Deposit with others	1,013,719	7,743,190	663.8
Loan	675,401	6,918,616	924.4
Deposits of members	1,636,448	13,202,964	706.8
Borrowing	131,783	1,247,558	846.7
Long-term insurance in force (life & building)	2,118 (million)	14,540 (million)	586.5
Supply	433,538	1,870,489	331.4
Marketing	593,039	2,156,621	263.7
Administration expenditure	95,852	591,483	517.1
Current profit (income profit brought forward)	2,543	39,937	57.5

Regional News Roundup

Bangladesh

NEW BOARD FOR THE BANGLADESH JATIYA SAMABAYA UNION

At the annual general body meeting of the Bangladesh Jatiya Samabaya Union held in Dacca on 7th May 1976 Mr. Ahmedur Rahman Chowdhury has been elected President of the Union. Mr. Ahmedur Rahman Chowdhury succeeds Mr. Raushan Ali. Mr. Nurul Islam has been elected as General Secretary.

India

NCDC BUILDING'S FOUNDATION LAID

The President of India, Shri Fakhruddin Ali Ahmed, laid the foundation stone of the building of the National Cooperative Development Corporation of India on April 22, 1976. Shri T.A. Pai, Union Minister for Industries and Civil Supplies and President of the NCDC welcomed the President and other guests. The building which will have eight storeys is expected to house several cooperative offices, a Library, and a Conference hall and will be ready in two years.

ALL INDIA CONFERENCE OF COOPERATIVE SPINNING MILLS

A two-day Conference of Cooperative Spinning Mills in India was organised by the National Cooperative Development Corporation of India in New Delhi on 27th and 28th May 1976. The Conference was inaugurated by Mr. A. C. George, Minister of State for Industry and Civil Supplies, Government of India. Mr. George urged the cooperative spinning mills to adopt a substantial



Shri A. C. George, Minister of State for Industry and Civil Supplies, Government of India, inaugurating the Conference. Mr. S. S. Puri, Additional Secretary to the Government of India, Ministry of Industry and Civil Supplies and Mr. M. S. Gill, Managing Director of NCDC, (3rd & 5th from left) are also seen in the picture.

number of handlooms located in their vicinity and provide them the services which the master weavers normally provide. The closing session of the confe-



Messrs J. M. Rana, M. K. Puri, L. Gunawardana, (1st, 3rd and 4th from the right) of the ICA, R.O. & E.C. attending the Conference.

rence was addressed by Mr. T.A. Pai, Minister of Industries and Civil Supplies. Mr. Lionel Gunawardana, Specialist in Agricultural Cooperation and Mr. M. K. Puri, Specialist in Consumer Cooperation of the ICA RO EC attended the Conference. Mr. J. M. Rana, Director (Education), Dr. Dharm Vir, Specialist in Member Education and Mr. Sten Johnsson, Specialist in Cooperative Housing of the ICA RO EC attended the inaugural session of the Conference.

Iran

EXPANSION OF SERVICES TO FARMERS

The rapid growth of rural cooperatives in recent years is partially due to the management strategy laid down within the socio-cultural framework. Today there are about 3,000 rural cooperatives with a membership of 2,500,000 in villages throughout Iran. The capital of these cooperatives is about \$ 100 million and they can borrow up to 8% of their paid up capital for capital expenditure and immediate needs from the Rural Cooperative Bank. The rural cooperatives distribute fertilisers, pesticides, and agricultural machinery to their members. It is proposed to establish service centres to enable members to hire agricultural machinery, to purchase spare parts and to undertake repairs throughout the country.

The rural cooperatives are organised in 142 unions. The turnover of these unions for the last accounting year amounted to \$ 60 million. The Central Organisation of Rural Cooperatives is considering the expansion of union activities. It has access to \$ 150 million of government credit to

assist its member organisations by purchasing agricultural products from members and marketing them to the consumers through the Cooperative Organisation for City and Rural Consumers.

Japan

RECOMMENDATIONS ON COOPERATIVE EDUCATION

The Study Commission of Cooperative Education and Expert Sub-Committee set up by the Central Union of Agricultural Cooperatives of Japan has submitted its final recommendations to the President of the CUAC. The study commission has emphasized the need for educating the managing committee members and ordinary members and has made detailed recommendations on educational activities at primary, prefectural and national levels.

Malaysia

N. A. KULARAJAH RE-ELECTED PRESIDENT OF COOPERATIVE UNION OF MALAYSIA

The 35th All Malaysia Cooperative Conference held at Hotel Jaya Puri, Kuala Lumpur, on 10th and 11th April 1976 unanimously re-elected Datuk N. A. Kularajah as President of the Cooperative Union of Malaysia.

The Conference was declared open by Professor Ungku A. Aziz, Vice-Chancellor of the University of Malaya. In his speech he stressed the importance of moral integrity in the cooperative movement in the service of the members.

DATUK TITLE CONFERRED ON N. A. KULARAJAH

Mr. N. A. Kularajah, AMN, PJK, President of the Cooperative Union of Malaysia, has been conferred the title of "Datuk Paduka Mahkota Trengganu" (D.P.M.T.). The closest English translation of this title is "Knight of the Noble Order of the Crown of Trengganu". This title has been awarded to Datuk Kularajah by His Royal Highness the Sultan of Trengganu, Ruler of Trengganu, one of the States of Malaysia, on the birthday of His Royal Highness on 26th June 1976.

Philippines

COOP. DEVELOPMENT PROGRAMME LAUNCHED

A regional programme for the development of cooperatives in Cagayan Valley was recently launched in Tuguegarao, Philippines.

The Joint Philippine Government—Canadian International Development Agency programme aims to assist the establishment of cooperatives for the protection of its farmers' produce against unfair dealers. Cooperatives will also be established to extend credit facilities to Cagayan farmers. The regional development programme includes crop diversification which involves an aggregate total of Pesos 10 million for farm machineries and equipment. The Canadian agency will provide the trucking machineries. The Philippine counterpart, the Cooperative Development Loan Fund will supervise the financing of operating capitals, marketing and processing of goods.

MORE CONSUMERS COOPERATIVE MARKETS COMING UP

The Greater Manila Consumer Cooperative Market is only one of the many cooperative complexes envisioned by the Bureau of Cooperatives Development. More shall be built in areas like: Cebu, Bacolod, Iloilo, Davao, Cagayan de Oro and Legaspi City.

This move is in consonance with government's objectives to provide the consumers with quality goods at reasonable prices and to maximize farmers' profits. The market shall eliminate the middle men in the trade who are responsible for the high prices. In the meantime that such cooperative complexes are not in the running, the Cooperative Marketing System of the Philippines (CMSP) systematizes the procurement and marketing of the agricultural produce of the farmers.

Singapore

STUDY OF CONSUMER COOPERATIVE SUPERMARKETS

Mr. M. K. Puri, Specialist in Consumer Cooperation, visited Singapore and Malaysia from 28 March to 1 April 1976. He studied the working of the WELCOME Consumers Cooperative Supermarket set up by the National Trade Union Congress, Singapore, and the Malaysian Cooperative Supermarket in Kuala Lumpur (Malaysia).

Sri Lanka

NEW BOARD FOR NATIONAL COOPERATIVE COUNCIL

At the Annual General Body meeting of the National Cooperative Council of Sri Lanka held in Colombo in May 1976, Mr. M. R. B. Daswatta has been elected President of the Council. Mr. Daswatta succeeds Mr. G. S. Dayananda who held the post consecutively for three years. The meeting also elected Mr. T. D. Murugaiah as Vice-President and ten directors representing the different regions of the country.

**COOPERATIVE REVOLVING FUND HELPS
COOPS OVER CREDIT HURDLE**

The Minister of Food, Cooperatives and Small Industries has set up a Rs. 25 million revolving fund to help cooperatives facing liquidity and credit problems.

The fund has already helped a number of cooperatives hamstrung creditwise to buy essential goods for their stores. Earlier these coops were unable—due to their parlous financial position—to obtain goods from state institutions like Salu Sala and the CWE.

Coops which have been helped out by the revolving fund have to return the loan within a stipulated period.

**MARKETING OF VEGETABLES AND
COLLECTION OF MILK**

In order to help the consumers as well as the farmers, the Markfed, in collaboration with the CMSC, has launched on a programme of collecting vegetables from farmers and distributing them to consumers. About 70% of the vegetables is being collected from the MPCs and 17% is collected directly from producers. There is much improvement in selecting and grading of vegetables at Markfed level.

The Markfed has also succeeded in organising a model vegetable shop—"Govisala" in Colombo and

vegetables are delivered to houses within the city limits of Colombo. This shop is becoming very popular among the consumers.

The Markfed also intends undertaking a feasibility study on the processing of vegetables.

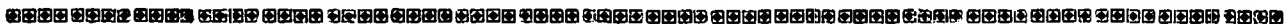
Thailand

MAIZE DEVELOPMENT PROJECT

The Department of Cooperative Promotion, Department of Agricultural Extension and the Cooperative League of Thailand have jointly launched a project for development of maize cultivation. The Government of Japan is assisting in establishing a demonstration centre by providing experts in the field of cooperatives, agronomy and agricultural engineering. The Japanese Government will also provide equipment and fellowships for training in Japan.

**GOVERNMENT SUPPORT TO
AGRICULTURAL COOPERATIVES**

With a view to strengthening the efficiency in business operation of agricultural cooperatives the Government of Thailand has provided funds to the Cooperative Promotion Department to assist the agricultural cooperatives in employing agricultural extension officers. The fund will be used to pay the salaries of the officers. The government will subsidise the full salary initially and will progressively reduce the subsidy. ■



**REPORT OF THE
ASIAN TOP-LEVEL COOPERATIVE LEADERS' CONFERENCE
October 25-27, 1973
TOKYO (JAPAN)**

PRICE : INDIAN RS. 40/- A COPY

The Publications Section

INTERNATIONAL COOPERATIVE ALLIANCE
Regional Office & Education Centre for S-E Asia
P. B. 3312, 'Bonow House', 43 Friends' Colony, New Delhi 110-014



News in Brief Around the World

17TH INTERNATIONAL COOPERATIVE SEMINAR

The 17th International Seminar on "Leadership through Education" was jointly organised by the SCC, ICA and SIDA, and was held in Sweden and Yugoslavia between April 4th and May 29th, 1976. It brought together 21 women leaders from different countries in Asia and Africa.

The discussion at the seminar mainly centered on qualities of leadership. The seminar also discussed a number of subjects which are of direct interest to women such as equality between the sexes, family planning, child care, school and adult education and medical facilities. After the sessions in Sweden the seminar visited Yugoslavia where they had discussions with leaders of communes in the Province of Slovenia.

The seminar was addressed by Ms. G. Sigurdson, Swedish Minister for International Development and Cooperation, on the theme of equality between the sexes. The participants also had an opportunity to meet the ICA Women's Committee and to pay a visit to the ICA Headquarters in London.

PRESIDENT FORD ADDRESSES CUNA LEADERS

U.S. President Mr. Gerald Ford pledged his administration's support for credit union goals during CUNA Annual Meeting sessions held in early May at Denwar. The President promised the administration's support for credit union efforts to ensure members greater parity and success in market place, for the establishment of a discount facility to meet credit unions' growing financial requirements and for their continued tax exempt status as consumer cooperatives.

FAO SMALL FARMER MARKETING WORKSHOP

A Workshop on Small Farmer Marketing was held by FAO in Bangkok from 3rd to 7th May, 1976. The workshop discussed the effective use of marketing to stimulate development of small farmers in Asia. The workshop was inaugurated by Mr. Prida Karnasut, Under Secretary of the Ministry of Agriculture and Cooperatives, Government of Thailand. The closing address was delivered by Dr. D.L. Umali, Assistant Director General and



Mr. L. Gunawardana (3rd from left) attending the Conference.

Regional Representative for Asia and the Far East, Food and Agricultural Organisation. The workshop was attended by participants from Bangladesh, India, Indonesia, Rep. of Korea, Malaysia, Nepal, Philippines, Sri Lanka and Thailand and several FAO Experts working in these countries. Mr. Lionel Gunawardana, Specialist in Agricultural Cooperation, attended the workshop from the ICA Regional Office and Education Centre for South-East Asia. ■

Our Latest Publications

Role of Women in Cooperative Development. Rs. 5.00.

Cooperation and Social Justice. Re. 1.00.

Amalgamation of Primary Agricultural Cooperatives in the Republic of Korea. Rs. 12.00.

Report of the Regional Seminar on Cooperative Member Education and Communication. Rs. 15.00.

Regional Conference of

Principals and Teachers of National Cooperative Training Institutions—Report. Rs. 10.00.

Manual for Study Circle Leaders. (Revised Edition) Rs. 10.00.

Our Visitors...

MALTE JONSSON AND MRS SOLVEIG AHLEN

Mr Malte Jonsson and Mrs Solveig Ahlen of the Swedish Cooperative Centre, Stockholm, paid a brief visit to the Regional Office & Education Centre for South-East Asia in April 1976. Among other



(l-r) Mrs. Solveig Ahlen and Mr. Malte Jonsson with Mr. P. E. Weeraman, ICA Regional Director and Mr. L. Gunawardana of the ICA RO & EC.

things, they discussed with the Regional Director and other officers of the Regional Office matters connected with finance, administration and work programme of the Education Centre.

DR. Z. JUCHNIEWICZ

Dr. Z. Juchniewicz, Secretary for Agriculture, International Cooperative Alliance, London, visited ICA ROEC in June on his way from Sri Lanka, where he attended a National Seminar on Cooperative Farming. During his stay in Delhi he also visited a few agricultural cooperative institutions in India

KAIRA FARMERS VISIT REGIONAL OFFICE

Under a study tour organised by the Kaira District Cooperative Union, Gujarat State (India) a group of 55 farmers and local cooperative leaders from Kaira District, Gujarat State, visited the Regional Office on 15th April 1976. They were received by Mr. J.M Rana, Director (Education) and Dr. D. Vir, Joint Director (Education) and briefed about the various activities of the ICA. The visitors showed keen interest in the recent developments taking place in the ICA-NCUI Project in Indore. Later on they also paid a visit to the Project at Indore and had discussions with the Project Staff, local farmers and leaders.



The farmers from Kaira District at "Bonow House"

Earlier Dr. Vir, had visited Kaira district and met the local farmers and the cooperative leaders who have been making tremendous efforts to improve their socio-economic conditions through cooperatives. It may be added that a field project in cooperative education and development (similar to Indore Project) is being implemented by the Kaira District Cooperative Union, Nadiad, in collaboration with the Gujarat State Cooperative Union, Ahmedabad.

REQUEST

You are requested to please ensure that you inform us of any change in your postal address.

—Editor

ICA Regional Bulletin

ICA Member-Organisations in South-East Asia

AUSTRALIA

Cooperative Federation of Australia, P.O. Box 347,
36 Northbourne Avenue, Canberra City,
ACT. 2601 Tel : 487816

BANGLADESH

Bangla Desh Jatiya Samabaya Union, 9/D Mqtijheel
Commercial Area, Dacca-2.
(Cable :-RANGDHENU) Tel : 25-5846, 257470

INDIA

National Cooperative Union of India,
Eros Apartments (6th Floor), 56, Nehru Place,
New Delhi-110024 (COPUNION)
Tel : 634369

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tion of India Ltd., Sapna Building, 54 East of
Kailash, New Delhi-110024.
Tel : 630002, 631416 (NAFED)

National Cooperative Consumer' Federation Ltd.,
Deepali, (5th Floor), 92, Nehru Place,
New Delhi-110024, Tel : 635387, 634650
(KONFED)

All India Central Land Development Banks Federa-
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Worli, Bombay-400018 (BHUMIVIKAS)

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Jalan Jenderal Gatot Soebroto, Jakarta Tel :
74081-88

IRAN

Sepah Consumers Cooperative, Avenue Amirabad
Shomali, Iran Novin Corner,
Teheran. (SHETMAR) Tel. 63-6001-2-3

Credit and Housing Cooperative Society of Iran,
20-22 Shahabad Avenue, Teheran.

Central Organisation for Rural Cooperatives of Iran,
357 Pahlavi Avenue, Teheran. Tel. 664413,
664428, 664075

Consumers and Services Cooperative Society for the
Ministry of Labour and Social Affairs Em-
ployees, Ministry of Labour and Social Affairs,
Teheran.

JAPAN

Zenkoku Nogyokyodokumiai Chuokai (Central
Union of Agricultural Cooperatives), 8-3
1-chome, Otemachi, Chiyoda-ku, Tokyo
(CHUOKAI) Tel : 2700041

Nippon Seikatsu Kyodokumiai Rengokai (Japanese
Consumers' Cooperative Union), 1-13, 4-chome,
Sendagaya, Shibuya-ku, Tokyo, (CONSUM-
UNION) Tel : (404) 3231

Zenkoku Gyogyo Kyodokumiai Rengokai (National
Federation of Fisheries Cooperative Associa-
tions), "Coop. Building" 1-12 Uchikanda,
1-chome, Chiyodaku, Tokyo (NAFEDFISH)
Tel : 2949611

National Federation of Forest Owners Cooperative
Associations, Cooperative Building, 8th Floor,
1-12, 1-Chome, Uchikanda, Chiyodaku, Tokyo

Central Cooperative Bank for Agriculture and
Forestry, 8-3, 1-Chome, Otemachi, Chiyodaku,
Tokyo, (CCBAF) Tel : 2790111

REPUBLIC OF KOREA

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1st Street, Chungjong-Ro, Sudaemoon-ku, Seoul,
(KONACOF) Tel : 73-0021

MALAYSIA

Cooperative Union of Malaysia, Peti Surat 685,
36 Jalan Ampang, Kuala Lumpur. Tel : 26533
Malaysian Cooperative Insurance Society Limited,
36 Jalan Ampang, Kuala Lumpur (MCIS)
Tel : 87-915-6

Cooperative Bank Malaysia Limited, Peti Surat
1024, 140 Jalan Ipoh, Kuala Lumpur.
Tel : 29-967 8 & 9

Cooperative Central Bank Limited, Peti Surat
685, 29 Leboh Ampang, Kuala Lumpur.
Tel : 26533

Angkatan Kerjasama Kebangsaan Malaysia Limited
ANGKASA, 103 Jalan Templer, Petaling Jaya.
Sarawak Cooperative Central Bank Ltd., Kuching.
Federation of Housing Cooperatives, Bangunan CCB
29 Leboh Ampang, Kuala Lumpur

PAKISTAN

West Pakistan Cooperative Union, 11 Masson Road,
P. O. Box 905, Lahore-1 (PESEYOU)
Tel : 54674

Karachi Cooperative Housing Societies' Union,
Shaheed-e-Millat Road, Karachi-5
(UNIONAREA) Tel : 40-244

Karachi Cooperative Union Ltd., Cooperative House,
Shaheed-e-Millat Road, Karachi-5 Tel : 230289

Karachi Fishermen's Cooperative Purchase & Sales
Society Ltd., West Wharf Road, Karachi Tel :
224457

Karachi Central Cooperative Bank Ltd., 14 Laxmi
Building, Bunder Road, Karachi-2 Tel : 36185

Sind Provincial Cooperative Bank Limited,
Provincial Cooperative Bank Building, Serai
Road. P. O. Box 4705, Karachi-2 (APEXBANK)
Tel : 32-361, 37-290, 34-736

PHILIPPINES

Central Cooperative Exchange, Inc., P. O. BOX
1968, Room 113-115, Arle Building, Aurora
Boulevard Ext Corner J Raiz Street, San Juan,
Rizal. (CENCOPEX) Tel : 70-60-09

Grains Marketing Cooperative of the Philippines,
"Gramacop" Inc., 107-D Arellano Street,
Caloocan City Tel : 252475 & 711176

Filipino Cooperative Wholesale Society Inc.
Dona Petra Building, 880 (304)
Queson Blvd. Extn. Quezon City,
Philippines (FILCOOP)
Tel. 0755-2028, 0755-1952

SINGAPORE

Singapore National Cooperative Union Ltd.,
P. O. Box 366, Singapore

SRI LANKA

National Cooperative Council of Sri Lanka
455, Galle Road, Colombo-3 (NACOSIL)
Tel : 84638, 85496

THAILAND

Cooperative League of Thailand, 4 Pichai Road,
Dusit, Bangkok, Tel : 81-1414 ■

THE INTERNATIONAL COOPERATIVE ALLIANCE

is one of the oldest of non-governmental international organisations. It is a world-wide confederation of cooperative organisations of all types. Founded by the International Cooperative Congress held in London in 1895, it now has affiliates in 63 countries, serving over 321 million members at the primary level. It is the only international organisation entirely and exclusively dedicated to the promotion of cooperation in all parts of the world.

Besides the Head Office of the ICA, which is in London, there are two regional offices, viz., the Regional Office & Education Centre for South-East Asia, New Delhi, India, and the Regional Office for East and Central Africa, Moshi, Tanzania. The Regional Office in New Delhi was started in 1960 and the office in Moshi in 1968.

The main tasks of the Regional Office & Education Centre are to develop the general activities of the Alliance in the Region, to act as a link between the ICA and its affiliated national movements, to represent the Alliance in its consultative relations with the regional establishments of the United Nations and other international organisations, to promote economic relations amongst member-movements, including trading across national boundaries, to organise and conduct technical assistance, to conduct courses, seminars and conferences, surveys and research, to bring out publications on cooperative and allied subjects and to support and supplement the educational activities of national cooperative movements. The Regional Office and Education Centre now operates on behalf of 14 countries, i.e. Australia, Bangladesh, India, Indonesia, Iran, Japan, Republic of Korea, Malaysia, Nepal, Pakistan, Philippines, Singapore, Sri Lanka and Thailand. ■

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New Delhi 110-014, India, Tel. 63-1541

East & Central African Office

Regional Office for East and Central Africa
Post Box 946
Moshi, Tanzania. Tel. 2616

COOPERATIVE PRINCIPLES

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

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

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

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

This may be done by decision of the members as follows :

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

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

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

Some ICA Publications

- Indian Cooperative Laws vis-a-vis Cooperative Principles. Rs. 40.00.
A Handbook of Communication and the Cooperative Teacher. Rs. 20.00.
Report of the Asian Top-Level Cooperative Leaders' Conference
October 1973. Tokyo. Rs. 40.00.
Professor D. G. Karve Commemoration Volume. Rs. 50.00.
A Study of Personnel Management in Selected
Coop. Super Markets in India. Rs. 12.00.
A Model Cooperative Societies Law. Rs. 3.00.
Farming Guidance Activities of Agricultural Cooperatives, Rs. 10.00.
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Cooperation and Social Justice. Re. 1.00.
Agricultural Cooperative Marketing. Rs. 3.00.

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INTERNATIONAL COOPERATIVE ALLIANCE

Regional Office & Education Centre for South-East Asia

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ICA REGIONAL BULLETIN

INTERNATIONAL COOPERATIVE ALLIANCE
REGIONAL OFFICE & EDUCATION CENTRE FOR SOUTH-EAST ASIA

The Cooperative Model seems to me to respond well to the aspirations of many developing countries.

*M. Valery Giscard D'Estaing
President of France*



Primary Agricultural Credit Societies in Kerala



Cooperation can in all independence contribute to a cultural and economic evolution without social disintegration.

Roger Kerinec, President, ICA

VOLUME 16 □ NUMBER 4

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**ICA
REGIONAL
BULLETIN**

EDITOR

H. P. Lionel Gunawardana

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OUR COVER

**Kerala State Cooperative Bank,
Trivandrum**



XXVth ICA CONGRESS, PARIS

28th September—1st October, 1976

The XXVth Congress of the International Cooperative Alliance opened on 28th September 1976 at UNESCO House, Paris, in the presence of the President of the French Republic, Monsieur Valery Giscard d'Estaing, and members of the French Government. Paris has been the venue of ICA Congresses on four previous occasions, the first being held in 1896, but this is the first time it has been honoured by the presence of the President of the Republic.

Mr. Roger Kerinec, President of the International Cooperative Alliance, welcomed the Head of State, the Ministers of State and the distinguished visitors, 498 delegates from 49 countries, members of the ICA authorities, representatives of the United Nations and its Agencies (FAO, ILO, UNIDO and UNCTAD), Government Agencies from Denmark, Sweden and Norway, giving support to developing countries, international non-governmental organisations (World Council of Credit Unions, the International Chamber of Commerce, the International Confederation of Free Trade Unions, the International Organisation of Consumer Unions), and also the Joint Committee for the Promotion of Aid to Cooperatives (COPAC).

Mr. A. M.' Bow, Director General of UNESCO, noted in his speech the importance of the relations between the ICA and UNESCO. Since 1961 when the ICA obtained consultative status with UNESCO, the ICA had been regularly in attendance at meetings and experts' consultations. He stressed the effectiveness of the work undertaken jointly by both organisations, particularly in the field of adult education and training of cooperators, as well as in the important field of literacy. Mr. M'Bow extended his warmest wishes for the success of the work of the XXVth Congress of the ICA and expressed the hope that the spirit of mutual respect of understanding and social justice

which characterises cooperative action make a durable contribution to peace amongst all people and nations.

In his inaugural address, the new President of the International Cooperative Alliance, Monsieur Roger Kerinec, stressed that the purpose of the Congress was not to examine the past, but to plan the future work of the ICA and to investigate how to promote further collaboration between cooperatives in all fields of activity. These two themes will form the major part of Congress discussion.

He drew attention to the conditions under which the Cooperative Movement can contribute towards a world that is more equitable, because cooperation is based on solidarity and participation. The first cooperatives were created as a reaction against private profiteering and cooperatives have always preferred the virtues of working together to the struggle for existence. Cooperatives were now getting involved in issues such as food and energy resources, the dangers that menace the environment and the health of people. This should not be taken to mean that cooperatives believed that they can provide an irreplaceable solution.

Mr. Kerinec expressed the hope that cooperatives would provide more striking evidence in the future that they have the capacity to undertake important activity on a world-wide scale, and thus demonstrate that their way of approaching problems differs from that of the gigantic national or multi-national enterprises.

This appeared particularly relevant with regard to aid to developing countries, which he considered to be the most serious matter of all. Everybody recognised that the gap between countries was widening, particularly as regards the least developed countries, and that the international community

was sinking into what the President of the French Republic called at an UNCTAD meeting "a sort of placid resignation". The populations of the so-called rich countries were losing interest in development aid because it was felt that it did not achieve its objectives: people were prepared to give, but less prepared to share.

From this, the conclusion can be drawn that most nations now recognised the need for a New International Economic Order, and were beginning to perceive its possible outlines. It was a question of working out a strategy for founding the growth of a country on the satisfaction of the needs of its people, of helping people to help themselves. These were ideas that the ICA had been promoting for a long time, particularly through the work of its Regional Offices in Asia and Africa.

Mr. Kerinec stressed that these were ideas for which the Cooperative Movement would be prepared to work, but only on certain conditions, and underlined the fact that cooperatives were not a panacea or a miracle solution to the problem of poor countries. There had been cases of failure of cooperatives in developing countries, and the ICA and its member organisations must now ask themselves whether they had not been somewhat over-hasty in promoting the growth of cooperatives, without making sure that such cooperatives were viable. Failure of cooperatives was not always attributable to the actions of the cooperatives themselves, but to the lack of the necessary pre-conditions. The efforts of cooperatives must be part of an overall development strategy. Governments must look on cooperatives as a means of social change, and not as a means of helping the stronger sections of the community to help themselves. Cooperatives must be inspired and wanted by the people in order to be successful.

Mr. Kerinec cautioned against governments using cooperatives for their own ends. A number of cooperative movements had been dissolved or nationalised when they had been financially successful. However, governments had a role to play, particularly in developing countries, in supporting new cooperatives in order to ensure that they were run efficiently. But governments must be told that cooperatives cannot be imposed on people, that in order to be efficient cooperatives must be lived by the people themselves. It is only under these conditions that the Cooperative Movement can, in complete independence, contribute to an economic and cultural evolution without social disintegration, develop self-confidence amongst cooperators, and mobilise the energies of the people necessary to develop joint action for the benefit of the community.

The President of the ICA reminded Congress of the permanence and continued unity of the International Cooperative Alliance, which he attributed to the fact that it represented, not governments, but the millions of men and women who had chosen the Cooperative way of life. It

was also due to the efforts that had been made within the Alliance to understand one another by accepting the rights of others to be different, and thus construct something together through a shared belief in the virtues of the cooperative form of organisation, which is rare in that it sacrifices neither liberty nor social justice to economic or technological progress.

Mr. Valery Giscard d'Estaing, President of the French Republic, welcomed the ICA Congress, noting that this was the fifth occasion on which Congress met in France. It was particularly appropriate that the meeting should be at the headquarters of UNESCO.

This Congress was taking place at a time when humanity was becoming more and more inter-dependent. Cooperatives have in many parts of the world a long history and not least in France. The importance that the French Government placed on cooperatives was reflected in the bill which would soon be put before the French Parliament, giving possibilities of further expansion of the workers' productive cooperative societies.

A very important factor in the work of cooperatives internationally was the aid to developing countries. Several governments had already recognised the role cooperatives could play.

In conclusion, the President extended his good wishes for the fruitful deliberations of Congress.

Mr. A. Antoni, President of the Reception Committee, extended a warm welcome to the Congress on behalf of the French cooperative movement.

In his speech of greetings to Congress, Mr. Francis Blanchard, the Director-General of the ILO, underlined the common ideals of the Cooperative Movement and of the ILO. The international action which so long had been undertaken on a common basis, and suggested that this should be further developed. Albert Thomas, the first Director of the ILO was himself a cooperator who was instrumental in setting up a cooperative service within the ILO who helped to establish contacts between the two organisations. Cooperation can play a specific and important role, and he suggested that the ICA could further develop relations with the ILO, particularly through the auxiliary committees.

The World Employment Conference, held in Geneva in June 1976, had emphasised the role that cooperatives could play in helping to establish a new international economic order, by resolutely showing that cooperatives do not only favour those who already have, but they can assist in ameliorating the condition of the poor. He expressed the hope that the ICA and the ILO will contribute to a more equitable world order.

Report of the Central Committee

The Director of the International Cooperative Alliance, Dr. S. K. Saxena, introducing the Report of the Central Committee on the work of the International Cooperative Alliance 1972-76, reported that the membership representing a fairly wide geographical spread had increased.

Action in various ways had been taken by members on the various Resolutions adopted at the 1972 Congress. In spite of the increased membership fees, inflation and the declining value of the pound sterling had a serious effect on the financial situation of the ICA.

The scope of the work of the ICA had been expanding during this period in all fields of activity, particularly in the field of education. The work of the ICA Regional Offices in India and Tanzania has been boosted under the programme of the Co-operative Development Decade. Since the last Congress isolated activities have been carried out in West Africa, while in Latin America, the ICA is working mainly through the two organisations already carrying out the promotion of cooperatives in this area.

The relationships with the United Nations have strengthened and there has been extensive participation by the ICA in UN Conferences and meetings.

The activities of the various auxiliary committees have increased in scope and many important initiatives were taken. During the period under discussion two new auxiliary committees—the Organisation for Co-operative Consumer Policy and the Women's Auxiliary Committee were established.

The debate on the Report of the ICA Central Committee on the second day of Congress, in which 29 speakers took part, covered all aspects of ICA activities.

Referring to the practices of multinationals which contribute to the maldistribution of global wealth, a point raised by Mr. Janczyk of Poland, Dr. S. K. Saxena, Director of ICA, summing up the debate, referred to the Resolution passed at the 1972 Congress in Warsaw, and informed Congress that the ICA has been asked to submit a document later this year to UNCTAD, particularly with reference to the drawing up of a code of international ethics for the conduct of multinationals. He suggested that the formation of cooperative productive enterprises at international, national and regional levels might assist in solving this problem.

Pleas for peace were voiced by Mr. Tonhauser of Czechoslovakia and Mr. Klimov of USSR. Dr. Saxena in his reply said that peace was a pre-condition for the development of the cooperative movement and the ICA continued to make an effort to promote peace throughout the world.

Mr. H. Whitehead of the United Kingdom warned Congress that unless greater financial support was given to the ICA a decline in the standard of services was inevitable. In order to assist the ICA in its work the UK member organisations would increase their contribution to the ICA.

ICA Programme of Work 1977-80

The need for the ICA to work out a programme of action was suggested and accepted by the 25th ICA Congress held in 1972. The Congress did not envisage a re-examination of the objects and methods of work as laid down in the Rules of the ICA, but suggested that efforts should be made to achieve greater rationalisation and efficiency in the work of the Alliance and to ensure that the priorities be established for the next four years which would be relevant to the needs of cooperative movements throughout the world.

In his introduction of the long-term programme Mr. R. Kerinec, President of the ICA, reminded Congress that the decision to establish the Programme was taken at the Warsaw Congress in 1972, on the initiative of the Vice-President, Mr. Klimov.

In the study to establish the long-term programme, two aspects emerged: the policies within, and policies outside the cooperative movement.

Within the cooperative movement the aims are doubtless to contribute to a growth in the efficiency of the national movements. This will alert these movements to the interest that the international character of our movement has for them, particularly through the existence of the ICA.

The aims of the exterior policies are to create in the world a climate which is favourable to cooperative ideas, and for the development of cooperative organisations. In order to attain these goals there were numerous means amongst which Mr. Kerinec singled out the following:

- creation of international inter-cooperative committees;
- development of an inter-cooperative policy;
- organisation of seminars at the service of the movements;
- development of the cooperative press;
- encouragement and coordination of the work of the auxiliary committees;
- constant research work on important subjects, including relations between governments and cooperative movements;
- keeping an open eye and spirit for political,

social and economic developments in the world;

—coordination of the efforts on national movements for help to developing countries;

—constantly working towards durable peace through the efforts for the necessary social and economic conditions and acting as a counterweight to the menace of multi-national corporations;

—working through the headquarters and regional offices of the ICA to spread cooperative ideas;

—and maintaining and strengthening relations with international organisations, particularly in respect of work for developing countries.

In conclusion Mr. Kerinec stated that the ICA was not a rich organisation. In order to attain the modest priorities he had mentioned, it was necessary for the affiliated organisations to increase their contribution by £ 50,000 per year for the next four years. The Central Committee, at its meeting in Sofia this year, had appointed an ad-hoc committee to study the vital problem of finance; the final report of this committee would be presented to the Congress in 1980.

Mr. P. Soiland, Norway, speaking about the Long-Term Programme, reminded Congress that it was the responsibility of the Central Committee to find a solution to the financial problems of the ICA. Studies undertaken since the Warsaw Congress had revealed clearly that the financial resources available were far too limited to carry out the activities set out in the Long-Term Programme. The costs of implementing the Long-Term Programme were in addition to the ordinary operations of the ICA. To undertake all these activities it would be necessary to strengthen the staff of the Secretariat in London and at the Regional Offices in New Delhi (India) and Moshi (Tanzania) and to pay them reasonable salaries.

For these reasons the Central Committee at its recent meeting in Sofia decided to set up a working group of six people to examine the entire financial situation of the ICA. At a preparatory meeting held in Paris a timetable was worked out and the points defined which require analysis. A report of this group is to be submitted to the next meeting of the Central Committee to be held in the autumn of 1977.

Mr. K.A.P. Stevenson of the Human Resources and Rural Institutions Division of the FAO greeted Congress on behalf of the Director-General of the FAO. Collaboration between the FAO and the ICA had developed over a period of many years. Future collaboration could develop in three

major areas :

- (1) Production orientation through group activity geared towards production;
- (2) Training at the grassroots; and
- (3) Integrated rural development.

Cooperatives cover a variety of fields in the development process and have a major role to play in this field.

Mr. H. Morsink, speaking on behalf of the United Nations Secretary-General, Mr. Waldheim, conveyed his greetings. He expressed the hope that in the course of the work programme for the period 1977-80, the ICA would devote some of its energy to initiating and strengthening practical programmes and projects which might help in combating poverty.

Mr. Morsink noted with interest the ICA's plans to convene a meeting of high level cooperative experts who will discuss next year the vital question of whether cooperatives, in their operations and structures, respond adequately to the problems of poverty and social reform in developing countries.

In conclusion he said that the United Nations Economic and Social Council is waiting for the cooperative movement to come up with new ideas, new approaches to development and new commitments among its own members.

Mr. G. Krasnor brought greetings from the Secretary-General of the United Nations Conference on Trade and Development. Collaboration between the ICA and UCTAD could only be viewed correctly against the broad issues of international trade and economic cooperation. The recent UNCTAD session in Nairobi had been considered as a milestone in our adjustment of international economic relations. At the forthcoming session of the Trade and Development Board to be held in Geneva consideration will be given to the ways and means of implementing the resolutions adopted in Nairobi. One of the items on the agenda is "Review of the effectiveness of the arrangements for the participation of non-governmental organisations in the activities of UNCTAD". The Board will address itself to the role of non-governmental organisations in the follow-up action of the Resolutions of the Nairobi Conference, and this may represent new avenues of further cooperation between UNCTAD and the ICA.

Mr. Saenger of the United Nations Industrial Development Organisation (UNIDO) brought greetings from the Executive Director. He referred to the collaboration between the Alliance and UNIDO and the International Committee of Workers' Cooperative Productive and Artisanal Societies.

He referred to the Lima Declaration and the programme for industrial and technical cooperation. National policies of industrialisation in developing countries must pay attention to the development of industrial cooperatives. UNIDO had close collaboration with the Centre for the Promotion of Industrial Cooperatives in Poland, which operated under the guidance of the Workers' Productive Committee. A joint programme of international cooperation is being carried out.

Mr. Saenger said that one of the obstacles to improving trade was the poor quality of manufactured goods from developing countries, UNIDO was ready to assist in solving this problem.

He assured Congress that UNIDO was ready to collaborate with the ICA in helping to promote industrial cooperatives in developing countries.

Mr. Hosii, brought cordial greetings from International Confederation of Free Trade Unions (ICFTU), and stated that the ICA had always been regarded as an ally and privileged partner. For trade unionists all over the world, cooperatives are not simply business organisations but, like trade unions, one of the most valuable instruments for human development. He expressed the hope that trade unions and cooperatives will work together wherever and whenever possible, to improve the social and economic conditions of people throughout the world.

In summing up the discussions, the Director of the ICA, Dr. S. K. Saxena mentioned several groups of areas of debate. In general the comments had given a great deal of food for thought.

Emphasis was laid on the services provided by the ICA: these are the main part of its work, particularly in the exchange of experience in cooperatives. The mechanism for this is available, though rationalisation might be necessary. Another important function is the constant monitoring of information made available to ICA through various sources. The concept of a single source at national level, whose business it would be to keep ICA informed of all national events, was raised. A number of recurring subjects had been mentioned, such as legislation, relations between cooperatives and state, multinationals, structural reform. New issues would emerge, and more information would be required from member organisations.

The second part of the debate emphasised the universality of the cooperative movement. There were parts of the world where ICA was not known. It was important to make known the work of the ICA, and thanks were due to the United Nations organisations in this respect. It was quality, not quantity, that must guide ICA in this context, particularly in the admission of new members.

Concerning the work of the ICA auxiliary committees, Dr. Saxena said that experts were

tending to know more and more about less and less, but committees should remain aware of what was happening outside their own speciality. Some issues did not fall within just one committee's purview, and increasing coordination between committees became a necessity.

Regionalisation had been mentioned. ICA should create extensions of auxiliary committees in different parts of the world, e.g. fisheries and agriculture in S.E. Asia. But existing structures should be closely monitored, before a new structure was set up.

The Commissioner for Cooperatives and Supply, Federation of Nigeria, had once again pleaded for the establishment of an ICA Regional Office in West Africa. Help was needed in this part of the world, and ICA Executive Committee was considering the possibility of sending a mission to West Africa to study this matter.

The Director referred to the contribution made by the Banking Committee, and also commented on the useful function performed by the International Liaison Committee which maintained contact with organisations not in membership of ICA. Western financial institutions worked in a competitive environment, and did not have limitless funds for developing countries, but they did have expertise and perhaps World Bank finance could be combined with ICA skills to this end. CIDA had made a contribution towards the cost of a feasibility study through COPAC in connection with the International Interlending Programme.

Dr. Saxena assured Mr. Stevenson that his point concerning the necessity for integrated rural development would be taken into account by ICA Regional Offices when planning projects.

In connection with the proposed ICA experts' consultation on cooperatives and the rural poor, which Mr. Morsink had also mentioned in his speech, the Director reminded delegates that there was a distinction between cooperative effort and rehabilitation finance—the latter was a government concern, although ICA could add its knowledge and expertise.

Referring to Mr. Soiland's comments on the financial situation, this must be sorted out otherwise their whole discussion would have been a waste of time.

Dr. Saxena concluded by saying that there was a resurgence of interest in international people's organisations, and the International Cooperative Alliance must not falter.

Collaboration Between Cooperatives

Collaboration between cooperatives has been one of the major objectives of the International

Cooperative Alliance since its inception over 80 years ago. It became the sixth principle of the ICA in 1966 following the ICA Commission on Cooperative Principles. Closer collaboration between Cooperatives' was discussed at the meeting of the ICA Central Committee in 1973 and 1974. In 1974 a Working Party on 'Collaboration between Cooperatives' was set up to give further consideration to the matter.

Mr. A. P. Klimov (USSR) introducing the Report stated that it was both timely and useful to discuss the question of cooperative collaboration. Collaboration between cooperatives also made a contribution towards the mutual understanding between nations and the cause of peace and social progress.

He said that on the whole the Report expressed correctly and fully the basic idea and concrete directions of cooperative collaboration. Recommendations set out in the Report would serve not only as an object for careful study, but also as a good basis for practical action in this field by national and international cooperative organisations. The development and intensification of collaboration at all levels of the Movement, as recommended by the Report, according to the economic and social requirements of cooperatives, would strengthen the cooperative economy in the interests of the members of the cooperative movement and would help to elevate the role and authority of Cooperation in the individual countries and in the international arena.

The ICA unites cooperatives of different types from different countries with differing socio-economic systems. Each national movement has its own problems connected with collaboration, and its own way of directing it and organising the form it should take. Therefore the document under discussion should be regarded as a declaration of the principle and basic general character of collaboration, to be used as a guide for concrete action while taking into account national conditions. In this lay the value of the Report, although it was a compromise document and therefore suffered from a certain incompleteness.

Cooperative collaboration should be directed towards the realisation of a set of aims-economic, social, scientific-technical and cultural, in their most far-reaching interdependence. For Cooperative organisations in capitalist countries, the main aim was the consolidation of their position in economic and social life, the development of cooperative economics in order to maintain competitiveness in the face of monopolistic capital as counter-action against inflation and financial difficulties.

Mr. Klimov referred to the collaboration between cooperatives and private enterprises which gave cause for alarm, and he considered that such collaboration would only bring temporary benefits which would eventually undermine the very basis

of Cooperation. An alternative was the strengthening of the economic potential of cooperatives in capitalist countries to develop collaboration between cooperatives at all levels—within each sector, between sectors, at local, regional, national and international level.

The role which international cooperative trade should be called upon to play in the consolidation of the position of cooperatives is an important one. Such trade, including trade with cooperatives of socialist countries, would ease the conditions of commercial activity, enlarge the scope of cooperative production, promote employment, create opportunities to lower prices, help cooperatives to realise their objectives, and strengthen their role in the protection of the economic and social interests of their members.

Collaboration also contributed to the development of economic ties between countries, promoted the raising of standard of living of their populations, and increased mutual understanding, confidence and collaboration between nations and governments and the preservation of peace.

Mr. Lloyd Harrison (UK), Chairman of the Working Party which had produced the Report, first dealt with practical collaboration in the field of trade amongst national cooperatives in various countries. He said that collaboration within the agricultural and consumer sectors had increased in recent years, ranging from joint purchasing, the formation of national societies, to agricultural cooperatives joining together to export their products. In the United Kingdom mergers of consumer cooperatives have largely contributed to the increase in the Movement's share of trade and the establishment of larger shopping units in France has enabled cooperatives to face up better to increasing competition from multinationals. Collaboration in trade between cooperatives beyond national frontiers first started in 1918 by the establishment of the Nordisk Andelsforbund. Since 1970 Inter-coop, an auxiliary committee of the ICA, has promoted joint purchasing groups to help its member organisations to obtain better terms in purchasing goods from various parts of the world. The latest step in promoting trade amongst cooperatives was the establishment of the International Cooperative Trading Organisation in Singapore in 1975 to assist cooperatives in other parts of the world in buying and selling.

Talking about collaboration of cooperatives with governments, Mr. Harrison pointed out that cooperatives needed the support of governments, particularly in developing countries. Governments in recent times have given financial support to various types of producer cooperatives set up to maintain employment for people who would otherwise have lost their jobs. In the USA a Bill was under consideration for the setting up of a National Consumer Cooperative Bank to make available finance for the development of consumer cooperatives. In Eastern

Europe cooperatives worked closely with their governments.

Support is given by government agencies responsible for aid to developing countries, in Sweden, Denmark, Finland, Norway, Canada, UK and USA, for the promotion of cooperatives in various countries of the world. The Ministry of Overseas Development of the UK has recently approved financial support of a study on industrial cooperatives in developing countries to be undertaken by the ICA. In most countries governments recognise the contribution cooperatives can make to the economic and social development of individual countries.

Practical collaboration exists in a number of countries between cooperatives and trade unions. In Sweden in the field of cooperative insurance and travel, in Finland in the field of research, and in the Federal Republic of Germany, there is close collaboration with trade unions in various fields. In the United States it was the trade unions which promoted cooperative housing developments. Such collaboration also existed in developing countries, and at the international level closer collaboration was being established between the ICA and the international trade union organisations.

Collaboration between the ICA and the United Nations and its agencies on matters of common interest had increased considerably in recent times and the ICA was making contact with the recently established agencies in order to explore the scope of possible collaboration.

Commercial collaboration between cooperatives and companies is developing as cooperative trade grows; joint ventures between cooperative societies and private enterprises had led to the establishment of large scale productive enterprises. Nevertheless cooperatives were strongly opposed to monopoly and the domination of world markets by multinational corporations. The ICA Banking Committee, the World Council of Credit Unions and the International Liaison Committee collaborated in the field of finance.

The number of international cooperative organisations was relatively small and a great deal of work had still to be done to increase the numbers of such organisations and the resources of those already operating. The field of international collaboration extended from trade, joint purchasing to the joint exploration of petroleum, but there was a great need for greater collaboration between cooperatives of all types.

The subsequent discussion on the Report on Collaboration between Cooperatives was long and intensive.

In winding up the discussion, Mr. Lloyd Harrison thanked all those who had contributed, as well as those who had assisted in compiling the

NEW EXECUTIVE COMMITTEE OF THE ICA

On the last day of Congress, the President of the Congress announced the result of the election of the Executive Committee of the International Cooperative Alliance as follows:

President :

Mr. R. Kerinec, France

Vice-Presidents :

Mr. A. P. Klimov, USSR

Mr. P. Soiland, Norway

Executive :

Mr. Y. Daneau, Canada

Mr. S. Dreyer, USA

Mr. V. Galetti, Italy (Lega)

Mr. N. Hamalainen, Finland (KK)

Mr. T. Janczyk, Poland

Mr. R. Kohler, Switzerland

Mr. L. Kovalcik, Czechoslovakia

Mr. A. Miyawaki, Japan

Mr. J. J. Musundi, Kenya

Mr. O. Paulig, Feb. Rep. of Germany

Mr. A. Rauter, Austria

Mr. N. Thedin, Sweden

Mr. H. W. Whitehead, UK.

SUB-COMMITTEES OF THE EXECUTIVE COMMITTEE

At its meeting held on 1st October 1976 in Paris, the ICA Executive Committee elected the following Sub-Committees.

Executive Sub-Committee

Mr. R. Kerinec President

Mr. A. P. Klimov Vice-President

Mr. P. Soiland Vice-President

Mr. R. Kohler

Mr. T. Janczyk

Mr. N. Thedin

Mr. N. W. Whitehead

Cooperative Development Committee

Mr. R. Kerinec President

Mr. P. Soiland Vice-President

Mr. Y. Daneau

Mr. T. Janczyk

Mr. R. Kohler

Mr. J. J. Musundi

Mr. Nils Thedin

Report. It had not been possible in the Report to deal in detail with collaboration in aid to developing countries, as this would have made the Report too long, but in preparing the Report the members of the Working Party had had the problems of the developing countries very much in mind, as also collaboration between cooperatives in countries of planned and market economies.

Many of the speakers had been concerned with the need for increased collaboration to meet the challenge of the multinationals. Cooperators needed to ask themselves what they had learned from this enquiry into collaboration and what they proposed to do about it in the future. The debate had illustrated the great variety of forms of cooperatives and the unifying character of cooperative philosophy. Cooperators were seeking to increase their market share and to serve their members more effectively. The debate made it clear that collaboration between producers' and consumers' cooperatives was particularly important, as workers and consumers would benefit from such action.

The new Central and Executive Committees should request the auxiliary committees and working groups of the ICA to report fully on their activities in their particular field. Collaboration between, and joint action by, the auxiliary committees could prove of great importance.

The problems of trade between East and West might be solved through discussions with Inter-coop, which could assist in solving some of the practical problems.

Collaboration between Inter-coop. and the ICA Agricultural Committee should be encouraged.

Mr. Harrison looked forward to increased collaboration between cooperatives and hoped that an assessment of the practical results coming out of the Report would be made at some time in the future.

The Congress was preceded by a week of special conferences dealing with agricultural, consumers, industrial, housing, insurance cooperatives, women

NEW MEMBERS OF THE ICA FROM SOUTH-EAST ASIA

The following two organisations from South-East Asia have been admitted into the membership of the ICA by the Executive Committee at its meeting held in Paris in October 1976 :

- (i) Hokkaido Federation of Cooperative Fishery Associations, Japan.
- (ii) Cooperative Insurance System of the Philippines.

cooperators, cooperative education and the cooperative press. Meetings held related to discussions on cooperative housing, fisheries' cooperatives, cooperative laboratories, cooperative libraries, cooperative thrift and credit, cooperative petroleum and cooperative housing in developing countries. Among the papers presented at these conferences were "Inflation and Insurance", "The Role of Cooperative Insurance in Developing Countries"; "Education and Training in Housing Cooperatives", "The Cooperative Approach to the Mass Media", "Towards a New Economic Order—The Role of Cooperative Education", "The World Food Situation and the Role of Cooperatives in Promoting Food Production" and "Agricultural Cooperatives' Strategy with regard to Multi-National Cooperations".

Congress 1980

At the invitation of Centrosoyus, the 27th Congress of the ICA will be held in Moscow (USSR) in 1980.

The text of the Opening Address by Mr. Roger Kerinec, President of the International Cooperative Alliance and the Address by Monsieur Valery Giscard d'Estaing, President of the Republic of France, are reproduced in the following pages. ■



OPENING ADDRESS

ROGER KERINEC

President, International Cooperative Alliance

WE who represent the cooperative movements of five continents are once again reunited. It is now four years since Warsaw, and it is Paris that now welcomes us, as it welcomed the Alliance in 1898—80 years ago—and again in 1900, 1937 and 1954.

We are once more reunited, and this will naturally be an opportunity to assess the development of cooperation in the world through the activities of the Alliance.

Our Director, Dr. S. K. Saxena, will give you a summing up, which will reflect the work largely carried out by him and his colleagues, under the Presidency of my predecessor, Mauritz Bonow. You will be able to judge for yourselves to what extent this faithfully reflects the decisions we made together.



Mr. Roger Kerinec

Being a newly elected president, and who has only played a secondary role in carrying out this work, I can assert that the past years have seen a remarkable growth in awareness of the International Cooperative Alliance, both within every cooperative movement in every country and within international, inter-governmental and non-governmental organisations. I would like to thank them publicly for their understanding of our cause and for their material and moral support.

Doubtless, these results are due to the personal work of our two friends I have just named, who have increased the contacts and even the collaboration with ILO, UNESCO, FAO, UNIDO and the other UN organisations which, thanks to them, will henceforth be aware of cooperative ideology, and they will have been able to measure the extent of the work that they have inspired.

These results are also due to better coordination of the work accomplished by the auxiliary committees of our Alliance which have intensified their activities and whose role should not be underrated.

Our Director will comment—however, briefly, as we have decided not to dwell on the past—on the recent history of Alliance. But we are gathered here primarily to discuss the future.

WE will do this by concentrating our thoughts on two subjects that we have chosen to discuss at Congress: the planning of our activities, and collaboration between cooperatives. In other words, we intend to ask ourselves where we want to go and how we can get there together, that is, all forms of cooperatives gathered here, regardless of the political systems under which they carry out their activities.

One of our Vice-Presidents, Mr. A. Klimov, together with Mr. Lloyd Harrison, will be presenting the second subject, and the Central Committee has asked me to open the debate on the first one: the ICA Work Programme. I will come back to this at the appropriate time but today I will be content with saying that this effort of planning should be taken as an opportunity to define policy, instead of our being content with adding from time to time at random to our activities, and sometimes even activities that are marginal to the work of the Alliance.

This is then the agenda for our Congress, and now that you know it, I shall confine myself to a few introductory remarks. I am now going to make use of the president's traditional privilege to present to you some marginal reflections for which only I personally am responsible.

Naturally, these reflections have a bearing on our movement's current pre-occupations and on the conditions under which it could contribute towards the establishment of a world that is more equitable through greater solidarity and participation.

Do the Statutes of our Alliance not stipulate that cooperators want to build a society "organised in the interests of the whole community and based upon mutual self-help"?

In order to reply to the question I am asking myself here, I will recall again who we are and what we want to do.

Who are we ?

Well, we are men and women who have chosen to demonstrate that we ourselves are capable of dealing with our problems and, of creating and managing together our own enterprises.

MORE than a century ago we created the first cooperatives as a reaction against the abuses of a system based on the individual pursuit of profit, which brought about a brutal change in older forms of solidarity. We have always preferred the virtues of working together to the brawny pleasures of the struggle for life.

Those who founded these first societies did not seek to make profit at the expense of others and for this reason they invented rules setting out the distribution of profits based on the amount contributed towards joint success, and establishing a collective and indivisible patrimony. They were not seeking either to exercise power to the detriment of others and this is why they laid down rules based on the equality of members, which produced the incredible challenge of applying democracy in the field of economics, where it was so badly applied—and is still so badly applied today—in the field of politics and in so few countries.

Others observing these initial attempts, which seemed to have no future, looked at them not only with scepticism but also with suspicion, and called them utopians.

They were everyday utopians, answers one of our friends, Antoine Antoni, who did prove that utopia had, one might say, social function.

For there is proof. Cooperatives exist. Starting as economic and social experimental laboratories, they have gradually acquired a place in society even under very different skies and heavens. Already in 1895 when they had barely been set up, they, or rather their creators, showed the importance they placed on relations between peoples by creating an organisation—our organisation—which today is one of the oldest and most powerful of international non-governmental organisations.

SINCE then, cooperators from all countries have forged links over borders that are more than just expressions of goodwill and good intentions; they are links that have allowed them to exchange experiences, and even to undertake activities jointly in fields as important as production, distribution and consumption of foodstuffs and everyday goods, even petroleum products, construction and administration of housing, insurance, credit, agriculture, banking, fishing, leisure, etc....

And it is on the basis of this accumulated experience and thanks to the devotion of so many men and women, that cooperators have wanted to express their views on the problems confronting our world.

First of all, as I have said, they wanted to transform the world, and also because by uniting large sections of the population of the countries where they were developing, cooperatives could not—even if they wanted—escape from the fears and hopes that their members feel and express.

They therefore naturally became preoccupied with problems that went beyond the framework of their daily lives and they are today preoccupied with—and this will be discussed during Congress the depletion of food and energy resources and the dangers threatening the environment and the health of the people of the world.

This does not mean that cooperation alone is the infallible solution to these crises. Alas no! But it does mean that it believes it can make an irreplaceable contribution to their solution.

BESIDES, I should like cooperatives to show in a more striking way than they do at present that they have the capacity to undertake on a world-wide level actions of such range as to demonstrate another method of managing matters, another way of tackling problems than those which are today practised by gigantic national or multinational private enterprises of which the least one can say is that their interests do not always coincide with those of the people.

That seems to me particularly true in the field about which I should like to devote my last remarks—that of aid to developing countries. This is doubtless the most serious problem of all.

Nobody can state that he holds the solution to it. At this point, even the notion of development is open to question.

However, everyone recognises the failure of a certain policy which was founded on exporting present values from rich countries, values linked to a civilisation which does not correspond to the needs of countries whose development is lagging behind.

Everyone also agrees that the gap is widening,

at least between the so-called Fourth World countries and the others. And the international community is inevitably sinking into what the President of the French Republic called at an UNCTAD meeting a "sort of placid resignation". And the population of the so-called rich countries is becoming disinterested in this aid which it feels does not achieve its objectives; that population agrees to give, but hardly to share.

I HAVE neither the necessary competence, nor the necessary time for an analysis, or even for a brief review of the opinions expressed by those who know, or believe they know, how to overcome this resignation. I will only state that the need for a New International Economic Order is recognised by most nations, I imagine, because the present order—and some would call it the disorder—is not the right one and the outlines of this New Order are beginning to be perceived.

I will also state that the new vocabulary used by those who are trying to define it rings agreeably in the ears of cooperators, and is now a question of a strategy for all countries, of basing growth on satisfying the needs of the people and of helping people to help themselves.

These are ideas that we have for long been advocating—one only needs to re-read Mr. Watkins' report adopted by our Paris Congress in 1954 to be convinced of it—these are ideals that each cooperative movement tries to apply, that the ICA is trying to promote, particularly through the work of its regional offices in Asia and in Africa.

These are ideals for which we are prepared to strengthen our organisation and our work, but only on certain conditions which, in conclusion, I should like to explain. For it is a fact that the cooperative movement too has known many setbacks, and I must say that we have been disappointed not to have seen in the poor countries a real explosion of cooperatives.

TODAY we know that cooperation is not a panacea; is not a miracle solution, is not the royal route. And it seems to me that before blaming others for our setbacks, we should ask ourselves—which we are beginning to do—if the aid given by our Alliance or national movements to cooperatives in developing countries was in accordance with our means and if it was well adapted to the situation of the cooperatives in question.

It seems to me we should ask ourselves if we have not been somewhat too hasty in enlarging our numbers on paper, of registering births, sometimes premature, without taking care to assure ourselves that these were really viable cooperatives. It seems to me that those listening to our ideas have not always been won over and that we should in future be much more exacting.

Everyone knows it, everyone says it and repeats it, but everyone forgets that independence has to be

deserved and has to be earned every day. But it is also true that the setbacks encountered by cooperatives were not all attributable to them because the conditions that they require for success have not been met.

THE first of these conditions is that the efforts deployed by cooperatives form part of an overall development strategy. Isolated from such a strategy, these efforts will be without future since they would remain marginal even if the initiative succeeded. But it is also necessary—and this is the second condition—for Governments to consider cooperation as a true instrument for social change and not as a means of reinforcing the ruling social classes by helping the strongest to help themselves.

It is in effect necessary for cooperatives to be real cooperatives, that is to say, organisations which are animated and inspired by the people and not only by a few officials, even if they are deeply convinced of the virtues of cooperation. Because if cooperation is not lived or even wanted by the population, it will not feel engaged in it, and when the attempt fails, nobody will worry about it and nobody will do anything to defend it. And this failure of something which was not in fact part of the cooperative movement casts discredit on cooperative ideas.

In fact, for too many governments cooperative enterprises only appear as a means amongst many others to attain their ends. This explains why we too often see cooperative movements that have been dissolved or nationalised. This happens both when they have failed and when they have succeeded too well, for it is tempting to take over cooperative banks, cooperative insurance societies, credit societies, once they have accumulated considerable funds.

In saying this, I do not want to say that all collaboration between governments and cooperative movements is impossible. Experience has proven the contrary and it is certain that in developing countries, governments have a major role to play in accompanying the first steps of cooperatives in order to help them to organise and to acquire staff capable of managing them.

BUT it must be said to governments—and co-operators must tell the governments—all governments—that cooperation cannot be imposed on people, but, in order to be itself and thus efficient, cooperation must be lived, and I repeat, that it is on this condition that cooperation can in all independence contribute to a cultural and economic evolution without social disintegration, that it can develop confidence amongst cooperators, that it can mobilise the energies of the people—a mobilisation which is necessary for all development of joint action for the community.

(Contd. on page 30)

ADDRESS TO THE CONGRESS

M. VALERY GISCARD D'ESTAING

President of France

Mr. President
Mr. Director-General
Messieurs les Ministres
Mesdames et Messieurs les Coopérateurs :

I should first like to say to the Director-General of UNESCO how happy I am that this meeting permits me to pay a visit to his organisation, and to underline—on this occasion—the importance that France attaches to culture in all its aspects. We are happy to be the host country of the International organisation which devotes its efforts to its development, because we know well that final progress of humanity will be accomplished through education, through science and through culture.

We live in a time of interdependence among mankind and the progressive global growth of problems. If in one part of our planet drought ruins the harvest, if a raw material becomes scarce, then the channels of trade will alter, the prices will rise, currencies float, and investment and employment be affected in all countries.

The solidarity of mankind, at the level of the human species, is in reality a blessing and is an acquisition of our times. However it will pose most difficult problems to the politicians of the various countries, who do not yet possess the necessary structure for joint planning and decision-making on a world-wide level in order to find solutions.

If, at the invitation of your President, Mr. Roger Kerinec, I wanted to participate in the opening of this 26th Congress, it is precisely because I see your International Cooperative Alliance as one of those structures which can contribute to the search for the new international economic order.

This ambition is, I believe, within the resources of your Alliance, which proclaims with legitimate pride—though the figures are somewhat debateable, or so you told me, Monsieur Kerinec—the federal power of 326 million cooperators from 65 countries, and we are happy that for the fifth time in your history, your Alliance has decided to carry out its

work in Paris, under judicious French Chairmanship and at the Palace of UNESCO. I want on this occasion to address to each one of you a personal welcome, and wishes for a pleasant stay in the capital of our country which has at all times sought to provide welcoming shores for ideas of human progress.



M. Valery Giscard D'Estaing

However, the brief speech I would like to make to you is not only that of a host greeting visitors; I wish to speak as a Head of State, the President of the French Republic, asking an important organisation—the International Cooperative Alliance—to bring its contribution to the solution of the common problems of our time.

It seems to me that this contribution could have a twofold nature : at national level, to provide an example for economic and social progress ; at international level, to act as a privileged instrument for development.

FIRST then, at the national level: thought is being given in a large number of countries, and I would say at present in all countries, to finding a better content to working life, and to turning

enterprises into real human communities. Each country has its own specific methods, and it would be naive to believe that any example can be automatically exported from one nation to another. I believe also that it would be equally naive to think that it is possible to invent an abstract formula, based on principles and not on reality, whose multitude of utopian qualities would be equal to the rareness of its usefulness.

In this connection, the Cooperative Movement presents two distinguishing features which confer on it unquestionable value as an example: first, it exists; secondly, it exists nearly everywhere.

The fact of its existence, and the long history of its tradition in a country like France, and many others, bear witness to the concrete possibility of humanising the working environment and of creating a community of working men in the economy.

Cooperative enterprises are usually born of local initiatives and in general preserve human dimensions, thus constituting efficient centres of resistance against the exodus of workers and the devitalisation of rural areas. As they are neither branches nor subsidiaries of national multinational groups, they also have a genuine autonomy of management.

The cooperative system is thus the opposite of centralisation and bureaucracy.

The cooperator is not a man who remains passive, who only leans on others. At a time when it is general for men to try to unload their responsibilities on others, the cooperative movement offers a positive conception of responsibility.

The cooperator is also a man who refuses to accept the cleavage between producer and consumer in seeking to cover the whole range from production to marketing, he turns the consumer into an ally or a partner and not an enemy of the producer.

The cooperator is finally a democratic man: this characteristic is particularly expressed by the famous principle born out of the cooperative movement: one man, one vote, —which attempts to provide cooperative power with an organisation which limits the risks of internal tension.

THE French, who have so long participated in the aspirations of mankind towards democracy, owed it to themselves to participate in the Cooperative Movement. They did it more than a century ago by developing workers' productive cooperatives, low cost housing cooperatives, distributive cooperatives, consumer cooperatives, banks and financial institutions. Thus the largest bank in France is a cooperative, i.e. Credit Agricole.

They have also done this on the level of ideas. As you know, it is one of the special passions of

our people to philosophise on everything and to try to rationalise everything. Cooperation has not escaped this passion, and it was at the College de France that Charles Gide created a course on the Cooperative Movement, assigning to it the aim of what he called "social transformation not individual salvation."

I said that the second distinguishing feature of the Cooperative Movement is that it exists nearly everywhere—in the east as well as in the west. This is a matter of an original philosophy of economic activity and of business which has been developed, protected from any particularly notable political or ideological dependence. It is thus clearly distinct both from capitalist enterprise and from a collective enterprise, from the liberal economic system and the centralised economic system.

This fact arises without doubt from the remarkable independence which your movement has always demonstrated and which will remain, I am sure, in the future the mainspring for its inspiration.

After you I should like to say, Mister President, a word about the contribution which cooperation can bring to the problem of development.

Politics are a little like grammar: the power lies in words. You do not have things as objects, on the one hand, and words on the other: you only have words associated with things, and each language has modelled this association between words and things in the form of its individual conception of life.

This also applies to the French language, and it is not by chance that the word 'cooperation' has a double meaning: that of the cooperative system, and that of aid to developing countries.

If there are many French Ministers present here today, I could have brought with me the Minister for Cooperation. And yet he would not have been yours. But, when he travels around the nations of the world and particularly in the African States, towards which France feels bonds so close that they could almost be called a blood relationship, is the 'cooperation' which we propose so very different from yours? I do not think so.

WHEN we state that cooperation between developed countries and developing countries must consist not in transposing or exporting our own development schemes but in "helping others to help themselves", are we not repeating one of the key phrases of your movement?

It is in this spirit that the French Government took the initiative, as you recalled just now Mister President, of creating the North-South Conference, which, at this very moment, is continuing its research and preparation into a new international economic order. Every country, what-

ever its wealth or ideology, must feel concern that such an economic order should arise through discussion and joint planning between countries and not through forcibly imposed relationships.

Listening to the aspiration which have been just now expressed within these walls, I can state that I am pleased to declare in your presence that *the cooperative model seems to me to respond well to the aspirations of many developing countries.*

Much has been written, as you know, to show that their ancestral structure, with the habit of collective living, of communal labour, the tradition of sharing, have favoured the springing up of cooperatives. Mutuality would thus have preceded the written word in their ancestral structures.

This idea, however useful, should be treated with caution.

The traditional structures are not favourable to an apprenticeship for individual freedom.

The cooperative system demands of its members the willingness to act by themselves, for themselves. It takes for granted an enterprising spirit.

SO it will be up to your 26th Congress to delineate the necessary principles for action, so that the cooperative movement can develop in those countries without succumbing to the perils which consist in those movements being taken over or centralised by bureaucracy. Thus you will reinforce the solid content of your Executive Committee's decision to make 1970-1980 the "Cooperative Development Decade".

The lines of action that you will need to define will naturally follow the course drawn up in 1974 by the United Nations General Assembly calling upon Governments to establish a new international economic order.

Again your International Alliance has set up those two offices in New Delhi and Moshi, working effectively to assist cooperative movements in Asia and Africa.

The efficiency of this action, and this will be my final remark is in effect achieved by a rapprochement between cooperative bodies and Governments.

Governments generally provide assistance to developing countries either through official channels, or by stimulating commercial and industrial activities which look more or less like export operations.

However, it is becoming more and more apparent that these forms of aid or credit, without sufficient local participation, without being a part of the economy of the nations, do not achieve its aim.

To improve the quality and effectiveness of their assistance the donor governments will have to multiply their stages of communication (information, preparation, transmission) in order to provide resources which truly correspond to the real needs of the partner states.

Among these stages it is perfectly possible to include cooperative organisations, as has been shown already by the measures taken by several European countries in collaboration with your International Cooperative Alliance.

But in order to use the cooperative channel it is assumed that each Government should recognise the importance of the cooperative sector, by encouraging its development, and I can tell you that France will do this.

In our reform of industry we have included measures favouring the cooperative sector. A Bill will soon be submitted to the French Parliament, prepared by the Government, to facilitate the development of workers' productive cooperative societies and to increase the real possibilities for workers to participate in their management.

BUT Governments must also be prepared to use the international cooperative network, without impairing its liberty, to distribute or receive development aid. And on this matter too, I will tell you that France is disposed to do this, and will do it as soon as your movement is sufficiently organised at international level to offer the necessary guarantees of effectiveness, and I believe that this 26th Congress held in Paris could be the occasion for reflection and useful proposals on this theme.

Mesdames and messieurs cooperators :

In the world today, which is getting smaller, following a famous saying and the international character of which is growing, the strength of the cooperative movement is precisely to have known both to preserve its traditions, maintain its independence, and question itself on the future. This will permit it to address to mankind the message of hope and progress which is yours and which I hope, on the occasion of this Congress, it will hear.

ICA Activities

REGIONAL DIRECTOR AND DIRECTOR (EDUCATION) ATTEND ICA CONGRESS

Mr P. E. Weeraman, Regional Director and Mr J. M. Rana, Director (Education), ICA Regional Office and Education Centre for S-E Asia, attended the Congress, the Central Committee and other conferences held prior to the Congress in Paris.

The text of the speech made by Mr P.E. Weeraman at the Central Committee meeting is reproduced below.

Mr. President, Distinguished Members of the Central Committee, Ladies and Gentlemen,

shall confine my remarks to what is not in the Central Committee's Report to Congress.

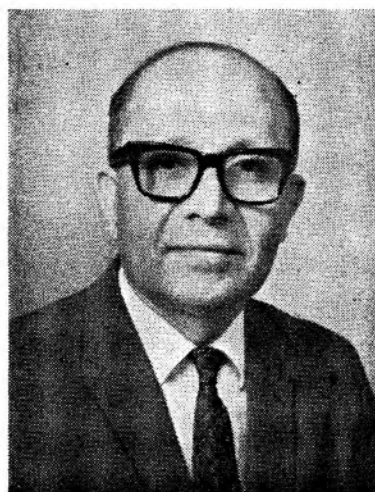
The International Cooperative Trading Organisation (the ICTO) started in Singapore by eight national cooperative movements of South-East Asia, has had some business in its first year of operations. However it must be said that the pace is slow. It will take time for cooperatives of the Developed Countries which buy consumer goods in the South-East Asian markets to switch over from their already well-established contacts to the new organisation, but in the interest of the developing cooperatives the developed cooperatives must give their sympathetic consideration to buying from the producer cooperatives of the Developing Countries. The ICTO can help to establish this collaboration.

A certain amount of patience with inexperienced cooperatives trying to come into the picture has to be exercised by the developed cooperatives remembering that they too, about only fifty years ago, were struggling for recognition in the same way. A very simple way of extending their sympathy is to give ICTO an idea of the requirements of the cooperatives buying in South-East Asia as they would be two years hence. The ICTO's members can then get the required supplies to be ready by 1978. To give but one example: If the ICTO knows the requirements of shoes of a particular buyer, the ICTO's members can get even new shoemakers cooperatives started for making the required shoes. Even many of the exploited shoemakers who now work for middlemen will join such workers' cooperatives.

AS a follow-up of a recommendation made by the World Conference on Cooperative Fisheries held last October, the Regional Office

employed an expert from Sri Lanka to prepare a book on "The Theory and Practice of Accounting in Fishery Cooperatives". This book is now in the press.

The Central Committee Report inadvertently omits the very important Asian Top-Level Cooperative Leaders Conference held at Tokyo in 1973. It adopted resolutions of great significance calling upon the Governments of the South-East Asian Region to withdraw in a phased manner from their present positions of manager and director of the cooperative movements of their respective countries to positions of promoter and guide. The significance of these resolutions may not be understood by those of you, distinguished members, who come from the Developed Countries with cooperative societies which enjoy complete autonomy. Suffice it to say that in many of the Developing Countries of South-East Asia, behind the facades



Mr P. E. Weeraman

of the national unions, federations and councils in the membership of the ICA are thousands of cooperative societies which do not enjoy the cooperative rights of voluntary association, autonomy and democratic self-management. The Registrars of Cooperative Societies can compel the cooperatives to admit into their membership persons whom the societies do not wish to have in their fold. Government party men and top government executives are nominated to be directors and executives in these societies. The result is political interference as well as, in the long run, a lack of managerial expertise in the societies, thereby perpetuating a vicious system of government management of cooperatives.

Due to the heavy presence of the government in their cooperatives, the people are getting estranged from the cooperatives. These are now to them no more than the adjuncts of the government, and the members of the government-managed cooperatives are no more than the passengers of a train, the running of which is not their business.

OF course, these remarks do not apply to the two Developed Countries of the Region, namely Australia and Japan, and they apply to the rest of the countries only in varying degrees. Generally speaking, in the other twelve countries of the Region, the number of true cooperatives would not be more than one-third of the number on the registers. And these, incidentally, have grown to their present stature mainly because there has been no government interference. But these societies are only the exceptions which prove the rule that the majority of cooperatives are well and truly under the Governments' heel.

I don't see any quick remedy for this, but I do see many ways in which this problem can be solved. It is not for me, however, as an employee of the ICA, to talk out of turn.

Power-seeking politicians, often assisted by empire-building government executives, have had unbridled sway over the cooperatives for their own ends.

Let me assure you that the peoples of these countries, at least those who have known a better order, are yet anxious to have a true cooperative movement. If remedial measures are not taken early enough, even those who know what Cooperation means will be gone, and the very concept will disappear from these countries. Those of the younger generation are for the greater part apathetic, because the very laws on cooperatives give them an incorrect understanding of Cooperation as an activity of the government with which the people have to fall into line.

In my country, Sri Lanka, which once was acclaimed to have one of the best cooperative movements among the Developing Countries of the world, nine out of the fifteen committee members of every multi-purpose cooperative society are nominated by the government.

In another country, there are as many as twenty-seven violations of the democratic principle alone, in its cooperative laws.

AS said by Dr. Mauritz Bonow "we would have mistaken the casket for the gem if we were to perpetuate an arrangement whereby the initiative and the democratic character of the Co-operative Movement would be impaired" and, as added by Dr. Bonow, "in the ultimate analysis, it is the vitality of a people that determines progress"

If the cooperatives of South-East Asia continue

to be treated in the present way, they will be not vehicles of progress but arrangements for regimentation.

MEETING OF THE ICA COUNCIL FOR SOUTH-EAST ASIA

The ICA Council for South-East Asia, will hold its next meeting, 18th in the series, in Teheran, Iran, on the 7th and 8th November 1976. The meeting will be attended by Councillors representing the agricultural and non-agricultural sectors of the Cooperative Movements of the countries served by the ICA Regional Office for South-East Asia.

The Council meeting will be preceded by a meeting of the ICA Sub-Committee for Agriculture and Trade for South-East Asia on the 6th and followed by a meeting of the Board of Advisers of the Institute for the Development of Agricultural Cooperation in Asia (IDACA) on the 8th afternoon. Study visits to important cooperatives have been arranged by the host movement on the 9th and 10th November 1976.

The host of this meeting will be Mr. J. Sassani, the Chairman of the Union of Consumers Cooperatives of Iran. Mr. Kerinec, the President and Dr. S. K. Saxena, the Director of the International Cooperative Alliance, will also attend the meeting.

OPEN ASIAN CONFERENCE ON "COOPERATIVE CREDIT AND FINANCIAL MANAGEMENT"

An Open Asian Conference on "Cooperative Credit and Financial Management" will be held from 15th to 18th November 1976 at Connemara Hotel, Madras, India. The Conference which will be organised on a self-financing basis will be hosted by the National Cooperative Union of India. Study visits to important cooperatives in the State of Tamil Nadu have been arranged from 19th to 22nd November, 1976.

The Conference will discuss (a) Organisational structure and rationalisation, (b) Cooperative credit planning for agricultural; consumer and industrial cooperative development; (c) Manpower planning, training and development and (d) Financial Management in Cooperatives.

DEMONSTRATION PROJECT IN THE FIELD OF TEACHER TRAINING

A feasibility study for starting the above project has been carried out in Sri Lanka from 1st September to 15th October, by Dr. L. Skaaret, an Expert made available by the Swedish Cooperative Centre. A detailed project proposal will be drawn up on the basis of the feasibility report. It is expected that the project would start functioning during the next year.

“Cooperative Insurance and Promotion of Savings”

A Regional Seminar on Cooperative Insurance and Promotion of Savings was held by the International Cooperative Alliance, Regional Office and Education Centre for South-East Asia, in collaboration with the Central Union of Agricultural Cooperatives of Japan, National Mutual Insurance Federation of Agricultural Cooperatives (ZENKYOREN), Central Cooperative Bank for Agriculture and Forestry (CCB) and the Institute for the Development of Agricultural Cooperation in Asia (IDACA) from 1st to 21st September 1976. Twenty participants from ten countries and one observer from Sri Lanka attended the Seminar. The countries represented were : Bangladesh, India, Iran, Korea, Malaysia, Nepal, Pakistan, Singapore, Sri Lanka and Thailand.

The seminar was directed by Mr. Lionel Gunawardana in collaboration with Mr. Daman Prakash and Mr. H. Togawa, Managing Director of IDACA.

Objectives

The objectives of the seminar were:—

1. To review cooperative insurance situation in South-East Asia and to identify problems.
2. To review programmes for promotion of savings through cooperatives in South-East Asia and to identify problems.
3. To study cooperative insurance and cooperative savings programmes in Japan, and
4. To consider steps to be taken for developing cooperative insurance and for promotion of savings through cooperatives in countries of the Region in the context of experiences in Japan.



Seminar participants outside the IDACA premises



The Seminar in session

Study visits

In order to provide the seminar participants with an opportunity of learning about the insurance and promotion of savings activities by cooperatives in the Republic of Korea a study visit programme for seven days was organised by the International Cooperative Alliance in collaboration with the National Agricultural Cooperative Federation, Korea (NACF) prior to the seminar. The seminar participants were taken to four primary agricultural cooperative societies, and one county agricultural cooperative and to the National

Agricultural Cooperative Federation in the Republic of Korea. The seminar programme also included study visits in Japan. The participants were taken to a primary agricultural multipurpose cooperative for intensive study with the help of a case study specially prepared for the seminar. The participants also visited prefectural and national level cooperative insurance and credit organisations.

The seminar consisted of two groups—the saving promotion group and the cooperative insurance group. For specialised lectures and group discussions they met separately.

COURSE IN "TRAINING METHODOLOGY AND TECHNIQUES FOR TEACHERS OF COOPERATIVE COLLEGES IN SOUTH-EAST ASIA"

A course in "Training methodology and techniques for teachers of cooperative colleges in South-East Asia" will be held by the ICA at the Vaikunth Mehta National Institute of Cooperative Management, Poona, from 7th March to 29th April 1977. Part II of the course will be held from 3rd May to 25th June, 1977 at the International Centre for Advanced Technical and Vocational Training, Turin (Italy).

Participants from cooperative training colleges in the region are expected to participate in the course. The course will discuss in detail the present position of cooperative training in Asia, management in the cooperative setting, pedagogy and educational psychology, training methodologies and techniques in cooperative education and cooperative structures and cooperative training.

LIBRADOC AND INTERNATIONAL ARCHIVE NEWS

At a recent meeting of the Committee of the Working Party of Cooperative Librarians and Documentation Officers it was decided to merge "Libradoc", the quarterly journal published by the Working Party, with another publication dealing with archives of cooperatives.

The first issue includes bibliographies on Youth and the Cooperative Movement; The Energy Crisis and the Cooperative Movement, information on new journals; articles on libraries and staff training; book reviews and a report on the archives of the consumer cooperative movement in the German Democratic Republic. The editor of Libradoc is the Librarian of Kooperativa Forbundet, Sweden. Copies are obtainable from Ms. A. Lamming, Librarian, ICA, London.

(Contd. on page 32)

ANAND—

*India's Milk Marketing Mecca**

DR. ALEX F. LAIDLAW

YES, I'VE SEEN IT—the highly successful milk marketing cooperative known as AMUL, located at Anand in the State of Gujarat, in India.

It is not the largest cooperative organisation in all India, but it is one of the most modern and efficient and it would bear comparison with any farmers' cooperative anywhere in the world.

"Anand" as the cooperative is popularly known, stands as a rich fulfilment of dreams which co-operators often have.

Promoting cooperatives in developing countries can often be a discouraging task, but Anand is proof that the effort can be very rewarding too.

Products

This cooperative is called either AMUL, which is the brand-name of its dairy products or Anand, the place where the headquarters and processing plant are located.

Either way it refers to the Kaira District Co-operative Milk Producers Union Ltd. Kaira, being a district in Gujarat with over 1,000 villages covering about 2,500 square miles.

For many thousands of people from all over the world, Anand has become a sort of Mecca to which co-operators journey to have their faith in the co-operative idea strengthened and confirmed.

The story of this cooperative begins in 1946, year before India became an independent nation.

Even as today, the city of Bombay, 260 miles away, then depended on the Kaira district for a substantial part of its milk supply.

But farmers were dissatisfied with prices, marketing conditions and the attitude of government.

They took a decisive step: they went on strike and withheld milk from the market.

At the end of two weeks, government and the distributors were ready to come to terms.

The producers then set up their own cooperative marketing system. They have never looked

back, and in almost thirty years of spectacular growth have gone from one success to another.

In the first year of operation (1948), the cooperative handled only 250 litres of milk a day from just two villages.

Now it handles over 800,000 litres a day collected from over 800 villages.

Since 1965, all processing is done under one roof in a modern central plant which operates non-stop twentyfour hours.

In addition to fluid milk the plant produces butter, powdered milk, baby food, cheese, and other dairy products which enjoy the highest consumer favour under the AMUL label.

Probably the best proof of the outstanding record of this cooperative is the fact that the National Dairy Development Board, which had its headquarters placed close by so as to be near the model, has launched a big campaign called "Operation Flood" with the objective of creating "eighteen Anands" in other parts of India.

Anand is a federation of 846 primary societies, each independent but of course relying heavily on the central facilities of the mother organisation. The total membership of the local societies is about 240,000.

Collected

Milk is collected twice daily at the primary society and, believe it or not, paid for in cash twice a day to put sorely-needed money into the hands of the villagers immediately.

Grading is done at the local level and cooperative members have learned that adulteration does not pay.

The primary society maintains a service centre for members, distributes cattle feed and other supplies, acts as the distribution point for the various services of the federation and is the main educational and community development agency at the village level.

The dairy cooperative in Kaira is described as "the focus and initiator of modernisation and village improvement".

*Reprinted from Maritime Cooperator, July 1975.

In some villages the cooperative has taken responsibility for building schools and constructing water systems.

The impact of these village societies on the whole district must be enormous, for they distribute each day about one million rupees to milk producers, big, medium and small.

Many visitors to Anand ask the question: How do you account for the remarkable performance of this particular cooperative?

I asked this question in New Delhi before my visit to Gujarat and was told by one who had watched the development of the cooperative from the beginning that there were five basic factors for its success:

One, outstanding, even inspired, leadership that bred deep loyalty among farmers and staff alike.

Two, professional management, which was able to carry on without political or bureaucratic interference.

Three, modern technology was always respected.

Four, the organisation concentrated on better marketing methods, always to the advantage of producers but for the benefit of consumers as well.

Five, a large proportion of the earnings (Profits) were ploughed back into services to the producers.

Cooperatives all over the world would do well to keep these five cardinal points in mind.

To these five I would add one extra from my observation of Anand: the officers and personnel from top to bottom seem dedicated to one overriding ideal: the improvement of living conditions in the village.

The services which the federation supplies to the 846 primary societies at the village level are a vital part of the whole system, services which no one village society, or even several, could provide on their own.

Three are particularly valuable: central supply of cattle feed, artificial insemination of buffaloes, and a veterinary service available 24 hours a day.

These services (balanced feed rations, improved breeding and veterinary services) have paid rich returns: the production of milk per buffalo in Kaira district is about twice the average national yield in India.

And through the cooperative the cost on an individual basis becomes negligible.

As the director of the veterinary service explained: it costs only a few paise per litre of milk.

I left Anand by car for airport with many thoughts running through my mind.

Some of them were what I would call "The lessons of Anand": that cooperatives in India, in some parts at least, can employ technology at the highest level; that cooperatives in the Third World can be made to serve people at the lowest economic level, in this case even the landless; that good cooperatives can excel in competition with private-profit business; that cooperatives are most successful when operated without internal government control; that a central marketing cooperative in a developing country needs the base provided by primary societies, which in turn have a distinctive role at the village level; that members in a farmers' cooperative even poor members appreciate the value of extra services instead of the last marketing cent, finally, that a good cooperative like Anand cannot be built in a short while—here it has taken over twenty-five years.

Lesson

The Anand (or AMUL) story has another lesson of great value to all who are engaged in international development work: funds and technical assistance given to sound cooperative projects yield the highest possible returns, in terms of both economic and social development.

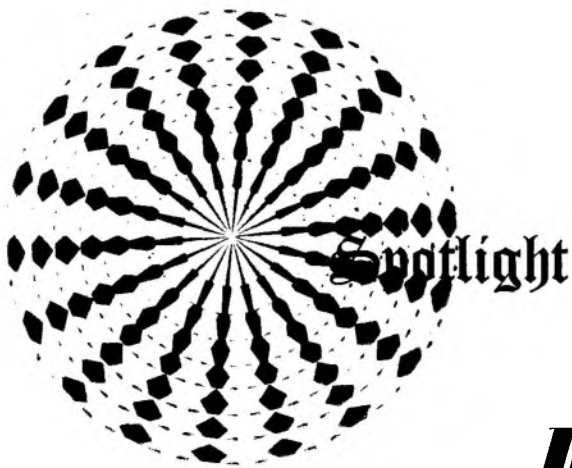
At various times in the past, this cooperative has received aid from OXFAM, FAO, UNICEF and the Government of New Zealand, not to mention some of the principal donors.

Denmark has also been an important contributor in support of the work of the Dairy Development Board and FAO presently has a team working on "Operation Flood".

Someone told me that the brandname AMUL also means "priceless" in the Gujarati language. Priceless it is, indeed.

Readers who doubt that the cooperative idea will ever work well in a developing country, should go to Anand and see for themselves.

There the machinery is not just off the ground; it has already entered the jet age. ■



Primary Agricultural Credit Societies in Kerala— Success in Deposit Mobilisation*

The cooperative credit structure in Kerala came in for a lot of attention recently at the state and national levels due to the Deposit Mobilisation Programme implemented in April, 1976. By the concerted efforts of the cooperative credit structure, the State Government, the Department of Co-operation and the State Cooperative Union, a sum of Rs. 260 million could be collected as deposits during the month of April alone. The scheme was launched in the context of implementation of the new Economic Programme announced by the Prime Minister of India in July, 1975 consequent on the declaration of Emergency. One of the important programmes in the New Economic Programme popularly known as the 'Twenty Point Programme' is liquidation of rural indebtedness and provision of institutional credit for the weaker sections of the society. It was with a view to providing institutional credit for weaker sections that the Deposit Mobilisation Programme was launched. As against the target of Rs. 200 million the cooperative credit societies of Kerala could collect 260 million by way of deposits. The success of the programme was largely due to the strong credit structure particularly the viability and resourcefulness of the primary agricultural credit societies.

The cooperative credit structure in the State is federal in character as elsewhere in India with the Kerala State Coop. Bank at the apex level, eleven District Cooperative Banks at the district level, and 1731 primary agricultural credit societies at the village level. The membership of the Kerala

State Coop. Bank is confined to the district cooperative banks and that of the latter to the primary agricultural credit societies, popularly known as service cooperative societies or service cooperative banks.

The Kerala State Cooperative Bank, the apex institution at the State level has as its members eleven District Cooperative Banks. Its paid up share capital is about Rs. 20 million contributed by the member banks and the State Government. Its deposits during 1974-75 were Rs. 105 million and the loans outstanding Rs. 246 million. The working capital of the Bank is raised by way of share capital, reserves created out of profits, mobilisation of deposits from cooperative institutions and general public and borrowings from institutions like Reserve Bank of India, State Bank of India, and the Agricultural Refinance and Development Corporation. It has four branches in Trivandrum and one branch each at Cochin and Calicut. It is a scheduled bank and performs all functions undertaken by the commercial banks.

As already stated, there are eleven district cooperative banks in the State having jurisdiction over the respective revenue districts. Membership of these banks is open to other cooperative institutions at the primary level and the State Government. During 1974-75, the paid up share capital of the district banks amounted to Rs. 90 million and their deposits came to Rs. 310 million. Their loans outstanding amounted to Rs. 597 million. The banks generally raise funds by way of share capital, reserve created out of profits, deposits from cooperative institutions and the general public and

*Prepared by Mr. T. N. Jayachandran, Registrar of Co-operative Societies, Kerala State, India.

Financial Position of State Cooperative Bank

(Rs. in million)

	1969-70	1970-71	1971-72	1972-73	1973-74	1974-75
No. of Societies	1	1	1	1	1	1
Paid up Share Capital	11.40	13.915	15.436	17.368	18.265	19.766
Owned funds	20.799	26.227	29.559	35.608	22.091	23.893
Deposits	40.238	42.747	57.702	68.323	86.904	105.077
Borrowings	105.327	150.635	162.090	177.509	161.090	165.640
Loans issued*	133.015	188.495	219.176	241.814	273.290	280.816
Loans outstanding	151.069	196.671	220.866	240.108	245.639	246.223

Financial Position of District Cooperative Banks

(Rs. in million)

	1969-70	1970-71	1971-72	1972-73	1973-74	1974-75
No. of Societies	9	10	10	10	11	11
Paid up Share capital	41.813	50.028	66.680	77.107	83.645	90.158
Owned funds	52.373	62.086	82.581	94.908	103.007	119.477
Deposits	140.094	151.497	194.440	232.436	286.320	310.068
Borrowings	145.223	192.685	215.128	226.436	208.010	231.219
Loans issued*	200.070	244.339	319.237	327.927	336.663	351.935
Loans outstanding	278.926	338.776	404.559	448.724	479.282	527.423

Financial Position of Primary Credit Societies

(Rs. in million)

	1969-70	1970-71	1971-72	1972-73	1973-74	1974-75
No. of Societies	1912	1888	1842	1811	1787	1731
Paid up share capital	79.111	93.896	111.471	128.176	137.791	141.827
Owned Funds	106.178	124.258	147.088	173.711	187.709	191.009
Deposits	87.787	93.754	107.039	126.997	169.772	209.202
Borrowings	221.936	264.338	326.488	369.307	379.231	410.975
Loans issued*	257.260	300.599	362.369	408.478	444.492	496.017
Loans outstanding	297.067	360.182	429.908	461.669	527.113	549.926

* Excluding Cash Credits & Overdrafts

borrowings from the State Cooperative Bank. For raising deposits and for rendering general banking facilities to the cooperative institutions and the general public, they have opened branches in all important centres within their jurisdiction. At present all the banks together have 123 branches.

The basic unit in the short term and medium term credit structure of the State is the primary agricultural credit society at the village level. This forms the bulk of cooperative societies in the State and numbered 1731 during 1974-75. These societies cover almost 100% of the villagers in the State. Their membership in 1974-75 was 220 million forming about 67% of the rural families. They are fairly large in size with an average membership of 1220 per society which is far higher than the all-India average of 217. Similarly the average share capital per society is Rs. 82,000 which is more than four times the all-India average. The primary credit societies have also been successful in deposit mobilisation the average per society being Rs 121,000 which is the highest in the country. As many as 1588 of them have paid secretaries and most of them are housed in their own buildings. Many of them play an active role in the cultural life of the villagers by sponsoring libraries and arts clubs. The ready response of the people to the



A Small farmer receiving a cow as medium-term loan from a service cooperative society in Trivandrum District

call for more deposits in the primary cooperative credit societies was proof positive of their active involvement in this small yet vital economic organisation at the grass root level. The financial



Deposit mobilisation campaign at a village cooperative

Financial Position of Non-Agricultural Credit Societies

(Rs. in million)

	1969-70	1970-71	1971-72	1972-73	1973-74	1974-75
No. of societies	356	371	388	418	463	468
Paid up share capital	15.315	18.268	21.722	24.652	29.534	34.027
Owned Funds	21.265	25.622	30.412	34.073	41.311	45.989
Deposits	41.951	56.437	70.486	86.255	103.796	124,187
Borrowings	13.834	17.494	21.477	24.904	38.297	44.791
Loans Issued*	58.197	84.326	107.262	121.601	158 455	176.972
Loans outstanding	56.454	72.831	90.676	108.133	134.817	156.353

* Excluding cash credits & overdrafts

Deposit position of Cooperative Credit Societies in Kerala

(Rs. in million)

Type of Society	End of		1968-69	1969-70	1970-71	1971-72	1972-73	1973-74	1974-75
	Second plan 1960-61	Third plan 1965-66							
State Cooperative Bank	8.20	21.7	29.7	40.2	42.7	57.7	68.3	86.9	105.0
District Cooperative Banks	25.3	69.6	119.8	140.1	151.5	194.4	282.4	236.3	310.1
Primary agricultural credit societies	12.2	46.8	71.2	87.8	93.8	107.0	126.9	169.7	214.4
Non-agricultural credit societies	15.6	20.6	34.3	41.9	56.4	70.5	86.3	103.8	124.2

Increase in Deposits & Deposit Accounts

(Rs. in million)

District	Dist. Coop. Banks		Urban Banks		Primary Societies		Total	
	No. of Accounts	Amount	No. of Accounts	Amount	No. of Accounts	Amount	No. of Accounts	Amount
Trivandrum	1790	6.876	929	1.258	11880	4.360	14599	12.494
Quilon	2337	12.699	1125	1.449	40048	19.832	43510	33.950
Alleppey	3337	8.912	1137	4.105	28119	10.769	32593	23.786
Kottayam	605	4.732	1774	5.624	14713	25.681	17092	36.037
Idukki	704	5.278	101	0.248	10104	9.371	10909	14.897
Ernakulam	5094	9.036	535	0.845	26836	20.052	32465	29.933
Trichur	2877	10.299	900	2.955	21087	26.051	24864	39.305
Palghat	2991	5.725	1034	3.142	7765	16.838	11790	17.306
Malappuram	1117	3.720	2214	3.435	16386	10.151	19717	17.306
Kozhikode	1477	5.100	488*	1.795*	12421*	9.600*	14386	16.495
Cannanore	5014	2.928	1968	1.842	23104	11.628	30086	16.398
Total	27343	75.275	12205	26.698	212463	164.333	252011	266.306
					Kerala State Cooperative Bank Ltd.		810	3.549
					Grand Total		252821	269.855

* Provisional.

position of the cooperative credit structure, deposit position of the cooperatives and the result of the deposit mobilisation campaign are indicated in the statements.

Service Cooperative Societies in Kerala are multipurpose in character, even though their main function continues to be provision of short term and medium term agricultural credit. Credit is the input of inputs as far as agricultural production is concerned and availability of cheap, timely and adequate credit is one of the essential pre-conditions for a successful agricultural production programme. They are within the easy reach of the farmers as there is practically one primary credit society for every village. Their constitution is essentially democratic in character as the administration of these societies rests with boards of management elected once in three years. This helps to develop local leadership and initiative. In addition to purveyance of agricultural credit, the societies normally undertake distribution of fertilisers, seeds and pesticides, distribution of essential commodities through consumer wings, marketing of agricultural produce and other banking services.

The quantum of loan for which a member is eligible is decided with reference to the availability of land, nature of crop raised and the yield likely to be derived. Credit worthiness of the purpose for which the funds are used is adopted as the criterion for sanctioning loans rather than the credit-worthiness of the individual.

One of the reasons for the signal success of the Deposit Mobilisation Programme is the confidence that the people have in the primary agricultural credit societies. As against Rs. 260 million mobilised during April, 1976, as much as Rs. 160 million was mobilised by 1238 primary agricultural credit societies which participated in the campaign. Most of the members of the board of directors of the primary agricultural societies are educated and are drawn from enlightened sections of the society like school teachers, farmers, government servants and political and social workers. While Kerala is a state where the political consciousness of the people is of a comparatively higher degree it has



Meeting of board of directors of Arackal Village Service Cooperative Bank

not luckily affected the functioning of the cooperatives adversely. Even in the face of stiff political differences, they have been able to project a common approach as far as the working of the cooperative societies is concerned.

The primary agricultural credit societies had deposits to the extent of Rs. 209 million during 1974-75. Deposits are collected utilising various methods. In addition to normal types of deposits like fixed and savings deposits, mini deposit schemes have been introduced with success by a large number of societies. Under this scheme savings boxes are distributed among the children of members of societies and they are encouraged to collect whatever money they can in the box. The savings that accumulate are collected by a representative of the society on a fixed day every month. The accumulated savings are repaid with interest when the child attains the age of 18. Certain societies like the Chirayinkil Service Coop. Bank in Trivandrum District also awarded prizes to the depositors when the savings reach certain specific levels. The depositor gets three chicks when the deposit reaches Rs. 300 and a lamb when it exceeds Rs. 1000. There are societies which also undertake special purpose deposits which are popular.

Even though primary agricultural credit societies are strong and viable in general, they have still a long way to go in meeting the credit requirements of the rural population in full. As far as agricultural credit is concerned, they are able to meet only 40% of the requirements. They have not been able to do much in meeting the non-agricultural credit requirements of the members. Consequent on the implementation of the Deposit Mobilisation Programme, the primary agricultural credit societies have started disbursing non-agricultural credit also. It has also been stipulated that 20% of such loans could be given to members belonging to the scheduled castes and scheduled tribes. Out of deposits mobilised, after setting apart 25% for pur-



District Cooperative Bank, Quilon

poses of liquidity, 65% of the deposits are made use of for loans for production and self-employment purposes and 10% for consumption purposes like education, medical treatment, marriage and other social ceremonies.

In order to strengthen the primary societies in the State, it is proposed to reorganise them as Farmers Service Cooperative Banks on the basis of a phased programme. The proposal is to develop at the level of the Panchayat, which is the basic unit of local government in the State, a multipurpose cooperative society which will help farmers particularly small and marginal farmers, rural artisans, agricultural labourers, cottage and small-scale industrialists and petty traders by providing them integrated credit and other services and facilities for increasing employment, production and income. The reorganised Farmers Service Cooperative Banks will grant not only short term and medium term loans, but also long term loans. It is also proposed that these societies should produce and supply agricultural inputs like fertilizers, seeds, manures, implements, cattle feed and pesticides, fishery requisites, raw materials, machinery

and other appliances for cottage and small scale industries.

To begin with it is proposed to implement the scheme for reorganisation in the four districts of the State where the Small Farmers Development Agency scheme is under implementation. Government have undertaken to provide the services of technical experts on a free-service basis or on a subsidised basis to begin with. It is expected that within a few years the societies will be in a position to finance such schemes themselves.

Kerala has 1731 Primary Agricultural Credit Societies in the Cooperative Sector. It is proposed to reduce the number to 1600 by the end of the Fifth Five Year Plan by a process of amalgamation and liquidation. The ultimate aim is to reduce it to 1200 so that they will become more viable and strong, serving on the average, one Panchayat. With their reorganisation as Farmers' Service Cooperative Banks, they will blossom into the most important economic organisation at the village level fully responsive to the needs of economic and social development of the villagers. ■

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Regional News Roundup

India

PLAN FOR COOP TRAINING DRAWN UP

The National Council for Cooperative Training and Research has drawn up a five-year development plan to solve the "crisis of management" in the cooperative movement by setting up a number of training institutions.

The national council constituted on the recommendations of the expert group headed by Dr. M.S. Swaminathan has started functioning from July 1, this year. The five-year plan will cover the period 1976-77 to 1980-81. An expenditure of Rs. 732 million has been contemplated for the plan.

Recent years have witnessed a striking progress in the diversification and expansion of the activities of the cooperative movement. The large spurt in these activities has not exerted any perceptible pressure on training facilities. Training arrangements have also not been sensitive to the emerging needs of the movement, according to the report of the informal expert group on cooperative education, training and research.

To overcome these deficiencies the national council will be formulating overall policies relating to cooperative training and research programme in the country.

During 1976-77, besides ongoing activities, the council will undertake new programmes to intensify training arrangements in the sphere of consumer cooperation and implement a special scheme for personnel training in cooperatively under-developed States.

The main focus of the plan is to introduce correspondence courses, improve the existing training facilities, raise the standard in teaching and examination system and provide for research and evaluation.

Finally a university will be evolved out of the existing cooperative training complex.

COOPERATIVE EDUCATION CONFERENCE

An annual Conference of Chief Executives and Cooperative Education Officers was held by the NCUI on 20th and 21st September 1976 at New Delhi. The Conference was inaugurated by Syed Mir Qasim, Minister for Civil Supplies and Coope-

ratives, Government of India. Dr. D. Vir, Joint Director (Education) attended the conference from the ICA Regional Office.

ALL INDIA COOP. HOUSING CONFERENCE

The National Cooperative Housing Federation held its third All-India Cooperative Housing Conference in Bombay on the 9th and 10th of October 1976. Mr. Sten Jhonsson, Specialist in Housing Cooperatives, ICA RO & EC, attended the conference.

The conference discussed a number of important questions relating to housing including the role of cooperative housing under the Indian Prime Minister's '20 Point Programme', development of cooperative housing pattern in the light of Urban Lands Act 1976, and structural questions in the organisation of apex and other bodies within the cooperative housing organisations.

Indonesia

COOPERATIVES ARE VITAL TO INDONESIA'S FUTURE

Cooperatives will play a major role in Indonesian economic development. This was emphasised to the team from the Cooperative League of the USA which visited Indonesia recently, in meetings with top ministers in the Indonesian government, several cooperative leaders and finally with President Suharto. During their two and half week visit, the team members reviewed selected cooperative agricultural and housing programmes in several Indonesian provinces. Their observations and recommendations will become the basis for possible long-term CLUSA assistance in member education, training in cooperative planning and programming, and development of cooperative credit systems for agricultural and housing improvement.

The Indonesian cooperatives have requested CLUSA to provide a long-term representative in Jakarta, similar to the CLUSA India office, to help them meet their large scale cooperative goals. The representative would have three primary responsibilities initially: To provide training in programme planning and evaluation to cooperative and related government agencies; to supervise the design and implementation of four pilot projects in on-the-job training in planning and programming for selected agri-business cooperatives; and to provide technical assistance to Indonesian cooperatives as the need arises.

Japan

COLLABORATION BETWEEN AGRICULTURAL AND CONSUMERS' COOPERATIVES

Following the agreement which was reached by the Central Union of Agricultural Cooperatives and the Japanese Consumer Union two years ago to encourage collaboration between producers and consumer cooperatives, further discussions have taken place to strengthen the links. A recent meeting held in the western part of Japan was not only attended by representatives from agricultural and consumer cooperatives, but also by representatives from cooperative fisheries.

The meeting decided to promote the mutual understanding between the movements, to promote practical collaboration among the different types of cooperatives and to make known to the Japanese people the scope of cooperative activities. Discussions have taken place to promote sales of vegetables and fish directly to consumer cooperatives thus cutting out the middlemen.

Malaysia

INTERNATIONAL COOPERATIVE DAY CELEBRATED

The 54th International Cooperative Day was celebrated throughout Malaysia on July 17, 1976

with meetings, exhibitions and other activities at national, state and local levels.

The Prime Minister, Datuk Hussein Onn, participated in the national level celebrations held at Dewan Tunku Cancellor, Convocation hall of the University of Malaya, in Kuala Lumpur and delivered the key-note address. He assured the Cooperative Movement of the government's continued support and assistance, on the basis of justice and goodwill.

The celebrations were organised jointly by the Cooperative Union of Malaysia and the Angkasa.

Sri Lanka

INTERNATIONAL COOPERATIVE DAY CELEBRATIONS

The National Cooperative Council of Sri Lanka, in collaboration with the Department of Cooperative Development, celebrated the 54th International Cooperative Day in several parts of the island. An all-island oratorical contest was organised on a regional basis. School children and employees of cooperative societies showed a keen interest. At the Final Contest held at the National Cooperative Council, the President of the N.C.C. Mr. M.R.B. Daswatta awarded the prizes. Cycle races, beauty contests, games of skill and film shows marked the celebrations in different parts of the country. ■

SPEECH OF ICA PRESIDENT TO CONGRESS

(Continued from page 13)

Mr. President, Ministers, ladies and gentlemen, dear friends who are here as delegates, this is what I thought I should say to you in opening the Congress of our International Cooperative Alliance. This Alliance, which has succeeded in getting through all the crises our century has known, sometimes narrowly avoiding splits and divisions.

We may well ask to what we owe this permanence, this unity that has always been preserved. Perhaps it is due to the magic of words of which we have always wanted to believe that they had for us all the same meaning. Perhaps also because the Alliance did not bring together representatives of governments but representatives of millions of men and women who have chosen Cooperation.

But I believe that we owe this permanence, this

long life particularly to the effort we have always made to understand each other; by accepting the right of each to be different, by congratulating ourselves that people of different nationalities living in different countries, each with their own history, geography, traditions, standards of living, and ways of life, have been able to understand each other and even to build together because they had a common belief in the virtues of the cooperative form of organisation, one of the rare forms that sacrifice neither freedom, nor social justice to economic and technological progress.

This is the common belief and a common spirit in which I am persuaded our Congress will take place; it is the spirit with which we would like the world of tomorrow to be suffused. ■

News in Brief Around the World

FERTILIZER COMMITTEE EXPLORES POSSIBILITY OF FERTILIZER EXPORT COOPERATIVE

The Fertilizer Committee of the Agricultural Cooperative Development International is continuing to explore the possibility of forming a fertilizer cooperative made up of U.S. Cooperative fertilizer producers and Latin American cooperative fertilizer users. The brokerage idea grew out of a meeting held in Bogota, Colombia, in December 1975.

The Colombian natural gas fields could form the base of a fertilizer industry which could, in turn, use the services of cooperative owned brokerage to bring buyer and seller together. Even without the Colombian fertilizer production, the volatile world fertilizer market may encourage cooperatives to create their own brokerage for their own production. The committee plans to give the idea a trial run for a few months before actually committing itself to a long-term brokerage charter.

SCC TO ASSIST IN ESTABLISHING TRAINING CENTRE IN EGYPT

An agreement has been drawn up between the Swedish Cooperative Centre and the Ministry of Agriculture of the Arab Republic of Egypt and the Central Agricultural Cooperative Union to promote the establishment of a Cooperative Development Centre for Training and Education. The Centre will undertake vocational training and research to raise the operational efficiency of multi-purpose, land reform and land settlement, rural industries and marketing cooperatives and their apex organisations. The Centre will have two departments, one dealing with education and training and the other with research and consultancy services.

The Centre will organise and undertake training courses for members of cooperatives, for committee members, staff and selected employees of government departments and organise study tours. The Centre will establish a library which will in turn foster the establishment of local cooperative libraries. It will publish and circulate periodicals and pamphlets for use at training courses and field work studies.

The project, which has been set up to strengthen the services of the Central Agricultural Cooperative Union, commenced on 1st July 1976 and will run, in the first instance, until the end of June 1978.

REGIONAL MEETING FOR FAO SURVEY

The first regional meeting on FAO Sponsored survey of training facilities for personnel of credit cooperatives and agricultural banks of selected Asian countries was held at New Delhi from 19th to 23rd July, 1976, in the premises of the Regional Office of the International Cooperative Alliance. The meeting was attended by representatives of India, Bangladesh and Nepal and the officers of the FAO, and the International Cooperative Alliance.

The meeting inter-alia assessed the progress in the field, work done so far in respect of the survey, discussed possible lines of improvements that can be made on the work yet to be undertaken; considered alternative methodologies for preparation of manpower estimates; as also the general approach to be adopted for writing country reports.

NEW AGENCY FOR INCREASING FOOD PRODUCTION

The UN Conference held in Rome on 10th-11th June, has decided to establish a new United Nations Agency, the International Fund for Agricultural Development (IFAD). The Conference implemented one of the major recommendations of the UN World Conference held in Rome in 1974 which had called for the establishment of a Fund to increase the amount of concessional assistance in order to increase food production in developing countries.

The resolution of the World Food Conference proposing IFAD stipulated that disbursements from the Fund should be carried out through existing international and regional institutions. The Fund will thus be able to keep its administration small, by operating through existing Organizations such as the World Bank, the Food and Agricultural Organization of the United Nations (FAO), Regional Development Banks and the United Nations Development Programme (UNDP), but it will set the priorities for project selection and retain ultimate control over its projects. The Fund will disburse its resources partly through grants and mainly in the form of concessional loans. It will also be able to undertake joint financing with other regional or national funds or with private financing and agrobusiness organisations.

CIDA RELEASES COOP POLICY

The Canadian International Development Agency (CIDA) has released a policy paper on cooperatives entitled "Social Development and

Community Services". This follows work done by Dr. Alex F. Laidlaw and the staff of the Co-operative Union of Canada (CUC). It is the first time a policy on cooperatives has been approved by CIDA. Hopefully, this will lead to a greater flow of funds to cooperatives and credit unions in less developed countries.

ESCAP COMMITTEE ON INDUSTRY, HOUSING AND TECHNOLOGY

The Economic and Social Commission for Asia and the Pacific (ESCAP) Committee for Industry,

Housing and Technology held its second session at Bangkok from 31st August to 6th September 1976. Participants were representatives from the governments of the member nations in the region and a number of UN agencies. Mr. Sten Johnsson, (Specialist in Housing Cooperatives) attended the meeting from the ICA Regional Office.

The Conference dealt with various aspects of promoting industrial and other activities in rural and non-metropolitan areas. A full day was devoted for discussion on human-dwellings and environment.

ICA Activities

(Continued from page 20)

CASE STUDIES IN LEADERSHIP AND MANAGEMENT

As suggested by the ICA Council for South-East Asia at its last meeting, indepth case studies of two successful cooperatives in which the problems of cooperative leadership and management have been dealt with have been carried out.

The Sepah Consumers Cooperative of Teheran, Iran, was studied by Dr. Dharm Vir, Joint Director (Education) from September 1—14. The report of the case study is being prepared.

The Phrankorn Cooperative Consumer Store of Bangkok, Thailand, was studied by Mr. M. K. Puri, Joint Director (Technical Assistance and Trade) and Specialist in Consumer Cooperation from 23rd September—19 October '76.

A study of an Agricultural Cooperative Society in the Republic of Korea will be undertaken later by Mr. Lionel Gunawardana, Joint Director (Publications and Public Relations) and Specialist in Agricultural Cooperation of the Regional Office.

The reports of the above case studies would be published and national seminars on the subject of "Cooperative Leadership and Management" will be held in the above countries with the aid of the case studies.

CANADIAN RESEARCH CENTRE TO FINANCE RESEARCH CONFERENCE

The ICA Regional Office for East and Central Africa is to organise a regional conference on Cooperative Research and Planning with the financial support of the International Development Research Centre, an independent Canadian organisation which finances research in developing countries. The Regional Office has been concerned with developing the research capabilities of Cooperative Movements in the region for some time. For the past three years an expert provided by the Government Technical Assistance Agency of the Netherlands has been attached to the Regional Office.

The first Regional Conference dealing with Cooperative Research was held in 1974 and this second Conference is being organised to accommodate the needs and priorities of new members as well as to redefine and to place into sharper focus the needs and priorities of the long standing members of the ICA in East Africa. It is anticipated that eleven countries will participate in the Conference, which will be held towards the end of 1976, probably in Nairobi.

ICA Member-Organisations in South-East Asia

AUSTRALIA

Cooperative Federation of Australia, P.O. Box 347,
36 Northbourne Avenue, Canberra City,
ACT. 2601 Tel : 487816

BANGLADESH

Bangla Desh Jatiya Samabaya Union, 9/D Motijheel
Commercial Area, Dacca-2.
(Cable :-RANGDHENU) Tel : 25-5846, 257470

INDIA

National Cooperative Union of India,
Eros Apartments (6th Floor), 56, Nehru Place,
New Delhi-110024 (COPUNION)
Tel : 634369

National Agricultural Cooperative Marketing Federa-
tion of India Ltd., Sapna Building, 54 East of
Kailash, New Delhi-110024.
Tel : 630002, 631416 (NAFED)

National Cooperative Consumer' Federation Ltd.,
Deepali, (5th Floor), 92, Nehru Place,
New Delhi-110024, Tel : 635387, 634650
(KONFED)

All India Central Land Development Banks Federa-
tion, Shivshakti, 2nd Floor, B. G. Kher Road,
Worli, Bombay-400018 (BHUMIVIKAS)

INDONESIA

Dewan Kooperasi Indonesia, Komplek Pusdikop,
Jalan Jenderal Gatot Soebroto, Jakarta Tel :
74081-88

IRAN

Sepah Consumers Cooperative, Avenue Amirabad
Shomali, Iran Novin Corner,
Teheran. (SHETMAR) Tel. 63-6001-2-3

Credit and Housing Cooperative Society of Iran,
20-22 Shahabad Avenue, Teheran.

Central Organisation for Rural Cooperatives of Iran,
357 Pahlavi Avenue, Teheran. Tel. 664413,
664428, 664075

Consumers and Services Cooperative Society for the
Ministry of Labour and Social Affairs Em-
ployees, Ministry of Labour and Social Affairs,
Teheran.

JAPAN

Zenkoku Nogyokyodokumiai Chuokai (Central
Union of Agricultural Cooperatives), 8-3
1-chome, Otemachi, Chiyoda-ku, Tokyo
(CHUOKAI) Tel : 2700041

Nippon Seikatsu Kyodokumiai Rengokai (Japanese
Consumers' Cooperative Union), 1-13, 4-chome,
Sendagaya, Shibuya-ku, Tokyo, (CONSUM-
UNION) Tel : (404) 3231

Zenkoku Gyogyo Kyodokumiai Rengokai (National
Federation of Fisheries Cooperative Associa-
tions), "Coop. Building" 1-12 Uchikanda,
1-chome, Chiyodaku, Tokyo (NAFEDFISH)
Tel : 2949611

National Federation of Forest Owners Cooperative
Associations, Cooperative Building, 8th Floor,
1-12, 1-Chome, Uchikanda, Chiyodaku, Tokyo

Central Cooperative Bank for Agriculture and
Forestry, 8-3, 1-Chome, Otemachi, Chiyodaku,
Tokyo, (CCBAF) Tel : 2790111

Hokkaido Federation of Fisheries Cooperative
Associations, West 7, North 3, Chou ku
SAPPORO.

REPUBLIC OF KOREA

National Agricultural Cooperative Federation, 75,
1st Street, Chungjong-Ro, Sudaemoon-ku, Seoul,
(KONACOF) Tel : 73-0021

MALAYSIA

Cooperative Union of Malaysia, Peti Surat 685,
36 Jalan Ampang, Kuala Lumpur. Tel : 26533
Malaysian Cooperative Insurance Society Limited,
36 Jalan Ampang, Kuala Lumpur (MCIS)
Tel : 87-915-6

Cooperative Bank Malaysia Limited, Peti Surat
1024, 140 Jalan Ipoh, Kuala Lumpur.
Tel : 29-967 8 & 9

Cooperative Central Bank Limited, Peti Surat
685, 29 Leboh Ampang, Kuala Lumpur.
Tel : 26533

Angkatan Kerjasama Kebangsaan Malaysia Limited
ANGKASA, 103 Jalan Templer, Petaling Jaya.
Sarawak Cooperative Central Bank Ltd., Kuching.
Federation of Housing Cooperatives, Bangunan CCB
29 Leboh Ampang, Kuala Lumpur

PAKISTAN

West Pakistan Cooperative Union, 11 Masson Road,
P. O. Box 905, Lahore-1 (PESEYOU)
Tel : 54674

Karachi Cooperative Housing Societies' Union,
Shaheed-e-Millat Road, Karachi-5
(UNIONAREA) Tel : 40-244

Karachi Cooperative Union Ltd., Cooperative House,
Shaheed-e-Millat Road, Karachi-5 Tel : 230289

Karachi Fishermen's Cooperative Purchase & Sales
Society Ltd., West Wharf Road, Karachi Tel :
224457

Karachi Central Cooperative Bank Ltd., 14 Laxmi
Building, Bunder Road, Karachi-2 Tel : 36185

Sind Provincial Cooperative Bank Limited,
Provincial Cooperative Bank Building, Serai
Road, P. O. Box 4705, Karachi-2 (APEXBANK)
Tel : 32-361, 37-290, 34-736

PHILIPPINES

Central Cooperative Exchange, Inc., P. O. BOX
1968, Room 113-115, Arle Building, Aurora
Boulevard Ext. Corner J Raiz Street, San Juan,
Rizal. (CENCOPEX) Tel : 70-60-09

Grains Marketing Cooperative of the Philippines,
"Gramacop" Inc., 107-D Arellano Street,
Caloocan City Tel : 252475 & 711176

Filipino Cooperative Wholesale Society Inc.
Dona Petra Building, 880 (304)
Queson Blvd. Extn. Quezon City,
Philippines (FILCOOP)
Tel. 0755-2028, 0755-1952

Cooperative Insurance System of the Philippines
300 de la Merced (Delta) Building, West Avenue,
Quezon City.

SINGAPORE

Singapore National Cooperative Union Ltd.,
P. O. Box 366, Singapore

SRI LANKA

National Cooperative Council of Sri Lanka
455, Galle Road, Colombo-3 (NACOSIL)
Tel : 84638, 85496

THAILAND

Cooperative League of Thailand, 4 Pichai Road,
Dusit, Bangkok, Tel : 81-1414

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“Bonow House”, 43, Friends’ Colony, New Delhi 110-014, India
or directly to the
International Cooperative Alliance
11, Upper Grosvenor Street, London W1X 9PA

THE INTERNATIONAL COOPERATIVE ALLIANCE

is one of the oldest of non-governmental international organisations. It is a world-wide confederation of cooperative organisations of all types. Founded by the International Cooperative Congress held in London in 1895, it now has affiliates in 63 countries, serving over 321 million members at the primary level. It is the only international organisation entirely and exclusively dedicated to the promotion of cooperation in all parts of the world.

Besides the Head Office of the ICA, which is in London, there are two regional offices, viz., the Regional Office & Education Centre for South-East Asia, New Delhi, India, and the Regional Office for East and Central Africa, Moshi, Tanzania. The Regional Office in New Delhi was started in 1960 and the office in Moshi in 1968.

The main tasks of the Regional Office & Education Centre are to develop the general activities of the Alliance in the Region, to act as a link between the ICA and its affiliated national movements, to represent the Alliance in its consultative relations with the regional establishments of the United Nations and other international organisations, to promote economic relations amongst member-movements, including trading across national boundaries, to organise and conduct technical assistance, to conduct courses, seminars and conferences, surveys and research, to bring out publications on cooperative and allied subjects and to support and supplement the educational activities of national cooperative movements. The Regional Office and Education Centre now operates on behalf of 14 countries, i.e. Australia, Bangladesh, India, Indonesia, Iran, Japan, Republic of Korea, Malaysia, Nepal, Pakistan, Philippines, Singapore, Sri Lanka and Thailand. ■

INTERNATIONAL COOPERATIVE ALLIANCE

World Headquarters

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South-East Asian Office

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East & Central African Office

Regional Office for East and Central Africa
Post Box 946
Moshi, Tanzania. Tel. 2616

COOPERATIVE PRINCIPLES

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

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

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

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

This may be done by decision of the members as follows :

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

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

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

Some ICA Publications

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