

ICA

International Co-operative Alliance

XXVI Congress Paris

28 September - 1 October 1976



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ICA

**Agenda
and
Reports**

International Co-operative Alliance

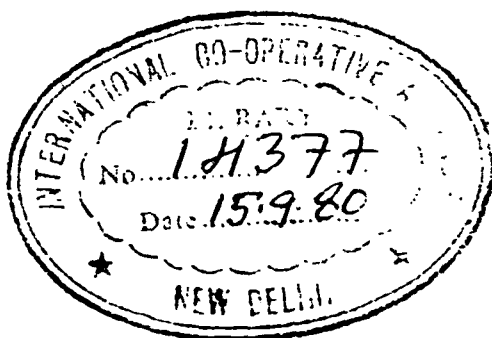
11 Upper Grosvenor Street, London W1X 9PA, U.K.

Twenty-sixth Congress

Paris (France)

28th September–1st October 1976

Agenda and Reports



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*(A co-operative co-partnership organisation
in membership of the ICA)*

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Committees of the ICA

President: R. Kerinec

Vice-Presidents: A. P. Klimov, P. Søiland

Members of the Executive:

S. Dreyer, T. Janczyk, R. Kerinec, A. P. Klimov, R. Kohler, P. Lambert, M. Marik, W. B. Melvin, A. Miyawaki, M. Mustonen, J. J. Musundi, O. Paulig, A. E. Rauter, P. Søiland, N. Thedin, H. W. Whitehead

Director: S. K. Saxena

Members of the Central Committee:

Argentina	L. J. Démaria, A. Monin, C. Chiaraviglio, L. Schujman, E. F. Camuña, A. Vainstok
Australia	I. Hunter
Austria	A. Rauter, O. Sagmeister, A. Kimml, F. Reinthaler
Bangladesh	M. Raushan Ali
Belgium	P. Lambert, R. Ramaekers, M. Doms, J. Vandersmissen, H. Detremmerie, A. Devogel, M. Becquevort
Bulgaria	S. Sulemesov, J. Kostov
Cameroon	No representative
Canada	W. B. Melvin, K. F. Harding, M. J. Légère, Y. Daneau
Chile	S. Fernández, W. Sommerhoff
Colombia	No representative
Cyprus	R. Clerides, M. Eshref
Czechoslovakia	M. Marik, F. Vychodil, P. Tonhauzer, K. Novák, L. Kovalcik, P. Kalis, R. Leska
Denmark	E. Groes, L. P. Jensen, P. E. Jakobsen, K. Nielsen, K. Møller, C. Pedersen, J. M. Thygesen
Egypt	M. Idris
Fiji	L. Qarase,
Finland	L. Kivi, N. Hämäläinen, E. Ranne, E. Salovaara, E. Pesönen, M. Mustonen, V. Luuka, V. Heinrichs, E. Särkkä, J. Syrjänen
France	R. Bricout, R. de Roubaix, G. Delattre, R. Kerinec, J. Lacroix, C. Veverka, B. Bruzy, A. Antoni, B. Moreau
The Gambia	Musa A. Sey
German Democratic Republic	H. Fahrenkrog, H. Winter, G. Beyer, J. Künzel, G. Thiele, R. Rath, W. Bloss, E. Ramonat, L. Schmidt, W. Seibt
Germany, Federal Republic of	O. Paulig, H. van Heukelum, A. Bussmann, K. Dowidat, E. Betzler, W. Rittner, W. Ambrosius, L. Falkenstein, H. J. Wick
Ghana	I. A. Gyamfi,
Greece	J. Afendakis, I. Chronopoulos
Guyana	No representative
Haiti	No representative
Hungary	F. Molnár, L. Rév, I. Szabó, Mrs E. Felér, J. Pál
Iceland	E. Einarsson
India	R. G. Tiwari, T. Singh, B. S. Viswanathan, V. S. Kushnoor, M. M. Bagchi
Indonesia	No representative
Iran	J. Sassani, M. Nahid, M. Hendesi, G. Arami

Iraq	No representative
Irish Republic	No representative
Israel	E. Rainer, I. Shapan, J. Kaspi, Sh. Berent, A. Kritschmann
Italy	V. Galetti, L. Vigone, G. Banchieri, G. Spallone, V. Magnani, W. Briganti, L. Malfettani, A. Mayr, S. Castorina Cali
Japan	A. Miyawaki, I. Masaki, S. Katayanagi, Y. Tsuguiue, S. Nakabayashi, M. Ueda, K. Oikawa, Y. Ogushi, S. Takizawa, K. Yoshida
Jordan	A. J. Awwad
Kenya	J. J. Musundi
Korea	Y. H. Kim
Malaysia	A. Hourmain, N. A. Kularajah, A. M. Basir, A. Aziz
Malta	No representative
Mauritius	No representative
Morocco	N. Mohamed
Netherlands	No representative
Nigeria	G. A. Onagoruwa, P. Igbinosun, H. N. Osakwe
Norway	P. Sjøiland, K. Moe, R. Haugen, Miss L. Ovesen, R. Løcken, K. Holler, J. M. Sørgaard
Pakistan	A. L. Mirza
Peru	Jose Dapello Sánchez, Julio Nevra Vento
The Philippines	B. Faustino
Poland	T. Janczyk, J. Kaminski, T. Szelazek, K. Boczar, Mrs Z. Staros, J. Sobieszczanski, A. Pasco, B. Trampczynski, Mrs. J. Lökkaj, S. Kukuryka
Portugal	A. Laúndes
Puerto Rico	A. Hernandez
Romania	N. Mihai, F. Danalache, A. Militaru
Singapore	No representative
Sri Lanka	No representative
Sweden	H. Åsén, O. Andersson, K. E. Persson, K-A. Linderöth, N. Thedin, S. Kypengren, O. Lindström, H. Hakansson, K. Back, H. Dahlberg
Switzerland	W. Gnaedinger, H. Tauli, R. Kohler, W. Kellerhals, A. Vuilleumier, H. R. Müller, E. Haari, W. Bleile
Tanzania	A. L. Mfinanga
Thailand	S. Cholpraserd
Turkey	T. Uras
Uganda	No representative
United Kingdom	L. A. Harrison, E. Clark, J. H. Perrow, L. Wilkinson, H. W. Whitehead, G. R. Gay, F. H. Webster, H. A. Toogood
Uruguay	No representative
USA	S. Dreyer, D. Jeffers, H. Ostroff, R. Eller, R. Beasley, G. Dunlap, G. LaChapelle, P. Golz, G. Anderson, F. L. Lair
USSR	A. P. Klimov, A. I. Krasheninnikov, M. M. Denisov, F. D. Kolesnik, T. Strejak, I. A. Krumin, N. S. Djavahidze, M. D. Hasanov, E. Hasenov, Mrs S. Petruschenkova
Yugoslavia	D. Gvozdenović
Zaire	No representative
Zambia	No representative

International:

- A. R. Carlsson, International Co-operative Petroleum Association
- R. Volkens, Nordisk Andelsförbund
- M. R. Domper, Organisation of the Co-operatives of America
- D. Grethe, International Co-operative Bank Co Ltd.
- W. J. Campbell, International Co-operative Housing Development Association
- J. C. Basañes, SIDEFCOOP

Past Congresses

1. London	1895	14. London	1934
2. Paris.....	1896	15. Paris.....	1937
3. Delft	1897	16. Zurich	1946
4. Paris.....	1900	17. Prague	1948
5. Manchester	1902	18. Copenhagen	1951
6. Budapest.....	1904	19. Paris.....	1954
7. Cremona	1907	20. Stockholm.....	1957
8. Hamburg.....	1910	21. Lausanne.....	1960
9. Glasgow	1913	22. Bournemouth	1963
10. Basle	1921	23. Vienna.....	1966
11. Ghent	1924	24. Hamburg.....	1969
12. Stockholm.....	1927	25. Warsaw.....	1972
13. Vienna	1930		

The 26th Congress in Paris

takes place under the auspices of the following
Organisations of the French Co-operative Movement:

Banque Française de Crédit Coopératif

Caisse Nationale de Crédit Agricole

Confédération des Coopératives de Construction et d'Habitation

Confédération Générale des Sociétés Coopératives Ouvrières de Production

Confédération des Organismes de Crédit Maritime Mutuel

Fédération Nationale des Coopératives de Consommateurs

Fédération Nationale des Sociétés Coopératives d'Habitation à Loyer Modéré (HLM)

Société Générale des Coopératives de Consommation

whom the Alliance and its members thank for the arrangements made
for their reception and entertainment

Congress Office

Room S.371
UNESCO House
7, place de Fontenoy
75700 Paris, France.

The Congress Office will be open for the presentation of Delegates' Credentials, the issue of visitors' cards and general information to delegates as follows:

Friday, 24th September	14.30-17.30
Saturday, 25th September	14.30-17.30
Monday, 27th September	08.30-12.30 14.30-17.30
Tuesday, 28th September	08.00-12.30 14.30-17.30
Wednesday, 29th September	09.00-12.30 14.30-17.30
Thursday, 30th September	09.00-12.30 14.30-17.30

Delegates should present their credentials personally at the Congress Office as soon as possible after arrival in Paris, and well before the opening day of Congress.

Order of Proceedings

Congress will commence at 09.30 each day and adjourn at 12.30 for lunch. The afternoon session will commence at 14.30 and adjourn at 17.30.

TUESDAY, 28th SEPTEMBER

Opening of Congress

Welcome on behalf of UNESCO to be given by the Director-General, Mr A. M. M'Bow

Welcome on behalf of the French Republic to be given by M. Giscard d'Estaing,
President of the Republic

Reply and inaugural address of the President

Welcome on behalf of the co-operative movement of France

Introduction of fraternal observers and guests

International greetings

Appointment of Congress Committee

Appointment of Tellers

Paper 1: Report of the Central Committee on the Work of the ICA 1972-76

WEDNESDAY, 29th SEPTEMBER

Paper 2: Report of the Central Committee on ICA's Programme of Work 1977-80

Central Committee Motion on ICA's Programme of Work

Election of the Central Committee 1976-1980

THURSDAY, 30th SEPTEMBER

Paper 3: Report of the Working Party on Collaboration between Co-operatives

Central Committee Motion on Collaboration between Co-operatives

Central Committee Motions

Amendments to the Rules of the ICA

FRIDAY 1st OCTOBER

Motions from member-organisations

Report of the Congress Committee

Votes of Thanks

Date and Place of the Twenty-Seventh Congress

NOTE: The above Agenda is subject to modifications that may become necessary with regard to timetable, and also the addition of motions or amendments which may be received in accordance with the Rules of the ICA and Standing Orders of the Congress.

Standing Orders

Governing the Procedure of Congress

The Congress Sessions

1. Provision shall be made for the proceedings of the Congress to extend over four full days of two Sessions each.
2. No Auxiliary Conference shall take place during the Sittings of the Congress, and all social functions, excursions, or visits during the periods allocated for the Sessions of the Congress, or which would in any way hinder the work of the Congress, shall be strictly eliminated.
3. The President of the ICA is responsible for conducting the business of the Congress, assisted by the members of the Congress Committee, in so far as they are called upon by the President to do so.
4. A time-table shall be prepared for the discussion of each subject which shall be strictly adhered to, subject only to such modifications as the Congress Committee may find necessary for the admission of emergency resolutions under Article 25 *b*.

Official Languages

5. The business of the Congress shall be carried on in such of the Official languages—English, French, German, and Russian—as the Central Committee shall decide. Any delegate who is unable to express himself in one of the official languages of the ICA may be accompanied by an interpreter approved by the ICA, who shall interpret from the native language of the delegate into one of the official languages; interpretations into the other languages in use at the Congress shall be made by the official interpreters.

The names of personal interpreters must be forwarded to the Director of the ICA at least two weeks before the date of the Congress. Whenever possible the personal interpreter shall be included in the number of the official representatives of the Organisation concerned.

6. No delegate, except the President in the chair, shall be permitted to deliver his speech in more than one language.
7. All printed matter relating to the Congress shall be issued in the official languages in use at the Congress. Each delegate shall be entitled to one set of documents in the official language of his or her choice.

Order of Debate

8. Delegates desiring to speak on any subject must hand in their names in writing. As a rule they will be called upon in the order in which their names are received, but in the discussion of definite motions the President may call upon supporters or opponents of the motion to speak alternately.
9. Each delegate who rises to speak must address the President and direct his speech to the motion or question under discussion or to a question of order.
10. Each speaker shall be allowed five minutes, except the mover of a motion or amendment or the mover of a paper, and no delegate shall be allowed to speak more than once on any one subject except the mover of a motion or amendment or of a paper.
11. The mover of a motion shall be allowed ten minutes for his speech and five minutes in which to reply to the discussion before the motion or amendment is put to the vote. Such reply must be strictly limited to points raised in the discussion. The mover of an amendment shall be allowed ten minutes for his speech, but has no right of reply unless the amendment is carried and becomes the substantive motion.
12. Any speaker may be accorded an additional five minutes by the decision of the Congress, the question being put without discussion.

13. The mover of a paper shall not be subject to a fixed time limit in presenting his paper but, if the time-table demands, a time may be fixed by the President. The mover shall have fifteen minutes in which to reply to the discussion on his paper.

14. When more than one motion or amendment is submitted for discussion on any item of the Agenda (except motions of procedure and formal matters) they shall be referred to the Congress Committee, which shall endeavour to prepare an agreed text. Exceptionally, an amendment proposed in the course of the discussion may, at the discretion of the President and with the approval of Congress, be considered by Congress. If an amendment is so accepted by Congress for consideration the President has discretion to deal with it immediately or to refer it to the Congress Committee.

15. In the preparation of any agreed text under Standing Order 14 above, the mover of any motion or amendment shall have the right to attend the meeting of the Congress Committee to support his motion or amendment.

16. The discussion on any question may be closed by a motion "that the question be now put". Such motion must be moved formally and may only be moved by a delegate who has not spoken on the question under discussion. If the motion for the closure is seconded, the President shall put it to the vote. If the motion is accepted the mover of the original motion or amendment shall have the right to reply before the vote is taken. If the motion for the closure is rejected the mover of the closure motion shall have no further right to speak on the question under discussion.

17. Fraternal Delegates and Guests may, with the consent of the Congress Committee, address the Congress on any subject under discussion but may not vote.

Voting

18. All motions and amendments shall be decided by a show of delegates' attendance cards, unless a card vote is required to be taken by the Congress Committee, or on the written request of five member Organisations or on the demand of 50 delegates.

19. Organisations which are entitled to more than one vote may entrust their votes to a single delegate, provided, however, that no one delegate shall use more than ten votes.

20. The President shall have only one vote. In the case of an equality of votes being cast on any question the President shall declare the proposition "Not carried".

21. Cards shall be provided for use in all cases in which a demand for a card vote is made under Standing Order Number 18.

22. The voting shall be certified by the Director under the supervision of the Congress Committee.

23. Such number of tellers as may be required shall be appointed by the Congress at its first sitting.

24. Personal explanations are only admissible at the end of a debate and after the voting has taken place.

Emergency Appointments

25. Any delegate whose appointment has not been previously notified shall only be admitted by handing in to the Congress Committee satisfactory evidence of his or her appointment.

Suspension of Standing Orders

26. No motion to suspend a Standing Order shall be accepted unless notice in writing has been given to the Director by not less than 20 delegates stating the reason for the motion. The motion to suspend Standing Orders shall be put to the vote after it has been moved and formally seconded, and not more than one speech made in opposition. A card vote must be taken on the motion to suspend Standing Orders and approved by a three-fourths majority. If defeated, no second motion can be permitted for the same purpose.

**Report of the
Central Committee
on the Work of the
International Co-operative Alliance
for 1972-76**

Introduced by:
Dr. S. K. Saxena
Director ICA

Paper No. 1

Report of the Central Committee on the Work of the International Co-operative Alliance 1972-1976

1. Introduction

1.1 During the debates on the Report of the ICA's work at the 25th Congress in 1972 in Warsaw, it was agreed that a programme of work for 1977-80 should be prepared. In the course of the preparation of this programme, discussions have taken place in the Authorities of the Alliance about the work of the Central Committee and of the Congress. Since 1973, the Alliance has been issuing an annual Report on Activities. In addition, the work of the Alliance is reported fully at the annual meetings of the Central Committee. In view of the foregoing, it has been felt that the present Report of the Central Committee on the work of the Alliance since the last Congress can be concise and that much of the material can be given in summary form. It has been repeatedly stressed that the emphasis at the ICA Congress should be on the future work of the Alliance and that less time should be taken up with debating the Report of the work of the previous four years.

1.2 It is appropriate in this introductory section to highlight a number of important developments in the ICA's work during this period.

1.3 Two new Auxiliary Committees have been created. The former Consumer Working Party was dissolved and in its place the Organisation for Co-operative Consumer Policy was set up in March 1973 with the status of an Auxiliary Committee. The objects of the Organisation are to work in the field of consumer information, protection, enlightenment and education, including environmental aspects. The Committee has embarked on a valuable programme of activities and has strengthened the ICA's work for consumer co-operatives at the international level. The Women's Committee, formed in 1974, as an Auxiliary Committee, replaced the Women Cooperators' Advisory Council. The objects of the Committee are to promote the interest of women in every aspect of co-operative activity and to encourage women to participate actively in the policy-making decisions and management of co-operatives.

1.4 The Advisory Group for International Training of Co-operators (AGIT-COOP), was set up in 1973 and brings together educationalists of member-organisations to advise on education and training for co-operators in and from developing countries. It aims to help member-organisations and International Co-operative Training Centres to increase the effectiveness of their training programmes; to encourage mutual consultation among member-organisations and their training institutions and to assist in facilitating international co-operation in the field of education.

1.5 Another aspect worth mentioning is the assessment of work of the Regional Office and Education Centre for South-East Asia which was carried out by an international team, composed of two persons from outside the Region and two from member-organisations in South-East Asia. The report stressed that the ICA should be alive to the changing needs of the movements in the region, and use the limited resources available to meet those needs effectively. An experts' conference studied the recommendations and has laid down guidelines for the future work of the office.

1.6 The First Open World Conference on Co-operative Fisheries was held in September 1975 in Tokyo, Japan, with the National Federation of Fisheries Co-operative Associations (Zenggoren), acting as the host organisation. This conference was an outstanding success and was the first such Conference bringing together representatives of Co-operative Fisheries throughout the world. The recommendations of the Conference are being studied with a view to follow-up action.

1.7 In November 1975 the ICA sent a mission to Mauritius at the request of the Mauritius Co-operative Union to advise in formulation of a programme of work designed to improve the movement's general efficiency. The mission included specialists in the fields of agricultural credit and marketing, consumer and co-operative education and training and was led by the Director of the ICA. Extensive recommendations were made which are being studied by the movement in Mauritius. Finances for the study were made available from the Co-operative Development Fund. This kind of activity, where the ICA assembles an international team for a specific purpose, is a useful device to provide assistance to member-organisations.

1.8 The Co-operative Development Decade has now passed its mid-point and the momentum has increased in the last two or three years. Considerable practical results have been achieved. Full discussions on the Decade programme were held in 1973 and 1974 at meetings of the Central Committee. The relations with several national government technical assistance agencies, e.g., Finland, Netherlands, Sweden, USA, have developed and they have provided support to several projects. At the same time, member-organisations through the ICA and bilaterally, have expanded their programmes of assistance, e.g., Finland, Federal Republic of Germany, Hungary, Iceland, Japan, Norway, Poland, Switzerland, Sweden.

The expansion of the work of the two Regional Offices has been an integral part of the Co-operative Development Decade. Much can be accomplished before the end of the decade and resources available will be the deciding factor in this work.

1.9 ICA's relations with the United Nations and its specialised agencies have continued to improve. A noteworthy occasion was the meeting of the Executive Committee with the Secretary-General of the UN in February 1973 in New York. Contacts with the Secretariats of UN agencies have been close and fruitful.

1.10 The Programme of Work 1977-80 is one of the main themes for discussion at the Congress and the acceptance of such a programme, as determined by the Congress, will enable more rational forward planning to take place.

1.11 Finally, appreciation should be expressed for the work of Dr. Mauritz Bonow, who held the office of President of the Alliance with great distinction, from 1960-1975. Tributes were paid to him at the meeting of the Central Committee in October 1975 in Stockholm, especially by his successor, Mr. Roger Kerinec. During his terms of office Dr. Bonow, by his great knowledge, understanding and wholehearted devotion to the cause of international co-operation, has helped the Alliance to become an effective body for the furtherance of international understanding and for the provision of practical help in raising social and economic standards in the Third World. His faith in the ability of the co-operative form of organisation has been an inspiration in many quarters, governmental and non-governmental, and especially within our own movement. It is intended to set up a Bonow fund to commemorate the services of Dr. Bonow and details will be issued in due course.

2. Membership

2.1 Membership of the Alliance has increased, and since the 25th Congress in Warsaw, eleven new organisations have been admitted to membership of the Alliance.

The admittance is by decision of the Executive Committee which satisfies itself that the organisation applying for membership adheres to the co-operative principles, as laid down by the Rochdale Pioneers and reformulated by the 23rd Congress of the ICA. In 1974, relations were restored with the Pan-Hellenic Confederation of Unions of Agricultural Co-operatives. These were suspended when the Colonel's junta seized power in Greece and dismissed the elected representatives of the co-operative movement.

2.2 New member-organisations admitted in this period are as follows:

AFRICA

Central Agricultural Co-operative Union, Egypt
Ghana Co-operative Council Ltd., Ghana
Union Nationale des Coopératives Agricoles Laitières, Morocco
Co-operative Federation of Nigeria Ltd., Nigeria
Zambia Co-operative Federation Ltd., Zambia

LATIN AMERICA

Instituto Movilizador de Fondos Cooperativos, Argentina
Cooperativa de Crédito Central del Perú Ltda., Peru

ASIA

General Co-operative Union, Iraq
National Co-operative Council of Sri Lanka, Sri Lanka

EUROPE

Pohja-Yhtymä, Finland

OCEANIA

Fiji Co-operative Union, Fiji

2.3 The Scottish Wholesale Society, U.K. ceased to be a member on merging with the English Co-operative Wholesale Society in 1973.

2.4 The following organisations have ceased to be members in accordance with Article 11 or through withdrawal:

Bangladesh Co-operative Insurance Society, Bangladesh
L'Institut Provincial de la Coopération Agricole, Belgium
Irish Agricultural Organisation Society Ltd., Irish Republic
Merkaz—Audit Union of the Co-operative Societies for Loans and Savings in Israel, Israel
Jamaica Co-operative Union Ltd., Jamaica
Fédération Nationale des Coopératives du Liban, Lebanon
Karachi Central Co-operative Consumers Union, Pakistan
Cooperativa de Seguros del Perú Ltda., Peru
Verband ostschweiz. landwirtschaftlicher Genossenschaften, Switzerland

2.5 There are now 166 member-organisations from 66 countries representing an individual membership of 326,000,000.

3. Action on Resolutions adopted by the XXV Congress in Warsaw

Apart from amendments to Rules, eleven Resolutions were adopted at the 25th Congress including one emergency Resolution on Bangladesh.

These Resolutions dealt with Peace; Multinational Corporations; Co-operative Aid to Developing Countries; The Role of the Co-operative Movement in Economic and Social Development; The Role of Agricultural Co-operatives in

Economic and Social Development; Inter-Co-operative trade; Co-operative Housing; Co-operative Education; Unified Action on Co-operative and Trade Union Movements; Youth and the Co-operative Movement; Emergency Resolution on Bangladesh.

The texts of all resolutions were sent to member-organisations as well as to Chairmen and Secretaries of Auxiliary Committees and Working Parties with a request that they should be studied closely and action taken as appropriate.

Certain resolutions were sent to the United Nations, e.g. those on Peace; Multinational Corporations; the Role of the Co-operative Movement in Economic and Social Development; Co-operative Housing (which was cabled from the Congress to the UN Centre for Housing, Building and Planning, in order that it should be received during the Centre's meeting held immediately after the Congress).

Examples of action taken on the resolutions are given in the following paragraphs:-

3.1 Peace

Many member-organisations reported that the resolution had been published in their co-operative journals. In some cases it had been sent to the national governments. In Japan the consumer co-operative movement had used the resolution at its own Congress and had raised money from members for relief in Vietnam. Many movements supported the work of their national peace councils. The ICA was represented at the Congress of World Peace Forces held in December 1973 in Moscow.

A Resolution on peace was adopted at the Central Committee meeting in 1973 in Budapest which called for a ban on the use, production, and storage of napalm, high velocity projectiles, multiple bombs and other inhuman weapons. This resolution, together with the resolution adopted at the Congress in Warsaw and the introductory statements made by the President of the Alliance, Dr. Bonow, were published by the ICA as a separate pamphlet and given wide distribution.

3.2 Multinational Corporations

Some movements organised seminars on this subject at which the ICA resolution was part of the documentation. Several reported their efforts to alert public opinion against the abuses of multinational corporations and in some cases this activity was a joint one with Trade Union organisations.

3.3 Co-operative Aid to Developing Countries

There is continuing follow-up to the Resolution on Co-operative Aid to Developing Countries, particularly in the programme of the Co-operative Development Decade, and the special papers on technical assistance which were discussed at the Central Committee meetings in 1973 in Budapest, and in 1974 in Vienna, were a direct follow-up of this Resolution.

This was the resolution on which members reported more fully concerning their own follow-up action. An increase in aid to developing countries was reported from most members. Such aid included specialised courses at co-operative institutes, e.g. the Moscow Co-operative Institute, the Co-operative Colleges in Canada, Czechoslovakia, France, German Democratic Republic, U.K., ranging from top-level management courses to general and technical courses for co-operative personnel. Some movements arranged joint seminars with FAO, e.g. in Denmark, Hungary, Poland. Many members reported that they had provided experts for projects in developing countries e.g. Finland, Hungary, Sweden, U.K., USA. Aid was also given in the provision of equipment for co-operatives, e.g. the Central Co-operative Union of Bulgaria provided the equipment for self-service shops to the consumer co-operatives in the Congo and also sent two experts to train people in retailing practice.

Specialised text-books and elementary manuals were printed e.g. in Poland, Sweden, U.K., USA, USSR.

Some movements channelled their aid through the ICA and gave strong backing to the ICA's Development Fund, e.g. the Japanese, Swedish and Swiss movements.

3.4 The Role of the Co-operative Movement in Economic and Social Development The Role of Agricultural Co-operatives in Economic and Social Development

These two resolutions were used by ICA representatives at meetings of UN Agencies to help show the way in which the co-operative movement could be an effective instrument in economic and social development in developing countries. Some movements reported the passing of government legislation, according a special place for agricultural production co-operatives in the economy of their country, as in Czechoslovakia where 60% of the agricultural land is organised in co-operatives and where the co-operative movement receives assistance for its development of agricultural production. In Hungary, 22% of the national income derives from agriculture and 24% of the exports are agricultural products; production increased in the co-operatives by 4.5% annually and animal breeding by 5.1% annually. Modernisation of farming methods and rationalisation of structure was reported by many movements. The Agricultural Committee gave continuing attention at its meetings to the follow-up of the Open World Conference on the Role of Agricultural Co-operatives in Economic and Social Development held in May 1972. Instances were given of the important role which workers' productive co-operatives could play in small scale industries in developing countries. Practical help in this field was given by members in Hungary, France, Poland.

3.5 International Trade

There has been an increase in trading agreements between co-operatives. Centrosoyus reported the signing of agreements with co-operatives in many countries. A joint venture between the Hokkaido Federation of Fishery Co-operative Associations, Japan, and Canadian Co-operative Fishery Association, in a processing factory in Vancouver was an example of a joint international production venture.

The work of INTER-COOP should be noted, for it has expanded its joint purchasing activity on behalf of its member-organisations. There is still need for help for co-operatives in developing countries in the export of their products.

3.6 Co-operative Housing

The Housing Committee discussed this resolution and its member-organisations have whenever possible stressed the need for greater support for co-operative housing in their own countries. Representation at the Economic Commission for Europe Conference for Housing, Building and Planning has been maintained and the opportunity taken to stress the contribution that can be made by co-operative housing. The formation of the Foundation for Human Settlements within the United Nations Environmental Programme (UNEP), was supported by the ICA.

3.7 Education

This resolution called on the ICA to organise seminars dealing specifically with aspects of co-operative education and training. Such seminars have been held at the regional level in both South-East Asia and East and Central Africa, including the training of women co-operators.

3.8 Unified Action on Co-operative and Trade Union Movements

Many members reported joint activities with Trade Unions on matters of concern e.g. multinational corporations, peace. In the field of consumer assistance there were many examples where national Trade Union organisations and national Consumer Co-operatives were able to make joint representations to various authorities on matters such as standards, supply of goods, etc. At the international level the ICA has main-

tained relations with the three international Trade Union organisations, exchanged documentation on matters of interest to the ICA and acted together in the UNESCO Committee dealing with the allocation of Workers' Education Study Grants.

3.9 Youth and the Co-operative Movement

This resolution asked the Central Committee to include on its Agenda a discussion on Youth activities in the co-operative movement and this was done at the meeting in 1975 in Stockholm. A number of suggestions were put forward in the debate and these were for discussion at the 3rd ICA Youth Conference held in Moscow, USSR in May 1976. Many members reported on their efforts to encourage young people to take a more active part in co-operative activities, and there were also examples where co-operatives provided cultural and sports establishments e.g. Centrosoyus, USSR, and VdK, German Democratic Republic.

3.10 Emergency Resolution on Aid to Bangladesh

Considerable practical action followed the emergency resolution on Bangladesh and many co-operative movements gave direct aid to its co-operative movement and others contributed both money and resources in response to national appeals to Bangladesh.

The Central Union of Work Co-operatives in Poland provided a knitwear factory as well as training ten technicians to operate the machinery. The Secretariat acted to coordinate aid and in collaboration with the UK voluntary organisation, OXPAM, made an appointment of an adviser in Dacca with the Bangladesh Co-operative Union for a period of two years.

4. Finance

4.1 The detailed accounts for 1972, 1973, 1974 and 1975 are contained in Appendix 3.

4.2 The new subscription formula, adopted in 1972, came into operation from January 1973. The formula attempted to provide a safeguard against inflation, and to accord with Article 17 of ICA Rules whereby member-organisations pay in proportion to their economic importance and abolished the different categories of membership—collective, individual and associate—and based the subscription on turnover, premium income, share capital, proprietors' reserves etc.

The formula has been in operation for three years and would have provided an increase in income enough to meet normal increases in cost arising from a small rate of inflation, and some increase in the work programme.

4.3 Subscription income increased from £126,732 in 1972 to £193,095 in 1975, an increase of 52%.

Expenditure from ICA's general funds increased from £154,484 in 1972 to £253,667 in 1975—an increase of 64.2%. During this period inflation increased alarmingly, reaching 26% for part of the time in UK and resulting in unforeseen increases in items such as postage, telephone, paper, equipment, taxes, etc.

In addition to inflation the exchange rate of the £ sterling decreased considerably, causing increases in costs for expenditure incurred outside UK, e.g. meetings, travel, etc. Some of the ICA's funds are held in the International Co-operative Bank in Basle, Switzerland, and where possible, costs outside UK are met from the account in INGEBA. The INGEBA funds provided a currency gain against the £ sterling, e.g. in 1974 a gain of £27,200 and in 1975 £15,218.

4.4 From 1973 onwards the accounts have shown separately the total costs of the two regional offices, *before* specific grants are taken into the figures. Up to 1973 the accounts showed the net costs, *after* deducting grants. Without these external grants the ICA would have considerable annual deficits, or would have drastically to curtail the work of the regional offices.

4.5 The cost in 1975 of the work in SE Asia carried out through ICA office was £144,885 i.e. 33% of the total budget of the ICA. Of this sum, approximately 80% was met by the Swedish Co-operative Centre—£119,976. The proportion was the same for 1973 and 1974.

4.6 The cost in 1975 of the work in East and Central Africa was £88,495 (approximately 20% of the ICA budget). Of this sum £74,153 came from various donor agencies and specific funds—Denmark, Finland, Netherlands, Norway, Sweden.

4.7 The detailed sources of income, other than ICA general budget, and the two regional offices for 1973 are as follows:

Source	1973 £	1974 £	1975 £
Finnish Government Technical Assistance Agency	2,535	19,841	19,709
KK Finland	—	1,945	4,494
Netherlands Government Technical Assistance Agency	834	3,084	2,227
Swedish Co-operative Centre/SIDA	110,695	118,046	157,153
Scandinavian Supplementary Fund (contributed by NKL, Norway; FDB, Denmark; KK and SOK Finland)	1,903	2,256	1,030
ICIF Insurance Development Bureau	—	—	275
ICA Development Fund	4,132	7,796	9,241
	<u>£120,099</u>	<u>£152,968</u>	<u>£194,129</u>

Without these grants ICA's effective services to the co-operative movements in the countries served by the two offices would be considerably diminished, and ICA's appreciation of this generous aid is placed on record.

4.8 Taking the four-year period as a whole, the ICA has been able to remain in credit, thanks to the grants mentioned above and to currency gains, and to economies in the running of ICA offices. These economies are perilously near to causing a loss of efficiency, particularly at the head office.

4.9 With the acceptance of a long term programme for ICA and the consequent budgetary implications, it should, in future, be normal practice for a four-year plan to be drawn up covering ICA's budget for this period. There would naturally need to be some flexibility, and external funds would still be sought from donor agencies, but such a plan would simplify forward planning and help to develop an efficient programme of work in accordance with priorities laid down by the ICA's authorities.

4.10 In addition to the funds available centrally to ICA, there is a considerable contribution made by many member-organisations which is not reflected in the accounts. Local costs of ICA meetings, seminars, etc, provision of interpretation, travel grants, accommodation costs, are all examples of costs frequently met by member-organisations, which have helped ICA's finances and ICA's appreciation is recorded for this generous help.

5. Organisation of the Secretariat

5.1 Head Office

Director	S. K. Saxena	
General Secretary	R. P. B. Davies	
Secretary for Agriculture	Z. Juchniewicz	Succeeded L. E. Marsullo in 1973 on the latter's return to Italy
Credit and Banking Officer	H. Ohmi	Succeeded M. Matsuhiro in 1973 on the latter's return to Japan. Seconded from the Central Co-operative Bank for Agriculture and Forestry, Japan
Co-operative Development Officer and UN Affairs	G. J. Alder	A new post created in 1974 after the resignation of A. E. Oram as Coordinator for Development Programme, which was a part-time post
Secretary for Education	T. N. Bottomley	Succeeded L. Sieber in 1974 on the latter's return to Czechoslovakia
Project Director, Co-operative Education Materials Advisory Service	J. Bjärsdal	Seconded from the Swedish Co-operative Centre
Finance Officer	Ms. G. E. Stanford	
Information Officer	Ms. L. Kent	
Librarian	Ms. A. Lamming	
Secretary for Press and Public Relations	J. H. Ollman	
Secretary for Research		F. Nehwati succeeded Ms. L. Stettner in 1974 on the latter's retirement. F. Nehwati resigned in November 1975 and the post is in the process of being filled
Research Officers	P. Derrick	
	Ms. J. Walker	
Senior French Translator	Ms. H. Garnier	
Secretary for Women and Youth Activities	Ms. M. J. Russell	

5.2 ICA Regional Office and Education Centre for South-East Asia, "Bonow House", New Delhi, India

Regional Director	P. E. Weeraman	
Director (Education)	J. M. Rana	
Joint Director (Education)	D. Vir	
Joint Director (Technical Assistance and Trade)	M. V. Madane	Seconded to FAO in November 1975 for one year
Joint Director (Publications and Public Relations) and Specialist in Agricultural Co-operation	L. Gunawardana	
Specialist in Consumer Co-operation	M. K. Puri	

Specialist in Cooperative Housing Sten Johnsson Joined in May 1976
 Librarian and Documentation B. D. Pandey
 Officer

5.3 ICA Regional Office for East and Central Africa, Moshi, Tanzania

Regional Director	D. J. Nyanjom	
Administrative Secretary	M. M. Mushi	Succeeded R. Forsberg on the latter's return to Sweden
Agricultural Credit	I. Puupponen	Assignment completed in 1975. Returned to Finland on completion of assignment
Counterpart Officer (from 1975)	S. Esiromo	
Consumer Co-operative Officer	L. Leliti	One-year assignment completed in 1975. Seconded from KK, Finland
Education and Information Officer	S. Mshiu	
Education Consultant in Teacher Training	L. Skaaret	
Insurance Consultant	A. Wang	Assignment financed by Insurance Development Bureau
Research	K. C. W. Verhagen	
Counterpart Officer (from 1975)	O. Odede	
Training Officers	A. M. Kimario Ms. D. Opondo	

5.4 United Nations Officers

New York	W. Campbell	Succeeded H. Liebman who resigned because of ill health in 1975
Geneva	M. Boson	

5.5 The total number of employees of the ICA is 78.

The number of nationalities represented in this period in the employees is 21, compared with 13 (1970-72) and 9 (1966-69).

The number of specialist staff is 33, the same number as in the previous period.

6. Publications and Information Services

6.1 Publications

The following publications have appeared since the 25th Congress:

- Twenty-fifth Congress Report, Warsaw 1972, English
- Peace and the Co-operative Movement—Resolutions passed by the ICA Authorities, 1972-3, with introduction by Dr. M. Bonow
- Report of the Third International Conference on Co-operative Thrift and Credit (London 1974), English and French. (A Spanish edition is in process of preparation by INTERCOOP, Argentina)
- Self-Help and Outside Help in financing Co-operative Activities: Report of the 41st International Co-operative Seminar (1973), English
- The Unity of the Economic and Social Functions of Co-operatives: Report of the 42nd International Co-operative Seminar (1974), English
- Technical Assistance for Co-operatives in Developing Countries—Need and Response: Report of the 43rd International Co-operative Seminar (1975), English.

- Directory of Organisations engaged in Co-operative Research, compiled by the Polish Institute of Co-operative Research, in collaboration with The Hungarian Co-operative Research Institute
- Directory of Co-operative Press
- Directory of Co-operative Libraries and Documentation Services, English
- Vocabulary of Co-operative Terms (containing 1,500 terms in English, French, German, Spanish, and Russian)
- A Spanish edition of: *The International Co-operative Alliance 1985–1970*, by W. P. Watkins has been published by INTERCOOP, Argentina
- The second reprint of *Report of the ICA Commission on Co-operative Principles*, English

- Three new publications have been added to the *Studies and Reports Series*:
- No. 10 *The Role of Agricultural Co-operatives in Economic and Social Development: Report of the ICA/FAO/ILO/IFAP Open World Conference, Rome, 1972*, English and French
 - No. 11 *Collaboration between Trade Unions and Co-operatives in Developing Countries*, English
 - No. 12 *Functional Literacy and Co-operatives: Report of the ICA Seminar, Ibadan, 1975*, English

The following publications have been produced in collaboration with UN agencies:

“International Financing of Co-operative Enterprise in Developing Countries” prepared by The ICA; English and French editions, published by ILO and FAO respectively. “The Why and How of Producing a Co-operative Newsletter”, English/French and French/Spanish, in collaboration with ILO.

6.2 Review of International Co-operation

The Review is now in its 69th year of publication. It has appeared in English and French for this full period and in German up to 1975. A decision was taken during 1975 to end the German text in the interests of economy. The Spanish edition, published by Inter-Coop in Buenos Aires, is now in its ninth year.

The Review has provided a source of information for co-operators throughout the world.

From 1977 onwards the Review will appear quarterly in three language editions: English, French and Spanish. The cost of distribution for the Review to the ICA could be reduced if affiliated organisations were to centralise their own members' subscriptions and carry out their own distribution.

6.3 ICA's annual publications

The Calendar of Technical Assistance for Co-operatives (English). This has now been published for ten years and aims to provide information about technical assistance programmes for co-operatives in developing countries as well as listing co-operative seminars and teaching courses.

Statistics of ICA Affiliated Organisations (English and French)

Report on Activities (English, French, Spanish). This was an innovation in 1973 and aims to give a brief factual report on the ICA's activities. It has been extensively used and also provides an introductory text for study about the work of the ICA.

6.4 Information

The following monthly publications provide a regular information service:

Co-operative News Service (CNS). This duplicated bulletin supplies information covering all fields of co-operative activities, but particularly concentrates on

the work of the ICA and its Auxiliary Committees, and greater attention is now paid to the collaboration between the United Nations and its agencies and non-governmental organisations. Increasing use is being made of the information in the CNS by journals, as well as by such publications as the ILO's "Co-operative Information" and "Social and Labour Bulletin".

Syndicated Articles. The series of syndicated articles was initiated at the beginning of the Co-operative Development Decade. The articles cover important aspects of co-operative development in the industrialised countries as well as the developing countries. They are issued to editors of co-operative journals and are available on a subscription basis at £4.00 per year. Since September 1972, 105 articles have been issued.

Agricultural Co-operative Bulletin. Published monthly in English with a French résumé, it provides abstracts on developments in the field of agricultural co-operatives and from time to time includes specialist articles.

Consumer Affairs Bulletin. Published monthly in English and French, it provides short items of consumer interest including relevant co-operative activities as well as one or more specialist articles on some aspects of consumer affairs.

6.5 Other Publications

Publications issued by the Regional Offices are dealt with under 14.2.

7. Education

7.1 Annual Seminars

7.1.1 The ICA has organised three Annual Seminars during this period. The aim has been to bring together representatives of co-operative organisations from countries with different socio-economic backgrounds and in different stages of development to exchange experience and to discuss prepared specialist papers.

7.1.2 The 41st ICA Seminar was held in October 1973 in Nicosia, Cyprus, by invitation of the Co-operative Central Bank Limited, on the theme "Self help and outside help in Financing Co-operative Activities". Topics discussed included: Co-operative Self-Financing especially at a time of severe inflation; The possibilities and limitations of Financial Collaboration between Consumer and Agricultural Co-operatives; and the Advantages and Disadvantages of Self-Financing. Sixty participants from fourteen countries and representatives from the ILO and the International Co-operative Bank attended.

7.1.3 The 42nd Seminar was held in September 1974 at the Co-operative College, Loughborough, UK, by invitation of the British Co-operative Union, on the theme of "The Unity of the Economic and Social Functions of Co-operatives". Topics discussed included Economic Efficiency in relation to Democratic Control; The Contemporary Meaning of the Social Function of Co-operatives; The Inter-action of Co-operatives and their Environment; Co-operatives as Schools of Self-Government. Forty-six participants from eighteen countries attended.

7.1.4 The 43rd Seminar was held in September 1975 in Dresden, German Democratic Republic, by invitation of Verband der Konsumgenossenschaften on the theme "Assistance to Co-operatives in Developing Countries—Need and Response". This was a specialised seminar designed to review progress and achievements during the first half of the Development Decade and to identify priorities for the next five years. Recommendations were made on the ICA's role in coordinating technical assistance activities; research; the ICA's work at the regional level, the ICA as a centre for

innovatory ideas. Fifty-six participants from twenty-one countries and representatives from six international organisations attended. These recommendations have been discussed by the ICA's Co-operative Development Committee with a view to implementation.

7.2 Advisory Group on International Training of Co-operators (AGITCOOP)

At its meeting in September 1973 in Budapest the Central Committee approved the constitution for the establishment of the above named educational advisory body. AGITCOOP was set up in accordance with the conclusions and recommendations of the:

- (a) International Conference on Co-operative Education, New Delhi, February 1968
- (b) ICA/UNESCO International Conference of Co-operative Education Leaders, Jongny-sur-Vevey, Switzerland, November/December 1970
- (c) Third International Conference on Aid for Co-operatives in Developing Countries, Loughborough, UK, April 1971
- (d) 40th International Co-operative Seminar, Moscow, USSR, September 1971
- (e) International Conference on Co-operative Education, Warsaw, 30th September 1972

Its aims are to:

- (a) advise the Authorities of the ICA on matters concerning education and training for co-operators in and from developing countries;
- (b) help member-organisations to increase the effectiveness of their training programmes, especially by enabling them to avoid duplication of efforts and expenditure in activities such as:
 - (i) working out study materials, textbooks and other teaching aids;
 - (ii) identifying the most important areas for co-operative training;
 - (iii) recruiting students for training;
 - (iv) the recruitment and training of teaching staff;
 - (v) directing student applicants to suitable courses;
 - (vi) follow-up work after training courses.
- (c) encourage mutual consultation among member-organisations and their training institutions, with a view to achieving international collaboration in their respective training plans, programmes and activities;
- (d) assist member-organisations in facilitating their international co-operation in the educational field in any other respects (e.g., in organising study visits abroad, exchanges of experience and documentation, etc.)

The first meeting of AGITCOOP was held in September 1974 in Budapest and was attended by eighteen representatives of co-operative training institutions, four representatives of UN agencies and five representatives of other agencies. It met again in October 1975 in Stockholm and will meet at the time of Congress in September 1976.

7.3 Educational Projects

7.3.1 Co-operative Educational Techniques Project (CET)

A special unit was established within the Secretariat in 1973 to undertake a study of education materials available for use by co-operatives in developing countries. This unit was financed by the Co-operative League of the USA, and, during its two-year existence, collected, classified and indexed information about materials available and in use, and made recommendations on ways in which the supply of materials

could be improved. Two publications were produced, "Co-operative Education Radio Programmes" and "Participative Teaching Methods in Co-operative Education" and field trials of this latter manual were held at the Ghana Co-operative College in September 1975.

7.3.2 Co-operative Education Materials Advisory Service (CEMAS)

At the end of the CET project the Swedish Co-operative Centre made funds available to develop the project into Co-operative Education Materials Advisory Service (CEMAS). A set of self-instruction manuals for committee members of primary societies in developing countries is being produced in association with the Intermediate Technology Development Group, UK. A consultant has been engaged to prepare the basic working material for an advisory guide on correspondence course provision and specimen correspondence course lessons. Another has been engaged to work on a guide on the use and preparation of quarterly and annual reports for member education purposes. Work is proceeding also on the preparation of suitable literature for co-operative functional literacy programmes. In July 1975, Mr. J. Bjärdsdal, Swedish national, took up the post of Project Director and has assumed responsibility for the CEMAS programme. It is hoped that resource centres will be set up at the two Regional Offices in connection with this project.

7.4 Relations with UNESCO

During this period the collaboration of the ICA with UNESCO has been maintained and strengthened and representation at a number of major meetings has been possible through the generous assistance of the Fédération Nationale des Coopératives de Consommateurs, who have kindly made available the services of Mlle. F. Baulier. UNESCO supported the Seminar on Functional Literacy held in February 1975 in Nigeria. Fuller information is given under para. 15.20 - ICA, and The United Nations.

8. Library

8.1 The role of the Library as a service department of the ICA is constantly being revised, in the light of the changing needs of the staff. The Library obtains, processes and analyses material, and undertakes internal translations from about ten languages; it helps member-organisations and other co-operatives on library matters and takes an active part in the Working Party of Co-operative Librarians and Documentation Officers, of which the Librarian is Secretary.

The Library collection deals almost entirely with co-operatives (some 95% of the collection). It contains an estimated 18,000 items, which makes it the largest collection in the world on Co-operation. Since the last Congress 2,155 items have been added, including books, annual reports and pamphlets. More than 500 periodicals are received and circulated to the staff; the material contained in periodicals is most important in information work, and a collection of 800 cuttings has been built up. Copies of articles are made available to other co-operative libraries; books and reports are lent to other libraries. Close links are maintained with the library at the Regional Office in New Delhi, and with the Information Department at the Regional Office in Moshi.

8.2 Archives

Work is being undertaken on reviewing the archives of the ICA. The Library has since its inception collected material of potential historical interest, both about the ICA and its member-organisations. The prime objective now is to assemble, classify and catalogue the papers documenting the formation, growth and development of the Alliance itself. These papers consist principally of Minutes of Executive and Central Committees, Congress reports and letters, manuscripts and photographs. The ICA's

past offers an insight into matters of interest not only to historians, but also academics and students of political science, international relations, economics, and allied fields in social sciences.

The work on the ICA archive coincides with an interest in archival work among the members of the Librarians' Working Party; exchanges of information and copies of documents are already taking place, and the International Department of Kooperativa Förbundet, Sweden, publishes a newsletter on "International Archives News" on behalf of the Working Party.

It is planned to build up, as part of the archives, a collection of recorded interviews of internationally prominent co-operators talking about their work for the international co-operative movement and the Alliance.

9. Research

9.1 The Research Department collects information on a regular basis on items in which the ICA has a continuing interest. It has provided the background documentation for the themes for discussion at the Central Committee meetings:

- 1973 "International Co-operative Enterprise—Prospects and Problems"
Budapest (which was a follow-up to the discussion at the 25th Congress in Warsaw on multinational corporations); and a document giving the background to the problems and eventual collapse of Coop Nederland.
- 1974 "Collaboration between Co-operatives" (which led to the preparation of the Working Group document on 'Collaboration between Co-operatives').
Vienna
- 1975 "The Energy Crisis and the Co-operative Movement"
Stockholm

9.2 A report on "Collaboration between Trade Unions and Co-operatives in Developing Countries" was published in the Studies and Reports Series, and a study on Multinational Corporations is nearing completion.

9.3 The department deals with a large number of enquiries from member-organisations, research institutes, academic bodies, etc. For example, information has been requested and supplied on workers' co-operatives; details of national legislation affecting co-operatives; taxation of co-operatives; relations between co-operatives and public enterprises; the co-operative contribution to consumer protection; monopolies; structural changes in co-operatives. Some enquiries may be straightforward with simple answers, whilst others entail considerable research for a considered reply.

9.4 The Research Department provides the secretariat for the Research Officers' Group (see para. 13.4).

9.5 Statistics

The department compiles the ICA statistics on the basis of information received from member-organisations affiliated to the ICA and the following table gives comparative figures for 1971 and 1973:

	<i>Countries</i>		<i>Societies (000)</i>		<i>Members (000)</i>	
	1973	1971	1973	1971	1973	1971
Consumer	53	52	60	66	124,490	124,804
Credit	40	40	266	278	106,693	90,540
Agricultural	49	48	207	165	63,251	55,848
Miscellaneous	19	17	28	24	12,984	18,991
Housing	34	34	55	45	11,356	8,133
Workers' Productive	30	29	41	38	5,407	5,035
Fishery	26	25	12	11	1,862	1,832

10. Youth

10.1 Second ICA Youth Conference

The Second ICA Youth Conference took place in Sinaia, Romania in June 1973 and was attended by sixty-three participants from nineteen countries, together with representatives from the ILO, UN Social Affairs Division, and UNESCO. The theme was "Opportunities for Youth in Co-operative Movements". No formal recommendations were made at the conference but participants expressed their strong interest and concern in the work of the ICA and its approach to Youth, as well as the inequitable distribution of international economic power as shown in the growth of multinational corporations and the poverty of developing countries. Further international youth conferences were suggested and reference was made to the possibility of creating an International Youth Organisation.

Warm appreciation is due to the three Romanian Co-operative organisations for the excellent arrangements for the Conference and their generous hospitality and financial assistance.

10.2 Third ICA Youth Conference

The Third ICA Youth Conference was held in Moscow in May 1976. The theme was "Co-operative Education and Training for Young People".

Sincere thanks are expressed to Centrosoyus for hosting the Conference and for its generous financial assistance.

10.3 Youth and the UN

The ICA supported a statement presented to the Economic and Social Council of the UN in April 1974 on behalf of ten international non-governmental organisations which called for:

- (a) the establishment of a UN Voluntary Youth Fund;
- (b) the continuation of the Ad-Hoc Advisory Committee on Youth for at least two more meetings;
- (c) more financial assistance to enable the Geneva Informal meetings on Youth to continue (ICA has participated in these meetings);
- (d) more consultation with INGOs working with and for youth.

The ICA was represented at a Youth Symposium organised by UNESCO in June 1976.

10.4 Following a recommendation in the resolution on Youth and the Co-operative Movement adopted at the Congress in Warsaw, the Central Committee at its meeting in October 1975 in Stockholm had as one of its main themes "Youth and the Co-operative Movement". A wide ranging discussion took place concentrating on the following aspects—ICA and Youth, Youth and Co-operation, School and Student Co-operatives, Co-operative Education and Youth, Plans of Member-Organisations, Action at the National Level and Action by the ICA. The suggestions made in the debate were discussed at the Third ICA Youth Conference.

11. Committees of the ICA

11.1 Central Committee

The Central Committee consists of representatives nominated by affiliated organisations formally approved by the Congress. The basis of representation is one member for each complete £500 of subscription, with a maximum representation from any one country being ten members. On this basis, the Central Committee comprises 217 members from 106 organisations in 51 countries. Several organisations have not nominated representatives to the Central Committee.

The Central Committee met in Budapest in September 1973 and should have met in October 1974 in Nicosia, but because of the conflict in Cyprus the meeting was changed at very short notice to Vienna and the thanks of the ICA are due to the Austrian member-organisations for having arranged for the Central and Auxiliary Committees to meet in Vienna. The Central Committee met in October 1975 in Stockholm and in April 1976 in Sofia.

As the representative body of the ICA, the Central Committee has received full reports of the ICA's work and has debated particular themes at its meetings, e.g. in 1973 there were two main themes—*International Co-operative Enterprise—Prospects and Problems*; and *The Co-operative Development Decade*, an assessment of the first two years. In 1974 the themes were *Collaboration between Co-operatives; Co-operatives and the Co-operative Development Decade*. In 1975 the themes were the *Energy Crisis and Co-operatives*; and *Youth and the Co-operative Movement*.

At the meeting in 1973 the Central Committee passed a resolution on Peace which urged the UN General Assembly to call a World Disarmament Conference with the aim of freezing and gradually reducing the spending on armaments and allied research. A motion was also passed condemning the Military Junta in Chile and calling for the restoration of constitutional legality and respect for human rights.

At the meeting in Vienna in 1974 the Committee passed a motion on Cyprus, the text of which had been agreed by the Greek and Turkish Cypriot members of the Committee.

11.2 Executive Committee

The Executive Committee remains at sixteen members and was elected by the Central Committee in Warsaw at the 25th Congress. It met immediately after its election and nominated two sub-committees, the Co-operative Development Committee dealing with technical assistance to developing countries, and the Executive Sub-Committee to deal with financial and secretariat matters. The Executive Committee met in 1973 in New York and Budapest; in 1974 in London and Vienna; in 1975 in Tokyo and Stockholm; in 1976 in London, Sofia and Paris.

11.3 Auxiliary Committees

The Auxiliary Committees of the ICA act as its functional arms, and bring together co-operatives operating in a particular economic sector. The Committees have their own constitutions and terms of reference which are agreed by the ICA Authorities under Article 4 of the ICA Rules.

The Auxiliary Committees are as follows:

Agricultural Committee (with a Fisheries Sub-Committee and a Sub-Committee for South-East Asia)	formed in 1951
Banking Committee	formed in 1922
Organisation for Co-operative Consumer Policy	formed in 1973
Housing Committee	formed in 1952
International Co-operative Insurance Federation	formed in 1922
Inter-Coop (International Organisation for Co-operative Consumer Distributive Trades)	formed in 1971
Women's Auxiliary Committee	formed in 1974
Workers' Productive and Artisanal Societies Committee	formed in 1947

12. Activities of Auxiliary Committees

12.1 Agricultural and Fisheries Committees

12.1.1 General

At its meeting in Taormina, Italy, in May 1973 the Agricultural Committee elected the following Executive Committee:

Chairman	L. Malfettani	Italy
Vice-Chairmen	R. Schubert	Federal Republic of Germany (retired 1974)
	S. Sulemesov	Bulgaria
Members	Mrs E. Feher	Hungary
	A. Kritschmann	Israel
	H. Hakansson	Sweden
	F. S. Owen	United States of America
	C. Pedersen	Denmark
	H. Yanagida	Japan
	P. Lacour	France

On the retirement of Mr. Schubert, Mr. C. Pedersen was elected the new Vice-Chairman at the meeting in Vienna, Austria, on 21st October 1974. Dr. Z. Juchniewicz was appointed Secretary in October 1973 and succeeded Dr. L. Marsullo.

At the end of 1975, forty-five organisations from thirty-two countries belonged to the Committee.

The Agricultural Committee has met four times since the Warsaw Congress and amongst the main subjects discussed were:

Taormina 1973

Follow-up of the Open World Conference on The Role of Co-operatives in Economic and Social Development
Aid to Co-operatives in Developing Countries
Some Aspects of Inter-Co-operative Trade

Vienna 1974

Co-operation between Agricultural and Consumer Co-operatives; World Food Problems (including shortage of fertilizers)—Preparations for World Food Conference.

Stockholm 1975

The Financial Problems of Agricultural Co-operatives Caused by Persistent Inflation.

Paris 1976

Agricultural Co-operative Strategy with regard to Multinational Corporations.

12.1.2 Training Activity

The need for training in management is of paramount importance. The first seminar on computerisation in the field of management of agricultural co-operatives entitled "The Use of Electronic Data-Processing in Agricultural Co-operatives' Activities", is to be held in Oldenburg, Federal Republic of Germany from 8-12 November 1976.

Members of the Agricultural Committee participated in a seminar organised by the United Nations Economic Commission for Europe on Fertilizers in Helsinki 1975, and in a Symposium on Forms of Horizontal and Vertical Integration in Agriculture in Budapest 1976.

12.1.3 Relations with United Nations Agencies

The Committee has maintained close collaboration with the FAO Division for Co-operatives and Rural Organisations, and the Fisheries Industry Division.

12.1.4 Collaboration with Non-Governmental International Organisations

Close relations have been maintained with the International Federation of Agricultural Producers' Standing Committee on Agricultural Co-operation, the Confederation of European Agriculture and the General Committee of Agricultural Co-operation in the Economic European Community.

12.1.5 Agricultural Co-operative Bulletin

The Agricultural Co-operative Bulletin has continued to be published monthly in English with a French summary. Nearly 500 copies are distributed among ICA members and subscribers.

12.1.6 Yearbook on Agricultural Co-operation

From 1976 the Yearbook on Agricultural Co-operation, hitherto published by the Plunkett Foundation, UK, will be a joint venture with ICA. The Yearbook will comprise studies and reports on agricultural co-operatives throughout the world.

12.1.7 IBASeC

The first meeting of the Executive Committee of the International Business Advisory Service for Co-operatives (IBASeC), was held in May 1975. Dr. Malfettani was elected President; and Mr. P. Lacour, Vice-President; Dr. Z. Juchniewicz, ICA; Mr. A. Melander, Sweden; and Mr. J. A. E. Morley, UK. Mr. R. P. B. Davies was appointed Secretary until the Annual Meeting in 1976.

12.1.8 Advisory Service

The Secretariat of the Agricultural Committee has dealt with numerous queries from co-operative organisations in a variety of fields: e.g. draft bye-laws; assessment of new projects; information on the sources of obtaining inputs needed for agricultural production; bibliographical notes; educational material; and information on research.

12.1.9 ICA Sub-Committee on Agriculture and Trade for South-East Asia

At its meeting in November 1972 in Bangkok, the Sub-Committee elected Mr. B. P. Faustino (The Philippines) as Chairman, Mr. F. Hunter (Australia) as Vice-Chairman. The Sub-Committee has met four times—Bangkok (1972), Tokyo (1973), Colombo (1974) and Manila (1975). The following themes have been discussed:

- Multipurpose co-operatives in South-East Asia (Bangkok 1972)
- The establishment of an International Co-operative Trading Organisation (ICTO)—(this organisation commenced its activities in Singapore in 1974); fertilizer shortage; co-operative marketing survey project in SE Asia (Tokyo 1975)
- International co-operative trade development in the Region (Colombo 1974)

12.1.10 Fisheries Sub-Committee

(a) Meetings of the Sub-Committee were held in Budapest 1973; Vienna 1974; Tokyo 1975; Sofia and Paris 1976. Officers of the Sub-Committee are:

Chairman	P. Lacour	France
Vice-Chairman	F. Bencze	Hungary
Secretary	Z. Juchniewicz	ICA

(b) Main topics for discussion were: the assistance for co-operatives in the developing countries, including Bangladesh and Sri Lanka; preparations for the first Open World Conference on Co-operative Fisheries (Vienna); Collaboration with FAO (Budapest); the Long Term Programme of Training Activities; and the programme of the seminar in Hungary for Freshwater Fishermen from developing countries (Sofia).

(c) Representatives from the Sub-Committee who participated in the UN Conference on the Law of the Sea were Mr. J. Saito in Caracas (1974) and Mr. P. Lacour in Geneva (1975).

(d) The setting up of an international Information Centre for Co-operative Fisheries is under consideration.

(e) First Open World Conference on Co-operative Fisheries, Tokyo 1975

This ICA conference, in September 1975 in Tokyo, was the main event of the Sub-Committee's activities. The host organisation was the National Federation of Fisheries Co-operative Association (Zengyoren), Japan.

Over three hundred participants attended from twenty-six countries. Members of the Fisheries Sub-Committee, and the FAO Fisheries Division helped in the preparation of a number of papers. The keynote address was delivered by Mr. F. E. Popper, Assistant Director-General of FAO.

The main theme of the Conference was: The Role of the Co-operatives in the Modernisation of Fisheries and the Rationalisation of Resources. Practical ways for the more effective utilisation and conservation of marine resources were discussed and this practical character was a notable feature of the whole conference. Many speakers emphasised that co-operative fisheries can help in improving technical know-how for fishermen, in rationalising production and marketing, and in conducting research and educational activities.

The Conference underlined the solidarity of fishermen all over the world, and their will to develop fisheries in the most effective way so as to provide mankind with food rich in protein. For this purpose, rationalisation of marketing was necessary, and more energetic support required from all governments where fisheries were still at a very primitive level.

The suggestions made at the Conference were discussed at the meeting of the Fisheries Sub-Committee. A programme of action with the following guidelines was approved:

- (i) Improving and extending the activities of co-operative fisheries both in advanced and developing countries;
 - (ii) Strengthening the collaboration between co-operative fisheries and other kinds of co-operatives;
 - (iii) Assistance in encouraging and promoting fisheries co-operatives in developing countries.
- (f) ICA Working Group on Co-operative Fisheries in South-East Asia**

At the meeting in Manila in 1975 the Group under the Chairmanship of Mr. Eddiwan, Indonesia, dealt with Fresh Water Fisheries; Fisheries Assistance Project in Sri Lanka; Case Study of the Fisheries Co-operatives in Malaysia; Fisheries Project in the Philippines; Manual for Primary Co-operative Fisheries; Booklet on the Problems of the Fishery Co-operatives in the Republic of Korea and their Solutions; Sources of Financial and Technical Assistance to Fishery Co-operatives; Training Courses for Personnel Working in Fishery Co-operatives; Greater Exchange of Information and Experience; Follow-up to the First Open World Conference on Co-operative Fisheries, including the possibility of translating conference papers into local languages.

12.2 Banking Committee

The Committee has met annually, and the Executive twice annually, since the Warsaw Congress. Officers elected are:

Chairman	W. Hesselbach	Federal Republic of Germany
Vice-Chairman	L. Lee	United Kingdom
Secretary	M. G. Hess	Federal Republic of Germany

Executive Committee	J. Arduin	France
	W. Bleile	Switzerland
	W. Flottl	Austria
	K. Møller	Denmark
	K-A. Linderoth	Sweden
	A. Lewinsky	Israel
	M. Sidambaram	Mauritius

The Committee has endeavoured to strengthen its member banks by promoting close collaboration amongst them.

The Committee represents the ICA on the International Liaison Committee for Co-operative Thrift and Credit, and collaborated in the Third Conference on Democracy and Efficiency in Thrift and Credit Co-operatives held in June 1974 in London, by contributing both financial support and accepting responsibility for the preparation of six papers. The Committee has initiated an exchange programme for trainees dealing with foreign banking business.

Member-banks collaborated also in annual meetings organised by INGEBA, e.g. in September 1974 in Amsterdam and in September 1975 in Stockholm, for foreign exchange dealers and foreign department managers.

The Committee has considered the problem of the financing of co-operatives in developing countries and first successes in this field can be noted. As the Committee does not have its own budget, it cannot give direct financial help to projects in developing countries. If the International Co-operative Bank is to function as a Co-operative Development Bank, then financial support from international organisations such as the UN and the World Bank will be necessary.

12.3 Organisation for Co-operative Consumer Policy

The Organisation for Co-operative Consumer Policy was set up at a constituent meeting, held in Paris in March 1973 under the chairmanship of Dr. M. Bonow, President of ICA, attended by representatives of 22 organisations in 15 countries and three ICA Auxiliary Committees (INTER-COOP, Banking and Housing), as well as the Chairman and Secretary of EURO-COOP.

The following officers were elected:

Chairman	N. Thedin	Sweden
Vice-Chairman	G. Spallone	Italy
Secretary	J. Semler-Collery	France

The Organisation has the following objects:

To work in the field of consumer information, protection, enlightenment and education, having regard to environmental aspects, and to establish common lines of action, where appropriate, by acting as a centre for:

- documentation and information on the development of consumer policies by governments and by national and international organisations;
- the systematic exchange of information on co-operative experience and initiatives in consumer protection, information, education and representation;
- the formulation of a coordinated co-operative policy at the international level for the protection and welfare of the consumer;
- the formulation of proposals for the implementation of such policies through all appropriate channels, national and international;
- liaison with various inter-governmental bodies and international organisations concerned with the defence of the consumer and the environment.

The Secretariat of the Organisation is at present located at the headquarters of the FNCC, France.

At its meeting in Vienna in October 1974, the main theme was the identification of the Co-operative Group as a consumer organisation, and a report was given of an enquiry undertaken in ten countries on action taken by co-operatives in the service of the consumer. A Sub-Committee on labelling has conducted an enquiry on initiatives taken by national co-operative movements on information labelling, and has issued guidelines for standard labelling of a certain number of non-food products carrying the co-op trade mark. At its meeting in Stockholm in October 1975 the main theme was the Consumer Co-operative movement and legislation on Consumer Protection. The subject was introduced by Mr. H. Bergquist, Deputy Consumer Ombudsman, Sweden, who outlined the position in Sweden and also explained the duties of the Consumer Ombudsman. Country reports were given by representatives of consumer co-operatives from Canada, Finland, France, Japan, Norway, and UK. The Secretary of INTER-COOP gave an account of its activities and dealt with consumer information through labelling.

A proposal from Japan asked 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 to other non-governmental organisations to press for the establishment of international standards.

12.4 Housing Committee

12.4.1 General

After the last ICA Congress, the Committee amended its rules in order to broaden its activity to include in its work those organisations which were not eligible for membership of the ICA but worked for the promotion of housing co-operatives in their respective countries. The amendment of the rules allowed the Committee to establish relations with so-called "supporting organisations". There are now seven such organisations participating in addition to 27 ordinary members.

Other amendments dealt with the financing of the Special Secretariat established at HSB, Sweden, the headquarters of the Chairman of the Committee. The establishment of the Special Secretariat has meant that it has been possible to carry out continuously the tasks of the Committee.

In accordance with decisions arising from the Housing Conference in Warsaw 1972, the Committee has appointed two working groups, one on methods of work and one on financing. The groups have during this period studied particular aspects of housing co-operative activities and prepared reports which have been amongst the main themes for discussion at the annual meeting of the Full Committee and have led to a valuable exchange of views. These reports have dealt with "Relations between the housing co-operatives and public authorities", "Democracy in Management", "The size of a Housing Co-operative", "Employers participating in the financing of co-operative housing", "Electronic data processing in co-operative housing". In addition, the notion of risk in Housing Co-operatives has received preliminary study and will be the subject for an exchange of views at the Housing Conference to be held in conjunction with the 26th ICA Congress.

12.4.2 Executive Committee

Members of the Executive are:

Chairman	S. Kypengren	Sweden
Vice-Chairman	W. Ambrosius	Federal Republic of Germany
Secretary/Treasurer	A. Johnsson	Sweden

Members	E. Lucchi	Italy (succeeding W. Bricasti following upon change of responsibilities in the Italian member-organisation)
	B. Bruzy	France
	W. J. Campbell	USA
	V. Jørgensen	Denmark
	P. Kalis	Czechoslovakia
	A. Kimml	Austria
	S. Kukuryka	Poland

The Executive has met every year in spring and autumn at the premises of various member-organisations and has had excellent opportunities on such occasions to familiarise itself with the work of the host organisations. Mr. R. P. B. Davies, General Secretary of the ICA, has attended all meetings of the Executive in his capacity as Joint Secretary of the Committee and has reported on its work to the ICA.

12.4.3 Full Committee

Every member-organisation is entitled to send two delegates, as well as observers to meetings of the Committee. The Full Committee has met in autumn once a year and has been attended on an average by 40–50 participants. The meetings are usually held for two days and on these occasions study tours have been organised. Besides matters of routine, the Committee has dealt with topics prepared by the working groups as mentioned above. There have also been reports on certain problems facing the organisations in various countries. The Committee has also received reports on collaboration with the United Nations bodies in which the Committee has a close interest. The Committee participated as representative of the ICA in the UN World Conference Habitat at Vancouver. At seminars arranged by the ECE on matters of housing, building and planning, the Committee has been represented on various occasions. Members of the Committee lectured at an inter-regional UN Seminar.

A quarterly Bulletin has regularly been published in three languages and has aroused interest among its 500 readers.

In many West European countries and USA the housing market is now stabilised. Inflation, increasing costs and high rates of interest have caused great difficulties during the years under review. It is hoped that housing production, which has been decreasing, will revert to the normal production rate and that modernisation of the existing stock of housing will be speedily undertaken in the housing co-operatives, enabling them to maintain their proper share of the market. In some East European countries, there is still a shortage of housing and the housing co-operatives have an extensive share of the market.

In the developing countries the housing situation is deplorably low and it is the hope of the Committee that the UN World Conference Habitat in Vancouver June 1976 will be a point of departure for an overall approach to improve human settlement conditions to an acceptable standard.

12.4.4 International Co-operative Housing Development Association (ICHDA)

Development work in the field of co-operative housing is the task of the International Co-operative Housing Development Association (ICHDA). Constituted in 1966 in Vienna by six of the member organisations of the Committee, it now comprises in all 19 members, the majority being members of the Housing Committee.

Officers of the Association are:

W. J. Campbell, USA, President
B. Heinen, FRG, Vice-President
O. Lindstrom, Sweden, Vice-President
J. Edmondson, USA, Secretary/Treasurer

The Association has undertaken, on behalf of the United Nations, feasibility studies in several developing countries. It has worked on a contract with the US CARE organisation in carrying out a USAID sponsored housing programme in the delta areas of Bangladesh. Some 7,500 houses were built under this programme. Studies have been undertaken in Ghana, The Ivory Coast and Lesotho. In the latter country a two years' programme for development of co-operative housing has been started. A feasibility study for the establishment of a technical service organisation has recently been concluded in Indonesia. ICHDA has generated from bilateral sources of the Government of Finland funds for an assistant to the Division for Urban Development of the Economic Commission for Africa, ECA. The member-organisation of Finland is also involved through the ICHDA in the development of housing for ownership for mining personnel in Liberia. Several additional projects are in a preliminary stage of planning.

The former officer of the ICHDA European office is engaged in a housing and settlements programme for the indigenous population of the Northern Territories of Canada.

A European office in Cologne was opened in 1973 and closed in 1975. Plans are under consideration to move the headquarters of the Association from Washington, D.C. to Europe where the majority of the members of ICHDA are to be found. From the office in Cologne a report on "Co-operative Building, Building Materials and Housing Enterprises" was prepared on request of UNIDO.

ICHDA took part in the World Conference on Human Settlements in Vancouver from which it is hoped to generate new tasks.

The aim of the Association is to become a self-financing body, and although there have been problems, the last two years' development shows that the achievement of this goal is reasonably near.

According to the constitution of ICHDA, each member organisation appoints a Director to the Board.

The annual meetings of the Association have taken place in conjunction with the Full Committee meetings of the ICA Housing Committee.

12.5 International Co-operative Insurance Federation

12.5.1 General

The Insurance Conference in Warsaw in October 1972, agreed to change the name of the ICA Insurance Committee to the International Co-operative Insurance Federation to better reflect the activities and standing of the worldwide organisation of co-operative insurance societies.

At the meeting immediately following the 1972 Conference the following officers were appointed by the Executive Committee:

Chairman	R. Lemaire	Belgium
Vice-Chairman	N. A. Kularajah	Malaysia
Secretary and Treasurer	H. Seeley	United Kingdom
Assistant Secretary and Assistant Treasurer	F. H. Edwards	United Kingdom

Executive Committee	K. Back	Sweden
	D. E. Johnson	USA
	G. L. Matheson	Canada
	W. Rittner	Federal Republic of Germany
	Y. Yamanaka	Japan

In February 1974, Mr. Matheson resigned and the Executive Committee co-opted Mr. O. Mercure, Canada, to replace him. In January 1976 Mr. Yamanaka resigned and was replaced by Mr. S. Nakazawa, Japan.

Including the two meetings held in September 1976, the Executive Committee met on eight occasions since the 1972 Conference.

Arising from the 1972 Conference's approval to hold an interim Conference before the next full Conference in 1976, an International Conference of Co-operative Insurers was held in Tokyo in 1974 which was attended by delegates from most of the member societies. The following subjects were discussed:

- Special characteristics of agricultural co-operative insurance in Japan
- The role of a co-operative insurance society in developing countries
- Long range planning by established insurance co-operatives
- Environmental problems in Japan
- The social responsibilities of co-operative insurance societies
- Savings, investment and insurance

The 1976 Insurance Conference was held in Paris at the time of the ICA Congress. The following subjects were discussed:

- No fault insurance
- Inflation and insurance
- The role of a co-operative insurance society
- Is there any difference in the management of a co-operative insurance society?
- Personnel development
- Mass merchandising and new product development
- Legal cost insurance

12.5.2 Commissions

1. Several small working commissions set up by the Executive Committee to study and report on various matters of interest to the member societies, have completed their research and reports have been circulated to the members on the following subjects:

- International co-operative safety, loss prevention, car repairs, health and rehabilitation, pollution of the environment
- Transferability of Life policies between the ICIF Members
- Travel insurance and travel service
- Investment funds
- Inflation and insurance

2. A commission is at present studying the problems of achieving closer collaboration between the European members of the Federation.

3. A Reference Group has been established to study and research the role of a co-operative society in a developing country and the report was presented and discussed at the 1976 Conference.

12.5.3 Nationalisation of Insurance

This problem was discussed in a Paper at the 1972 Conference and subsequently by the Executive Committee, which arranged for a booklet on "Nationalisation of Insurance—Arguments For and Against" to be prepared and issued to all the members so that they would be aware of how to combat this threat of nationalisation should it arise in their own countries.

12.5.4 Membership

Despite the loss of some members due to nationalisation and mergers with non-co-operative insurers membership of the Federation continues to increase and now comprises 72 members in 29 countries.

The total premium income of the members as at December 1975 was approximately £2,000 million, an increase of 61% over the total for 1972. It should, however, be borne in mind that this increase reflects the high rates of inflation and currency exchange fluctuations throughout the world during this period.

12.5.5 International Co-operative Reinsurance Bureau

1. Following the 1972 Conference the activities of this Bureau, established in 1949, were in the hands of the following ICRB Committee:

Chairman	R. Lemaire	Belgium
Secretary	H. H. Knighton	United Kingdom
Members	D. E. Johnson	USA
	K. Lindberg	Sweden

2. In January, 1974, Mr D. J. Briscall, United Kingdom, was appointed Manager of the Bureau in order to develop and extend the activities of the Bureau. In October, 1974, Mr P. D. Johnson, United Kingdom, was appointed Secretary following the death of Mr. Knighton. In April, 1975, Mr. D. E. Johnson resigned from the ICRB Committee and was replaced by Mr. E. Burigana, USA.

3. The total premium income exchanged by the members of the Bureau has continued to grow and in 1976 amounted to £11 million, an increase of 83% compared to 1972. This increase, however, reflects the high rate of inflation and currency exchange fluctuations throughout the world during this period.

4. The Bureau Facultative Facility established in 1972 to provide the Bureau Offices with additional Facultative cover within the Bureau has increased rapidly over the years and more offices are using this facility each year.

12.5.6 Insurance Development Bureau

1. At its first meeting after the 1972 Conference the Executive Committee appointed the following to serve on this Bureau, established in 1963:

Chairman and Secretary	K. Back	Sweden
Assistant Secretary	H. Dahlberg	Sweden
Members	O. Binder	Austria
	W. E. Fitzpatrick	USA
	K. Holler	Norway
	B. Kalms	Federal Republic of Germany
	T. Kokubo	Japan
	O. Mercure	Canada
	M. Nussbaum	Israel
	R. Vanderbeek	USA

In June, 1973, Mr B. Kalms retired and was replaced by Mr. G. Schubert, Federal Republic of Germany.

In October, 1974, Mr. T. Haalboom, Canada, succeeded Mr. O. Mercure.

In January, 1975, Mrs. B. Lindström, Sweden, was appointed Assistant Secretary.

In January, 1976, Mr. T. Kokubo resigned.

2. The Bureau has continued to assist co-operative organisations to establish their own insurance programmes and has made several feasibility studies of prospects for co-operative insurance in developing countries. Technical assistance has been provided for new co-operative insurance societies and/or agencies and arrangements were made for trainees to be received at ICIF member societies.

The IDB appointed two co-operative insurance advisers; one for East and Central Africa stationed at the ICA Regional Office in Moshi, Tanzania; the other for Latin America, stationed in Bolivia. These advisers assist co-operative organisations interested in establishing insurance operations and act as consultants to new co-operative insurers. Co-operative insurance societies have been established in the Philippines and Guyana. In Kenya and Uganda co-operative insurance societies have been registered. As far as educational activities are concerned the IDB organised two seminars. One seminar dealing with engineering insurance was held in Munich in 1973 and was attended by 25 delegates from 13 countries. The other seminar, on basic insurance, was intended for newly-started co-operative insurers in Latin America. It was held in Bogota, Colombia, in 1975 and was organised jointly by the IDB, CUNA Mutual and the Latin American Confederation of Credit Unions (COLAC). This seminar was attended by 60 delegates from 16 countries.

3. In collaboration with the ICA consultations were held with UNCTAD as a result of which a Memorandum: "Study on co-operative insurance—a suitable form of insurance for developing countries" was submitted to that organisation.

12.5.7 Allnations, Inc.

This body was set up in 1966 to cover credit risks through the operation of a loan guarantee fund. Jointly with the ICIF and ICRB a contribution was made to a Reserve Expert Fund to assist financially the work of the IDB.

As a result of the contributions by the ICIF member societies to a Risk Fund, Allnations will in future be able to provide guarantees which would otherwise not have been possible under its rules and regulations.

12.6 INTER-COOP

The International Organisation for Consumer Co-operative Distributive Trade—INTER-COOP, which was established in London on 30th September 1970, started its work from the head office in Hamburg in January 1971. At the end of 1975 the head office was moved from Hamburg to Copenhagen. INTER-COOP, being a result of the merger of the Co-operative Wholesale Committee and the Committee on Retail Distribution, was formed as an Auxiliary Committee of the ICA. Present members of INTER-COOP are 28 consumer co-operative central organisations from 19 West and East European countries as well as Israel and Japan. Together with their affiliated consumer co-operative societies these 28 organisations represent as a trade group and consumer movement an economic force which exerts a great influence on national and international markets. In Western Europe alone they achieve an annual turnover of approximately \$20 billion with 45,000 stores and are therefore by far the leading trade group.

The Board of INTER-COOP consists of the following:

Chairman	C. Veverka	SGCC, France
	succeeded Mr. John Sallborg, after the latter's death in 1975	

Vice-Chairman	E. Groes	FDB, Denmark
Vice-Chairman	K. E. Persson	KF, Sweden
Members	F. Checcucci	Coop Italia
	Ms. J. Lokkaj	Spolem, Poland
	R. Wallden	KF, Sweden
	H. van Heukelum	Coop Centrale AG, FRG
	A. Rauter	Konsumverband, Austria
	A. Sugden	CWS, UK
	H. Thuli	Coop Schweiz, Switzerland

The aim of INTER-COOP is to intensify the economic collaboration between members and thus to strengthen the competitive power of the consumer co-operative societies.

The collaboration is mainly carried out by:

- Exchange of experience in retail trade and distribution matters;
- Joint purchases on the world market of food and non-food;
- Collaboration in production.

The exchange of experience in retail trade and distribution matters has mainly been done through the three working groups on Food Stores, Department Stores and Shopping Centres, and Warehousing and Distribution, as well as through special conferences on matters of topical interest.

Since 1971 the Food Stores group has had meetings on the following subjects:

Personnel planning and training before opening a supermarket; Price Policy in supermarkets (1972)—Non-food assortment in Supermarkets (1973)—How to cut operating expenses; ordering and assortment systems; (1974)—Discount in food stores (1975)—Problems of food stores smaller than 200 m² (1976).

The meetings of the Department Stores and Shopping Centres' Group have dealt with the following subjects:

Main principles affecting choice of assortment; shops within shops; Management organisation in department stores (1972)—Sales policy; flow of goods into and within department stores (1973)—Point-of-sale systems (1974)—Furniture department stores; Reduction of assortment; Renovation or face-lifts (1975).

The Warehousing and Distribution working group, which had its first meeting in 1976, discussed cartons suitable for warehouses and stores, treatment of empties and garbage and efficiency wage. This group was formed on a recommendation made at the second INTER-COOP conference, held in 1974, and dealt with warehousing and distribution of food in general. The first conference, on hypermarkets, was held in 1972.

The joint purchases on the world market of food and non-food are carried out within the scope of special expert groups for various products lines.

In the food sector national regulations have had a negative influence on collaboration. In spite of this, considerable progress in joint buying has been made, for instance in the groups dealing with Wine and Spirits and Fresh Fruit and Vegetables. Collaboration within the latter has also offered great advantages in obtaining membership of various marketing boards for some organisations. It has also made it possible for all INTER-COOP members to make use of the foreign buying offices of CWS, UK; Coop Handels- und Produktionsaktiengesellschaft, Federal Republic of Germany; and NAF, the joint import organisation of the Scandinavian central organisations.

In the non-food sector there are at present eleven different buying groups, and the total turnover of these has increased from US \$40 million in 1971 to US

\$80 million in 1975. Including the Scandinavian collaboration, the turnover in 1975 exceeded 150 million. Through the joint purchases the member-organisations have achieved better purchase prices, and in many cases they have been able to influence design and quality according to their own wishes, even for products from big international suppliers. Within the food sector as well as the non-food sector new buying markets have been developed. Most of them are developing countries in Asia, Africa, and South America.

The starting point of collaboration in production—apart from exchange of technical know-how—is the mutual exchange of goods of own production. Such a mutual exchange started in 1975 between the biscuits and snacks factories of the member organisations. The collaboration of the confectionery factories, which has been considerably intensified during the last two years, has resulted in some production specialisation, and since 1975 most factories are collectively covering a large part of their needs for raw materials, via NAF.

In recent years the importance of INTER-COOP as coordinator of the economic collaboration between the consumer co-operative organisations has increased considerably. This is partly due to the integration into INTER-COOP of former regional coordinating bodies. The work of the economic secretariat of EURO-COOP, and in the course of 1976 the separate Nordic collaboration, "Nordiska Kansliet", will be completely integrated into INTER-COOP.

The increased importance has been most valuable in negotiations with important suppliers and multinational companies. During the last few years INTER-COOP has also been able to sign international agreements with important food and non-food suppliers.

12.7 Women's Committee

12.7.1 The noticeable increase in participation by women in co-operative activities in the four years under review is due in no small measure to the impact of two important influences: firstly, the considerable goodwill engendered by the discussion and recommendations of the Report on "The Role and Situation of Women in the Co-operative Movement". Subsequently the former Women Co-operators' Advisory Council was redesignated the "ICA Women's Committee" and was granted Auxiliary Status. Secondly in 1975 International Women's Year was a stimulant to the growing worldwide demand for equality of opportunity for both men and women. Co-operative movements contributed in the national and international IWY programmes and this drew attention to the role women were playing in co-operatives.

12.7.2 The ICA Women's Committee has admitted members from the German Democratic Republic, Ghana, and Malaysia. The membership is now 32 members from 26 countries, and includes representatives of consumers', agricultural, industrial producers' and housing co-operatives.

12.7.3 An Executive Committee has been set up, to meet as and when necessary, consisting of:

Chairman	Mrs. S. Räikkönen	Finland
Vice-Chairman	Mrs. L. Crisanti	Italy
Vice-Chairman	Mrs. Z. Petrushenkova	USSR
	Mrs. V. Gueorguieva	Bulgaria
	Mrs. M-T. Mader	France

The ICA Secretary for Women and Youth Activities is Secretary of the Committee.

12.7.4 The exchange of information channelled through the Women's Committee has shown that in several countries more women are being nominated and securing election to co-operative committees, etc. Greater attention is being given to recruiting women for educational and training courses, and several have been appointed to senior posts. Surveys of women's activities in co-operatives have stemmed from the initial action taken by ICA, and national committees or working parties have been established to implement its recommendations, e.g., Finland, Sweden, France, Hungary, and UK.

12.7.5 Much consideration has been given to developing countries during this period. Wide coverage by way of district, national and international gatherings, has been accomplished in East Africa, and to some extent, women in West Africa have been included. Special mention should be made of the co-operation in the East and Central African Region with United Nations Agencies and aid-giving organisations. A successful collaboration was carried out with FAO in a seminar held in Nairobi for women from English-speaking African countries on "The Involvement of Women in Self-Help Organisations". At the invitation of FAO the Secretary for Women and Youth visited several countries to prepare the background information for this seminar.

ICA staff also provided resource services at a seminar on "Women in Handicraft and Small-Scale Industries" which ILO, ECA, World YWCA and SIDA conducted in Zambia. The interest in co-operatives was so evident that ICA arranged a follow-up programme in Kenya.

A series of national seminars were held in East Africa in 1975 and participants from each were invited to a combined regional seminar at the end of the year.

A South-East Asia Regional Conference, held in Kuala Lumpur in July 1975 on "The Role of Women in Co-operative Development", was the first of its kind for many years. Twelve countries were represented. The ICA Council for S.E. Asia is discussing future action on the recommendations of the Conference.

Following the work which was carried out in Africa and South-East Asia, the Swedish Co-operative Centre invited 10 women from each of these continents to Sweden for a Seminar on leadership. The 1976 meeting of the Women's Committee was held in Stockholm in order that the members could meet the participants for a day's consultation.

12.7.6 The Chairman undertook a study tour in Japan by invitation of the three national organisations. She also visited the USSR with the Secretary for Women and Youth Activities. Such visits are appreciated as they provide opportunities for an exchange of information and an increase in understanding between men and women co-operators in the countries concerned.

12.7.7 The Women's Agricultural Working Party has continued its work and its representation on the ICA Agricultural Committee. Valuable collaboration has been maintained with an Ad Hoc Group in Rome, comprising representatives of FAO, IFAP, COPA and ICA. In recognition of its work, the meeting of the ICA Women's Committee during International Women's Year was held at FAO Headquarters in Rome and was followed by an Open Meeting to which personnel from FAO, international non-governmental organisations and Italian women's organisations were invited. After this meeting, on the invitation of the Yugoslav member-organisation, the Working Party visited rural areas in Yugoslavia, where women were playing an important role in co-operative development.

12.7.8 ICA representatives have taken part in many events, particularly those celebrating International Women's Year, e.g. the United Nations' World Conference for Women in Mexico City, the World Congress for International Women's Year in Berlin, the European Seminar in Brussels, the UNESCO Symposium on Women in Paris and UN Seminars in London and Buenos Aires.

Thanks are due to member-organisations in Austria, Belgium, German Democratic Republic, Italy and Sweden for hosting meetings of the Women's Committee and its Executive during this period.

12.7.9 In the coming quadrennium, women will be committed to an expansion of the work already initiated in recent years, but they will need the strong support of all co-operators in ensuring a distinct change of attitude towards the participation of women in co-operative activities.

12.8 International Committee of Workers' Co-operative Productive and Artisanal Societies

(1) The activity of the Committee for the period 1973-1975 was orientated towards developing relations with UNIDO, FAO and furthering a definite policy in favour of Industrial Co-operation such as had been recommended in September 1972 by the Warsaw Open Conference on "The Role of Industrial Co-operation in the Development of countries becoming Industrialised", and towards the various activities which tend to promote or strengthen the representation of industrial co-operatives in the co-operative world as well as in the developing countries.

In February 1975, the Committee lost one of its best workers through the death of its Secretary, Ermanno Mondini, whose absence is greatly felt.

Mr. Catalano, the new Secretary of the Committee of the Italian organisation "Federlavoro" has since his nomination in Stockholm, in October 1975, taken systematic action to attract new members into the Committee.

(2) Activities of the Executive

The Executive met whenever it was necessary and contacts between the President, the Vice-President, and the members of the Executive were continuous.

In September 1974, in Budapest, the Committee replaced Mr. Van Gool (Holland), who was resigning, by Mr. Müller (Switzerland), as member of the Executive.

The Executive Committee consists of the following:

Chairman	A. Antoni	France
Vice-Chairman	B. Trampczynski	Poland
Secretary	B. Catalano	Italy
Members	H. R. Müller	Switzerland
	L. Rev	Hungary

(3) Bi-lateral Relations

Progress has been made as follows:

- The Franco-Hungarian agreement signed in Budapest in September 1973 between building co-operative societies of both countries, is progressing well.
- French and Polish co-operatives are examining the possibility of a similar technical agreement.
- An important Franco-Polish symposium on the theme "Craftsmen and Workers' Co-operatives in a Planned Economy and in a Market Economy" was held in Paris, in November 1975.
- The workers' productive co-operatives from socialist countries regularly meet to coordinate and harmonise the calendars and agendas of their various national events.

- The Italian co-operatives of Lega Nazionale delle Cooperative and Federlavoro have regular bi-lateral contacts with the French Workers' Productive Co-operatives.
- Workers' productive co-operators from various countries are considering exchanges during holiday periods.

(4) Warsaw Promotion Centre

The creation of the Warsaw "Centre for the Promotion of Industrial Co-operatives", established rewarding contacts with UNIDO and ILO. On the initiative of Mr. Trampczynski (Vice-Chairman) the first seminar for industrial co-operative leaders of Latin America was held in June 1974 in Gdansk, Poland. In the Spring of 1975 a second seminar for the training of co-operative leaders of all developing countries was organised in the same town and was followed by study tours to Hungarian, French and Swiss co-operatives. Active collaboration of UNIDO and the Central Union of Polish Workers' Co-operatives made these two events possible. The Centre, which now has its own Director, is developing its promotional activities. Part of the 1976 Poznan International Fair was reserved for displaying craftsmen's industrial products of co-operatives from developing countries.

(5) International Technical Assistance

From 22nd-24th November 1973, the third technical seminar for leaders and technicians of building co-operative societies in which co-operators from six countries participated was held in Genoa, Italy. The Seminar benefited from a report of the ICA delegate at the 8th meeting of the ECE Committee on Housing, Building and Planning held in Geneva, October 1973. Participants felt that this type of seminar was extremely practical and that other seminars should be held as soon as possible.

(6) UNIDO

Relations with the United Nations Industrial Development Organisation were actively developed.

In February 1973, the Chairman of the Committee, led a delegation of the Executive to meet the UNIDO Directorate.

The 7th meeting of the UNIDO Council (Vienna, May 1973) has retained co-operation as a part of the UNIDO global strategy.

In 1974, at the 8th meeting of the Council, the ICA and the Committee were represented by Mr. Trampczynski, Vice-Chairman, who publicly offered the collaboration of the Committee in organising industrial development.

In March 1975, at the UNIDO World Conference held in Lima, Mr. Stefaniak, a member of the Polish delegation, delivered an important speech in favour of workers' productive co-operatives. This intervention was reflected in the final resolution.

(7) Relations with ILO

In 1973, Mr. Mondini, the late Secretary, went twice to Geneva to talk with the ILO Co-operative Institutions Department about common actions to be taken in developing countries.

In 1974, common work was undertaken to produce a publication on productive and craftsmen's co-operatives in the world and a comparative law study on this type of co-operative was initiated.

(8) Miscellaneous Activities

The following are additional activities of the Committee:

- (i) Assistance, through the channel of the French organisation, to the Dutch Government and Trade Unions which have been, in collaboration with the Dutch Federation of Workers' Productive Co-operative Societies, undertaking an extensive study on the development of Productive and Labour Workers' Co-operation in industrialised countries.
- (ii) Membership of the Working Party on Collaboration between Co-operatives, set up by the Central Committee of ICA (Vienna, October 1974).
- (iii) Action of the Secretariat to obtain the adhesion of all the workers' productive co-operatives known by the ICA and which do not yet belong to the Committee.
- (iv) Contribution to the participation of the ICA in the World Employment Conference (ILO, Geneva, June 1976) and in the UN World Conference on Human Settlements (UN, Vancouver, June 1976).

12.9 International Co-operative Petroleum Association

Although the International Co-operative Petroleum Association is not an Auxiliary Committee it has been customary to include a report of its activities with those of Auxiliary Committees.

12.9.1 The membership of ICPA consists of 37 organisations from 24 countries. The Board of Directors is as follows:

President	Arne R. Carlsson	Sweden
Vice-President	E. R. S. R. Coomaraswamy	Sri Lanka
Secretary-Treasurer	Wayne M. McCann	USA
Members	H. B. van den Berg	Holland
	Ahmed A. Issa	Egypt
	Jean Regimbeau	France
	Jack R. Thrasher	USA
	H. J. Wuest	Switzerland

12.9.2 Since the Congress met in Warsaw, the ICPA has completed the construction of a lubricating oil blending plant for Myanma Oil Corporation in Burma. This blending plant has a capacity of approximately 25,000 metric tons, and the savings in foreign exchange to the organisation paid for the costs of the plant in less than 15 months. Other building projects are now being considered by the association.

12.9.3 A technical and commercial seminar was held in the Netherlands in 1975 for member-organisations of the ICPA. Representatives of 15 countries were in attendance and the meeting was conducted by ICPA personnel and by experienced experts from outside the organisation in various fields of technology.

12.9.4 The ICPA plant at Dordrecht, the Netherlands, has been expanded twice since 1972 and new tankage and filling lines have been added. Every effort is being made to keep this plant the most efficient and modern in Europe, and product deliveries from Dordrecht continue to increase. Discussions are presently being carried out on the use of the additional land which the association holds at Dordrecht. Consideration is being given to the construction of tank storage or warehouse facilities.

12.9.5 Over the past three years, ICPA has been successful in securing a large portion of the lubricating base oil requirements for Egypt. Tenders for these products are issued annually, and bidding is done by all of the major oil companies. Recently, the ICPA was awarded the contract for the supply of all of the base oils for Sri Lanka, the seventh consecutive year in which this contract has been awarded by the Sri Lankan Government to ICPA.

12.9.6 ICPA's deliveries of products to its members have increased steadily over the past three years and net savings have also been appreciably greater. The fiscal year 1974 was a record year in savings returned to members and it is anticipated that the fiscal year 1976 will surpass this figure in net savings. The same fiscal year will also show a marked increase in product deliveries, with a volume increase of approximately 60 per cent over the fiscal year 1975 and more than 100 per cent increase over the fiscal year 1974.

13. Working Parties and Other Groups

13.1 Advisory Group on International Training of Co-operators (AGITCOOP)

AGITCOOP was established in 1973 as a Working Group to advise the authorities of the ICA on matters concerning education and training for co-operators in developing countries. The Chairman is Mr. Alf Carlsson, Sweden, and the Secretary is the ICA Secretary for Education. The activities of this Working Group are reported under 7.2.

13.2 International Working Party of Co-operative Librarians and Documentation Officers

13.2.1 The Working Party of Co-operative Librarians and Documentation Officers has fifty-five members from twenty-four countries and includes representatives of the ILO, FAO and OCA. During this period the Working Party has met twice and its Committee on four occasions. The Chairman is Mlle. F. Baulier, France, and the Secretary is the ICA Librarian. The Working Party has instituted a division of areas of responsibility so that each Committee member is responsible for communications with the Working Party members within the member's own linguistic and geographical area.

13.2.2 The Committee of the Working Party met in September 1974 at the ILO Headquarters in Geneva and the main topics for discussion were: publications; special publications for Co-operative Librarians; inventory of Archives on Co-operatives; list of basic books on Co-operatives.

13.2.3 The 11th meeting of the Working Party was held in August 1975 in Helsinki at the invitation of KK and SOK and was attended by twenty-five participants from co-operatives and other international organisations, including UNESCO. Topics dealt with were archives of co-operative organisations (location, collaboration, exchanges, publication of news on archives); lists of basic books on co-operative movements (to be published by the Deutsche Genossenschaftskasse, Federal Republic of Germany); handbooks for co-operative libraries. An innovation at this meeting was the introduction of special discussion topics, one dealing with a technical subject, the other with co-operative libraries in developing countries. Relations with other organisations, especially other ICA Working Parties and Committees, were also discussed.

The Committee of the Working Party met in Budapest in April 1976 and the Working Party will meet in Paris at the time of the ICA Congress.

13.3 Working Party on Co-operative Press

13.3.1 The Working Party on Co-operative Press was set up in 1970 initially for an experimental period of two years. Its work was considered valuable and its activities were extended in 1972. The Chairman is Mr. J. Boniface, France, and the Secretary is the ICA Secretary for Press and Public Relations.

13.3.2 The International Conference of the Co-operative Press held at the time of the ICA Congress in 1972 in Warsaw, Poland, on the theme "The Duties, Responsibilities and Rights of Co-operative Editors", was attended by thirty-eight journalists from sixteen countries.

13.3.3 The 4th meeting of the Working Party was held in Geneva and Basle at the ILO Headquarters and at the Headquarters of Coop Schweiz in November 1973 and was attended by twenty-four participants from fourteen countries. The main topics discussed were:

- (i) The Co-operator in the Defence of our Natural Environment;
- (ii) The creation of a central store of co-operative pictures at the ICA for the use of the international co-operative press;
- (iii) The support of the co-operative press through regional activities, both in the industrialised and in the developing countries;
- (iv) ILO public information services for the co-operative movement;
- (v) Activities of the Swiss co-operative press.

13.3.4 The 5th meeting of the Working Party was held in October 1974 in Budapest and was attended by twenty-five participants from sixteen countries. The main theme was "The Co-operative Press in a Changing Environment: its Objectives and Tasks"

13.3.5 The 6th meeting of the Working Party was held in October 1975 in Stockholm and was attended by thirty-six participants from twenty countries. The main theme was "The Role of the Co-operative Press in Developing Co-operative Democracy".

13.3.6 The Working Party has developed a programme of work which includes help for training editors in developing countries; assistance in the production of news sheets and ways in which specialist help can be given to the co-operative press in developing countries. "The Why and How of Producing a Co-operative Newsletter" was published by the ILO in 1975, following discussions on a preliminary draft by the Working Party.

13.3.7 In discussions about improving the ICA's image, the Central Committee considered and approved the representation of the co-operative press at meetings of the Central Committee, starting in 1975. Co-operative editors and journalists, whether members of the Working Party or not, were eligible to attend the Central Committee. This resulted in an increased coverage of the discussions of the Committee in co-operative journals throughout the world.

13.4 Research Officers' Group

13.4.1 The Research Officers' Group consists mainly of Officers from research departments of Consumer Co-operative Movements in Europe, although participants have come from North America and Japan for some meetings and there have been representatives occasionally from other types of co-operative movements, e.g., agriculture.

The Chairman is Mr. R. Heikkila of SOK, Finland, and the Secretary is the ICA Secretary for Research.

13.4.2 The 14th meeting of the ICA Research Officers' Group took place in October 1972 in London. Two days of discussion on the theme "The Role of Research and Planning in Co-operative Organisations" were followed on the third day by a visit to the Royal Arsenal Co-operative Society's computer centre and a visit to the new town of Thamesmead. Fifteen participants attended from nine countries and each participant presented a paper on the role of research and planning in his own movement. Papers were also received from Poland and Czechoslovakia. The major topic, both in the introduction of papers and in the discussions which followed, related to co-operative

research, including the organisation of research departments, financial provision for research, collaboration with other bodies, subjects for research, circulation of research results and the organisation of planning. There were also brief discussions on co-operative dividends and on the future structure and work of the Research Officers' Group.

13.4.3 The 15th meeting of the Group was held in April 1973 in Vienna. Twenty-five participants from fifteen countries attended. The major theme for discussion was "The Structure and Work Programme of the Research Officers' Group" as outlined in a background paper prepared by the Secretary on the basis of suggestions received from members of the Group. It was agreed that no changes were required in the Constitution of the Group, but that certain procedural changes should be made to ensure that the results of the Group's deliberations were useful and available to a large number of co-operative officials throughout the international co-operative movement. These changes relate primarily to more thorough planning of the annual meeting by a preparatory committee. This committee carefully selects the theme(s) for discussion—taking particularly into account any specific requests from the Executive or Central Committees of the ICA; assigns papers to speakers in accordance with an overall conceptual framework; and circulates the papers well in advance of the meeting to enable participants to plan their own contributions to the discussion.

In planning the meeting, the preparatory committee maintains contacts with relevant organisations such as INTER-COOP and other ICA Auxiliary bodies.

13.4.4 The 16th Annual Meeting of the Research Officers' Group was held in September 1974 in Florence, Italy and was attended by twenty participants from sixteen co-operative organisations and research institutes. The theme for discussion was "Structural Changes in Co-operatives and Long Range Planning". The meeting further considered how the work of the Group could be practically and effectively geared towards the wider objectives of the ICA, and it was decided that there should be close collaboration with the ICA Head Office in selecting relevant themes for the Group's meeting. Discussion papers and a digest of the Group's deliberations should be available to the ICA Executive Committee if requested.

13.4.5 The 17th Meeting of the Research Officers' Group was held in September 1975 in Sion, Switzerland and thirteen participants attended from ten organisations in seven countries. Six papers were given on the theme "Efficiency and Democracy in Co-operative Societies" and covered experiences in Canada, Finland, Japan, Sweden, Switzerland and the UK.

13.4.6 The 18th Meeting of the Group was held in September 1976 in Warsaw, Poland. The main theme was "The Response of Co-operative Movements to Social and Economic Change" and was treated under the following main headings:

- Marketing
- Co-operative Management and Organisation
- Consumer Education and Information
- Collaboration between Co-operatives and other Social Institutions
- Collaboration on Research

13.5 Consumer Working Party

The Consumer Working Party was created in 1962. In the period before the Congress in Warsaw in 1972 the Executive and Central Committees discussed the future of the Working Party. There was full agreement that it was important for the ICA to keep a watching brief over the effectiveness with which co-operatives served the interests of consumers. The Committee also considered the possibility of giving auxiliary status

to the Working Party and in 1972 a new constitution was agreed for an Organisation for Co-operative Consumer Policy, which would have the status of an ICA Auxiliary body. The constituent meeting of this organisation, the Consumer Committee, was held in 1973 in Paris and the Chairman is Mr. Nils Thedin, Sweden. The FNCC of France kindly agreed to provide the secretariat of the Committee for an initial period and the Secretary is Mr. J. Semler-Collery of the FNCC. The work of the Consumer Committee is dealt with under para. 12.3

14. ICA and the Developing Countries

14.1 Co-operative Development Decade

14.1.1 General

The Co-operative Development Decade was conceived as the contribution of the International Co-operative Movement to the United Nations international development strategy, and it encompasses all aspects of co-operative development. The focal point is the ICA and the following paragraphs identify some of the projects and programmes carried out by the ICA in the first five years with very brief reference to some of the activities carried out by its member-organisations.

14.1.2 Conferences and Meetings

In the process of identifying the issues to be tackled and establishing priorities the ICA has organised and participated in a series of conferences, meetings and seminars. These include:

The ICA/UNESCO International Conference of Co-operative Education Leaders	Jongny 1970
The ICA/FAO/ILO/IFAP Open World Conference on the Role of Agricultural Co-operatives in Economic and Social Development	Rome 1972
The Asian Top-Level Co-operative Leaders' Conference	Tokyo 1973
The ICA Seminar on Functional Literacy and Co-operatives	Ibadan 1975
43rd ICA Seminar, "Assistance to Co-operatives—Need and Response"	Dresden 1975
Open World Conference on Co-operative Fisheries	Tokyo 1975

The ICA has also participated in the series of conferences designed to bring together representatives of UN, bi-lateral agencies and NGOs, and aid recipients.

14.1.3 ICA Regional Offices

The principal line of action for the ICA has been the development of Regional Offices which provide a variety of services for members in their respective regions for South-East Asia (established 1960) and East and Central Africa (established 1968). The New Delhi Office, being larger, has a more comprehensive programme than that of Moshi, but both offices concentrate on educational activities and have organised many seminars and courses, etc., dealing with a wide range of co-operative topics. The offices have also carried out surveys, for example in the field of trade; brought together co-operative and governmental officials and been engaged in technical assistance activities.

The activities of the Regional Offices are given in more detail in 14.2.

14.1.4 Education

Many of the ICA's educational activities are included in the item dealing with the Regional Offices, while two other examples of educational work have already been mentioned in para. 7.3 above.

Another important step forward is the creation of the Advisory Group for the International Training of Co-operators (AGITCOOP), which allows co-operative colleges to discuss their courses and common problems with regard to training co-operators from developing countries. (See also para. 7.2.)

14.1.5 Trade

The ICA has been particularly active in promoting trade, especially in South-East Asia. Surveys have been carried out of Agricultural Marketing Projects in South-East Asia, covering eight countries.

The Regional Office in New Delhi has been instrumental in establishing the International Co-operative Trading Organisation (ICTO) which was launched in 1975 and will undertake trading activities on behalf of co-operative organisations in the region.

Several members have been active in supporting projects of technical assistance to co-operatives in developing countries covering trade, production and distribution. The largest of such projects was the Indian Farmers Fertiliser Co-operative (IFFCO), formed on the initiative of the Co-operative League of the USA and the National Co-operative Union of India with the financial support of the governments of India, the Netherlands, United Kingdom and USA. The IFFCO project includes a 910 metric ton/day ammonia plant and a 1200 ton/day urea plant, and the production of fertiliser is now 800,000 metric tons per year. IFFCO has 25,000 agricultural co-operatives in India in membership, and is probably the largest fertiliser production system in the developing world to be owned by the farmers who use it.

14.1.6 ICA Auxiliary Committees

Most ICA Auxiliary Committees have discussed various measures to assist co-operative development, and have, in some cases, their own agencies for development work, e.g., the Housing Committee has set up ICHDA to give specific assistance in housing; ICHDA has undertaken several studies and has implemented two field projects in Lesotho and Ghana; the Workers' Productive Committee has been helping the Centre for the Promotion of Industrial Co-operatives, and the Insurance Development Bureau (IDB) has contributed to projects in Malaysia, East and West Africa and in Latin America. The Agricultural Committee has been instrumental in creating IBASeC, and both the Librarians' and Press Working Parties are now discussing assistance to co-operatives within their respective fields.

14.1.7 Research

In the field of research the ICA has either undertaken or been closely involved with several studies relating to developing countries, some examples are: "International Financing for Co-operatives in Developing Countries", "Trade Unions and Co-operatives", and in collaboration with the Polish and Hungarian co-operative Research Institutes, "Research Register of Studies on Co-operatives in Developing Countries".

The ICA is contemplating research on:

- (a) The relationship between governments and co-operatives in developing countries;
- (b) Industrial Co-operatives;
- (c) A contribution to the Study on Co-operatives and the Rural Poor;
- (d) The Contribution of co-operatives to Food Production.

14.1.8 Publications

Reference has already been made to the Review of International Co-operation, the Co-operative News Service, the series of Syndicated Articles, all of which are extensively used by the Co-operative Press, and the Calendar of Technical Assistance to Co-operatives.

14.1.9 Special Activities

An adviser to the Bangladesh Jatiya Sambhaya Union (BJSU) spent two years in Bangladesh following the emergency resolution adopted at the 1972 ICA Congress. In addition to assisting in steps designed to unify the co-operative movement in Bangladesh, the adviser was able to assist the planning and implementation of some projects supported by ICA member-movements.

The ICA (through the New Delhi Office) has supported an educational field project in the Indore district of India.

The ICA has been developing its role in stimulating and coordinating movement-to-movement assistance and thus utilising the strength of its member-organisations from which come its main resources.

Continuous attention has been paid to developing relations with the UN system and eight significant resolutions concerning co-operatives have been adopted in the past decade by members of the UN system. Following the recent report of the Secretary-General entitled "The Contribution made by the Co-operative Movement to the Objectives of the Second UN Development Decade (E/5597)", the ICA is considering taking up the Secretary-General's suggestion of convening a small expert meeting as soon as possible with the following objectives:

- (i) to assess the problems connected with the participation of the poor in the co-operative movement and the role of Government in alleviating these problems in developing countries;
- (ii) to review the experience gained in particular countries on specific issues; and
- (iii) to recommend appropriate strategies and programmes.

14.1.10 ICA Mission to Mauritius

A notable event was the sending of a mission to Mauritius in November 1975 following a request from the Mauritius Co-operative Union for help in formulating a programme of work designed to improve efficiency. The Co-operative Development Committee approved this request in February 1975 and allocated funds.

The following specialists, working under the Director of the ICA, comprised the mission:

T. N. Bottomley	Secretary for Education, ICA
D. J. Nyanjom	Regional Director, East and Central Africa
S. Olsson	Consumer Expert, Swedish Co-operative Centre
S. S. Puri	Additional Secretary, Department of Civil Supplies and Co-operatives, Government of India
Mrs. A. B. de Soyza	Acted as Secretary to the mission

The terms of reference were as follows:

- (i) to engage in discussions with co-operative leaders regarding the general development of coordinated co-operative activity in Mauritius and the special problems confronting the Union and the movement;
- (ii) to make a study of some particular needs of the movement, in the sectors of agricultural credit, production and marketing, consumer co-operatives, and co-operative education, with special reference to member-education, with a view to advising the Union on the planning of an appropriate programme of work intended to develop the activities, and improve the efficiency of the Union.
- (iii) to offer Mauritian co-operative leaders the opportunity of consultation on matters of special interest and concern to them with members of the team of experts.

The mission made recommendations regarding the structure of the movement, Credit and Agricultural Societies, Consumer Societies, Co-operative Finance and Co-operative Education and Training. The mission received considerable help in its work from all sectors of the co-operative movement and from government departments.

The recommendations are under consideration by the Mauritian co-operative movement with a view to future action.

14.1.11 Development Fund

The ICA's Development Fund is maintained by voluntary contributions from member-organisations. It is administered by the Co-operative Development Committee for projects in developing countries to fill gaps where other assistance may not be available.

The following table shows the income and expenditure of the fund for the years 1972-1975 inclusive:

	Income £	Expenditure £
Brought forward	106,981	
1972	20,047	22,378
1973	23,898	21,328
1974	20,385	29,396
1975	26,859	31,781
Total Donations	91,189	104,883
Interest	21,325	Total Expenditure
Total Income	112,514	
		£114,612* carried forward – at 31 December 1975

* Of this sum £63,480 was committed for projects already approved by the Co-operative Development Committee, but not yet started.

14.2 ICA and the Regions

14.2.1 Regional Office and Education Centre for South-East Asia

(1) Regional Council

The Council of the ICA for South-East Asia, which represents the member-organisations in the region met in 1972 in Thailand, in 1973 in Japan, in 1974 in Sri Lanka, in 1975 in the Philippines and will meet in 1976 in Iran.

(2) Regional Seminars

The following regional seminars have been held during the period:

- Co-operative Management, January 1973, Manila
32 participants from 10 countries
- Co-operative Credit with special reference to the Japanese Co-operative Experience, April 1973, Tokyo
25 participants from 14 countries
- Member-Education and Member-Communication, April 1974
23 participants from 9 countries

- Agricultural Co-operative Marketing, August–November 1974, Tokyo and Stockholm. The seminar was held for two weeks in Tokyo and the remainder in Sweden. This seminar was organised by the Swedish Co-operative Centre and the Regional Office
19 participants from 3 countries
- Development of Dairy Co-operatives in S.E. Asia, India, February 1974
18 participants from 7 countries
- Role of Women in Co-operative Development, July 1975, Malaysia
26 participants and 32 observers from 12 countries
- Agricultural Co-operative Marketing—Methods of distribution, September 1975, Japan
21 participants from 10 countries

(3) Regional Conferences

The following regional conferences have been held:

- Principals of National Co-operative Training Institutions, June 1974, Indonesia
23 participants from 11 countries
(This has led to the setting up of the S.E. Asian Specialist Group on Co-operative Training—serviced from the Regional Office.)
- Consumer Co-operation, October 1974, Malaysia
119 participants from 9 countries
- Asian Co-operative Management, December 1975, Manila
115 participants from 8 countries

(4) National Seminars

National seminars for co-operative personnel in particular countries have been organised in Bangladesh, India, Japan, Malaysia, The Philippines, Sri Lanka, Thailand; subjects covered have included, Co-operative Housing; Co-operative Marketing of Agricultural Produce; Management of Agricultural Co-operatives; Management of Insurance Co-operatives.

(5) Teachers' Exchange Programme

This exchange programme has continued. Its aim is to give participants the chance to study teaching methods, curricula, etc. in other co-operative colleges and institutes. Co-operative teachers from India, Indonesia, Korea, Nepal, The Philippines, Sri Lanka, Thailand have taken part in the programme.

(6) Indore Project

The first project of the ICA and the NCUI started in 1971. It is a co-operative educational field project in Indore in the state of Madhya Pradesh, India, and the ICA commitment ended in July 1976, although some support will continue to be given. The aim has been to link education to practical development in order to improve the economic performance of co-operatives. This has entailed preparing appropriate material suitable for co-operative education in primary societies in rural areas. The project was warmly commended by the President of India, when addressing the 80th anniversary celebration of the ICA and a World Bank mission has also visited the project.

(7) Technical Assistance and Trade

The following projects are of interest:

(i) *Bhor Dairy Project*

The Bhor Dairy was formally inaugurated by India's Finance Minister,

Mr. Y. B. Chavan, on 10th March 1973. Dr. Carl Schumacher, former President of the Federal German Co-operative Consumers' Congress, accompanied by Mr. Armin Peter of the BdK, went to India specially to attend the inaugural ceremony of the Dairy.

The Dairy was set up with assistance in the form of dairy machinery and equipment amounting to DM 550,000 from the Federal German Co-operative Consumers' "Aid India Fund".

The Project has also received considerable quantities of skimmed milk powder as a gift, and this will enable the dairy to convert the powder into fresh milk during the summer months when the supply of fresh milk is considerably reduced. The revenues obtained from the sale of such additional milk will help the Project to repay a substantial portion of the debts accumulated before the dairy commenced operation.

(ii) *Bangladesh*

The ICA Coordinator (Aid Projects in Bangladesh) financed jointly by ICA and OXFAM (United Kingdom), continued to advise the Bangladesh Jatiya Samabaya Union on its priorities and helped in the coordination of voluntary external assistance to the movement; the assignment concluded in March 1975. The Central Union of Polish Work Co-operatives trained ten co-operators from Bangladesh to provide skilled management for the proposed knitwear factories to be set up in that country.

The *Sub-Committee for Agriculture and Trade for S.E. Asia* has met every year at the time of the ICA Council.

The *Working Group on Co-operative Fisheries* of the Sub-Committee on Agriculture and Trade met in December 1975 and considered the recommendations of the Open World Conference on Co-operative Fisheries and the follow-up action that should be taken on the recommendations of concern to the Region.

(8) **International Co-operative Trading Exchange (ICTO)**

After much preparatory work by the Regional Office, a Memorandum of Association and Articles of Association were approved by the member-organisations in the Region in 1973. The International Co-operative Trading Organisation was set up in June 1975, with its office in Singapore. Member-organisations from Australia, Malaysia, The Philippines, Singapore, Thailand, Iran, Indonesia, and Sri Lanka have joined ICTO. The ICA has only been instrumental in the creation of this body, it is not a member.

(9) **Publications**

The office has continued to publish a wide range of publications, e.g.:

- | | | |
|---|------------------------|--|
| —Regional Office Bulletin | } Regular Publications | |
| —ICA Trade News | | |
| —Documentation Bulletin | | |
| —Annotated Bibliography of Literature on Co-operative Movement in South-East Asia (Half-yearly) | | |
| —Indian Co-operative Laws vis-a-vis Co-operative Principles | | P. E. Weeraman,
R. C. Dwivedi
and P. Sheshadri |
| —Report of the Asian Top Level Co-operative Leaders' Conference (Tokyo 1973) | | |
| —Multipurpose Co-operative Societies in S.E. Asia | | J. M. Rana |
| —Long Term Agricultural Development through Agricultural Co-operatives | | M. V. Madane |
| —Amalgamation of Primary Agricultural Co-operatives in Korea | | L. Gunawardana |
| —Housing Co-operatives in India | | A. Tarkeshi |

- Psychology and Educational Methods
- Co-operative Teacher
- Key to Household Economy

D. Vir
D. Prakash
Mrs. M. d'Cruz

The Regional Office submitted two case studies for the World Conference on Co-operative Fisheries in Tokyo, on fishery co-operatives in Bangladesh and Malaysia. Both the case studies were made by a consultant from Sri Lanka.

(10) Agricultural Marketing Project

The survey of Co-operative Agricultural Marketing Projects in South-East Asia, undertaken in collaboration with the Central Union of Agricultural Co-operatives in Japan, has continued during this period.

(11) IDACA

The Institute has continued to help in the training of co-operators from Agricultural Co-operatives in the region, and it works in close collaboration with ICA Regional Office. The generosity of the Japanese Agricultural movement in this field is much appreciated.

(12) Finances

The movements in the region have increasingly contributed to the local costs of the ICA activities held in their countries. The Swedish Co-operative movement has continued to aid the Education Centre most generously, and 80% of the expenditure of the Centre has been met by the Swedish Co-operative Centre.

(13) Assessment of Work

Following discussions in the ICA Council for South-East Asia in 1973, and in the Executive Committee in 1974, an assessment of the work of the Regional Office and Education Centre was carried out in October and November 1974. An international team was assembled, consisting of Professor K. F. Svärdröm, Sweden (who acted as Chairman); Y. Daneau, Fédération de Québec des Caisses Populaires Desjardins, Canada; B. P. Faustino, Central Co-operative Exchange, The Philippines; Byung Hang Choi, National Agricultural Co-operative Federation, Korea. Ms. N. Stettner acted as secretary to the team.

The terms of reference were to determine whether:

- (i) the present activities of the Regional Office should be revised and/or new activities added;
- (ii) the appropriate balance had been achieved in allocating available resources to the various activities; and
- (iii) the machinery for communication between the ICA and its member-organisations needed to be improved.

The report of the team was favourable and tribute was paid to the valuable work carried out by the Regional Office since its foundation. The team found that the needs of the member-organisations in the region were increasingly becoming more specialised. The resources of the office were not increasing and inevitably there would need to be a different emphasis in the provision of facilities. Suggestions were made in the report concerning future work and resources. The report was discussed in the Executive Committee and by the ICA Council for South-East Asia as well as by member-organisations in the region, and follow-up action was discussed in a special experts' conference held in December 1975 in New Delhi to consider the "Trends, Problems and Changing Needs of the Co-operative Movements in South-East Asia and the Role of the ICA in this Regard". The following guidelines for the Regional Office have been suggested:

- to hold frequent Regional Conferences of top-level leaders and to assist the

- national movements to hold national and sub-national level seminars on co-operative leadership and management;
- to undertake and publicise in-depth case studies of co-operatives where co-operative leadership and management have been effective;
 - to 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 co-operatives;
 - in addition to the present Teacher Development Programme, organise training and refresher courses for the staff of the national co-operative training and educational institutions, and trainers and educators in the lower tiers of the training and education complex.

These recommendations, along with the continuing work of the Office, are reflected in the ICA's Programme of Work 1977-80.

14.2.2 Regional Office for East and Central Africa

(1) The office continued to work for Kenya, Tanzania, Uganda and Zambia, and on occasion participants from Mauritius have attended Regional Office activities. There are strong requests from the Southern Africa enclaves of Botswana, Lesotho, and Swaziland, for Regional Office activities to be extended to their co-operative movements, and this matter is currently under review. The political situation in the region had its effects on the seminar programme and not all member-organisations were able to be represented at some of the ICA activities.

The work of the office has expanded during the period through the generous assistance of the governmental technical assistance agencies of Finland and the Netherlands, which have financed particular projects. In addition, the E Movement of Finland financed a one-year project in the field of consumer co-operatives. The Swedish Co-operative Centre has continued to finance substantially the general programme.

(2) Regional Council

The Co-operative Council for East and Central Africa has met each year in the countries of the region in rotation: it is customary for the Chairman of the Council to come from the host country and to hold office for one year.

(3) Regional Activities

An extensive programme of regional seminars was held, some of which were designed for particular officers, e.g., Senior Departmental Co-operative Officers, Committee-men of Co-operative Societies, College tutors; others were on special subjects, e.g., savings and credit co-operatives, information and publicity.

A regional planning seminar was held on the Role of Insurance in Co-operative Enterprise. As follow-up, the Insurance Development Bureau of the ICIF has arranged for a two-year appointment of a co-operative insurance expert, attached to the Regional Office. The costs are being met by the IDB. A regional training seminar for college teachers was held and a planning seminar on Multipurpose/Production oriented approach to development.

A regional seminar for women co-operators was held and the choice of participants was made from those attending the national seminars, which were held in all four countries of the Region.

(4) National Seminars

National seminars have been organised both on a subject basis and for particular specialist officers. Training seminars for technicians working within rural production and credit and savings schemes, were held in Kenya, Uganda and Tanzania. These were for personnel engaged in the promotion and development of rural production.

(5) Credit Seminar Programme

A Credit Seminar Programme has been developed through the aid given by the Finnish Technical Assistance Agency, under the direction of Mr. I. Puupponen.

(6) Research Project

The research project is aided by the Netherlands Technical Assistance Agency and is directed by Mr. K. C. W. Verhagen, who assumed his post in 1973. The first regional research conference was held in April 1974 and recommendations of that conference are gradually being implemented. A research counterpart/research officer was appointed in 1975 and the training of research personnel in the member-countries is under way. A research report on the high level manpower needs in the movements of the Region has been prepared and action should stem from the recommendations. A field study on Government Control and Co-operative Performance has been initiated.

(7) Women Co-operators

A seminar programme for women co-operators has been carried out and is referred to above. Women's activities are now more effectively coordinated by the Regional Office and Ms. Diana Opondo, who was seconded from the Kenya National Federation of Co-operatives as training officer during Mr. Mshiu's attachment to head office, has been appointed as Women Officer for a limited period. It is hoped that funds will be found to extend this appointment.

(8) Teacher Training Project

On the basis of a feasibility study in the region aimed at assisting teachers at the various national co-operative colleges to improve their teaching methods and techniques, a project in Teacher Training is being implemented under Dr. L. Skaaret.

(9) Consumer Specialist

The E co-operative movement of Finland seconded Mr. L. Lehti for a period of one year to the Regional Office as Co-operative Consumer Officer to work on a consultative basis, paying all the costs of the project. It is clear that there is considerable scope for the development of consumer co-operatives as a result of the work initiated from the office during this period and it is hoped that funds can be obtained to maintain the momentum of work in this field.

(10) Credit and Finance

The Standing Committee on Credit and Finance has continued its work and efforts are being made to explore the possibility of it becoming a regional extension of the Banking Committee. The Standing Committee comprises representatives of Co-operative Banking and Credit institutions in the four countries of the region, together with a representative of ACOSCA. At its meeting in December 1975, extensive reviews were given of savings and credit schemes in the region, together with results achieved on certain pilot schemes started during the year. The Committee has also examined the possibility of developing co-operative insurance in the Region.

(11) Co-operative Insurance Consultant

The Insurance Development Bureau of the ICIF has made available resources for a two-year assignment of a co-operative insurance adviser to be located at the Regional Office from November 1975. Mr. Alf Wang, Norway, will be available to advise on the setting up and administration of co-operative insurance societies.

(12) Economic Commission for Africa

The office has maintained and developed good relations with the office of the Economic Commission for Africa (ECA) and been responsible for representing the ICA at some of the Commission's activities.

14.2.3 Latin America

(1) Organisation of the Co-operatives of America

The Organisation of the Co-operatives of America (OCA) brings together in its membership, co-operative movements in the Americas. It is a member of the Alliance and arranges its own programme of work independently. It has been responsible for representing ICA at a number of regional events held in Latin America.

At the end of 1972 the Board of Directors of OCA agreed that the office should be moved from San Juan, Puerto Rico to Lima, Peru, and this took place in December 1973.

A new Executive Director was appointed and the Organisation has been consolidating its work from its new Headquarters. OCA publishes a Bulletin in Spanish and an English edition is planned. The Chairman of OCA is Mr. R. Domper, Argentine, and the Executive Director, Mr. A. Rossi, Peru.

The President of the Alliance addressed OCA's triennial Conference in September 1974 in Mexico City.

(2) Latin American Technical Institute for Co-operative Integration (LATICI)

ICA in association with the Swedish International Development Authority (SIDA) and the Swedish Co-operative Centre (SCC) has financed the Latin American Technical Institute for Co-operative Integration. The Institute assists co-operatives in a limited area to consolidate their activities and helps them to achieve the maximum output from their resources—human, technical and economic. During this period the operations have expanded and there are now sixteen countries where LATICI operates projects.

It has been responsible for setting up a national organisation in Venezuela for operating commercial activities in six areas within the country. Research and training centres have been set up in the four administrative regions into which LATICI's operations are divided. The centres have concentrated on carrying out training in fully operative working conditions and the programmes have been designed for general managers, store supervisors, cashiers, store assistants.

The Executive Director of LATICI is Mr. J. Ames.

15. The ICA and the United Nations

15.1 Some General Remarks

15.1.1 The Alliance continues to enjoy consultative status of the highest category with the United Nations and most of the specialised agencies. The ICA's relations with ILO, FAO, and UNESCO and with some of the Regional Economic Commissions have been strengthened. In other cases such as the UN Environment Programme, UNIDO, UNCTAD, efforts have been made to ensure that the potential of co-operatives has been seen by these agencies as relevant to their work in developing countries.

15.1.2 There is a continuing dialogue between the ICA Secretariat and the UN system on a variety of issues of interest to co-operators. The ICA has permanent representatives at the UN in New York and in Geneva, Mr. W. Campbell and Dr. M. Boson respectively. ICA representatives have endeavoured to ensure that viewpoints of the co-operative movement have been put forward at particular meetings. In addition, members of the Secretariat, from headquarters and from the Regional Offices, representatives of Auxiliary Committees, have attended appropriate meetings. Member-organisations have been extremely helpful in nominating representatives to meetings of the UN. As the ICA has no voting rights, it has increasingly asked its member-

organisations to ensure that every effort is made to have co-operative interests represented on national delegations to meetings of the UN Agencies.

15.1.3 At the time of the meeting of the Executive Committee held in February 1973 in New York, all members of the Committee were received by the Secretary-General of the UN, Dr. K. Waldheim, who underlined the importance attached by the UN to the co-operative form of enterprise as an instrument of development.

15.2 The following list is illustrative of the wide spread of representation at meetings of the various UN organisations and agencies, in many cases made possible through the generosity of the ICA member-organisations.

15.3 Economic and Social Council (ECOSOC)

At the 58th Session of ECOSOC held in April/May 1975 the UN Secretary-General reported on "Contribution made by the Co-operative Movement to the Objectives of Second UN Development Decade (E/5597)". Principal recommendations of particular interest to the international co-operative movement were: (a) the need to improve the international system for providing finance for co-operatives in the developing countries, especially through an existing international co-operative banking institution; (b) the possibility of strengthening the ICA Development Fund to help promote, within the context of integrated rural development, co-operative projects at the village level; (c) increased assistance for co-operative education and training schemes; and (d) action designed to promote the international exchange of experience, expertise and information relevant to co-operative development. Mr. S. Dreyer, USA, member of the ICA Executive Committee, represented the ICA. The Director wrote to several member-organisations asking them to take appropriate action to enable their respective government delegations to ECOSOC to be fully briefed. The report provides a framework for the continued promotion of co-operatives to be carried out by a variety of organisations.

At the 58th session, ECOSOC also considered changes to its rules of procedure. The ICA, together with other INGOs, was most concerned about two suggested amendments which would have seriously affected the right of NGOs to sit as observers at public meetings of ECOSOC and their right to exercise consultative status. Again, the Secretariat contacted several member-organisations which in turn took contact with their respective governments in order to express their concern. The two amendments were not adopted.

Following a decision by ECOSOC to establish a Commission on Transnational Corporations and an Information and Research Centre on this subject, the ICA welcomed these moves and informed the Commission that the ICA was ready to take part in its work. Reference was also made to the discussion on this subject at the XXV Congress of the ICA in 1972 in Warsaw.

15.4 Economic Commission for Europe (ECE)

ICA's collaboration with the ECE has been with the Commission's Committee on Housing, Building and Planning, in which the Auxiliary Committee on Housing has a direct interest. The Housing Committee has ensured representation at its meetings and seminars and has been able to put forward the viewpoints of co-operative and non-profit housing organisations. The ICA also made contact for the first time with the Commission's Committee on agricultural problems and was represented at the 26th meeting of the Committee held in March 1975 in Geneva.

At this latter meeting, which was largely concerned with marketing problems in a range of selected commodities, the ICA Secretary for Agriculture spoke on the work of the ICA, stressing that co-operatives had a very large share in the marketing of the products under discussion.

15.5 Economic and Social Commission for Asia and the Pacific (ESCAP)

The ICA Regional Office for South-East Asia has represented the ICA at ESCAP meetings including the Committee on Trade. The Joint Director (Trade and Technical Assistance) presented a statement which referred to the various activities of the ICA in promoting trade in the region, including the establishment of the International Co-operative Trading Organisation.

15.6 Economic Commission for Africa (ECA)

Relations with the ECA have concentrated principally on developing contacts with the Voluntary Agencies Bureau of the ECA, which is concerned with assisting non-governmental organisations working in Africa.

15.7 UNDP

The development of relations with the UN Development Programme has focused mainly on the joint UNDP/NGO investigation of field relations at country level, designed to evaluate how NGOs and the UNDP might develop productive relations with regard to the country programming process. The ICA Regional Office for East and Central Africa has been most intimately concerned in this investigation as Kenya and Tanzania are two of the 'test' countries and contacts have been established between co-operative leaders, the regional office, government representatives and UNDP personnel. The first report on the exercise by the UNDP showed that too little time had passed for concrete results to have emerged, but that the relationships which had been established provide a basis for future activities.

In January 1975, two documents were circulated designed to strengthen collaboration at field level between the UNDP and the UN system on the one hand and non-governmental organisations on the other. A Memorandum was issued to all UNDP resident representatives and executive agencies, field officers and headquarter staff, giving suggestions and guidelines for working more closely together. A Memorandum was also sent to NGOs by the Conference of NGOs having Consultative Status with ECOSOC. The ICA had been involved in the discussions leading to these measures and ICA member-organisations in developing countries will find the guidelines useful when approaching UNDP representatives in their respective countries. At the UN office of Public Information Conference held in Bangkok from 27th-29th May 1975, the ICA Regional Director suggested that each Specialised Agency should hold an NGO Conference before its own Regional Conference as part of these activities, in order to develop closer working relations.

15.8 United Nations Environmental Programme (UNEP)

Given the resources available to the ICA it is not possible to do more than monitor the activities of UNEP with regard to the wide range of problems in which it has an interest. Pollution of the environment and human settlements are two of the ICA's main interests. ICA has supported the establishment of the Foundation for Human Settlements created in December 1974. Mr. J. Musundi acts as ICA observer at UNEP Headquarters in Nairobi.

15.9 UN Conference—Exposition on Human Settlements

This Conference was held in May/June 1976 in Vancouver, Canada. The ICA Housing Committee and housing member-organisations had a close interest in this conference and the ICA representation was led by Mr. W. Campbell, ICA representative at the UN who has been associated with co-operative housing for many years.

15.10 UNICEF

Discussions have also been progressing at the secretariat level with UNICEF where, following the successful support by ICA affiliates for UNICEF Greetings Cards, it is hoped that joint action at field level may be developed. ICA and UNICEF field

officers have met at regional level to discuss proposals to work in the fields of nutrition and education.

15.11 UN Research Institute for Social Development (UNRISD)

Meeting on "Rural Co-operatives and Planned Change", Geneva, November 1972. Representatives: President, Director and Secretary for Research.

This meeting was called to discuss a preliminary draft of UNRISD'S final volume in a series of publications on "Rural Co-operatives and Planned Change". UNRISD has issued a total of seven volumes. The ICA was not consulted at all in the execution of these studies. The studies contain a large number of inaccuracies, generalisations, etc. The main reasons for contesting the findings of the seven volumes, as well as the summary circulated at the meeting in a mimeographed document were:

- (i) the very narrow base of samples on which generalisations were made;
- (ii) unawareness of the theory and practice of co-operation; and
- (iii) an almost complete absence of economic analysis.

The ICA took an active part in the debate, the report of which has been published by UNRISD.

15.12 UN World Population Conference

Mr. Petre Georgescu represented the ICA at the World Population Conference held from 19th-30th August 1974 in Bucharest, Romania. In a statement he emphasised the role of co-operative movements in educating people on various aspects of family welfare. The ICA was also represented at the NGO 'Tribune' which preceded the Conference and at the Youth Conference.

15.13 International Women's Year Conference

The ICA was represented by Mrs. D. Opondo and at OCA's request, by Mrs. A. Napuri at the Women's Conference, held in Mexico City from 19th June-2nd July 1975.

15.14 World Bank

The World Bank published in 1975 an important Sector Policy Paper on "Rural Development". The Paper places strong emphasis on the role of co-operatives in many aspects of rural development programmes and points to the value of co-operatives in that they involve rural people through participation. Co-operatives also provide a vehicle for collective negotiation of credit, input supplies and deliveries of marketable surpluses. The Policy Paper provides a basis for collaboration between ICA and the World Bank.

15.15 UNIDO

New initiatives were taken with UNIDO and in February 1973 the Executive of the ICA's Workers' Productive and Artisanal Committee visited UNIDO Headquarters for discussions with the Executive Director and several members of his staff to discuss the ways in which the ICA, in particular the Committee, could work with UNIDO in promoting and supporting industrial co-operatives. These discussions followed on from the Conference on Industrial Co-operatives, held in Warsaw, 1972. Members of the Housing Committee and of ICHDA have also held discussions with UNIDO concerning co-operative housing.

The Second General Conference of UNIDO was held in Lima, Peru from 12th-15th March 1975 and in the Declaration and Plan of Action on Industrial Development it was stated that national industrialisation policies in developing countries should, inter-alia, encourage small, medium-scale and rural industry and to this end due attention should be given to industrial co-operatives.

At the meeting of the Industrial Development Board, held in Vienna in

May 1975, Mr. B. Trampczynski, Vice-Chairman of the ICA Workers' Productive Committee, referred to the Lima Declaration and Plan of Action stressing the fact that industrial co-operatives could be an essential means of mobilising local resources, human, natural and financial. The Polish Union of Workers' Co-operatives and UNIDO are jointly engaged in organising In-Plant Training Programmes for co-operative trainees from developing countries and ICHDA recently completed a Study on Co-operative Building, Building Materials and Housing Enterprises for UNIDO.

15.16 UNCTAD

The third session of UNCTAD adopted a resolution on "The role of the co-operative movement in trade and development". The ICA Secretariat has followed this up by submitting proposals to the UNCTAD Secretariat inviting them to work with the ICA in the promotion of co-operative trade.

These proposals were supported by the participation of the ICA in the 5th special session of the Trade and Development Board, where the ICA representative outlined the progress made during the two initial years of the Co-operative Development Decade and also emphasised the ICA's concern on multinational corporations.

The Insurance Development Bureau (IDB), of the International Co-operative Insurance Federation has submitted proposals to the UNCTAD secretariat for closer collaboration. H. Dahlberg and E. Wollner of the IDB represented the ICA at the *UNCTAD Trade and Development Board—Committee on Invisibles and Financing, Related to Trade*, in October 1975, in Geneva. As a result of this meeting the IDB has prepared on behalf of the ICA a report for UNCTAD on co-operative insurance in developing countries.

In 1974 the ICA established relations with the UNCTAD/GATT International Trade Centre (ITC), which agreed to inform the ICA about ITC seminars on export promotion and related topics so that co-operative organisations have the opportunity to nominate participants.

15.17 ILO

The ICA has continued to have a close working relationship with the ILO in many areas. For example, the ILO published the English text of the study on the "International Financing of Co-operative Enterprise in Developing Countries", prepared by the ICA. The ILO also acted as host to the ICA Press Working Party in 1973 and the ICA participated in a seminar on 'Co-operatives and Population', held by the ILO in Nairobi in May 1974.

The ICA Secretariat is also directly in touch with the Co-operative Branch of the ILO and several discussions have been held with particular regard to collaboration in the development of co-operative education techniques and materials. The ICA was represented by Dr. M. Boson at the International Labour Conference, held from 4th–25th June 1975 and at the three sessions of the ILO Governing Body held in November 1974 and March and June 1975. The ILO document, "Organisation of Rural Workers and their Role in Social and Economic Development", is under study.

15.18 FAO

As with ILO, close working relations are maintained with FAO, more particularly through the Agricultural Committee. The FAO published the French text of the ICA Study on 'Financing of Co-operative Enterprise in Developing Countries'. The ICA was represented at the following:

—12th FAO Regional Conference for Latin America, Cali, Colombia, 21st August–2nd September 1972. Representative: Dr. F. L. Jimenez, OCA

—Regional Conference on the Role of Co-operatives in Agrarian Reform Programmes, Santiago, Chile, 13th–23rd November 1972, in collaboration with DANIDA. Representative: Mr. C. Pedersen, Denmark.

—50th Session of the Council, Rome, 20th November–1st December 1972. Representative: ICA Secretary for Agriculture, who presented a statement on behalf of a group of NGOs, including the ICA, emphasising the importance of fully involving NGOs in the work of FAO and congratulating the Independent Chairman of the Council of FAO on his report which proposed greater participation of NGOs at FAO meetings.

—FAO Council, 60th Session, Rome, 11th–22nd June 1973. Representative: Secretary for Agriculture.

—Technical Conference on Fishery Management and Development, Vancouver, Canada, 13th–23rd February 1973. Representative: Mr. P. Lacour, France

—Conference, 17th Session, 10th–29th November 1973. Representative: Dr. L. Malfettani, Chairman, Agricultural Committee.

—Council, 63rd Session, 15th–19th July 1974, Rome. Representative: Secretary for Agriculture.

—FAO World Conference on Credit for Farmers in Developing Countries, Rome, October 1975. Representative: Dr. M. Bonow, President. Over 300 delegates from 104 countries attended; representing governments, agricultural and co-operative banks, central banks, multilateral and bilateral aid agencies. In his address to the conference, Dr. Bonow gave examples of collaboration between banking institutions and co-operative enterprises, particularly multi-purpose co-operatives. He drew attention to the policy document issued by the Swedish International Development Agency (SIDA), which emphasises that support will be given to international and national coordinating organisations which support assistance programmes in co-operative development.

—18th Conference, Rome, November 1975. Representative: Director, who made a short statement on the ICA First Open World Conference on Co-operative Fisheries, to which the FAO had made a contribution.

15.19 UN World Food Conference

The World Food Conference, held at FAO Headquarters in Rome from 5th–16th November 1974, discussed the rapidly deteriorating global food situation. The ICA was represented by the Secretary for Agriculture. The debate at the Conference and action stemming from decisions have been widely publicised, particularly the setting-up of a World Food Council, but it now appears that it will not be possible to eliminate food shortage within ten years, as had been hoped. The report of the conference contained reference to the important role which co-operatives play in food production and the need to support their activities.

15.20 United Nations Educational, Scientific and Cultural Organisation (UNESCO)

Mlle. F. Baulier of FNCC, France, has continued to act as the ICA representative in Paris and the ICA much appreciates the generous assistance of FNCC in making her valuable services available.

—Third International Conference on Adult Education, Tokyo, July/August 1972. UNESCO has published the Final Report in which co-operatives are mentioned in several instances as organisations important in the field of adult education. Copies of the Report in English, French, Russian and Spanish, can be obtained from the ICA.

—17th General Conference, Paris, October/November 1972. Representatives: Secretary for Education; Mlle. F. Baulier and Mme. F. Henner, FNCC, France. A resolution on co-operative education was proposed by the delegation of Finland and co-sponsored by the delegations of Denmark, Iceland, Norway, Poland and Sweden. The Conference decided, however, that the contents of the resolution should only be noted without discussion or vote, in the context of the relevant paragraph of UNESCO's Programme and Budget. The ICA's Secretary for Education was given

the floor at one of the sessions to make a statement illustrating the significance of the co-operative movement, particularly in the sphere of adult education.

—Standing Committee of International NGOs in Consultative Relation with UNESCO and its two Specialised Symposia, Paris, November/December 1974. Representatives: Secretary for Education, Mlle. Baulier and Mme. Henner. Items of major interest to the ICA were collaboration between non-governmental organisations and National Commissions of UNESCO in individual countries, International Book Year, representation of co-operatives and trade unions on the Standing Committee, and evaluation of the 17th General Conference of UNESCO from the point of view of non-governmental organisations.

—The Director, the Secretary for Education and Mlle. F. Baulier, represented the ICA at a meeting at UNESCO to plan a Symposium on Workers' Education held in Paris, December 1975. On the recommendation of the ICA, the following co-operative representatives were invited by the Director-General of UNESCO to participate—in addition to the Secretary for Education and Mlle. F. Baulier—Mrs. R. Aziz (Malaysia), Mrs. Z. Meighi (Tanzania), Mrs. M. J. McGrath (USA), Dr. R. Otto (German Democratic Republic).

—The Secretary for Education and Mlle. F. Baulier represented the ICA at an "experts" meeting convened to recommend on the award of travel grants for workers' education leaders during the biennium 1975/1976. Awards to the value of \$19,020 involving a total of 20 candidates were made to 12 co-operative organisations.

—At the UNESCO General Conference, held from 17th October–23rd November 1974, the Secretary for Education and Mlle. Baulier attended sessions of special interest to co-operators, and opportunity was taken to make a brief intervention during a debate on rural development and education.

—The ICA was also represented at a UNESCO Symposium on International Women's Year and at a UNESCO Youth Symposium in 1975.

—At the UNESCO *Conference of Ministers of Education of African Member States* held in Lagos, January/February 1976, Mr. T. K. Ojuolape, Principal of the Co-operative College, Ibadan, Nigeria, was an observer for the ICA.

16. The ICA and Non-Governmental Organisations (NGOs)

16.1 General

The ICA has maintained relations with a number of international NGOs and tried to ensure that where interests overlapped and there was a co-operative connection, joint action was undertaken. The ICA meets regularly with IFAP and IFPAAW in COPAC and there are joint consultations with the international trade union organisations from time to time in meetings organised by UNESCO. The ICA meets regularly in the International Liaison Committee on Co-operative Thrift and Credit with a number of International and National NGOs concerned with thrift and credit co-operatives.

16.2 Joint Committee for the Promotion of Co-operatives (COPAC)

COPAC was created in 1971 by ICA, FAO, ILO, International Federation of Agricultural Producers (IFAP) and International Federation of Plantation, Agricultural and Allied Workers (IFPAAW). COPAC's role is to act as a coordinating centre for organisations in aid giving and aid receiving countries. It was originally interested in the promotion of agricultural co-operatives, but is now concerned with all co-operatives. It identifies and prepares schemes suitable for international and national development aid; to provide through its member-organisations, specialists and managers for co-operative enterprises.

Since 1971, the United Nations Social Development Division and World Council of Credit Unions (WOCCU) have joined COPAC. Dr. Bonow was the Chairman until 1974 when Mr. Sidibé, ILO, succeeded him. The meetings of COPAC are a helpful instrument in developing collaboration although COPAC's terms of reference, mode of operation, etc. are kept constantly under review. COPAC was given the responsibility of preparing the basic paper for consideration by the UN's Social Development Division of recommendation to ECOSOC for practical action in the field of co-operative development of various agencies, including the ICA. This report was debated at the 54th Session of ECOSOC in April 1973 and a formal resolution was adopted, as follows:

—*The Economic and Social Council having examined the progress report submitted by the Secretary-General (E/5246 and Corr. 1) in the implementation of paragraph 6 (a) of its resolution 1668 (L11) entitled 'Promotion of the co-operative movement during the Second United Nations Development Decade':*

- (i) Takes note with appreciation of the above-mentioned progress report of the Secretary-General; and
- (ii) Transmits it, together with the comments of governments as contained in the summary records, to the Committee on Review and Appraisal to assist it in its work.

Speakers in the debate were the delegates of Denmark, Finland, Hungary, India, Poland, UK, USA, USSR. ICA's role was repeatedly mentioned.

COPAC has played an active role in investigating the situation in the drought-stricken Sahel area with a view to coordinating co-operative assistance. COPAC has also facilitated discussions on the UN Capital Development Fund, which is intended to provide capital to organisations which are normally unable to secure loans for productive purposes.

16.3 International Liaison Committee on Co-operative Thrift and Credit

An informal liaison committee on Co-operative Thrift and Credit was set up following a recommendation of the second International Conference on Co-operative Thrift and Credit held in September 1970 in Paris.

Dr. M. Bonow was Chairman of the Committee from its formation until 1974 when he was succeeded by Mr. P. Lacour, France. The members of the Committee are:

Central Co-operative Bank for Agriculture and Forestry, Japan
Confédération Nationale du Crédit Mutuel, France
Fédération de Québec des Unions Régionales des Caisses Populaires Desjardins,
Canada
Fédération de Montréal des Caisses Desjardins, Canada
Fédération des Caisses d'Economie du Québec, Canada
International Co-operative Alliance (represented by its Banking Committee)
National Co-operative Union of India
Groupe Raiffeisen du Bénélux, Netherlands
Union du Crédit Coopératif, France
World Council of Credit Unions

Mme. A. M. Robert, France, and Mr. H. Ohmi, Japan, act as joint secretaries of the Committee, located in Paris, through the generosity of Caisse Centrale de Crédit Coopératif, and at the ICA headquarters in London, to which the Central Co-operative Bank for Agriculture and Forestry, Japan, has seconded Mr. Ohmi.

The third International Conference on Co-operative Thrift and Credit was held in June 1974 in London. It was attended by 180 participants, representing co-operative and mutual savings, credit and banking organisations from 32 countries. In addition, a number of international organisations and special foundations concerned with assistance to developing countries were represented. The general theme was "Democracy and Efficiency in Thrift and Credit Co-operatives". The key-note address was given by Mr. J. Burke-Knapp, Vice-President of the World Bank and he emphasised the harmony of aims between the World Bank and the Co-operative and Mutual Savings and Credit movements. Their common task was the mobilisation of the savings of the world for productive investment, more especially in developing countries. The main subjects within the general theme were motivation, education and training, business strategy, structure and rationalisation and international and regional co-operation. At this Conference, the Liaison Committee adopted new Rules to make its work more formal and its name was changed to the International Liaison Committee on Co-operative Thrift and Credit. The Committee has put forward a programme of work which will deal with the problems involved in the standardisation of management techniques in mutual credit and co-operative societies, the methods used to collect savings, and the international economic situation particularly the functioning of foreign exchange markets so far as they affect thrift and credit co-operatives.

The Committee, following up a suggestion made at the Third International Conference on Co-operative Thrift and Credit, held a seminar on "How to Protect Savings Against Inflation", in October 1974 in Bischensberg, France, which was attended by 20 participants from Canada, France, Japan, Federal Republic of Germany, UK, with representatives from the World Bank, International Co-operative Bank, Banque de France. The seminar studied the effects of inflation on thrift and credit co-operatives, and especially on the savings of members.

Plans are being made for the 4th International Conference on Co-operative Thrift and Credit to be held in April 1977 in Brazil.

16.4 Other Meetings

The following list of meetings gives examples of the spread of representation of the ICA:

16.4.1 NGO meeting on the Human Environment, Geneva, October 1972. Representative: Dr. M. Boson; **NGO Environment Liaison Meeting, March 1974, Nairobi.** Representative: Mr. J. J. Musundi.

16.4.2 World Assembly of NGOs concerned with the Global Environment, Geneva, June 1973. Representative: Mr. J. Semler-Collery, Dr. W. Ruf.

16.4.3 International Chamber of Commerce

ICC Meeting on a Proposal for an International Environment Centre for Industry, Paris, 16th November 1972. Representative: Mr. J. Semler-Collery, FNCC, France. The ICC called this meeting to discuss a proposal to set up an International Environmental Centre for Industry, supported by contributions from participating organisations. Two schools of thought could be observed: those who wanted the centre to restrict its activities to the collection and dissemination of information and those who felt that it should be much more active and aim at arriving at a common policy for industry. The main body of opinion supported a limited role for the proposed centre which has been established. Mr. Semler-Collery outlined the ICA activities in the field of the environment.

16.4.4 Plunkett Foundation for Co-operative Studies

Fifth International Conference on Agricultural Co-operation, Oxford, UK, 9th-13th July 1973. Representative: Director.

16.4.5 Congress of World Peace Forces, Moscow, December 1973. Representative: General Secretary. Over 3,250 delegates and observers attended the Congress, and official co-operative delegations were present from Czechoslovakia, Finland, Hungary, India, Italy, Japan, Poland, United Kingdom and USSR.

16.4.6 Union of International Associations

General Assembly, March 1974, Paris. At this meeting the Director of the ICA was elected as a Vice-Chairman of the UIA.

16.4.7 IFAP

16th session of the IFAP Standing Committee on Agricultural Co-operation, September 1973, Geneva. Representative: Director.

General Conference, May 1974, Baden, Austria. Representative: Mr. F. Webster, UK.

IFAP Consultation of African Rural Leaders, July 1974, Addis Ababa. Representative: Mr. J. Musundi, Kenya.

21st General Conference, October 1975, Washington. Representative: Mr. S. Dreyer, USA.

16.4.8 COGECA, February 1974, Brussels, Representative: Dr. L. Malfettani, Italy.

16.4.9 International Confederation of Agricultural Credit, 5th World Congress, Milan, September 1973. Representative: Mr. M. Matsuhira, Japan.

16.4.10 Afro-Asian Reconstruction Organisation, 5th General session, Manila, February 1975. Representative: Joint Director, Technical Assistance and Trade, Regional Office, New Delhi. A brief statement was presented outlining the activities of the ICA Regional Office in the field of technical assistance and trade.

16.4.11 Conference of NGO's with Consultative Status with UN Economic and Social Council—13th Annual Assembly, Geneva, March 1976. Representative: Co-operative Development Officer.

17. International Co-operative Day

17.1 The first Saturday in July continues to be observed as International Co-operative Day although there are variations in the date caused by traditions in some countries and climatic factors in others.

17.2 The text of the Declaration has been shortened and from 1975 onwards the structure of the Declaration was changed.

17.3 The 51st International Co-operative Day Declaration in 1973 welcomed the end of the fighting in Vietnam, referred to the meeting of the ICA Executive Committee with the Secretary-General of the United Nations and expressed concern about the working of multinational corporations.

17.4 The 52nd International Co-operative Day Declaration in 1974 referred to the problems created for co-operatives by the world energy crisis and the possibility of the oil-producing countries using part of their increased revenues for the development of the Third World, particularly bearing in mind the possibility of co-operative forms of organisation.

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17.5 The 53rd International Co-operative Day Declaration in 1975 referred to Peace, International Women's Year and to the serious world food situation.

17.6 The 54th International Co-operative Day Declaration in 1976 referred to Peace and to the subjects for discussion at the ICA's 26th Congress.

18. Obituaries

Congress will pay tribute to all co-operators everywhere who have died since the last Congress, remembering especially here some who gave outstanding service to the cause of co-operation, both nationally and internationally.

Motilal Chaudhary (India). Chairman, National Agricultural Co-operative Marketing Federation of India Limited; member of ICA Central Committee since 1971; formerly member of the Agricultural Committee for S.E. Asia and later of the Committee for Trade and Agriculture for S.E. Asia; member of the Rajasthan State Assembly in India from 1952 to 1967.

H. A. Cowden (USA). Member of ICA Central Committee 1951-1972; member of ICA Principles Commission; President of International Co-operative Petroleum Association 1959-1966; Founder of Farmland Industries, USA.

C. C. Hilditch (UK). Member of the ICA Central and Executive Committee since 1972; Assistant General Secretary of the Co-operative Union 1951-1972 when he succeeded Sir Robert Southern as General Secretary; member of the Management Committee of Euro Coop; secretary of several ad hoc Committees in the UK including decimal currency, standardisation of accounts.

W. Kasperski (Poland). Vice-President of the Supreme Co-operative Council; former Chairman, Board of Directors, Housing Co-operatives of Poland; member of ICA Central Committee 1965-1972.

I. S. Khoklov (USSR). Former member of the ICA Executive and Central Committees; Vice-President of the Alliance 1946-1954; former Chairman of the Board of Centrosoyus, USSR.

M. J. Lane (Australia). President of the Co-operative Federation of Australia; member of ICA Central Committee; member of ICA Advisory Council for S.E. Asia; Vice-Chairman of Co-operative Federation of Western Australia; General Manager of Co-operative Bulk Handling Ltd. responsible for storage of grain produced throughout Western Australia at railroads and seaports terminals.

Syoji Matsumura (Japan). Managing Director of the Central Union of Agricultural Co-operatives; Chairman of the S.E. Asian Sub-Committee on Agriculture and Trade; member of ICA Central Committee since 1974.

E. Mondini (Italy). Secretary of the ICA International Committee of Workers' Co-operative Productive and Artisanal Societies; his hard work and devotion to Co-operative Productive and Artisanal activities, both national and international, over more than two decades, have secured world-wide acclaim for this type of co-operative enterprise.

P. Poruben (Czechoslovakia). Member of ICA Central Committee since 1965; President of Slovak Union of Producer Co-operatives; member of the Czechoslovak Central Co-operative Council; member of ICA Auxiliary Committee for Workers' Productive and Artisanal Committees since 1968.

J. Sallborg (Sweden). President of KF since 1972; Chairman of CO-OP OIL; Chairman of Folksam Insurance; Chairman of the International Organisation for Consumer Co-operative Distributive Trades (INTER-COOP) since its inception; member of ICA Central Committee since 1968.

W. Serwy (Belgium). Member of ICA Executive Committee from 1946–1961; former General Secretary of FEBECOOP. He is well remembered for organising the International Co-operative Exhibition which formed the background for the Ghent Congress in 1924, and for his long service to the ICA Authorities.

E. Stenberg (Finland). General Manager of Pohja Group of Insurance since 1972; member of ICA Central Committee since 1974. He served his organisation for 27 years.

I. Strobl (Austria). Member of ICA Central Committee 1954–1970; formerly Austrian Minister for Agriculture and Forestry; former General Director of Agricultural Co-operatives in Lower Austria; member of the Board of Oesterreichischer Raiffeisenverband.

Shri Udaybhansinhji (India). Member of ICA Central Committee since 1969; Chairman, Gujarat State Co-operative Land Development Bank since its inauguration in 1951; Chairman of All India Central Land Development Banks Co-operative Union since 1964; Chairman, Indian Farmers' Fertiliser Co-operative since its establishment in 1967; former President, National Co-operative Union of India.

A. Vukovich (Austria). Member of ICA Central Committee from 1934–1969; former Director of Konsumverband; he gave outstanding service to his country's co-operative movement and played a great part in its rebuilding after the 1939–1945 war.

M. Weber (Switzerland). Member of ICA Central Committee from 1946 and ICA Executive Committee from 1948–1951; member of the Swiss Government from 1951; he devoted a long life to the Swiss Co-operative and Trade Union Movements, and his writings and his work made him known throughout the world to all with a concern for justice and educational advancement.

L. Woodcock (USA). Member of ICA Central Committee 1966–1970; Permanent ICA representative on the Economic and Social Council of the United Nations 1950–1973; Chairman of Nationwide Life Insurance Company until 1972 when he became a director of Rochdale (NY) Insurance Company; former General Manager of Eastern Co-operative Wholesale and member of CLUSA Board from 1939–1946; founder member in 1920 of Consumer Co-operative Services operating a chain of cafeterias in Manhattan, he served on its Board for nearly half a century.

**Report of the
Central Committee
on ICA's Programme of Work
1977-1980**

Introduced by:

R. Kerinec (France)

President ICA

Dr. S. K. Saxena

Director ICA

Report of the Central Committee on ICA's programme of Work 1977-1980

1. INTRODUCTION, METHODOLOGY AND STRUCTURE OF THE PAPER

1.1 The need for the ICA to work out a programme of action was suggested and accepted by ICA's 25th Congress held in October 1972 in Warsaw, Poland. The Congress did not envisage a re-examination of the objects and methods of work as laid down in the Rules of the Alliance; rather, it suggested that efforts should be made to achieve greater rationalisation and efficiency in the work of the Alliance and to ensure that the priorities established for the next four years would be relevant to the needs of co-operative movements throughout the world.

1.2 The task of preparing a paper which realistically projects a work programme for the period 1977-1980 bristles with many difficulties. Its preparation requires, above all, a careful consideration of a large number of complex factors in a rapidly changing world. The co-operative movement, to repeat the obvious, does not function in a vacuum and the interplay between the movement and the society of which it is an integral part, is eternal and ever changing. This interaction requires on the part of the movement, a leadership that is dynamic and capable of foreseeing the emerging problems to which it must respond realistically and expeditiously. The frame of reference of this paper must remain largely the various activities which have been undertaken by the ICA over the course of years with suggestions for new activities or emphases, where necessary.

1.3 It was agreed that the responsibility for directing the preparation of this document should rest with the Executive Committee, with special groups formed, where necessary, to study particular problems. A special expanded sub-committee was created and held several meetings. Several specialised groups, for instance, a sub-committee on ICA's image and the two Regional Councils in Asia and Africa, were asked to make suggestions on the work programme; suggestions were submitted from various quarters; the views of auxiliary committees and working parties were invited. Finally, the document was presented to the Central Committee meeting in Stockholm in 1975 and was formally recommended by the Sofia meeting to go forward to the Congress for discussion. Despite this rather extensive process of consultation, it has to be conceded that for want of resources and time, some of the issues could not be explored in the depth which their importance might have warranted.

1.4 The paper is in four parts. The introductory part gives the background of the exercise and examines the methodology adopted in the preparation of the paper; the second narrates the current activities of the Alliance and its related bodies (this is the largest section); the third draws attention to some newly emerging issues which may be relevant to the Co-operative Movement; the fourth part outlines a programme of work for the period 1977-1980 and the document concludes by suggesting priorities and their approximate financial implications.

1.5 Three more points need to be made at this stage. First, it cannot be over-emphasised that a programme of work for the future must be considered with sufficient flexibility; in order to maintain its relevance, the movement must take cognizance of the changes and adapt its strategy and programmes accordingly. Secondly, the contribution of the permanent staff of the ICA in the implementation of the programme can only be very limited; ICA's strength lies in its members who must shoulder the major responsibility. Thirdly, since an examination of the objects of the ICA as laid down in the rules does not fall within the scope of this document, it becomes clear that a large amount of existing work will be continued, albeit, in some cases, in a modified form.

2. SOME ASPECTS OF ICA'S PRESENT WORK AND NEEDS

2.1 Objects and Methods

The objects, and the methods to achieve those objects, are laid down as follows in the Rules of the ICA:

2.1.1 Article 3. Objects

The ICA shall have the following objects:

- (a) To be the universal representative of Co-operative Organisations of all types which, in practice, observe the Co-operative Principles.
- (b) To propagate Co-operative Principles and methods throughout the world.
- (c) To promote Co-operation in all countries.
- (d) To safeguard the interests of the Co-operative Movement in all its forms.
- (e) To maintain good relations between its affiliated Organisations.
- (f) To promote friendly and economic relations between Co-operative Organisations of all types, nationally and internationally.
- (g) To work for the establishment of lasting peace and security.
- (h) To assist the promotion of the economic and social progress of the workers of all countries.

2.1.2 Article 4. Methods

The ICA shall seek to attain its objects—

- (a) By convening periodical International Congresses.
- (b) By sending delegations to visit the Movements in all countries, with the special object of studying the Movements, of exchanging experiences, and of giving to the Movements such advice and guidance as they may desire, or which the ICA may consider desirable.
- (c) By issuing publications.
- (d) By promoting the teaching and study of Co-operation in all countries.
- (e) By developing the activity of the Henry J. May Foundation, Permanent Centre of International Co-operative Study.
- (f) By carrying out research studies and inquiries on problems of vital importance to the Movement; and by collecting Co-operative statistics.
- (g) By creating International Co-operative Auxiliary Organisations for Trading; Production—Agricultural, Industrial and Artisanal; Banking and Credit; Assurance; Housing; as well as for other sectors of economic activity; and by maintaining a close liaison with all such Auxiliary Committees.
- (h) By Collaborating to the fullest extent with all United Nations Organisations, and with other Voluntary and non-Governmental International Organisations which pursue aims of importance to co-operation.
- (i) By any other suitable and legal method.

2.2 ICA's image

2.2.1 It is appropriate to start with the image of the ICA. Even though the Alliance is now 80 years old, the importance of continuing efforts to explain the nature and functions of the ICA remains supreme. There are several factors which should be given serious consideration. The Co-operative League of the USA, in commenting upon the long range programme, wrote: "We believe that one of the major purposes of the Co-operative Alliance and its member organisations is to advance co-operative enterprise. It is in many respects a partnership arrangement between the Alliance and its members. The ICA can assist in this objective by helping to improve the effectiveness of national co-operative movements and working for the proper conditions for co-operative development." In this sense, the acceptance of the role and functions of the ICA are dependent upon the effectiveness of the totality of its activities and their relevance to the needs of the movements, a fact which should focus consideration on the mechanism of an effective feed-back system from member organisations to the Alliance as well as the general climate the Alliance is able to create which is conducive to the development of co-operatives.

2.2.2 There are three specific aspects which need to be mentioned. The first concerns the importance and the role of national co-operative organisations in acting as media for information about the ICA and its activities. Two approaches are suggested here. First of all, consideration should be given to what might be called "ICA National Liaison Committees," somewhat similar to the UNESCO National Commissions, which could be established within ICA's member organisations. The structure of these committees would need to be flexible, but essentially, these groups would be drawn from the wide spectrum of a national audience where discussion on matters concerning the ICA could take place and be conveyed, through representatives duly elected to various ICA organs, to the authorities of the Alliance. At the same time, the ICA would need to feed all relevant information on a regular basis to these "National Liaison Committees", respond to their inquiries and establish continuing dialogue between the Secretariat and these groups. The basic purpose, really, would be to create a point within the national framework from where accurate and up-to-date information about the ICA could be disseminated to the large body of public and from where the Secretariat could receive relevant information. It cannot be over-emphasised that these National Committees must not in any way change the national formal representation of the member organisation in the parliamentary structure of the Alliance.

2.2.3 Secondly, it would be necessary to have an item on the ICA included in the agenda of various national congresses. This is already the case with some congresses (e.g. the British congress), but is more in the nature of an exception than the rule. A national congress is an extremely significant event and could be used with great effectiveness, both for spreading information about the ICA as well as for general discussion about ICA and its work and programmes.

2.2.4 Finally, the ICA's Press Working Party has a crucial role to play in disseminating information about the ICA. In its 36 members representing 25 countries and in its contacts with journals with a readership of approximately 30 million, the Working Party could prove extremely effective in making the ICA known throughout the world.

2.3 ICA and peace

2.3.1 As mentioned above, one of ICA's objectives is "to work for the establishment of lasting peace and security". The following five aspects are relevant from ICA's point of view on this vital but rather elusive subject.

2.3.2 First, the comprehensive nature of ICA's membership gives it a unique advantage and authority denied to some other organisations. ICA's membership spans the world irrespective of the social and economic systems, provided the organisations adhere to co-operative principles. This enables the Alliance to create within its various bodies opportunities for a continuing dialogue between people of the most diverse beliefs, all united in their determination to realise the fullest potential of the co-operative movement. Such opportunities provide possibilities for mutual discussion or, at any rate, for appreciating different points of view which stem from the different social, economic and political structures in which co-operative movements function. These contacts, developed over a period of years, have enabled the Alliance to withstand the strains when political issues have threatened to dominate the discussions. As a truly representative international organisation, the Alliance must inevitably remain sensitive to political situations and it would be futile to ignore this point. Nevertheless, it would be fair to argue that the many occasions created by and within the Alliance provide a valuable dialogue which can help in the development of mutual understanding. For a considerable time now the authorities of the ICA have adopted unanimous resolutions on peace. One cannot attach too much importance to the passing of resolutions, but it would also be a mistake to underestimate the significance of the consensus, embodied in a resolution, of an organisation with 166 members in 66 countries and representing 326 million individual members. ICA's strength is a moral one and it is necessary that its views are communicated to the various international bodies which seek to create a climate that is favourable for the promotion of peace.

2.3.3 Secondly, the co-operative movement operates on principles which make it a viable alternative to the modern aggressive, profit-seeking system. To the extent that economic factors underlie conflicts, the enlargement of the co-operative sectors with its emphasis on fairness of return, on service rather than profit, must remain a factor in the promotion of peace.

2.3.4 The third contribution of the Alliance to world peace consists in its effort, to correct some of the global imbalances which exist today. The problem of raising the living standards of the Third World is a very complex one, but efforts of the Alliance in this field, in concert with its member organisations, through programmes of technical assistance, help in reducing the inequalities which characterise the distribution of material resources at the present time. The co-operative organisations, working on universally accepted principles, are powerful advocates of social justice and the movement's continuing emphasis on education helps to create enlightened citizens who will take rational views on national and international issues. The nature and direction of ICA's work in developing countries is treated elsewhere in this paper.

2.3.5 Allied to the above is the support which the ICA provides to the efforts of the United Nations. Various UN agencies are involved in bringing about a better balance in the distribution of income and wealth in the world and in helping to create a saner society through a just control on arms and a more equitable utilisation of the world's resources. The extent of expenditure on armaments, which is at the cost of allocations on programmes of social and economic development, has been described by the ICA's former President, Dr M. Bonow, in a recent pamphlet entitled: "Peace and the Co-operative Movement".

2.3.6 Finally, and connected with the preceding paragraph, there is the specific point of view which the Alliance takes on those political regimes which, by contravening human rights, give rise to highly explosive situations likely to disturb peace. The refusal to admit co-operative organisations from such countries and sometimes even the expulsion of or suspension of relations with existing members where politically regressive regimes have penetrated the co-operative movement and have denied it its autonomy, must carry a moral influence in favour of peace.

2.4 Membership and coverage

2.4.1 There are at present 166 organisations from 66 countries in membership of the ICA. They represent an individual membership of over 326 millions. The density of ICA membership in the following geographical areas is particularly low:

The Middle East, including Mediterranean Africa;
Latin America;
West Africa, especially the Francophone countries.

2.4.2 The main reasons for this situation are the following four:

(i) First of all, the image of the ICA continues to be one of a predominantly consumer organisation. This is explained by the historical origins of the Alliance; at the same time the role of the consumer co-operative organisations in providing financial support to the organisation and the leadership resources within the various bodies of the ICA is extremely important. A look at the composition of the Executive Committee testifies to the fact that agricultural organisations do not occupy in any real sense positions of power within the Alliance and bear no proportion to the resources which they represent in the world co-operative movement today. The creation of the Agricultural Committee in 1951 was meant to provide a platform for agricultural organisations to play an important role in the affairs of the Alliance, but for several reasons this has not happened, e.g. a shifting representation within the Committee, the comparative absence of agricultural interests in the authorities of the Alliance which would help to develop a more vigorous work programme for the agricultural sector. It may be that some radical alterations are needed to give appropriate importance to agricultural interests within the Alliance. In trying to achieve this objective, it must be ensured that this is not done at the cost of alienating the other sectors of the movement.

(ii) The second reason for the limited membership, especially in some regions, is the lack of integration of the movements at the national level. In many countries there is no national apex organisation which can, even conceptually, speak for the movement as a whole. Where such integration does not exist, primary or even secondary level societies are reluctant to join an organisation which appears distant and deals with matters which do not appear directly relevant to the immediate needs of the organisation.

(iii) The third reason is connected with the rate of subscriptions which were authorised by the last Congress in 1972. Many co-operative organisations in developing countries find themselves unable to meet the financial obligations laid down in ICA Rules. In many cases, it is the inadequacy of resources; in several others, it is the scarcity of foreign exchange; in still others, it is the galloping rate of inflation. In cases where scarcity of foreign exchange is an obstacle, it will be useful in selected cases particularly in developing countries to devise methods whereby restricted amounts could be collected in local currencies, held in those countries, and then used for ICA activities which may be organised there. In any case, a review from time to time of the actual resources of member organisations and the subscriptions they pay would be justified.

(iv) Finally, in many countries it is just lack of communication, an absence of knowledge on the part of co-operative organisations about the existence and activities of the Alliance. The decision to grant membership rests with the Executive Committee, with provision for appeal, in case of denial, to the Central Committee by the applicant. The care with which the Executive reviews the applications cannot be overemphasised; it is one of the main tasks of the ICA to safeguard and propagate co-operative principles, and organisations which do not work on co-operative principles should, therefore, not be allowed into the ICA fold. Having said this, it is also clear that a much more vigorous policy is required to bring within the ICA those movements which

are not yet in its membership. A more dynamic approach is needed which, with the help of contacts with existing member organisations, UN experts and other agencies, would enlarge the membership of the Alliance. In some cases, especially in the developing countries, occasional facilities should be and in fact sometimes are extended to non-member organisations to have a foretaste, as it were, of the services which are available from the Alliance. Perhaps the system of an "observer" status could be considered, so that a co-operative organisation could experience the usefulness of its association with the Alliance before it actually decides to take on membership obligations.

2.5 Co-operative education

2.5.1 ICA Seminars

An important function of the Alliance is to arrange educational facilities for co-operative development. The two principal objectives are: (i) to create a climate which is conducive to greater understanding and appreciation of the philosophy and ideology of co-operation, and (ii) to provide necessary technical skills which will contribute to the effective functioning of co-operative societies. In a broad sense a large number of activities undertaken by the ICA are educational in character. The Alliance organises an annual international seminar. Some aspects worthy of consideration in this respect are the following:

(1) It is important that the subjects chosen for discussion are topical and reflect the urgent concerns of co-operative movements. A broad division has emerged over the course of years between the educational work done, on the one hand, by the two Regional Offices whose focus is entirely on problems confronting co-operative movements in developing countries and, on the other, the annual seminar organised from London which addresses itself to problems of general interest to co-operative movements, although the audience is largely drawn from the advanced movements.

(2) These annual seminars have alternated between highly technical subjects oriented towards management questions and those aspects relating to democracy, member involvement and control and the general role of co-operatives in social and economic life. For example, the 41st Seminar which was held in Nicosia, Cyprus, discussed "Self-Help and Outside Help in Financing Co-operative Activities". The participants came from agricultural, housing and consumer movements and a wide range of financial problems affecting these different sectors was reviewed. In view of the diversity of interests, it becomes difficult to draw up a course content which is equally relevant to all concerned; at the same time, this diversity sometimes inhibits the cut and thrust of an argument which is intended in an international seminar but is rarely achieved.

(3) The last five seminars dealt with:

- (i) Co-operative Management for the 1970s (Wisconsin);
- (ii) Co-operative Education as a Factor Increasing the Importance of the Role Played by Co-operatives in the Economy and in Public Life (Moscow);
- (iii) Self-Help and Outside Help in Financing Co-operative Activities (Nicosia)
- (iv) The Unity of the Economic and Social Functions of Co-operatives (Loughborough);
- (v) Assistance for Co-operatives in Developing Countries - Need and Response (Dresden).

2.5.2 Management training

With a view to identifying its role in management training, the ICA carried out a survey of consumer and agricultural co-operative movements in advanced

countries based on the following:

- (i) Present position of management training in various countries;
- (ii) Areas not adequately covered by their training arrangements;
- (iii) Future management training plans; and
- (iv) Their own appreciation of ICA's management education and training.

(1) *Junior management training*

In the co-operative organisations of most of the countries covered by the survey, this type of training is decentralised, and is conducted under the auspices of local co-operative societies, primarily as on-the-job or in-service training. Theoretical teaching, on the other hand, often takes place under the guidance of higher level co-operative organisations through colleges or network of schools operated for a group of co-operatives in a certain area; in other instances, individual societies, especially the larger ones, themselves bear the responsibility for such training.

(2) *Middle management training*

Most movements regard training of middle management as the concern of the national co-operative organisation; such training accounts for the major part of the programmes of the central or regional co-operative college or training institutes. Medium term courses of 6-12 months' duration appear to predominate at the middle grade level in European planned-economy countries in most sectors of their co-operative movements.

(3) *Top-level management*

There is a noticeable trend for co-operative movements and their training institutions to assume increasing responsibility for providing specialised training for top-level management personnel, although some organisations rely almost exclusively on the services of non-co-operative institutions. On the other hand, several movements seek to establish self-sufficiency in the education and training of their personnel through comprehensive training systems. In general it is clear that practically all co-operative movements make use of public or private training facilities, where these are available, and supplement them as necessary by self-financed arrangements of their own. Significant advances are apparent in the forms, techniques and methods of management training in various movements. Evidently, the requirements for education as a whole to be an integrated lifelong process is gaining recognition, motivated by the need to keep pace with the rapid scientific and technological developments taking place outside the co-operative movement.

An encouraging number of replies to an ICA questionnaire contained constructive suggestions concerning possible ICA action in the field of co-operative management. There was almost unanimous agreement on the potential function of the ICA to act as a clearing house for exchange of information and documentation on management problems. Similarly, there was consensus that the ICA could do more to stimulate international exchange of co-operative management experience and know-how by sponsoring more international conferences and seminars in this field. Somewhat more controversial was the proposal that the ICA should arrange a series of specialised high level management courses at the international level for carefully selected top management personnel from member organisations.

2.5.3 Future Educational Programmes

Three suggestions worthy of consideration in connection with ICA's future educational programmes are the following:

- (i) There is at present no specialised body which could systematically advise on the relevant themes, programmes, etc of the ICA in the field of education. The

idea of having a separate auxiliary committee dealing with educational matters was, for various reasons, never adopted, but as the activities of the Alliance have been considerably diversified, the matter of having a special body for education purposes may need consideration.

(ii) It is important that the current annual international seminar should be supplemented by short, specialised courses which would discuss concrete management-oriented issues intended for business executives of co-operative movements. Such courses would be directed towards the middle and higher management personnel and would be self-financing. The ICA would provide the framework and invite qualified individuals from its member organisations, auxiliary committees, management consultants, etc to act as resource persons.

(iii) As a long term measure, consideration should be given to the establishment of a truly international co-operative centre for training and research under the auspices of the ICA.

2.6 Press and publications

2.6.1 ICA's activities in this field are varied, and, if account is taken of the publications of the auxiliary committees as well, represent an impressive range of periodicals, special reports, etc relating to the different sectors of the co-operative movement.

2.6.2 The regular publications issued from the headquarters are:

(a) *Report on Activities—Annual Report of the ICA*

This brochure, started in 1973, gives information about the main activities of the Alliance and has proved useful. It is published in English and French.

(b) *Calendar of Technical Assistance for Co-operatives*

Issued once a year, the Calendar gives in a consolidated manner information about the various seminars, projects, etc.

(c) *Review of International Co-operation*

This bi-monthly is ICA's principal publication and is issued in English, French and Spanish. It provides a forum for expression of views on various aspects of the movement. The nature of articles ranges from the factual and descriptive to the analytical and controversial. Its principal problem perhaps stems from the fact that it seeks to respond to the demands of the most heterogeneous audience. The demands of the busy executive with considerable pressures on his time and of the reflective scholar, of the co-operative official working in the most advanced and sophisticated context and of the village leader trying to set up a simple thrift and credit society in a primitive village, may or may not be met by one journal.

Considerable thought has been given to the re-orientation of the *Review* from 1977. This is likely to lead to a bigger, less frequent issue with changes in the contents and the mode of presentation.

(d) *Co-operative News Service (CNS)*

This monthly, mimeographed bulletin provides, in a summary form, the news of co-operative development throughout the world. Over the past few years, the sources of information have been more clearly identified and the CNS is now extensively used by other co-operative journals.

(e) *Agricultural Co-operative Bulletin*

This monthly, mimeographed journal in English, with a summary in French, concentrates on matters relating to agricultural co-operatives.

(f) *Consumer Affairs Bulletin*

This monthly, mimeographed journal is issued in English and French and consists largely of items of interest to consumers generally and some brief articles which fall within the broad field of consumer protection. The newly created Organisation of

Consumer Co-operative Policy will have more to say on its orientation and policy; in fact, it is seen only temporarily as the responsibility of the ICA Secretariat before its management is passed on to the new organisation.

(g) *Studies and Reports*

This series, issued irregularly, has proved an excellent medium for presentation of conference reports, research and special studies. It is published in English, and occasionally also in French.

(h) *Syndicated Articles*

In addition to the above, a service of syndicated articles is issued, dealing mainly with work in developing countries; these articles appear in English and are extensively used by other journals.

2.7 Research

Research in co-operative problems undertaken by the ICA deals with a wide range of issues. Its nature and direction respond mainly to two imperatives, viz. (i) the requirements of ICA authorities and (ii) the continuing concerns of the International Co-operative Movement. These two aspects are elaborated below.

2.7.1 Requirements of ICA authorities

(1) The major part of research work undertaken by the Secretariat is in response to the requirements of ICA Congress and meetings of the Central Committee. When the principal subject for discussion at Congress has been agreed, the Secretariat is charged with the task of preparing the basic documentation which is included in the Congress Agenda and to which the speakers address themselves. Two examples which may be cited from the 24th and 25th Congresses relate to "Contemporary Co-operative Democracy" and "Multi-National Corporations and the International Co-operative Movement: Financial and Managerial Imperatives". The basic papers on both these subjects were researched in the Secretariat. Likewise, the subjects for discussion at Central Committee meetings are studied and presented on the basis of research undertaken in the Secretariat. The Budapest meeting of the Central Committee in 1973 discussed "International Co-operative Enterprises—Prospects and Problems" and four cases under this broad heading were presented by leading co-operators from member organisations; the Vienna meeting in 1974 dealt with "Inter-Co-operative Collaboration", a topic which has been the subject of study of a working party and the Stockholm Central Committee discussed "Energy Crisis and the Co-operative Movement" and "Youth and the Co-operative Movement".

(2) Research undertaken in preparing such studies is mainly of an applied nature; it is not exactly problem-solving, nor is it theoretical. It is essentially based on the collection of a large amount of factual material which is then interpreted in a way that makes inter-movement comparisons possible and worthwhile. Where more fundamental research is required, such task is assigned to a special Commission or Committee and, of course, the most outstanding example was that of the Report of Commission on Co-operative Principles approved by the ICA after its Vienna Congress in 1966. Moreover, a number of resolutions adopted at the Congress require research to be undertaken.

(3) It may be mentioned that the selection of subjects for discussion at Congress and Central Committee meetings is not done as systematically as one could wish for. It is worthwhile considering, as appears to be the consensus in the Executive Committee, that the Executive Sub-Committee should be specifically charged with making recommendations on this subject to the Executive, which could then appropriately report to the Central Committee. This is important, both because a sizeable part of research is undertaken in connection with meetings of ICA authorities and also because the topicality of the subject is of vital concern to the movements.

2.7.2 Continuing Concerns

(1) In-addition to the above, the Secretariat has been involved from time to time in building up documentation on certain key areas. The ICA receives numerous requests from different parts of the world asking for information and advice on a wide variety of subjects concerning the co-operative movement. As a long term programme for research, it is suggested that the following subjects should be carefully and regularly monitored in the Secretariat:

(i) Structural changes in co-operative movements (e.g. amalgamation, concentration, integration and other aspects of this on-going world-wide process in the co-operative movement);

(ii) Member Democracy, a subject whose implementation becomes increasingly complex as a result of (i) above;

(iii) Relations between Co-operative Movements and the State. Under this general rubric are contained a number of aspects which have important consequences for the ideology and operational policies of the movement. The problem is not confined to developing countries alone, although it has aroused considerable discussion there; even in advanced countries, however, there are certain developments which force co-operators to take note of this important subject;

(iv) Co-operative Legislation. As a small but extremely important component of (iii) above, co-operative legislation and the by-laws which are formulated have a vital bearing on the functioning of co-operative movements. Some recent trends seem to indicate a stiffening of co-operative laws in developing countries; at the same time certain aspects of legislation have had, among others, a profound influence on the structure of co-operative movements in advanced countries. It is suggested that important changes in co-operative legislation are noted, their significance analysed and the results then made available to co-operators;

(v) Co-operatives and Taxation. This is a subject on which there continues to be confusion among those who are not familiar with co-operative principles and practice. Some considerable discussion took place recently in Canada on this subject and the need for correct information to co-operators and governments on this subject cannot be over-emphasised.

(vi) Multi-National Corporations. The power of these corporations and their implications for interests of producers and consumers was discussed at the 25th Congress. The United Nations has recently set up permanent machinery to deal with multi-national corporations and the Alliance maintains contacts with it;

(vii) Connected with (vi) above, there is the need to study on a continuing basis the actual developments and further possibilities of "Co-operation among Co-operators", both on geographical and sectoral bases.

(viii) Financing of Co-operatives;

(ix) The development of workers' productive societies;

(x) Finally, the Secretariat will continue with the Research Directory which is being compiled with the help of Polish and Hungarian co-operative organisations and also compile the annual co-operative statistics.

The above list is presented by way of illustration and will need to be revised from time to time as new problems emerge and current urgent matters recede into the background.

(2) The result of such efforts will require effective dissemination to interested organisations. For this purpose consideration should be given to (i) the issue of a regular bulletin containing the results of researches, (ii) using the existing "Studies and Reports" series, and (iii) altering the structure and contents of the *Review of International Co-operation* in order to accommodate the results of significant research inquiries.

2.7.3 Research Officers' Group

Finally, there is the ICA's Research Officers' Group which brings together officers engaged in economic and market research from within the consumers' co-operative movement. So far, the group has functioned somewhat on the periphery of ICA research programmes. An effort is being made to link its activities to the central concerns of the ICA. Although its constitution states that the group should respond to research requirements as formulated by ICA's Executive Committee, it is only recently that a Planning Committee of the group has begun to look into this aspect.

2.8 Youth

2.8.1 The paper submitted by the East European movements has this to say on this subject: "In many countries Youth is taking too small a part in the co-operative movement of those countries . . . The co-operative organisations in the socialist countries consider that this situation is caused by the decrease of the attractive force of the co-operative idea, and also by the fact that many co-operatives do not stress the importance of the social aspect of co-operation, and are moving away from the attempts to solve vital community problems."

2.8.2 While the major action programmes in this field must remain the concern of the national movements, the ICA, whenever possible, will help to organise through appropriate means exchange of information and experience on matters affecting youth.

2.9 Auxiliary committees and working parties

2.9.1 The auxiliary committees represent within the structure of the Alliance specialised sectoral groupings and are important organs in advancing the work of the ICA. The working parties, on the other hand, are grouped around specific functions, e.g. Working Party of Co-operative Librarians and Documentation Officers, Research Officers' Group (discussed earlier), the Press Working Party and the Advisory Group on International Training of Co-operators.

2.9.2 Auxiliary Committees

The following brief descriptions of these organs highlight some of their activities.

(1) *International Committee on Agricultural Co-operation*

This committee was formed in 1951 and now has a membership of 42 in 28 countries. Its primary concern has been the promotion of agricultural co-operation. Matters concerning inputs for agricultural production (fertilisers, etc), regional and international co-operative trade, dissemination of information on agricultural co-operatives, organising world conferences (The Role of Agricultural Co-operation in the Promotion of Social and Economic Development, Rome, 1972) and commodity conferences have been some of its more important activities. It also has a Sub-Committee for South-East Asia which is served by ICA's Regional Office in New Delhi, as well as a Fisheries Sub-Committee which is concerned with the promotion of co-operative action among fishermen. The sub-committee was responsible for organising, in collaboration with Zengyoren, the first Open World Conference on Fisheries in Tokyo in 1975. Both the committees collaborate closely with the FAO.

(2) *International Co-operative Banking Committee*

Formed in 1922, this committee consisted for many years of seven European consumer co-operative banks. It was not until 1964 that the membership of the committee was thrown open to all co-operative banks and central co-operative credit organisations, directly or indirectly affiliated, to the ICA.

Like other auxiliary committees, the Banking Committee has specialist organised meetings, for example, for the foreign exchange managers of co-operative banks, in order to intensify co-operation in the co-operative banking sector in the international

business. Currently the committee is considering a programme of exchange for people connected with co-operative banking institutions and several member organisations have shown willingness to participate in this programme. The committee has extended, its relations with the co-operative thrift and credit sector, including the credit unions, through its membership in the International Liaison Committee* which was established by the Third World Conference on Co-operative Thrift and Credit in London in 1974. Although the problem of finding funds for developing countries' co-operative movements is not easy, the Banking Committee has participated in ICA's recent study entitled "International Financing of Co-operative Enterprise in Developing Countries" in which the International Co-operative Bank Limited, in Basle, or a conceptually similar organisation, could play a pivotal role.

(3) *Organisation for Co-operative Consumer Policy*

This auxiliary committee of the ICA was set up in 1972 and has already engaged in some practical tasks. It has 28 organisations in its membership from 19 countries, representing 50 million consumers. A comprehensive presentation of the consumer movement throughout the world has been prepared by the committee under the title "The Consumer Co-operatives and the Consumer Factor in the World" as well as a study on informative labelling. It is currently engaged in elaborating a long term programme although it is clear that its concern with consumer protection and environment will be very close.

(4) *International Co-operative Housing Committee*

The Committee was formed in 1952 and has 34 members from 18 countries. It regards economic collaboration between co-operative movements as an inherent feature of international work. Areas in which such collaboration could, and does, take place are production, trade, financing and sharing of expertise. It has raised the question of air pollution and participated actively in the UN Environment Conference in Stockholm and also in the UN World Conference on Human Settlements in 1976. Since its inception the Committee has regularly represented the ICA at the meetings of the Economic Commission for Europe's Committee on Housing, Building and Planning in Geneva and also actively participated in their seminars. Such representation has been useful in broadening the understanding of the application of co-operative methods in the provision of housing. Two expert committees have recently been set up, one dealing with the question of finance for co-operative housing and the other with methods of work, administration, education and training in the housing sector; the Committee also issues a co-operative housing bulletin. Its activities in developing countries are carried out through the International Co-operative Housing Development Association which has done some very useful work with the UN in developing countries. The Committee maintains collaboration with the Workers' Productive Committee.

(5) *International Co-operative Insurance Federation (ICIF)*

The ICIF, formed in 1922 now has 71 member societies in 29 countries. The Federation has two sub-committees, viz. the International Co-operative Re-Insurance Bureau and the Insurance Development Bureau; the latter assists in the development of co-operative insurance in developing countries. In 1963 a Loan Guaranty Fund, now administered by Allnations Inc, was set up to cover the "credit risks" of loans to co-operatives in developing countries. The ICIF has organised a number of technical seminars, etc, the latest being on Co-operative Insurance for the Latin American Region. Through different commissions it has undertaken research on several subjects and is currently engaged in (i) research into the possibility of a standard policy for tourists with a uniform claims system; (ii) the effect of inflation on insurance; and (iii) the future collaboration between insurance co-operatives, initially between European members of the Federation.

(6) *International Organisation for Consumer Trades (INTER-COOP)*

INTER-COOP which was established in London on 30th September 1970 as a result

* Previously the Informal Liaison Committee

of the merger of the Co-operative Wholesale Committee and the Committee on Retail Distribution, started its work from its Head Office in Hamburg on 1st January 1974; it has now moved to Copenhagen from January 1976. Its present membership consists of 28 consumer co-operative organisations which represent in total a sizeable trading force. In Western Europe alone, they represent an annual turnover of approximately US \$20 billion through 45,000 outlets. The aim of INTER-COOP is to advance economic collaboration between its members by means of the following:

Joint purchasing on the world markets in food and non-food. This collaboration is carried out through special expert groups;

Collaboration in production. The starting point is the mutual exchange of goods out of own production; this will be followed by production specialisation and joint enterprises. Special attention is given to the emerging competition from multinational corporations and enlarged European integration;

Exchange of experience on retail trade and distribution matters. Such exchange, carried on within the framework of expert working groups and in larger conferences; helps participants in finding solutions to their own problems.

Exchange of experience on questions of product development, research and other technical and commercial questions.

INTER-COOP is considering practical measures relevant to the multinational competition by joining forces in order to create a countervailing power without in any way giving up the democratic character of co-operative enterprises. It is also emphasising the need for training in management questions and to this end has organised several conferences, the latest being Problems of Food Stores Smaller Than 200 sq.m. in 1976.

(7) *Women's Committees*

The ICA Women's Committee, established in 1974, aims to promote the interest of women in every aspect of co-operative activity and generally to help in achieving ICA's objects. Its origin goes back to the resolution on women in the co-operative movement which was adopted unanimously by the 24th Congress of the ICA in Hamburg. The subject was further discussed by the Central Committee at its meeting in Bucharest on the basis of a detailed investigation. Its creation is a recognition of the fact that a number of social and economic constraints have prevented women from contributing their fullest potential to the development of the movement. The Committee currently comprises 32 representatives from 26 countries. The International Women's Year, 1975, has provided a favourable background for the work of the committee and the committee organised, through its agricultural sub-committee, a symposium on "The Co-operative Contribution to the Integration of Rural Families into Modern Society" in Rome. The committee endeavours to assist women in developing countries and has participated in several educational activities of the two Regional Offices and also in West Africa.

(8) *International Committee of Workers' Co-operative Productive and Artisanal Societies*

This Committee was established in 1932 and reconstituted in 1947. It has a membership of 14 in 19 countries. The Committee has organised from time to time a number of technical meetings. The Committee is involved in the "Centre for the Promotion of Industrial Co-operatives" which has been set up in Warsaw. The Committee collaborates with the Housing Committee.

2.9.3 Working Parties

(1) *Advisory Group for International Training of Co-operators (AGITCOOP)*

AGITCOOP was formed in 1973 and its principal concern is to advise the ICA Authorities on matters concerning education and training for co-operators in developing countries; help to avoid duplication in programmes of international training, arrange exchange of information between International Co-operative Training

Centres on subjects such as syllabi, teaching aids, evaluation and follow-up methods and generally to bring about greater mutual understanding among International Training Centres providing facilities to co-operators from developing countries.

The current work being undertaken by the Co-operative Education Materials Advisory Service project with its proposed extension to the two Regional Offices has been of use to teachers and added to the activities of AGITCOOP.

(2) *International Working Party of Co-operative Librarians and Documentation Officers*

Established in 1956, the objects of the Working Party are to create effective collaboration among its members, provide information on practical questions, strive to improve the effectiveness of library and documentation services, assist libraries in the developing countries. It has provided a useful forum for discussion of common problems experienced by librarians, issued a journal and done bibliographical work. It has also provided advice and technical assistance to developing countries. It now issues (from the International Department, of KF) *International Archive News*, dealing with the establishment and care of co-operative archives.

(3) *Working Party on Co-operative Press*

The Working Party on Co-operative Press was set up in 1970 with the object of improving the professional competence of people charged with press and public relations work in their organisations, organising studies into aspects of co-operative information, offering advice to ICA on its press work and generally promoting links between members of the press fraternity. In the four meetings held so far, the Working Party has established and extended contacts between journalists, in addition to undertaking some useful and practical tasks.

Its membership at present is 36 in 25 countries.

(4) *Research Officers' Group*

The role of the Research Officers' Group has been mentioned earlier in Section 7.3.

2.9.4 The above description has outlined the objects and some activities of the auxiliary committees and the working parties. There is the need for greater cohesion between the programmes of the various committees and that of their principal body, the ICA. This is important when the co-operative movement, on behalf of all its sectors, wants to respond to a major global issue, even if it is recognised that not all subjects may be of equal interest to the various bodies. Clearly, the expertise available within these specialised bodies should be used increasingly for specific educational activities undertaken by the ICA. Consideration must be given to creating regional extensions of the auxiliary committees, so that, in regional meetings, increased participation from different parts of the world is ensured in the work of the Alliance. At present the location of such meetings, mostly in Europe, precludes the participation of co-operators from distant lands.

2.10 ICA and developing countries

2.10.1 ICA's policy on assistance to co-operative movements in developing countries was first comprehensively outlined at the 21st Congress in Lausanne in the document, "ICA's Long-Term Programme of Technical Assistance". The programme, consisting of the following five main parts, retains its validity today and is reproduced below in an abridged manner:

(i) The continuation and completion of the exploration of the developing regions by experts in order to provide the Alliance with first-hand accurate information on the existing movements, the extent of their development and problems and the type of ICA assistance needed;

- (ii) Intensive research on, for example, co-operative marketing, processing and supply, consumer co-operatives, the multi-purpose society, development of certain co-operative forms, economic trends and their possible significance for the co-operative movement;
- (iii) The promotion of education at all levels, the establishment of educational institutes or centres where they are needed for the training of leaders, for the training of teachers to teach co-operation at village level, also, in suitable instances, to provide higher education, the organisation of regional seminars and conferences on specific aspects or forms of co-operation or for particular cadres of co-operative officials;
- (iv) Collaboration with the United Nations in the development field;
- (v) The promotion and expansion of trade between co-operative organisations in the developing countries and the highly developed movements in the western countries; also the promotion of co-operative insurance societies, and co-operative banks or credit institutions.

2.10.2. Existing Regional Offices

(i) ICA Regional Office and Education Centre for South-East Asia

As a result of the Congress decision in Lausanne, ICA's Regional Office and Education Centre for South-East Asia was established in New Delhi in 1960. Since then the office, with the collaboration of member organisations, has carried out wide ranging activities relevant to different aspects of co-operative development. These have included, *inter alia*, national and regional seminars and conferences, intensive programme of publications, research on topics of interest to movements, provision of consultative and library services, creation of field projects at local levels in the fields of education and processing, promotion of trade (this is likely to be intensified with the establishment of the International Co-operative Trading Organisation in Singapore), assistance in identifying and preparing projects and securing assistance for them, maintenance of relations with member organisations, support to the various UN agencies. A Co-operative Council drawn from member organisations in the Region oversees the work of the office with decision making resting ultimately with the authorities of the Alliance.

The meetings of the Co-operative Council in 1973 in Tokyo and ICA's Executive Committee in February 1974 in London asked for a broad assessment of the activities of the Regional Office to be undertaken by an international team. The focus of assessment was to be on improving the quality and content and future work in order to serve better the movements in the region by (a) changing the emphasis, where necessary, in existing activities, and (b) indicating the need for, and the nature of, new activities, keeping in mind the financial implications of current and projected activities.

The report of the assessment team was completed in January 1975. It commented favourably on the work of the office. The report was the subject of further discussion at an experts' consultation on "Trends, Problems and Changing Needs of Co-operative Movements in South-East Asia and the Role of the ICA in this regard" held in December 1975 in Manila, Philippines. The consultation, commending strongly the work of the Office and approving the present activities, nevertheless emphasised the following aspects for future work:

- (a) development of co-operative leadership through organisation of experts' meetings and seminars;
- (b) extensive education programmes supplementary to national programmes with systematic follow-up and evaluation;
- (c) studies of successfully managed societies and relations between the chief executive and the board of directors;

- (d) measures by which co-operatives could be protected from undue political interference;
- (e) international co-operative trade;
- (f) exchange visits and carefully organised international training programmes;
- (g) influencing and educating policy makers at government levels;
- (h) the role of co-operatives in production;
- (i) financial management and requirements of co-operatives;
- (j) investigations into possible sources from which finance could be obtained.

(ii) *ICA Office for East and Central Africa*

The Central Committee at its meeting in 1968 in Oslo approved the setting up of the Regional Office for East and Central Africa in Moshi, Tanzania. Since then, the office has worked for the movements of Kenya, Tanzania, Uganda and Zambia. There are at the moment urgent pressures from the enclaves in Southern Africa (Botswana, Lesotho and Swaziland) and Mauritius to make the services of the office available to the movements of these countries. At the meeting of the Regional Council in 1974, a number of priority areas were identified. These were (a) the need for devising programmes for high level manpower training; (b) short *ad hoc* specialists' meetings; (c) interchange of relevant information among the movements through the creation, where necessary, of specialist committees.

An interesting feature of the regional office has been support from a number of movements to special projects: KK, Finland, provided support for a project in the field of consumer co-operation; the Finnish Government in the field of agricultural co-operative credit; the Dutch Government in research; and the Scandinavian countries in providing financial assistance for appointing a senior officer in Moshi.

(iii) *Latin American Institute of Co-operative Integration (LATICI)*

Along with the Swedish Co-operative Centre, which provides the major part of support, the ICA has been assisting for some years now the work of LATICI whose main purpose is to help in increasing the efficiency of co-operative movements in Latin America, mainly by providing on-the-job training and practical advice to the movements and early and close involvement of local people in running the project.

The activities of LATICI are being increasingly regionalised, the present regions being Central America, Bolivian (main concentration is in Venezuela), Conosur (Brazil) and the Caribbean Region.

(iv) *Organisation of the Co-operatives of America (OCA)*

The Alliance has maintained relations with the Organisation of the Co-operatives of America which is based in Lima, Peru. The OCA which has in its membership co-operative organisations both from South and North America, is at present involved in consolidating national representation within the organisation, assisting integration of co-operative movements at the national level and in enlarging its relations with co-operative movements overseas including the ICA. Its programme of work emphasises education which it promotes through seminars and projects under the supervision of special committees. It proposes to identify at least one key project in each country, help to improve legislation and ensure greater participation by the movements in the formulation of national co-operative policies. Although its limited resources of finance and manpower are major constraints on its activities, the development of ICA's relations with OCA may help to bring Latin American movements closer to the ICA. Despite the high costs involved in adding one more language, the fact remains that the absence of Spanish as an official language of the ICA severely restricts communications with certain parts of the world.

2.10.3 Co-operative Development Decade

The period from 1960 until 1969 marked, as it were, the first stage in ICA's programme of sustained technical assistance to developing countries. At the London meeting of the Central Committee in 1970 held on the occasion of ICA's 75th Anniversary, the Alliance declared the 1970s as the Co-operative Development Decade. This call to action drew appreciation from the then Secretary General of the United Nations. In the original document the Decade is described as "a pronouncement of a determination to succeed . . . ICA's way of telling the world that over the next ten years the international co-operative movement intends . . . to undertake a concerted and intensive campaign for the promotion of co-operatives in developing countries." It is sufficient to mention some of the more important activities carried out under the banner of the Decade:

- (a) ICA/FAO/ILO/IFAP Open World Conference on "The Role of Agricultural Co-operatives in Economic and Social Development", Rome 1972;
- (b) The "Asian Top Level Co-operative Leaders' Conference", Tokyo 1973;
- (c) A study entitled "International Financing of Co-operative Enterprise in Developing Countries" carried out by the ICA and published by the ILO and FAO;
- (d) ICA Seminar on "Functional Literacy and Co-operatives", Ibadan, Nigeria 1975;
- (e) ICA's Seminar on "Assistance to Co-operatives—Need and Response" Dresden 1975;
- (f) The Open World Conference on Fishery Co-operative Associations, Tokyo 1975;
- (g) A Research Study on "High Level Manpower Training Needs and Facilities", (related to the East African Region).

The items mentioned above are likely to have important implications for ICA's future work in developing countries.

During the Decade, consideration will need to be given, resources permitting, to setting up ICA's Regional Offices in those parts of the world where they are desired by the national movements and have a useful role to play.

2.11 Relations with international organisations

2.11.1 United Nations

Ever since the inception of the United Nations, the ICA has maintained cordial relations with the UN and has enjoyed consultative status of the highest category with the Economic and Social Council, the FAO, ILO, UNCTAD, UNESCO, UNIDO, UNICEF, etc. Principally, there are three ways in which ICA encourages the work of the UN for the promotion and development of co-operatives. Firstly, the consultative status gives the Alliance the possibility of making and circulating short statements on subjects which are of especial concern to the Alliance; secondly, it seeks to influence the thinking of national government delegations; and, thirdly, it maintains close and fruitful relations at the level of the Secretariats in the formulation of ideas on co-operative development and projects and their implementation in the field. At the same time, this broad range of relationships, by facilitating communication between the Alliance and the UN, helps to reduce to some extent duplication of efforts. Naturally, the extent of ICA's collaboration differs with the extent of interest shown by various UN agencies in co-operatives.

Such collaboration is also maintained with the Regional Commissions and Offices of UN through ICA's Regional Offices and efforts are under way to enable national members to establish contacts with UN Resident Representatives in their own countries.

2.11.2 *Non-Governmental Organisations (NGOs)*

The ICA also collaborates closely on selected issues with NGOs in order to reduce wastage of resources by avoiding duplication of efforts, obtain access to wider contacts, provide expertise in co-operation in the implementation of allied programmes, and exercise, as far as possible, concerted pressure on the UN and its specialised bodies on matters which are of interest to the large fraternity of NGOs.

Principal organisations which can be named in this connection are: the Joint Committee for the Promotion of Aid to Co-operatives (COPAC), (this has both UN Agencies and NGOs in membership), International Federation of Agricultural Producers (IFAP), the International Trade Union Organisations and the World Council of Credit Unions (WOCCU) (through the International Liaison Committee for Co-operative Thrift and Credit where the Alliance provides part of the Secretariat, and on which it is represented by the Banking Committee.)

3. **SOME NEW ISSUES: ENVIRONMENT, ENERGY, POPULATION, FOOD**

3.1 A popular movement, like the co-operative movement, must continually reinforce its vitality by identifying new and emerging problems and providing appropriate responses to them. Four major issues which confront humanity today are the pollution of the environment, energy, population and food. These inter-related issues are briefly described below.

3.2 **Environment**

In recent years popular attention has focussed on the environment and in particular it has been acknowledged that the care and maintenance of a small planet should be tackled in a co-ordinated way at the international level. The ICA and many of its affiliates have been active for many years in trying to improve the quality of life; however, efforts in this field have not been related one to another and co-ordinated within an overall framework.

International action on the environment has centred in the United Nations and the conference it organised on the 'Human Environment' in Stockholm in 1972 led to the establishment of the UN Environment Programme (UNEP) in Nairobi; the ICA maintains an observer.

The programme has the following three general objectives: to provide improved knowledge for a rational management of the resources of the biosphere; to encourage an integrated approach to the planning of development; and, to assist countries deal with their environmental problems.

The ICA organs concerned with the environmental issues are the Organisation for Co-operative Consumer Policy which has been actively involved in problems of consumer protection, the International Co-operative Insurance Federation which has taken a specialist interest in pollution and organised discussions on the subject, the Housing Committee which has discussed possible action in this field and is planning to organise a special meeting on the occasion of the UN Habitat Conference in Vancouver in 1976, the Fisheries Sub-Committee which has been much concerned with the pollution of the sea—the subject figured prominently at the ICA Open World Fisheries Conference in Tokyo in 1975—and the Working Party on Co-operative Press which issued a Declaration on the protection of the environment.

There is both the need and interest on the part of the ICA to take considered and co-ordinated action in the field.

3.3 Energy

The first report by the Club of Rome issued some years ago sharply focussed attention on the serious problem of the terminal nature of non-reproducible resources. The unbalanced distribution of these resources and their excessive and often thoughtless consumption may have brought the problem nearer to a head than is generally assumed, a fact that had been recognised many years ago in the context of oil by two eminent co-operators, Albin Johansson and Howard Cowden.

The subject was debated extensively at the meeting of the Central Committee in Stockholm in 1975: Co-operatives have to do what they can to ensure the supplies of petroleum products to their customers and to campaign for their effective and equitable distribution. Efforts by institutions such as the International Co-operative Petroleum Association (ICPA), Rural Electrification Co-operatives, Oljekonsumterna (OK) are important. A number of co-operatives have jointly established in the United States an energy co-operative and pressures will have to be mounted on the United Nations to arrive at a saner policy in the interest of balanced global development. Action will be required to ensure that the giant corporations dealing with oil are run in the interests of the community and do not profit from oil shortages and rising prices.

3.4 Population

A planned population policy leading to a gradual decrease in the pressures on earth's resources is considered by many as the key to balanced global development. The acute shortages in world food supplies, recurring famines and mass starvation and under-nourishment have emphasised the urgent need to restrict the growth of population. While many regard the rate of increase in population as a matter for deliberate manipulation through scientific and other methods, another school of thought considers the decline in population growth rate as a function of general social and economic development. The UN World Conference on Population in Bucharest in 1974 brought out the sharp divisions which exist on this critical issue.

In a discussion paper prepared by the ICA Secretariat, it was pointed out that family planning programmes required (a) an effective network of communication capable of conveying the message in a personal way to individual couples but at the same time on a mass scale, and (b) a network of physical facilities—actual premises and organisations, located as near as possible to the potential "acceptors". The co-operative movement is equipped to provide both of these. Its contacts at the grass-roots level, the participative character of its organisation and its emphasis and extensive network of educational facilities make it an appropriate mechanism to work in this field. Better Living Co-operative Societies have existed in some countries and problems of health and nutrition have been of interest to the co-operative movement. The ILO has recently organised educational programmes in this field with support from the United Nations Fund for Population Activities (UNFPA).

Against the above must be kept in mind the emotions the population question arouses and the danger of divisive tendencies which might be engendered in the movement if co-operatives were to involve themselves in population programmes.

3.5 Food

The recurrent shortage of food in the world has brought into sharp focus the role which co-operative societies can play in this vital field. Farm guidance, supply of farm inputs, building of appropriate rural institutions, effective distribution of food, and education in nutrition have been of long-standing concern to the co-operative movement. However, the seriousness of the problem, as re-emphasised by the World Food Conference in 1974, has underlined the need for an integrated approach to rural development.

Active collaboration will be sought with relevant UN agencies in this area.

4. PROGRAMME OF WORK 1977-1980

4.1 General

The following important points emerge from the preceding discussion. It needs to be re-emphasised that the work programme shall be interpreted flexibly.

4.2 ICA's image

The need for improving ICA's image is a continuing one. In the final analysis this will depend upon the nature and quality of work accomplished and the dissemination of these results to members and non-members.

National Liaison Committees will be established in national movements as instruments for encouraging discussion on ICA matters and as additional channels of communication; where possible, existing machinery will be used. These committees will not affect the constitutional powers of ICA's member organisations.

Efforts will be made to have an item on ICA and its work included in the agenda of National Congresses.

The observance of International Co-operative Day will be used systematically for emphasising the international nature of the movement; the declaration will list topical points which are of current concern to co-operative movements.

Greater cohesion within the ICA and its various bodies should be achieved in order to ensure a co-ordinated response to major global issues.

Much of ICA's positive image depends upon the efficiency of the procedures governing the running of various bodies, the Central Committee and Congress; screening of motions to Congress will be done in advance, not with a view to smothering the rights of members, but to ensure that the time at Congress is well spent. Repetition in debates should be avoided; a balanced allocation of time on various subjects will enable an equitable coverage of the agenda.

Finally, the image of the ICA needs to be better balanced by making vigorous efforts to ensure that the agricultural sector is more fully represented within the Alliance; this will depend largely upon the activities of the Agricultural Committee.

4.3 ICA and peace

It is one of ICA's objects "to work for the establishment of lasting peace and security" and ICA's efforts in this field have been mentioned. The Alliance and its members can contribute most conspicuously towards the preservation and maintenance of peace by making a success of the movement's day-to-day activities based as they are on the Principles of Co-operation. In addition, and recognising that co-operators of all countries should be an active force in the struggle for pursuing and maintaining peace, the Alliance shall:

—Attempt, from time to time, and on carefully selected issues, to have authoritative pronouncements made by the Central Committee and the Congress; these will be given wide publicity;

—Accelerate ICA's work in those fields which will reduce the causes of friction (activities of aggressive profit-making bodies, global imbalances in the distribution of wealth, etc) and encourage the movement to undertake tasks which demonstrate, in a practical way, the usefulness of regional and inter-regional cooperative ventures; and

—Extend considered support to the activities of the United Nations and its specialised agencies.

4.4 Membership and coverage

As the universal representative of the World Co-operative Movement, the Alliance should achieve the widest possible coverage by having in membership co-operative organisations of all types and from all parts of the world. This coverage must be consistent with the observance of Co-operative Principles by organisations seeking to join the Alliance. Increasing the membership will depend upon the effectiveness of ICA's work and the wide publicity given to it and in this respect, ICA's Press Working Party has a crucial role to play. The following steps will be taken in this respect:

—A more active policy of inviting co-operative organisations to consider joining the Alliance will be pursued. Co-operative organisations and other contacts will be approached to assist;

—Where no apex organisations exist, the ICA will provide necessary advice, especially in developing countries, for the creation of suitable bodies which could apply for admission;

—In view of the multiplicity of international organisations interested in co-operative development whose activities sometimes overlap, there is need to establish a rational division of functions; the Alliance will take appropriate measures;

—In the case of developing countries, where necessary, concessionary rates of subscription for an interim period will be considered to encourage organisations to join the Alliance.

4.5 Co-operative education

The broad objectives of ICA's efforts in the field of education are to help in creating a climate which is conducive to greater understanding and appreciation of the philosophy and ideology of co-operation, to assist in improving the technical skills which the movements require for effective functioning, and to arrange for interchange of information on educational matters. To this end:

—Programmes of member education for "lay-leadership" will be emphasised; those aspects which help to improve the efficiency of personnel working in co-operative societies will be given due attention.

—Programmes will be directed at members of boards and senior categories of professionals in national movements.

—As far as possible, all sectors of co-operative activities should be covered by educational programmes; educational activities will draw heavily on the expertise available within the auxiliary committees; where necessary, collaboration will be sought also from outside agencies (universities, business schools, professional bodies, etc.).

—As a long term measure, consideration may be given to the creation of an International Co-operative Centre for Training and Research under ICA auspices; this may take the form of flexible co-ordination between the existing international co-operative education institutions (e.g. United Nations University); AGITCOOP will have a role to play in this connection, especially where educational needs of developing countries are concerned.

—Efforts will continue to be made to arrange systematic interchange of information on educational aids, techniques, modern forms and methods of management, national programmes, etc.; the on-going Co-operative Education Materials and Advisory Service (CEMAS) project is a significant beginning in this direction.

—The programme of exchange of educationalists and leaders will be extended; at present this is undertaken with the assistance of UNESCO; when necessary, costs will be shared by members participating in the scheme.

4.6 Press and publications

A large number of publications, both occasional and regular, are issued by the ICA. This is an important aspect of ICA's work with implications for other activities, and would be re-titled "Information and Communication". The programme of the recently created Press Working Party is relevant in this connection. The following programme will be followed:

—In order to increase awareness of discussions in the Central Committee, representatives of Co-operative Press are already invited to the meetings of the Central Committee.

—A re-examination of ICA's regular publications will be undertaken mainly with a view to:

- (i) bringing out a prestigious Review of International Co-operation containing more analytical articles, and
- (ii) achieving a rational division of tasks between various publications.

—As a long term measure, consideration will be given to the creation of a Press Centre at the headquarters of the ICA in response to the broad requirements of co-operative journalists.

4.7 Research

Research undertaken by the ICA responds mainly to the requirements of the ICA Authorities and to those issues which are identified from time to time as deserving closer attention. It is mainly applied in character. The following programme of work will be undertaken:

—The organ within ICA which will systematically consider and recommend subjects for discussion by the Central Committee and Congress, will be the Executive Committee;

—There is need for a steady monitoring of important areas of co-operative activities; illustrative of the subjects to be kept under constant review, resources permitting, are the following:

- (i) Structural changes in co-operative movements;
- (ii) Member democracy and participation;
- (iii) Co-operative movement and its relations with the State;
- (iv) Co-operative legislation;
- (v) Co-operatives and taxation;
- (vi) Multinational corporations;
- (vii) Developments concerning co-operation among co-operatives;
- (viii) Financing of co-operatives;
- (ix) The development of workers' productive societies;
- (x) Development of inter-co-operative commercial activities, with active member participation.

—The above subjects will be reviewed from time to time, and the results of the information collected will be distributed to interested organisations.

—The Research Officers' Group will be fully consulted in the above work

—The Research Directory being compiled with the help of Polish and Hungarian co-operative organisations will be continued.

4.8 Youth

Major work in this field will be the concern of national cooperative organisations. However, the Alliance will provide opportunities for exchange of experiences through appropriate means

4.9 Auxiliary committees and working parties

Considerable technical expertise resides in the membership of the various ICA auxiliary committees and working parties and brief descriptions of their activities have been given earlier in the document. Their work programmes are described below.

4.9.1 Auxiliary Committees

(1) *International Committee on Agricultural Co-operation*

With a view to promoting agricultural co-operation through strengthening collaboration among agricultural co-operatives, the Agricultural Committee will:

- (i) Arrange interchange of co-operative experience through frequent conferences, seminars, study tours, publications, etc.;
- (ii) Promote trading relations by holding commodity conferences, develop contacts with INTER-COOP, ICTO, and other similar bodies;
- (iii) Collaborate with other interested organisations on the basis, where possible, of a rational division of tasks; and
- (iv) Provide support to agricultural co-operatives in developing countries

The *Fisheries Sub-Committee* will:

- (i) Assist fishery co-operatives to become increasingly efficient by locating expertise and training facilities (seminars, study tours, etc.)
- (ii) Encourage fishery co-operatives in developing countries in order to make available protein-rich food and jobs;
- (iii) Encourage the production, processing and marketing of fish products at national and international levels;
- (iv) Stimulate co-operation at national and international levels to protect marine resources from the pollution of the seas;
- (v) Implement the appropriate recommendations of the First Open World Conference on Co-operative Fisheries held in Tokyo in 1975.

(2) *International Co-operative Banking Committee*

The strengthening of collaboration among co-operative and commonwealth banks will continue to remain the main task of the Banking Committee. To this end the following measures will be taken:

- (i) Intensify exchange of views on matters of interest to the international banking community;
- (ii) Enhance contacts especially on matters relating to the money market, foreign currency deals and syndicated loans;
- (iii) Continue the annual meeting of foreign currency and money dealers organised by the International Co-operative Bank (INGEBA);
- (iv) Continue and strengthen the exchange programme for young employees initiated in 1975.

The Banking Committee will also endeavour to give financial assistance (credits etc.) to co-operatives in developing countries. First results in this field have already been achieved.

(3) *Organisation for Co-operative Consumer Policy*

The Committee will concentrate on the following tasks.

- (i) Promote collaboration between member organisations in order to define and undertake action on a co-ordinated basis within the fields of the committee's competence;
- (ii) Developing further the co-ordination which exists between consumer laboratories in order to improve the quality of products and services made available to consumers;

(iii) Extend its present efforts in setting up a co-ordinated system of labelling for products launched under the co-operative label;

(iv) In close collaboration with INTER-COOP, develop production specifications which will better meet the needs of consumers;

(v) Give priority to the problem of harmonising legislation for the protection of the consumer;

(vi) Study the problems concerning international standardisation with a view to increasing the durability and reliability of products and minimising waste;

(vii) Study problems concerning the environment in concert with other relevant organs of the ICA;

(viii) Continuous education and training of consumers, with special reference to developing countries, will be emphasized.

(4) *International Co-operative Housing Committee*

The Housing Committee will:

(i) Arrange continuous exchange of information and experience;

(ii) Undertake intensive study of specific problems affecting housing co-operatives, e.g. financing, risks, relations between public authorities and housing co-operatives;

(iii) Support projects to aid housing co-operatives in developing countries, particularly working through ICHDA;

(iv) Collaborate with UN bodies, especially in matters affecting housing co-operatives, including environmental and pollution problems; and

(v) Follow up the recommendations of the UN Conference on Human Settlements in so far as they affect co-operatives and non-profit housing.

(5) *International Co-operative Insurance Federation (ICIF)*

The ICIF will continue with:

(i) The well-established operations of its two sub-committees, viz. the International Co-operative Reinsurance Bureau and the Insurance Development Bureau;

(ii) The provision of assistance to developing countries through making available expertise, organisation of seminars, etc.;

(iii) Research programmes on subjects of interest to members through special commissions; and

(iv) Holding of regular insurance conferences on relevant subjects to members.

(6) *International Organisation for Consumer Trades (INTER-COOP)*

INTER-COOP will continue mainly along the lines of its present work; however, the following will be emphasised:

(i) Despite numerous difficulties in licensing, market rules, monetary fluctuations, efforts will be made to encourage further those organisations which have the possibilities of undertaking joint purchases;

(ii) In the matter of food, collaboration will be developed in own production starting with an intensive mutual exchange of goods; efforts will be made to undertake as many joint imports as possible through the use of purchasing outposts and Inter-coop members overseas;

(iii) In non-food, there remain important areas in which there is potential for joint purchase; these will be exploited. In addition, efforts will be made, where possible, to draw up agreements with large scale suppliers; an inventory of such commodities is being compiled; and

(iv) In the field of retail trade and distribution, present efforts will be continued and intensified and discussions arranged around relevant subjects.

(7) *Women's Committee*

The work programme in the field of women's involvement in co-operatives had been discussed earlier in Bucharest in 1972 at the Central Committee and the Women's Committee, taking into account the favourable climate created by the International Women's Year, will concentrate on the following:

(i) Gain a larger share for women in the policy making and management of co-operative movements;

(ii) Strengthen its relationships with relevant organs of the ICA;

(iii) Undertake, in collaboration with other ICA bodies, education programmes especially relevant to women so that positive recruitment policies in favour of women may emerge;

(iv) Ensure full participation of women in areas of interest to co-operators; and

(v) Find avenues of raising funds to facilitate education and development schemes for women co-operators.

(8) *International Committee of Workers' Co-operative Productive and Artisanal Societies.*

The Committee will endeavour to:

(i) Enlarge its coverage and invite workers' co-operative productive or artisanal societies into affiliation with the ICA, as well as intensify co-operation among them;

(ii) Strengthen existing, and initiate new, bilateral agreements for exchange of experiences and economic co-operation among its members;

(iii) Assist in launching new workers' productive co-operatives, mainly by providing relevant information, undertaking appropriate publicity and training schemes;

(iv) Support and develop the work of the Centre for the Promotion of Industrial Co-operatives in Poland for the benefit of movements in developing countries through the provision of technical assistance and training facilities;

(v) Help develop co-ordination and co-operation between workers' productive co-operatives and other sectors of the movement represented in the ICA

(vi) Identify and disseminate relevant experiences in order to foster responsible involvement of the co-operative staff in the running and management of co-operatives;

(vii) Take steps, under the guidance of ICA Authorities, to highlight the role of workers' productive co-operatives within the context of ICA's relations with the United Nations; and

(viii) Ensure, above all, that a co-operative initiative is closely linked to a general conception of the economy as a whole, which emphasizes the aspect of service to mankind and of which industrial democracy is a necessary part.

4.9.2 Working parties

(1) *Advisory Group for International Training of Co-operators (AGITCOOP)*

AGITCOOP will concentrate on the following:

(i) Assistance to member organisations which operate international co-operative training centres (ICTCs) with a view to improving the effectiveness of their training programmes;

(ii) Facilitating liaison between the ICTCs and member organisations in the developing countries which use their services particularly in matters such as recruit-

ment, selection, follow-up, etc.; also assistance to co-operative colleges in developing countries to help them improve their work;

(iii) Research into important areas of need such as teacher training and management development;

(iv) Collaboration with the Co-operative Education Materials Advisory Service (CEMAS) in the production of improved education and training materials;

(v) Extension of AGITCOOP's work at the regional level by appropriate means.

(2) *International Working Party of Co-operative Librarians and Documentation Officers*

In promoting the active interest of ICA's general policy, the working party will:

(i) Collect documentation on matters discussed by the Alliance and follow up information on ICA meetings for use in their own movements;

(ii) Exchange information and seek collaboration with other organs of the ICA;

(iii) Provide advice in setting up or developing libraries, archives and information centres, especially in developing countries;

(iv) Bring to the attention of its members information on ICA publications and research projects;

(v) Seek closer liaison with ICA authorities;

(vi) Issue relevant documentation and bibliographies; and

(vii) Activate relations with international organisations including international library associations.

In achieving these objects, the working party will need to receive adequate and relevant information from the ICA.

(3) *Working Party on Co-operative Press*

The importance of an effective press and publications programme cannot be over-emphasised. It helps in building ICA's image and facilitates communication about the movement. The recent decision to allow co-operative press to attend Central Committee meetings will have a beneficial effect.

The Press Working Party in its programme will concentrate on:

(i) Collection and exchange of photos and articles;

(ii) Arranging international press meetings;

(iii) Organising training courses;

(iv) Intensifying contacts between members;

(v) Issuing digests of outstanding articles including reports on consumer questions; and

(vi) Where possible, sharing participation in important co-operative events.

As a long-term measure, consideration will be given to the creation of a Press Centre at the headquarters of the ICA.

(4) *Research Officers' Group*

Reference has already been made to the work of this group. Efforts will be made to link the major activities of the group to the central research concerns of the ICA.

4.9.3 General

There is need for achieving greater co-ordination between ICA Secretariat and the auxiliary bodies and among the auxiliary bodies themselves. For this purpose, a meeting of the Chairmen and Secretaries and the Authorities of the Alliance will be instituted. Members of the Executive Committee will be asked to participate

increasingly in meetings of auxiliary bodies. Conversely, the Executive Committee will invite chairmen and secretaries of relevant auxiliary committees to its meetings when appropriate.

As mentioned earlier, the role of auxiliary committees will be emphasised in programmes of education.

As a long term measure, the activities of auxiliary committees, where appropriate, will be increasingly regionalised; this will ensure greater participation in their meetings.

4.10 ICA and Developing Countries:

In 1960, the ICA adopted the Long Term Programme of Technical Assistance and in 1970, the Alliance proclaimed the Co-operative Development Decade as a supporting measure to the UN Second Development Decade. These are important milestones in ICA's work in the Third World. General considerations governing ICA's work in developing countries are: rigorous selection in the use of resources, relevance of aid programmes to national plans, consultation and, where possible, co-ordination with other agencies, use of external assistance in such a way that it is self-liquidating, benefits to accrue to the poorer sections in society.

As a general point it needs to be emphasised that the Alliance will vigorously act in the important areas of technical assistance, actively inform and, where possible, involve itself with such programmes, develop innovative approaches to assistance and, resources permitting, send technical missions to countries needing help.

(1) General

ICA will continue to emphasise, and implement its programmes through Regional Offices. Where such offices do not exist, programmes will be planned in consultation with members of ICA and other co-operative organisations.

Emphasis will continue on education and training, not as an abstract concept, but as an applied technique for improving co-operatives' efficiency under active member control.

Programmes of International Co-operative Training will be co-ordinated through AGITCOOP.

Work being done in the project dealing with educational materials will be implemented through the two Regional Offices under the programme "Co-operative Education Materials and Advisory Service" (CEMAS).

Research programmes will be encouraged and will relate to the specific needs of the movements.

Initiatives will be undertaken to create a favourable climate in which co-operative trade could be promoted through:

- (a) systematic dissemination of information about trade matters, etc.;
- (b) support to International Co-operative Trading Organisation by ensuring collaboration, through the Regional Office, with INTER-COOP and other interested bodies;
- (c) promotion of training programmes for marketing managers; where possible, these would be carried out in collaboration with other international agencies (International Trade Centre (UNCTAD/GATT), ILO, etc.),
- (d) implementation of the recommendations of the Working Group on "Collaboration between Co-operatives"; more particularly, attention will be given to assisting in the creation of joint economic ventures between co-operative organisations.

Pilot projects, which are methodologically innovative, will be encouraged to be set up; assistance will be sought from other agencies in this task.

While other sectors will not be ignored, emphasis will naturally be on those

projects and activities which contribute to improved food production and distribution in order to raise nutritional standards.

(2) *ICA Regional Office and Education Centre for South-East Asia*

In addition to the continuation of activities mentioned under 2.10.2(i) of this document, the recent experts' consultation on the work programme of the Regional Office for South-East Asia has additionally emphasised the following priorities:

- (i) Frequent regional conferences of top level co-operative leaders;
- (ii) Assistance to national movements for holding seminars on aspects of leadership and management;
- (iii) Publishing case studies of successfully managed co-operative societies;
- (iv) Devising detailed guidelines on the relationship between Chief Executives and Boards of Directors and, to the extent possible, demarcation of the functions of the two; and
- (v) Training and refresher courses for teaching staff of national co-operative colleges, including the provision of overseas courses.

(3) *ICA Office for East and Central Africa*

In East and Central Africa, the Office will concentrate on the following:

- Educational programmes consisting of seminars; these will be combined with *ad hoc* meetings in order to enable the office to respond, through specialist groups, to urgent problems; the audience will mainly be the high level co-operative leaders and functionaries and training at lower level will be left to national movements;
- Standing Committees around special subjects, like the ones on Education and Co-operative Credit; more groups will be created when deemed essential;
- Establishment of a Co-operative Documentation and Information Centre with a view to systematic sifting and use of information and material;
- Consideration will be given to expansion of the area of operation of the Office, especially keeping in mind that the needs of the enclaves in Southern Africa (Botswana, Lesotho, Swaziland) are urgent;
- Consultancy services will continue to be provided in the fields of Research, Rural Credit and Savings, Consumer Co-operatives and Teacher Training;
- The office has established a momentum in involving women in co-operatives; advice will be sought from the Women's Committee for the continuation of this work.

(4) *Latin American Institution of Co-operative Integration (LATICI)*

The ICA, in collaboration with the Swedish Co-operative Centre, has supported the work of the Latin American Technical Institute for Co-operative Integration since 1968. Support for its activities will be continued and expanded where possible.

(5) *Organisation of the Co-operatives of America (OCA)*

OCA has recently considered its future programmes and has underlined consolidation of its activities and membership, help in increasing the influence of co-operatives in the formulation of national policies and in intensifying relations with international organisations including the ICA. Resources permitting, the Alliance will seek to support the work of OCA.

(6) *West Africa*

ICA's activities in West Africa have lately been on the increase; repeated requests have been made by co-operators to establish an ICA presence in West Africa.

Investigations will be conducted into the feasibility of creating an ICA focal point for West Africa.

4.11 Collaboration with UN and its specialised agencies

ICA's statutes require the Alliance to extend full co-operation to the United Nations. Such co-operation has developed significantly and has been described in the paper. Emphasis will be placed on the following:

—Joint projects and contracts; long-ranging programmes of co-operation with UN specialised agencies will be elaborated;

—Joint organisation of important seminars, world conferences, etc.;

—Attempts to influence the policies of UN and its specialised agencies to promote co-operative development; the Polish initiative in the General Assembly has led to important results;

—Strengthening ICA's representation in New York and Geneva.

—Non-governmental organisations with whom ICA maintains relations are: COPAC, IFAP, WOCCU and the World Trade Union Organisations. Opportunities will be sought on (i) mounting joint programmes with NGOs, and (ii) influencing their policy in support of co-operative movements. Collaboration is achieved with WOCCU and other important thrift and savings organisations through the International Liaison Committee on Co-operative Thrift and Credit; this will be continued.

4.12 Some new issues

The co-operative movement must be ever alert to recognise new challenges and, if possible, formulate responses to them. The paper has identified the following four as important subjects: Environment, Energy, Population, Food.

Environment has now become a paramount problem affecting the quality of life of modern man. Several of ICA's auxiliary committees and working parties have vital interest in the subject, viz. Housing, Insurance, Fisheries, Consumer, Press; *ad hoc* meetings of these bodies will help in the formulation of ICA's point of view which could be communicated to the UNEP.

In the field of Energy, the ICA's role will be to publicise the role of existing co-operative organisations in this field, strengthen contacts between them through ICPA and emphasise the need for concerted action at world forums.

ICA is not qualified to deal directly with matters relating to population. However, with other organisations (ILO, UNFPA) the subject matter could be kept under review and discussions undertaken as appropriate, mainly relating to Better Living Societies with emphasis on aspects such as nutrition, health care, etc.

Finally, the persistent shortage of food in the world has given the problem a new urgency. Agriculture and consumer co-operatives have an important role to play and efforts in this direction will be considerably stimulated with the help of the Agricultural Committee and relevant UN agencies.

5. RECOMMENDATIONS

5.1 Some suggested priorities

The above rather extensive programme of work emerges from the past activities and the future role of the ICA as foreseen in the document. Constraints of finance and manpower will obviously not allow the ICA to undertake all activities. The programme will require strict control, planning and co-ordination of ICA's activities.

The suggested set of priorities and the tasks involved in implementing them are as follows:

(i) *Co-operatives as efficient economic organisations*

Programmes of member education and management training, research on important problems of co-operatives; increased inter-co-operative and, where possible, inter-sectoral collaboration (nationally, regionally and globally) in purchasing, trade and production so that co-operative movements may gain in strength and competitive power; methods and implementation of structural changes to be kept under constant

review; international conferences on subjects of interest to co-operatives (e.g. Relations of Co-operatives and Governments).

(ii) *Co-operatives in their environment*

Effective publicity, extending membership coverage throughout the world, projection of ICA's image as an efficient organisation, servicing of national liaison committees, co-ordination with auxiliary committees.

(iii) *The co-operative movement and wider global issues*

The co-operative movement is, and should be seen to be, sensitive to wider global issues; the movement has a dimension beyond the purely economic one. This would involve: emphasising the international solidarity of the movements, the enduring significance of ICA's work in developing countries with its emphasis on self-help and mutual-help in the programme of the Co-operative Development Decade, active collaboration with the UN and its specialised agencies, appropriate responses to new and emerging issues and efforts to promote peace.

(iv) *Finally, and above all, the effective execution of these enlarged tasks will require increased manpower and financial resources for the ICA*

The maintenance and strengthening of the head office in London and the two regional offices is a vital pre-condition for carrying out the work that is envisaged.

5.2 Financial implications

This section estimates the approximate costs of additional activities, as indicated in the priorities, which are to be undertaken; it is recognised, however, that the problem is part of the larger issue of ICA's overall resources.

It needs to be emphasised that:

- (i) the present work load of the small ICA Secretariat is extremely heavy and the current pace of work cannot be maintained without expanded resources;
- (ii) there has been general increase in costs (inflation) caused by factors beyond ICA's control;
- (iii) the present staffing position is under review (salaries, pensions, etc.) and without intending to forestall the recommendations, it seems likely that the financial implications for the ICA will be increased from their present level;
- (iv) pegging subscriptions to one national currency has, in recent years, reduced ICA's real income; and
- (v) the subscription formula approved by the 25th Congress, although sound on the whole, has in the case of some categories long-term limitations and requires a stricter calculation of the subscriptions due from members.

As against the above, the following points ought to be made:

- (a) in the totality of ICA's work, some demands could be met by current or altered emphasis on present activities;
- (b) all auxiliary committees subserve ICA's objects and meet their own cost: without being a charge on ICA's central budget (Agriculture, Women and, to some extent, Housing are not in this category, but some additional expenses are involved in providing supporting services);
- (c) considerable assistance to the work of regional offices is provided from outside organisations (SCC, Government technical assistance agencies and, to a lesser extent, directly from members in advanced movements) and increasing resources are being made available from the movements in the Regions; absence of long-term commitments, however, militates against long-range forecasting;
- (d) there is the possibility of additional resources from organisations which potentially could be members of ICA: and finally

(c) several of ICA's activities, often with the help of member organisations, are more or less self-financing.

An approximate costing of the various additional activities under the headings in section 5.1. for 1977-1980 is as follows:

		<i>Requirements for 4 year period</i>
5.2.1	Co-operatives and economic efficiency	
(i)	<i>Education and training</i>	
	Annual seminars, two specialist seminars, exchange programme, advisory work, e.g. missions to member organisations.	£
	Documentation and translation	6,000
	Administrative, secretarial and travel costs, interpretation at meetings	17,600
	One Education Officer	16,500
		<hr style="width: 100px; margin-left: auto; margin-right: 0;"/> £40,100
(ii)	<i>Research and allied services</i>	
	A number of important items on which continuing research will be carried out have been listed in the document. Preparation of documentation for the authorities of the ICA, expansion in library facilities etc. will be needed and continuing work will be carried on.	
	Documentation, translation and secretarial services ..	8,400
	One officer at Assistant level	16,500
	Extension of library service	5,000
		<hr style="width: 100px; margin-left: auto; margin-right: 0;"/> £29,900
5.2.2	Co-operative movements in their environment	
(i)	<i>Membership and coverage</i>	
	A more positive approach backed by a strengthened Secretariat will enable the ICA to expand its coverage. This will involve the following:	
	Extension of contacts and visits to potential member organisations	4,000
	Advisory function	8,000
	Translation, documentation and administrative ..	8,000
		<hr style="width: 100px; margin-left: auto; margin-right: 0;"/> £12,000
(ii)	<i>Press, public relations, contacts with auxiliary and national liaison committees</i>	
	Activities under this head will include co-ordination and dissemination of news, servicing of national liaison committees and auxiliary committees, one or two training courses for co-operative journalists and feasibility for a Press Centre. The estimated costs for these are:	
	Documentation and translation	10,000
	Administration, interpretation, bursaries, secretarial ..	8,000
	Officer at Assistant level	16,500
	Two meetings of Chairmen and Secretaries of Auxiliary Committees and Annual Meetings of Working Parties	4,500
		<hr style="width: 100px; margin-left: auto; margin-right: 0;"/> £39,000
5.2.3	Developing countries; the UN	
	The significance of this work has been underlined in the document. Most of the work in developing countries, supported by non-ICA sources, would be continued; where necessary, innovative work in new regions will be pursued. Relations with UN and its special-	

ised agencies will be strengthened through the elaboration of long term programmes. The costs are estimated as follows:

Strengthening of Regional Office projects, identification work, feasibility surveys (requires strengthening of technical staff at junior level)	11,500	
Administration, travel, documentation, secretarial ..	8,000	
Additional servicing required at Head Office	10,500	
Representation at UN	13,000	
Documentation, translation, clerical	8,000	
		<u>£51,000</u>

5.2.4 New issues

The reason for including this heading has been caused by the emergence of new issues, or old ones with renewed urgency, to which the co-operative movement must make a response. It is envisaged that ICA would mount an activity, in support of UNEP's activities, on the subject of environmental pollution in which several ICA organs are actively involved.

One conference/experts' meeting on Environmental Pollution	£8,000
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5.2.5 Staffing and miscellaneous

Clerical/secretarial, <i>ad hoc</i> consultants	£20,000
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SUMMARY

	<i>Estimated Costs</i>	<i>% of Total</i>
Co-operatives and economic efficiency		
Education and training	£40,100	
Research and allied services	29,900	
	<u>£70,000</u>	35%
Co-operative movement and its environment		
Membership and coverage	12,000	
Press, public relations, etc.	39,000	
	<u>51,000</u>	25.5%
Developing countries; the UN	51,000	25.5%
New issues	8,000	4%
Staffing and miscellaneous	20,000	10%
	<u>£200,000</u>	100%
ADD Inflationary factor at 10% per annum	55,000	
	<u>£255,000</u>	

**Report of the
Working Party
on
Collaboration between Co-operatives**

Introduced by :

A. P. Klimov (USSR)

Vice-President ICA

L. Harrison (UK)

Chairman of the Working Party

Terms of Reference

The following are the terms of reference of the working party laid down by the ICA Central Committee at its meeting in Vienna in October 1974.

- 1 To examine and report on the diverse methods of collaboration as between:
 - (a) the respective co-operative movements, whether they are operating in the advanced capitalist economies, the developing economies, or the planned socialist economies;
 - (b) producer and consumer co-operative organisations.
- 2 To recommend practical methods of collaboration.
- 3 To ensure that the composition of such a Working Party comprises persons of standing and authority in their respective movements, so that they can make proposals for advancing collaboration in the knowledge that they will be accepted and supported.
- 4 To invite submissions from:
 - (a) the National Federations and
 - (b) the Auxiliary Committees of the ICA.
- 5 To prepare and submit to the next meeting of the Central Committee, an interim report, after which a final draft should be prepared for submission to the next Congress of the ICA in Paris in 1976.

Members of the Working Party

The following were invited to join the Working Party under the Chairmanship of Mr Lloyd Harrison, Chairman of the Co-operative Wholesale Society Limited, UK:

- S. Dreyer, USA
- A. I. Krashennnikov, USSR
- C. Pedersen, Denmark
- S. S. Puri, India
- A. Rauter, Austria
- L. Rev, Hungary
- E. Särkkä, Finland

Representatives from:

- Conseil Canadien de Coopération
- International Co-operative Housing Development Association—
A. Johnsson attended in this capacity
- International Co-operative Insurance Federation—
K. Lindberg attended in this capacity
- Japan Joint Committee of Co-operatives—
S. Nakabayashi attended in this capacity.

The Working Party met in Stockholm on 17 October 1975 and in London on 10 February 1976.

Report of the ICA Working Party on Collaboration between Co-operatives

1. INTRODUCTION

1.1 Background

1.1.1 Collaboration between co-operatives is inherent in the co-operative idea. It has characterised co-operatives across the world for more than a hundred years and its promotion has always been one of the major objectives of the International Co-operative Alliance. When the ICA Commission on Co-operative Principles reported in 1966 it proposed that collaboration between co-operatives should be proclaimed a basic principle of the movement and this proposal was approved at the 23rd ICA Congress held in that year in Vienna. It became the sixth principle of the ICA and reads: "All co-operative organisations in order to best serve the interests of their members and their communities, should actively co-operate in every practical way with other co-operatives at local, national and international levels."

1.1.2 The same Congress approved a report on structural changes which was concerned with the development of closer collaboration between primary and federal co-operatives in national movements. The ICA report on "Co-operatives and Monopolies in Contemporary Economic Systems" in 1967 and the ICA paper on "Multi-national Corporations and the International Co-operative Movement: Financial and Managerial Imperatives" prepared for the ICA Congress in Warsaw in 1972 discussed the need for even closer collaboration between co-operatives in the face of the growing power of large companies.

1.1.3 Collaboration between co-operatives was further discussed at the meetings of the ICA Central Committee in Budapest in 1973 and in Vienna in 1974. At the latter meeting a paper on "Collaboration between Co-operatives" was presented by Mr Lloyd Harrison, Chairman of the UK Co-operative Wholesale Society and the Central Committee recommended that a Working Party on "Collaboration between Co-operatives" should be set up by the ICA Executive Committee to give further consideration to the matter.

1.1.4 The experience of a number of movements in such collaboration was discussed at the Vienna meeting including some joint ventures by producer and consumer co-operatives and some international joint ventures in production by consumer co-operative movements. Mr Harrison noted the many practical problems in promoting international trade—not only by, but also between co-operatives—and the problems of collaboration in production when movements were already producing the same goods. There was emphasis in the debate on the need for more sharing of information and learning from each others' experience.

1.1.5 This paper is concerned primarily, though not exclusively, with those aspects of co-operative relationship which result in mutual benefit to the parties entering into

voluntary collaboration with each other. The subject is approached from the point of view of:

- collaboration at national level to form wholesale and other federal societies for a common purpose;
- collaboration between consumer, producer, agricultural and other co-operatives in the field of trade and production;
- collaboration between the national movements of different countries with special attention to inter-co-operative trade;
- financial collaboration between national movements, often through international co-operative agencies;
- exchange of experience and knowledge through national consultation, education and instruction;
- more effective collaboration with other organisations at national and international levels.

1.1.6 The subject of collaboration between co-operatives is so broad that some areas that can be regarded as forms of collaboration between co-operatives are not included in this brief survey. For instance, the subject of inter-co-operative aid and technical assistance given by co-operatives in industrialised countries to those in the Third World is not discussed in detail in this paper as it has been extensively debated and reported upon at various meetings of the ICA.

1.2 Collaboration for what?

1.2.1 Co-operatives collaborate with each other for many and diverse reasons and no doubt in many cases with mixed motives. They may collaborate with each other partly for ideological reasons, because they believe in the co-operative idea and that such collaboration is socially desirable. It may help to solve some social problem or achieve a reduction in the cost of distribution to consumers thus raising living standards or bringing about a fairer distribution of wealth. There may be a political motivation as when co-operatives federate to form a Union and press governments to create conditions favourable to co-operative development. But in many cases the dominant motive is economic: co-operatives collaborate with each other because it is in their clear economic interest to do so.

1.2.2 Retail consumers' co-operatives collaborate to establish wholesale societies to buy in bulk and achieve important economies of scale. Agricultural marketing co-operatives may federate to secure better prices for their members. Consumers' and agricultural co-operatives may trade with each other and both may go into joint production or undertake processing on behalf of their members; all kinds of co-operatives tend to develop closer collaboration between primary societies and wholesale or federal ones in the face of growing competition from large companies.

1.2.3 Internationally, co-operatives may trade with each other or collaborate in joint buying or in joint selling or in production. International contact between co-operatives through the International Co-operative Alliance and its Auxiliary Committees helps co-operatives to learn from each others' experience and leads to trade opportunities and closer economic collaboration. The basic justification for increasing collaboration between co-operatives, nationally and internationally, is that it serves the best interests of their members.

1.2.4 There is a trend towards the greater involvement of trade unions in national economic planning. There is also an increasing intervention by governments both in

industrialised countries and in developing countries. This trend has given rise to the need for collaboration by co-operatives with governments, UN agencies, Non Governmental Organisations, Companies and Trade Unions.

1.2.5 The strengthening of the economic base of a co-operative can in turn permit an improvement of the economic circumstances of its individual members. It may also present the opportunity for extending the collective wellbeing of the membership in both the economic and wider social aspects of life where such improvements have previously prove dunattainable.

2. COLLABORATION AT THE NATIONAL LEVEL

2.1 Within one sector

2.1.1 There are two major and distinct ways in which co-operatives can serve the interests of their members through economies of scale. One is by collaborating with other societies through buying groups or by forming federal or wholesale societies and buying or selling on a larger scale through such federal societies. The other is by amalgamating with other primary co-operatives to form larger units. The two processes have often been combined in the structural changes that have been taking place in many co-operative movements in recent years. They can in certain circumstances be regarded to some extent as alternatives especially as a complete merger may sometimes not be acceptable to both parties. There have been experiments in Britain with new forms of amalgamation under which associated retail societies retain their identity and a certain autonomy and moves in this direction may make a useful contribution to solving the problem of combining business efficiency and the economies of scale with effective co-operative democracy in a large regional co-operative.

2.1.2 It can be argued on the one hand that very large retail consumers' co-operatives may often be able to buy as economically direct from manufacturers as through a wholesale society. In some national movements such arguments have been raised to the level of continuing controversy between retail societies and the wholesale society. On the other hand the specialised skills of central buying and the saving of staff at the retail-level make buying through a wholesale society more economic for most products for the movement as a whole. The advantages of centralised purchasing are particularly distinct in those developed countries such as Finland where geographical and social considerations combine to favour the retention of viable small societies and the discouragement of over-large ones.

2.1.3 In some countries retail consumers' co-operatives still do much of their own buying. For example in Norway in 1974 retail co-operatives bought 44.7% of their supplies through NKL, a relatively low percentage of their purchases although the figure was double what it was twenty five years before. In Britain retail societies obtain, on average, 60% of their supplies through the Co-operative Wholesale Society. In Sweden buying has been centralised through agreements between the retail societies and Kooperativa Forbundet so that virtually all buying is done by the wholesale society though with the closest possible consultation and collaboration with retail societies.

2.1.4 Though there is a strong case for such central buying which frees the staffs of retail societies to concentrate on selling, it is argued in some countries, such as Finland, that retail societies should remain free to buy direct from manufacturers if they think that they can thereby get better value for money. It is argued that such freedom encourages wholesale societies to operate as efficiently as possible.

2.1.5 In other countries, such as Denmark, collaboration between retail and wholesale consumers' co-operatives is very close indeed. It is planned that it should become even closer and that over a thousand small retail societies should ultimately merge with the whole society, Faellesforeningen for Danmarks Brugsforeninger, and become a single national retailing organisation. The formation of such a national retailing organisation has been discussed in the national consumers' co-operative movements in a number of other countries such as Britain and Sweden. In Britain, Co-operative Retail Services, formed to take over co-operatives in difficulties, and develop co-operative trade in locations which retail societies had hitherto failed to enter, operates in a number of areas throughout the country but has a centralised national headquarters. It has a reputation for efficiency but its growth has been in conflict with the Co-operative Union's plan to merge existing retail societies so as to form about twenty-five large regional societies. Some protagonists in the debate have argued that regionalisation is an insufficient response to competition from private national multiples and that CRS represents the germ of a single national retail society. In Sweden, however, the national rescue service SHF founded in 1920 was wound up in 1968 and its branches absorbed into existing retail societies.

2.1.6 In some countries, such as Britain and France, the retail consumers' co-operatives have formed separate federations for trading and for other purposes: a wholesale society and a co-operative union. In other countries, such as Sweden and Switzerland, a single national federation fulfils both functions. In Finland the two consumers' co-operative movements have separate unions and wholesale societies; but in both cases they have identical boards so as to sustain the unity of the movement. In Britain, the question of a merger between the Co-operative Union and the Co-operative Wholesale Society is being studied.

2.1.7 The same market forces that have moved consumer co-operatives in Western Europe towards amalgamations, integration and structural change operate also on agricultural co-operatives. Pressures on farmers from large retailing organisations for contractual commitment and "contract farming" impel them towards doing what they can towards meeting their obligations through their own co-operatives. Farmers will assume obligations to their own co-operatives which will often collaborate with other co-operatives in a federal organisation both in marketing and supply.

2.1.8 Some agricultural co-operative movements such as the Polish and the Japanese have strong central trading organisations in the same kind of way as consumers' co-operatives. In other countries, however, such as Canada and the USA, large agricultural co-operatives may tend to operate on a regional basis and this can put them at a disadvantage in competing with private traders in export markets. Currently agricultural co-operatives handle about 40% of US farm grain sales and regional co-operatives move more than 25% of export grain to a port position, often in their own elevators. But they export less than a third of this grain. Nearly half the co-operative port facilities are under-utilised and there is insufficient collaboration between neighbouring regionals in sharing facilities, sales agents and market information.

2.1.9 Credit, productive, fishery and housing co-operatives form national federations in the same way as consumers' and agricultural co-operatives. Federal trading organisations, however, develop only when circumstances favour them: as when fishery co-operatives are strong, as in Japan, or where there are substantial numbers of productive societies in one industry—as with weavers' co-operatives in India or building co-operatives in France and Italy. Co-operative movements have developed in different ways in different countries for historical, economic and other reasons but pressures towards amalgamation, integration and structural change operate internationally in an interdependent world economy. Co-operative movements can learn

from each others' experience but have to adapt the pattern of relationships and collaboration between primary and federal co-operatives to meet their particular circumstances. As amalgamations result in larger societies and collaboration between primary and federal co-operatives becomes closer, co-operators need to be conscious of the need to sustain effective co-operative democracy especially as this can help a co-operative to be more responsive to demand and operate more efficiently.

2.1.10 In the USSR, for instance, there is a process of concentration of small, uneconomic co-operatives, of creation of bigger district unions, the development of specialised principles of enterprise management (trade, procurement, industrial production, etc.) The amalgamation of co-operatives takes place only where it is rational and, secondly, up to those limits where the connections of the society with the members and representatives through general meetings remain effective. Concentration goes in line with the creation and modernisation of public control organs (commissions, councils, groups, etc.)

2.2. Collaboration in Production

2.2.1 Consumers' and agricultural co-operatives not only collaborate closely in buying or marketing through wholesale or federal societies but also in the production of goods and services for which there is a constant demand from their members. With agricultural co-operatives the range of products may be fairly limited: fuel, fertilisers, feed, seed, implements etc., but strong agricultural co-operative movements may produce on a substantial scale; and collaborate to do so. In the USA CF Industries and the National Co-operative Refinery Association are conspicuous examples of such collaboration in production. The precondition for this success was the intense loyalty of the member societies which gave the wholesale a guaranteed market for the output of its factories.

2.2.2 Consumers' co-operatives may produce a much greater range of products and the Co-operative Wholesale Society in Britain at one time operated more than two hundred factories, and in spite of a severe pruning of the range of goods produced, still manufacturers more than a quarter of its total sales to retail societies. In Sweden on the other hand the consumers' co-operative movement concentrated on the production of a limited range of products taking full advantage of economies and producing for the open market as well as for its own members. It broke one monopoly after another from margarine and galoshes to light bulbs and detergents and succeeded in reducing prices for consumers generally as well as for its own members. Consumer co-operatives in the USSR from year to year continue to develop successfully their industrial production (processing of agricultural products, canning industry, sausage industry, wine and beer production, fur production etc.) which accounts for 8% of their retail turnover.

2.2.3 By contrast the Japanese Consumers' co-operative movement has sustained a policy of not producing at all but of having many "own brand" products made for it to its own exacting specifications by specialised producers. Such a policy leaves a movement free to devote its capital resources to investment in distribution at a time when distribution is becoming more capital intensive. It can be argued, at the same time, that in some circumstances production on an adequate scale can help to provide capital for investment in retailing and the Japanese Consumers' co-operative movement engages in substantial trading through Cooptrade with co-operatives in the Soviet Union, Canada and other countries. In the USA the recent merger to form Universal Co-operatives has helped to bring economies of scale to co-operative production while there is also collaboration in transport between large co-operatives. Each movement has to devise ways of collaborating in production to meet the needs of its own particular circumstances.

2.2.4 One aspect of collaboration in production that has caused controversy in some co-operative movements, particularly in Britain, has been the question of workers' participation in the productive enterprises of consumers' and agricultural co-operatives. At the end of the nineteenth century and the early part of the twentieth century the consumer members of retail consumers' co-operatives came round to the view of J. T. W. Mitchell, for many years President of the CWS, that the surplus earnings of consumers' co-operatives and their productive enterprises should go wholly to consumers. Workers' participation in surpluses was gradually abandoned. Many of those whose initiatives were responsible for the formation of the International Co-operative Alliance, such as E. V. Neale, G. J. Holyoake and E. O. Greening, were in favour of such participation and the matter was raised in a Dutch resolution for the 23rd ICA Congress in 1966. This matter has particular relevance at the present time in relation to joint ventures in developing countries by co-operatives based in industrialised countries.

2.3 Collaboration between different movements

2.3.1. Apex organisations

2.3.1.1 In many countries there is a central co-operative organisation to which many co-operatives of different types are affiliated but in others, including some countries in Western Europe, there is no such central organisation. Poland has an outstanding example of a central co-operative organisation in the Supreme Co-operative Council embracing all ten national co-operative movements in different sectors. Conversely, the Co-operative League of the USA embraces only five of the ten national movements operating there. In many countries the central apex organisation is much weaker than the national federations of co-operatives operating in a particular sector, some of which are trading organisations.

2.3.1.2 In Britain, the Co-operative Union was originally intended to represent all kinds of co-operatives; but consumers' co-operatives developed on so much larger a scale in Britain than other kinds of co-operatives that the Co-operative Union came to be thought of as representing the consumers' co-operative movement in the same kind of way as FNCC represents the consumers' co-operative movement in France or Kooperativa Forbundet represents it in Sweden. Most of the UK productive societies and two agricultural co-operatives are affiliated.

2.3.1.3 It is a matter for debate whether the word "movement" should be used for the national organisation of a particular kind of co-operative or whether it should be reserved for an organisation encompassing a variety of different kinds of co-operatives with different independent and specialised "sectors". In France the main national federations of different kinds of co-operatives are associated in a national co-operative grouping supported by regional groupings. In the Federal Republic of Germany the four major co-operative organisations are loosely associated at the national level. In Italy there are three main national co-operative organisations representing different types of co-operatives and they have come to work more closely together.

2.3.1.4 In Eastern Europe the main national federations of particular kinds of co-operatives are associated in a central organisation representing all kinds of co-operatives such as the Supreme Co-operative Council in Poland and the National Co-operative Council in Hungary. However, as in other countries, these central bodies tend to be small in relation to their member organisations. In most developing countries there is a central co-operative federation representing many different kinds of co-operatives, often closely associated with the Co-operative Department; and in some the central federation has extensive responsibilities and a considerable staff. In general, it can be stated that apex organisations representing different kinds of co-operatives tend to be weak in relation to their specialised member federations. It may be that increased collaboration at national level between specialised national federations through stronger central organisations could help to bring increased contact and trade between different kinds

of co-operatives at national level and is something that could be explored by national movements. In relations with governments a strong organisation representing all types of co-operatives may actually be more effective than representation by individual specialised federations.

2.3.1.5 In the USSR where the rural areas are rather extended and account for 65% of the turnover of consumer co-operatives, their multipurpose activities result in a significant positive economic and social effect. The parallel existence of various types of co-operatives becomes unnecessary, the organisational structure is simplified, administrative and capital costs, as well as transport costs, are reduced, the losses are reduced and profitability and efficiency increased. At the same time better liaison is achieved between the co-operative and its members.

2.3.2 Trade

2.3.2.1 *Trading relations between wholesale and retail or primary societies*

Wholesale consumers' co-operatives buy on behalf of their retail members and federal agricultural co-operatives often market on behalf of their primary members. In some countries, such as the USA, there has been a tendency for supermarkets and other companies to contract with farmers to supply specified quantities of produce of a defined quality over a period of time, thus assuring the farmer a market at a known price and assuring the supermarket chain or merchant supplies at a known price and avoiding marketing uncertainties. Sometimes agricultural co-operatives are able to contract with their members so that the latter sell largely or wholly through their co-operative and irrespective of market fluctuations.

2.3.2.2 As agricultural co-operatives are often largely concerned with the marketing of farm produce and consumers' co-operatives with food distribution it is not surprising that there should often be substantial trade between them. But the primary responsibility of agricultural, consumers' and other co-operatives is to their members and co-operatives will only trade with each other when it serves the interests of their members. Where the agricultural and consumer movements share a common background of social and historical development, the impetus to collaborate is proportionately greater. In the UK the agricultural movement has only tenuous links with the consumer movement via the CWS as a supplier of agricultural feeds and similar goods. Co-operatives, therefore, need to establish close contact with each other in order to find areas of common interest from which to identify genuine trade opportunities.

2.3.2.3 In many countries agricultural co-operatives retail domestic supplies to their members as well as farm supplies; and may also retail food in urban areas through their own supermarkets, as in Japan. Consumer co-operatives may go into farming, as in Britain where the CWS also has a substantial trade in farm supplies and is the largest single farmer in the country. They may also be concerned with the marketing of farm produce like SOK in Finland and the Hungarian consumer co-operatives. Agricultural co-operatives may at the same time be credit co-operatives, as in Japan, and consumer co-operatives may fulfil many of the functions of credit co-operatives. In a number of countries rural co-operatives at the primary level have in recent years tended to acquire a multipurpose character as there may be important economies in having one local primary co-operative instead of several, and these are then affiliated to specialised federations at the secondary level. The great variety of forms of co-operative organisations offers a great scope for trading.

2.3.2.4 In some countries, such as Britain, productive societies have done a substantial part of their trade with consumer co-operatives. In other countries, such as France and Italy, many of the productive societies have been in the building industry and have made contacts with housing co-operatives and with local authorities. The main trade

opportunities between co-operatives at the national level would appear to lie between consumers' co-operatives on the one hand and agricultural and fisheries co-operatives on the other. Trade opportunities are likely to emerge in proportion as there is close general contact between different kinds of co-operatives. Co-operatives in Eastern Europe seem to have been particularly active in seeking out such trade opportunities.

2.3.2.5 In the USSR the consumer co-operative movement collaborates widely with agricultural co-operatives. This collaboration is expressed both in the organisation of jointly-owned enterprises (processing agricultural produce), and the construction by collective farmers of buildings for trading establishments which are then acquired by the consumer co-operatives. The collective farms, whose members belong to consumer societies provide the transport services while, in their turn, consumer co-operatives secure guaranteed supplies (on the basis of contract treaties) from collective farms.

2.3.3 *Joint Ventures*

2.3.3.1 Because agricultural and consumer co-operatives are often both engaged in food distribution substantial trade opportunities for joint ventures are more likely to occur in food processing than in any other industry. Such joint ventures can offer important economies of scale but they are less common than might be expected. Consumers' and agricultural co-operatives more frequently prefer to do their own processing.

2.3.3.2 In Denmark different kinds of agricultural co-operatives collaborate with each other as dairy co-operatives and a bacon factory do in a big freezing plant and in marketing; consumer and agricultural co-operatives have collaborated in a poultry packing plant and consumer and farm supply co-operatives in a chemical factory and a cement factory. In Sweden the consumer, agricultural, fishery, housing and motorists' co-operative movements have joined to form the OK petroleum co-operative; the two housing co-operative movements work closely together; while the agricultural and consumer co-operatives have formed a co-operative slaughterhouse as a joint venture. In Iceland a variety of co-operative enterprises are integrated through Samband Isl. Samvinnu-félaga (SIS).

2.3.3.3 Any joint venture by consumers' and agricultural co-operatives has to be marked by a clear and comprehensive agreement about price and the relation of agreed prices to market prices and the distribution of the surplus earning of the joint venture in relation to the prices paid to farmers and those paid by consumers. The consumer co-operative will be seeking the lowest possible price for its members while the agricultural co-operative will want the best price it can get for its members and a fair share of the economies of scale resulting from the joint venture.

2.3.4 *Financial Collaboration*

2.3.4.1 Financial collaboration between national co-operative federations and their member societies has become increasingly close in recent years at the same time as their trading relationship. Retailing has become much more capital intensive so that even large retail societies need to collaborate with their national federations when planning major projects. In some countries, such as Britain and Switzerland, it has been found convenient to have a co-operative bank established as a separate organisation. In the Federal Republic of Germany collaboration between Co-op Zentrale AG and the Bank für Gemeinwirtschaft is very close indeed.

2.3.4.2 Collaboration between agricultural co-operatives and their banking organisations is also very close as in countries such as Japan, Holland and the USA. In the USA the Inter-Regional Service Corporation was formed by six large regional co-operatives in 1971 and joined by a seventh, the Indiana Farm Bureau Co-operative Association in 1975. The corporation has over \$25,000,000 worth of equipment and facilities on lease to member co-operatives and cash patronage refunds have been paid each year to lessees since the programme started.

2.3.4.3 In the Soviet Union, Controsoyus operates a central Fund of Circulating Capital formed from 10% deductions from the surpluses of member co-operatives. Loans are granted over periods of from one to ten years and interest is charged at the rate of 2% for medium and 1.5% for long term loans. Amalgamations have greatly reduced administrative costs. Administrators average 5.9% of the work force in societies with sales of over 6 million roubles and 13% in those with sales of less than two and a half million roubles.

2.3.4.4 Co-operative insurance organisations have frequently been established by consumer and agricultural movements, first for the protection of their own organisations and assets and later expanded to fulfil the personal insurance needs of individual co-operators. The British CIS began in this way whereas the Swedish Folksam organisation began mainly as an insurer of personal chattels and property. In many countries they have experienced quite rapid growth and while they may not devote their profits to the wholesale societies which own them (as in Britain), they may collaborate in funding capital developments by consumer societies and by providing liquid capital through leasing arrangements.

2.3.4.5 Thrift and savings societies and credit unions have as their primary aim the serving of the needs of their subscriber members, but are usually to be found in membership of the national organisation of co-operative movements such as the Co-operative League of the USA and the Polish Supreme Co-operative Council. The Desjardins movement of credit co-operatives in French-speaking Canada has been particularly successful in mobilising the savings of the people. In other countries their functions may be incorporated within consumer and other societies as in Britain where the credit union movement is new and weak and has only little contact with the rest of the co-operative movement.

3. COLLABORATION AT THE INTERNATIONAL LEVEL

3.1 International Co-operative Trade

3.1.1 Co-operatives have been involved in international trade since the UK Co-operative Wholesale Society opened a depot in New York a hundred years ago, but today international trade by co-operatives is a very small proportion both of total co-operative trade and of total international trade. International trade between co-operatives is a smaller proportion still. The promotion of international trade by and between co-operatives was one of the reasons for the formation of the International Co-operative Alliance and is one of its objectives and resolutions on the promotion of international co-operative trade have been approved at numerous ICA Congresses during the last eighty years. What has been sought is not an increased volume of international trade as such, but rather opportunities for co-operatives to serve the interests of their members more effectively through international trading.

3.1.2 International trading involves more risks than trading in national markets especially in a world of inflation, recession and floating exchange rates. It will often require a large volume of goods of consistent quality to be economic and is therefore likely to be undertaken by co-operatives that have achieved a substantial scale of operations by successful trading in their own domestic markets. Zennoh, the purchasing and marketing federation of the Japanese agricultural co-operatives, has been particularly successful in both domestic and international trading.

3.1.3 International trade between co-operatives will often be between different kinds of co-operatives as when consumer co-operatives buy farm or plantation produce exported directly or indirectly by agricultural co-operatives. At the same time inter-

national trade between co-operatives may be between co-operatives of the same type—as when Zennoh buys feed grains from agricultural co-operatives in the USA, Thailand or Argentina, or when European consumer co-operatives buy from each others' productive enterprises.

3.1.4 In Western Europe trade between consumer co-operative movements in their own productions has been actively promoted by INTER COOP and by EURO COOP. Trade between co-operatives in Eastern Europe has increased since the meeting of the Council for Mutual Economic Assistance in Sofia in June 1974, and since a Conference of Heads of Co-operative Organisations of Socialist Countries was instituted as a regularly functioning body in that year. Trade between co-operatives in Eastern Europe has long been considerable. A series of trade agreements, for instance, between Centrosoyus and the consumers' co-operatives of the German Democratic Republic in 1970 and with those of Hungary and Romania in 1971 are some examples. The British CWS Export Department conducts barter agreements and direct sales with a number of countries receiving in return such items as Soviet honey, Cypriot wine, and Brazilian coffee; while Finland imports coffee from Kenya.

3.1.5 The extensive survey of co-operative trade in fourteen countries in South-east Asia carried out by Mr Walter Eisenberg, a CWS Research Officer seconded to the ICA, drew the attention of many co-operators to new international trade opportunities and ultimately led to the establishment of the International Co-operative Trade Organisation in Singapore in June 1974. Its function is to provide market information on all products of interest to co-operatives and to help them in buying and selling.

3.1.6 International trade by co-operatives is mainly by agricultural and consumers' co-operatives but there is also international economic collaboration between other kinds of co-operatives. For example, the French and Hungarian productive societies signed an agreement in 1973 and the French and Polish productive societies are negotiating another. The Polish Union of Housing and Building Co-operatives signed an agreement with the Finnish Co-operative Union (KK) in 1974 and Soviet and Italian co-operators recently collaborated to build a storehouse in the Ukraine.

3.1.7 The members of the International Co-operative Insurance Federation have for many years done substantial business through the International Co-operative Reinsurance Bureau. In 1975 thirty-three insurance societies in twenty-two countries exchanged reinsurance amounting to approximately £9 million.

3.2 International Co-operative Trade: Joint Buying and Selling

3.2.1 International collaboration between co-operatives in joint buying has been pioneered by Nordisk Andelsforbund formed in 1918 by the consumer co-operative movements of Norway, Sweden and Denmark. They were later joined by the two wholesale societies of Finland and that of Iceland. It has been estimated that Nordisk Andelsforbund imports about 40% of the goods imported by the Scandinavian consumers' co-operative societies and in 1974 its turnover was £70 million.

3.2.2 It was the success of Nordisk Andelsforbund which encouraged co-operators to establish the International Co-operative Wholesale Society in 1924. This was not so much a trading body as a market research and planning organisation designed to co-ordinate purchases by European consumers' co-operative organisations. It was followed in 1937 by the more ambitious International Co-operative Trading Agency. Its work in its early years was greatly hampered by restrictions on trade, preparations for war and by the outbreak of war. Its framework was far too wide and hindered its real purpose. It was replaced by the Co-operative Wholesale Committee which was based in Copenhagen, worked closely with Nordisk Andelsforbund and arranged purchases on behalf of West European consumers' co-operative wholesale societies. In 1970 it merged with the ICA Committee on Retail Distribution to form INTER-COOP

and moved to Hamburg. In 1962 the consumers' co-operative organisations of the European Economic Communities formed EUROCOOP for making joint purchases and for production. It was based in Brussels. Both INTER-COOP and the EUROCOOP trade secretariat have now moved to Copenhagen to work more closely with Nordisk Andelsforbund in co-ordinating overseas purchases by West European consumer co-operative movements. The headquarters of EUROCOOP remain in Brussels.

3.2.3 This close collaboration in purchasing by European consumers' co-operatives will bring important economies. Nordisk Andelsforbund has long had buying offices in San Francisco, Valencia and Santos for the purchase of fruit and coffee while the Co-operative Wholesale Committee and INTER-COOP have made important purchases of knitwear, tools and other things in the Far East.

3.2.4 This international collaboration between European consumer co-operatives in the purchase of consumer goods has been matched by international collaboration between consumer, agricultural and other co-operatives in the purchase of petroleum products. Soon after the end of the Second World War the Swedish consumers', agricultural, fishery, housing and motorists' co-operative movements joined with the Danish and Norwegian consumers' co-operative movements to form the OK Union which now has the largest market share in petrol in Sweden and which recently built the massive new "Scanraff" refinery in southern Sweden. In 1947 the OK Union joined with the Consumers' Co-operative Association of Kansas City (now Farmland Industries) and other co-operatives to form an International Co-operative Petroleum Association based in New York. Its thirty-seven member organisations buy lubricants and other petroleum products and fertilizers on a consumer co-operative basis. In 1974 nineteen major US agricultural supply co-operatives collaborated to form the International Energy Co-operative to procure energy supplies for their members.

3.2.5 On the export marketing side there are also two major examples of international collaboration. One is the Overseas Farmers' Marketing Federation which for more than fifty years has been marketing fruit, canned fruit, wool, meat, wheat, butter and other farm products on behalf of agricultural marketing co-operatives in Australia, New Zealand and elsewhere. It also deals in farm supplies. On the consumer goods side, Nordisk Andelseksport has been associated with Nordisk Andelsforbund for more than forty years and exports the products of the Scandinavian co-operative wholesale societies to other countries.

3.2.6 The development of foreign trade of the co-operatives of the planned socialist economies produces significant economic and social effects. Trade relations of co-operatives of socialist countries are based today on long-term agreements and bring considerable mutual benefits. The establishment of contacts between the co-operative organisations of EEC and those of COMECON countries is of vital importance.

3.2.7 Another example of international collaboration in importing and exporting between co-operatives is Eurograin which is based in Hamburg and arranges purchases and sales of grain on behalf of European agricultural co-operatives. International collaboration between co-operatives in importing and exporting takes place if it enables them to achieve economies of scale and to compete more effectively with the big multi-national companies. Further progress in such collaboration needs to go hand in hand with co-operatives strengthening their positions in their own domestic markets.

3.3 International Collaboration in Production

3.3.1 In this, as in some other fields, Scandinavian co-operative movements have set others an example. The OK Union is an outstanding example of international co-operative collaboration in production as well as in trade. But the Scandinavian co-operative wholesale societies also collaborate internationally in the production of a number of other things including detergents, aerosols, soap, chocolate and biscuits.

Nordchoklad has been collaborating with EURO COOP to sort out the problems of the chocolate and confectionery factory in Dortmund. It faced problems; but not because it was a co-operative enterprise. The EURO COOP biscuit factory in Holland had to be sold not because it was the fruit of international collaboration in production but because of the collapse of Co-op Nederland.

3.3.2 INTER COOP has been active in promoting closer collaboration in production between the consumers' co-operative movements of Western Europe; but there are many problems. With four hundred or so factories, many engaged in food manufacture, it should be possible to expand some in order to achieve economies of scale, close down others and promote trade in co-operative products between national co-operative movements. The creation of the European Economic Community was intended to facilitate this kind of process, making possible economies of scale in a large market while at the same time maintaining competition. But tastes and traditions differ in different European countries. There are fluctuating exchange rates in what is supposed to be a single trading area. There are many non-tariff barriers to trade as standards are harmonised only slowly and consumer protection legislation is developing in different ways in different countries in spite of efforts at co-ordination. There are differences and changes in tax and company legislation that have to be taken into account in planning joint productive operations. Progress in collaboration in production in Europe may have been slow but its advantages are clear and there needs to be the closest possible consultation between European consumer and agricultural co-operatives about long term plans for production.

3.3.3 There are other examples of international collaboration in production which clearly need to be noted. The Japanese consumers' co-operative company Co-optrade collaborated with a Canadian fishery co-operative and with the Hokkaido Federation of Fishery Co-operative Associations in Japan to build a salmon and herring roe processing factory at Prince Rupert on the Canadian west coast. Ten years ago the Japanese agricultural co-operatives made an agreement with agricultural co-operators in Thailand, helping them with the production of maize and providing a market for it and building a fertilizer factory in Bangkok. Another example of international collaboration in production is that of CF Industries in Chicago who produce fertilisers on a large scale not only for large regional American co-operatives but also for Canadian co-operatives such as the United Co-operatives of Ontario, a member of CF Industries. Together with United Co-operatives of Ontario, Western Co-operative Fertilisers and Coopérative Fédérée de Québec, CF Industries is currently developing a \$300 million fertiliser complex in Alberta. Perhaps the most spectacular example of international collaboration between co-operatives in production is the Indian fertiliser project in Gujerat, India created by collaboration between Indian and American co-operatives. It is of course at the same time an example of international collaboration between co-operatives and governments.

3.3.4 There are also examples of international collaboration in production in Eastern Europe. In Hungary the consumers' and industrial co-operatives have collaborated to form Hungarocoop, an organisation that collaborates with co-operatives in developing countries in building complete factories.

3.3.5 European consumers' co-operatives import fruit, coffee etc. from co-operatives in developing countries and they also import some manufactures from developing countries such as knitwear from the Far East. This helps to provide employment in developing countries and prices are usually lower than those of similar products manufactured in Europe. It is sometimes argued that consumers' co-operatives in Europe should buy from *co-operative* producers in developing countries rather than from private traders; but on the other hand consumers' co-operatives in Europe insist on goods of the right kind in the right volume, consistently of the right quality and at the right prices.

National variations in labelling and quality requirements can frequently obstruct exchange of finished goods, particularly those going from developing to industrialised countries.

3.3.6 The question arises, therefore, as to whether consumers' co-operatives in industrialised countries could collaborate with productive co-operatives in developing countries to produce the kind of goods they need and to their own exacting specifications. Multinational corporations have shown that manufacturing in developing countries can pay very well because costs are lower; but they are run for private profit. Given the right conditions, co-operators could, perhaps, play a pioneering role in this field by organising production on a co-operative basis which would also serve the interests of the peoples of the developing country.

3.3.7 Fruit and other agricultural products are often bought by consumers' co-operatives from agricultural co-operatives. So also the purchase of industrial products from productive societies in developing countries by consumers' co-operatives in industrialised countries to their own specifications could be to the mutual advantage of producers and consumers. The development of trading and financial relationships between consumer co-operatives in Europe and industrial co-operatives in the developing countries could be helped by the current interest in workers' co-operatives and workers' participation in Europe.

3.4 International Financial Collaboration

Some examples of existing international financial collaboration are as follows:

The International Co-operative Bank was founded in 1957 with fifty-nine member organisations in twenty-one countries with the long term objective of contributing to a pooling of the resources of the international co-operative movement through the collaboration of all national and supranational institutions which pursue the same goal. For various reasons it has so far operated mainly as a commercial bank and concentrated on short term lending.

In 1966 the Society for the Development of Co-operative Financial Institutions (SIDEFCOOP) was founded as an organisation of co-operative banks and institutions in Latin America.

A Liaison Committee on Co-operative Thrift and Credit brings together a number of important financial and co-operative institutions in an attempt to provide a forum for discussion of financial questions. So far it has organised three international conferences. At the last one which was held in 1974 in London two items discussed were: the ICA report on "International Financing of Co-operative Enterprise in Developing Countries" and the World Council of Credit Unions proposed interlending programme.

3.5 International Non-Economic Collaboration

3.5.1 The promotion of collaboration between national co-operative movements in a wide variety of ways so that they can learn from each others' experience is one of the primary functions of the International Co-operative Alliance. Its Rules require it to be the universal representative of all kinds of co-operatives, to propagate co-operative principles, promote co-operation, safeguard the interests of co-operatives, maintain good relations between them and promote peace and economic progress.

3.5.2 It is committed to doing these things by holding periodic Congresses and Conferences, and by issuing publications and undertaking research through its auxiliary organisations and through collaboration with UN agencies and other bodies. Educational activities clearly constitute an important part of this work, as do representations to governments and international organisations about creating conditions in which co-operatives will flourish.

3.5.3 All the ICA Auxiliary Committees provide forums through which particular kinds of co-operatives can collaborate with each other and exchange information. The Auxiliary Committees also collaborate with each other and it is suggested that an inter-auxiliary conference be instituted to discuss how they could collaborate more effectively. An agreement for the exchange of information was signed in 1971 between the Workers' Productive Committee and the Housing Committee which recognised many common areas of interest.

3.5.4 The ICA Regional Offices in New Delhi and Moshi provide a focus for collaboration between co-operatives in South-East Asia and in East Africa while the Organisation of Co-operatives of America fulfils roughly the same function in Latin America. In the European Economic Community EURO COOP and COGECA serve the interests of consumers and agricultural co-operatives respectively in relation to the European Commission along the same lines as national co-operative federations protect the interests of member societies and express their point of view to their governments.

4. COLLABORATION BETWEEN CO-OPERATIVES AND OTHER ORGANISATIONS

4.1 Collaboration with Governments

4.1.1 Co-operatives collaborate with governments in many different ways. The governments of many developing countries have a firm commitment to promote co-operatives, and the governments of some industrialised countries, such as Sweden, Canada and Britain, also encourage co-operative development in developing countries. In the developing countries the establishment of co-operatives is frequently seen as a means to mobilise the poorer sections of the population in the struggle for economic development. In developed countries, co-operatives offer an alternative to capitalist and state ownership. Many co-operative projects in developing countries such as the Indian fertiliser project, have owed much to governmental support. It is, however, important that co-operative movements in developing countries should not be too dependent or under too much control of governments, as this can undermine the autonomous nature of co-operatives. An overseeing role by Government can be in developing countries justified if Co-operative Unions are unable to provide adequate qualified staff, but those co-operatives operating with very close governmental control or supervision should, over a period of time, be helped to become fully autonomous. It can be mentioned that in the socialist countries the co-operative movement carries out manifold collaboration with state bodies, enjoying their wide support and financial aid. Representatives of the co-operative movement are invited to work out national plans of economic development and important laws and decrees of Executive bodies, to formulate retail prices, to define the turnover composition. With the help of orders and agreements co-operatives actively influence the development of industrial production of consumer goods (assortment, quality, prices), agriculture, transport and other branches of the national economy. In the USSR, for example, the state grants credits to the consumer co-operative movement on a large scale (for current needs and for the development of circulating capital, the interest rate being 2% for medium term and 1.5% for long term loans of three to ten years).

4.1.2 It is at least as important that governments should collaborate with co-operative movements by creating the prerequisites for their development. Adequate expenditure on education is, perhaps, the prime need but many other governmental policies have an important bearing on prospects for co-operative development—for example land reform, an equitable economic policy and tax system which enables people to save sufficiently from their earnings to form their own co-operatives. Co-operatives can

themselves do much to raise living standards and bring about a fairer distribution of wealth but do not easily grow in conditions of extreme poverty. Co-operative development and other reforms go hand in hand. Wise co-operative law is one important prerequisite.

4.1.3 In some countries governments collaborate with agricultural marketing co-operatives by exporting their output through marketing boards or state trading corporations. This may be helpful where co-operatives are weak, but strong agricultural co-operative movements—as in Holland, Denmark, Canada and Japan—can organise export marketing as efficiently as any government board—and do so in competition with private traders.

4.1.4 Another field in which co-operatives can actively collaborate with governments is that of the promotion of consumer protection. Consumers' co-operatives in particular are concerned about consumer protection, and while they may sometimes set an example—as the Swedish movement did in pioneering low phosphate detergents and Consumer Congresses—consumer protection often requires the collaboration of governments because it has to be enforced by law. Moreover consumer protection measures for the control of pollution increasingly have to be enforced internationally by intergovernmental conventions because producers who incur the costs of pollution control compete in world markets with producers who do not.

4.1.5 Financial collaboration between governments and co-operatives is close in Eastern Europe, in some developing countries and in some western countries, such as France and the USA, where some governmental support has been given to co-operative development. In the USA co-operators hope to create a bank for consumers' co-operatives similar to those for agricultural co-operatives while in Britain a Co-operative Development Agency has long been promised and detailed proposals may be announced soon.

A few organisations described as workers' co-operatives were established in Britain in 1975 with the help of finance from the government, but they were registered under the Companies Act instead of under the Industrial and Provident Societies Acts and have no direct links with the co-operative movement.

✓ 4.2 Collaboration with UN Agencies and Non-Governmental Organisations

4.2.1 Although the UN Agencies are not co-operative organisations in the sense the term is used in this paper, some reference to them is in order in view of their role in co-operative development. A number of them, such as the FAO and ILO, are much concerned with co-operative development, and the ICA enjoys consultative status of the highest category with them primarily because of this shared interest. With UNESCO, ICA collaborates especially in the field of Workers' education. Education is a basic co-operative principle, and literacy a prerequisite for co-operative development. In February 1975, the ICA organised a Seminar on Functional Literacy and Co-operative Development in collaboration with UNESCO. The Alliance strongly shares UNIDO's interest in industrial co-operatives and this, among other things, led to the establishment of the International Centre for the Promotion of Industrial Co-operatives at the offices of the Central Union of Work Co-operatives in Warsaw. UNCTAD has been showing increasing interest in the co-operative movement and it appears that in its efforts to create an insurance industry by the developing countries themselves, it is paying increasing attention to co-operative insurance.

4.2.2 The International Co-operative Alliance has relations with the International Organisation of Consumer Unions through ICA's Organisation for Co-operative Consumer Policy. Close relations have been maintained with the International Federation of Agricultural Producers and the ICA Agricultural Committee and IFAP's Standing Committee on Agricultural Co-operation have many areas of

common interest. The same is true of the World Council of Credit Unions in the field of Co-operative Credit as well as the International Chamber of Commerce, and the International Association of Food Distribution (AIDA) in the field of retail distribution.

4.3 Collaboration between Co-operatives and Companies

4.3.1 Many co-operatives do substantial trade with multi-national corporations and with other companies and this trade is to the advantage of both parties or it would not take place. By closer collaboration among themselves co-operatives are able to achieve a better bargaining position in their relations with companies.

4.3.2 Sometimes the economies of scale are such that it is very much in the interests of the members of a co-operative for it to go into partnership with a company in a joint venture, and produce for both organisations at a lower price than would be possible if they had gone into production independently. For example the UK Co-operative Wholesale Society has joint ventures both with Spillers and with Associated British Foods in flour milling while Kooperativa Förbundet has long had a joint venture in textiles with Courtaulds. Sometimes, as with Texaco participation in the new oil refinery of the OK Union, a joint venture with a company may be for technical know-how which it contributes as well as for economies of scale.

4.3.3 Nordisk Andelsförbund has long collaborated financially with the Bank of America through its San Francisco office and it has proved a very worthwhile arrangement. CF Industries has been collaborating with Noranda Mines Ltd. in developing potash deposits in Saskatchewan. In Denmark the consumers' co-operative movement and a farm supply co-operative collaborated with a company in building a cement factory; and in Belgium Febecoop and the Fédération Nationale des Coopératives Chrétiennes have been collaborating with Carrefour in retail distribution.

4.3.4 Collaboration between a co-operative and a company in a joint venture has sometimes been a matter of concern to co-operators; but where it can be shown that such a joint venture is in the clear interests of the members of the co-operative, it is not easy to make out a convincing case against it. Sometimes a joint venture by a co-operative and a company may be on a conventional capitalist basis with both parties putting up capital and sharing in control and in profits in proportion to capital contributed. But a joint venture may also be organised on a *co-operative* basis with the partners receiving a limited return on capital contributed, and sharing in profits in proportion to purchases and in control in proportion to trade. When a joint venture is organised on a co-operative basis it may help to educate the company in the advantages of the co-operative way of doing things.

4.4 Collaboration between Co-operatives and Trade Unions

4.4.1 Collaboration between co-operatives and trade unions has a long history and trade unions have often been joined by the same people who have joined co-operatives. However, the aims of the two kinds of organisation are different and as co-operatives are sometimes large employers of labour there has sometimes been tough bargaining between them.

4.4.2 The International Co-operative Alliance seeks to collaborate with the three main international trade union organisations. The 25th ICA Congress in 1972 approved a resolution calling for closer collaboration between co-operatives and trade unions and ICA published a report on such collaboration in 1975.

4.4.3 In some developing countries, such as Singapore, Malaysia and India certain trade unions, such as the Hind Mazoor Sabha, have been active in promoting co-operatives. In Israel the co-operative movement is very closely associated with the Histadrut, the General Confederation of Labour. In Europe some co-operative movements such

as the Svenska Riksbyggen housing co-operative in Sweden, the co-operative productive societies in the building industry in Denmark and the KK Co-operative Union in Finland have very close links with trade unions.

In Sweden the Confederation of Trade Unions, LO, participates with KF in Folksam, the Swedish Co-operative Institute (KOFI) and Reso, the travel and holiday organisation which was formed in 1937. Collaboration with trade unions in travel and holiday, educational, convalescent and youth organisations can bring benefits to co-operative members without the organisations themselves being directly involved.

4.4.4 In the Federal Republic of Germany Co-op Zentrale AG collaborates with the trade union movement through their joint association with the Bank für Gemeinwirtschaft; in Denmark the productive societies have close links with the trade unions, and in Singapore, trade unions have been active in promoting co-operatives.

4.4.5 Where trade unions have helped to launch productive co-operative societies, trade union membership may be made a condition of employment. Where consumer co-operatives are formed with the help of trade union finance, union membership may be made a condition of membership of the co-operative. This may conflict with the co-operative principle of open membership. In addition, it may be felt that trade union influence in the control of a co-operative when union membership is not a condition of membership may conflict with democratic control by the members. At the same time, some trade unionists may have doubts about close financial links between a co-operative and the government while co-operators may sometimes have reservations about close links between a trade union and a political party.

4.4.6 Though problems of this kind can arise there is clear scope for increased collaboration between co-operatives and trade unions, both in industrialised and in developing countries. In some countries co-operatives and trade unions collaborate in joint ventures such as the Bank für Arbeit und Wirtschaft in Austria and RESO in Sweden. In Chile the large co-operative supplying building materials, SODIMAC, includes both workers and consumers in its membership as the East Midlands Housing Association has done in Britain. This kind of co-operation could be important in extending collaboration between co-operatives and trade unions.

4.4.7 In the recent ICFTU report on industrial democracy approved at its 11th Congress in Mexico City in October 1975, there was a warm commendation of co-operative ideas in general and of the extension of co-operative production in particular. At the same time it noted that relations between trade union and co-operative organisations have not always been as harmonious as they might have been and that co-operatives sometimes do not reach the poorest sections of the community. But perhaps trade unions may explore further the possibilities of co-operative production and a wider application of co-operative principles and bear in mind that the failure of co-operatives to reach the very poor is not so much a result of any weakness in the co-operative method as of a failure of governments to create the right conditions and true necessary infra-structural reforms for co-operative development, one of which is a fairer distribution of wealth.

5. OBSTACLES TO BE OVERCOME

5.1 From the foregoing it will be seen that during the eighty years of the life of the International Co-operative Alliance collaboration between co-operatives has made considerable progress both nationally and internationally, in spite of various obstacles. Primary and federal co-operatives have collaborated more closely with each other as structural changes have led to greater integration in national movements. International co-operative trade has expanded and co-operatives collaborate in joint ventures inter-

nationally and operate as international organisations. Many problems in seeking closer collaboration still have to be faced; but they are problems that are not insurmountable.

5.2 The Scandinavian co-operative movements have been more successful than most others in international joint ventures and a number of factors contributing to their success can be identified. For example, the Scandinavian consumers' co-operative movements have been in close touch with each other over a long period of time through Nordisk Andelsforbund and in other ways; they know each other very well. The similarity of some Scandinavian languages has helped this collaboration. Moreover, the Scandinavian countries have relatively small populations and this has encouraged collaboration to achieve economies of scale. Also, they have had the financial resources to embark on joint production ventures that need more capital than joint buying. They have confidence in each other and have concentrated on projects that bring clear advantages to their members and have avoided prestige projects.

5.3 Lack of contact between co-operative movements, language differences and inadequate financial resources are clear obstacles to collaboration that need to be remedied.

5.4 It appears that trade and other forms of collaboration between the co-operative movements of the countries of Eastern Europe have been helped by the similarity of the social systems of the countries concerned; but differences in social systems do not appear to be a serious obstacle to trade between co-operatives. There have been many trade agreements between co-operatives in East European, western and developing countries.

5.5 Internationally differing tastes, varying standards and laws, continuing inflation, fluctuating exchange rates, the disruption of the international monetary system and world recession have all inhibited the expansion of international co-operative trade and the extension of other forms of collaboration between co-operatives.

5.6 Multinational corporations have some clear advantages over co-operatives in international trading. Much of their trading is intra-company trading and they can adjust prices and switch funds between countries in such a way as to achieve significant reductions in tax liability. The concentration of power in multinationals contributes to quick decision-making which can bring important trading advantages.

5.7 In some co-operative movements decision-making is cumbersome and dilatory; sometimes ineffective and lacking in conviction. This can be a serious obstacle to collaboration and needs to be remedied without adverse effects upon democratic structures and processes.

6. CONCLUSIONS AND RECOMMENDATIONS

6.1 What general conclusions can be drawn from this brief survey of the prospects for a wider application of this sixth co-operative principle of collaboration between co-operatives?

6.2 Integration

Perhaps the first general conclusion should be that there should be closer collaboration between primary and federal co-operatives in national movements in the face of the growing power of their competitors. Such collaboration takes different forms in different countries and the crucial need is for co-operative prices to be competitive with other prices.

6.3 Collaboration at national level between different types of co-operatives

There appears to be room for closer collaboration between different types of co-operatives in many countries. This could take the form of creating or strengthening

national organisations representing a variety of different types of co-operatives. National federations of particular types of co-operatives should consult on the possibility of doing this.

6.4 Trade between co-operatives

Greater contact between different types of co-operatives within one country should lead to some increase in trade between them and possibly to joint ventures. Clearly such initiatives will bear fruit only when increased trade is to the clear advantage of both parties.

6.5 International Co-operative Trade

National and international co-operative organisations need to continue to seek out international trade opportunities. International co-operative organisations such as INTER-COOP in Copenhagen and more recently the International Co-operative Trade Organisation in Singapore have been doing important work in this field. A systematic study of the work of INTER-COOP in promoting international co-operative trade and collaboration in production could provide useful guidance to other co-operatives.

6.6 International Co-operative Joint Ventures

Consumers, agricultural and other co-operatives in industrialised countries need further to explore the possibility of joint ventures in developing countries not as a form of aid but to the clear commercial advantage of co-operative movements in both developing and industrialised countries.

For example, consumers' co-operatives in Europe could further examine the possibility of providing markets and some finance for co-operative production in developing countries of some of their "own brand" products to their own design and specification. Productive enterprises on a co-operative basis in developing countries, run in the interests of the people of developing countries, could provide benefits to co-operative movements in both developing and industrialised countries and further strengthen the bonds that unite the international co-operative movement.

6.7 Executive Committee Initiative

The Executive Committee of the ICA should be asked, in close consultation with its Auxiliary Committees and with national organisations, to take the initiative in further exploring the problem of extending collaboration between co-operatives and incorporating this work in the Programme of Work 1977-80 of the ICA. Consideration should be given to whether it would be desirable to create some means whereby a further extension of collaboration between co-operatives could be kept constantly under review. The Paris Congress should, in the mean time, be asked to endorse:

(a) Communications

The development of communications within and between national movements is crucial. The learning of languages, exchange visits, and exchanges of management and other personnel should be encouraged to widen co-operative experience. International and national co-operative publications and statements, as on International Co-operative Day, should give due prominence to the further promotion of collaboration between co-operatives, to the problems arising in this and to instances of these problems being successfully overcome.

(b) Research

More research in the international co-operative movement into experiments for future development and the problems of financing them needs to be promoted. The possibility of universities undertaking academic studies on collaboration between co-operatives—as between consumer and agricultural co-operatives at the national level

—should be further explored. Case studies should be undertaken to act as guidelines for the promotion of collaboration between co-operatives.

(c) *Seminars and Conferences*

The organisation of seminars and conferences should further explore the extension of collaboration between co-operatives in particular cases both at the national and and at the international level.

6.8 New World Economic Order

During the second half of the Co-operative Development Decade increased collaboration between co-operatives is going to be very important, especially in developing countries, in the creation of a New Economic Order. This collaboration is going to be very important in enabling co-operatives to compete more effectively with the multinationals and for the maintenance of peace, and in substituting for the profit-making regime a co-operative system organised in the interests of the whole community and based upon self-help.

Affiliated Organisations

Argentina	Federación Argentina de Cooperativas de Consumo, Buenos Aires Intercoop, Editora Cooperativa Ltda., Buenos Aires Asociación de Cooperativas Argentinas, Buenos Aires COOPERA, Buenos Aires Instituto Movilizador de Fondos Cooperativos, SCL, Rosario Federación Argentina de Cooperativas de Crédito Ltda., Buenos Aires Asociación Argentina de Cooperativas y Mutualidades de Seguros, Buenos Aires
Australia	Co-operative Federation of Australia, Canberra City
Austria	"Konsumverband" Zentralverband der österreichischen Konsum- genossenschaften, Vienna Oesterreichischer Verband Gemeinnütziger Bau-, Wohnungs- und Siedlungsvereinigungen, Vienna Oesterreichischer Raiffeisenverband, Vienna
Bangladesh	Bangladesh Jatiya Samabaya Union, Dacca
Belgium	FEBELOOP, Brussels Société Coopérative d'Assurances "La Prévoyance Sociale", Brussels OPHACO - Office des Pharmacies Coopératives de Belgique, Anderlecht-Bruxelles 7 L'Economie Populaire, Ciney Fédération Nationale des Coopératives Chrétiennes, Brussels
Bulgaria	Union Centrale des Coopératives, Sofia
Cameroon	West Cameroon Co-operative Association Ltd., Kumba
Canada	Co-operative Union of Canada, Ottawa Conseil Canadien de la Coopération, Montreal
Chile	Cooperativa SODIMAC Ltda., Santiago Instituto de Financiamiento Cooperativo "Ificoop" Ltda., Santiago Unión Cooperativa de Seguros, Santiago Unión de Cooperativas de Consumo y Servicios de Chile Ltda., Santiago Cooperativa de Empleados Particulares Ltda., Santiago
Colombia	Cooperativa Familiar de Medellín Limitada, Medellín Financiacoop, Bogota
Cyprus	Co-operative Central Bank Ltd., Nicosia Cyprus Turkish Co-operative Central Bank Ltd., Nicosia Vine Products Co-operative Marketing Union Ltd., Limassol
Czechoslovakia	Ustredni Rada Druzstev, Prague
Denmark	De samvirkende danske andelsselskaber, Copenhagen Det Kooperative Faellesforbund i Danmark, Copenhagen Faellesforeningen for Danmarks Brugsforeninger, Alberstslund
Egypt	Central Agricultural Cooperative Union, Cairo
Fiji	Fiji Co-operative Union, Suva
Finland	Kulutusosuuskuntien Keskusliitto, Helsinki Keskusosuusliike OTK, Helsinki Yleinen Osuuskauppojen Liitto, Helsinki Suomen Osuuskauppojen Keskuskunta, Helsinki Pellervo-Seura, Helsinki Pohja-Yhtymä, Helsinki

France	Fédération Nationale des Coopératives de Consommateurs, Boulogne-Billancourt Société Générale des Coopératives de Consommation, Boulogne-Billancourt Confédération Générale des Sociétés Coopératives Ouvrières de Production, Paris Banque Française de Crédit Coopératif, Paris Caisse Nationale de Crédit Agricole, Paris Confédération Nationale de la Coopération, de la Mutualité et du Crédit Agricole, Paris Fédération Nationale des Sociétés Coopératives d'Habitation à Loyer Modéré (HLM) Paris Confédération des Coopératives de Construction et d'Habitation, Boulogne-Billancourt Confédération des Organismes de Crédit Maritime Mutuel, Paris
The Gambia	Gambia Co-operative Union Ltd., Banjul
German Democratic Republic	Verband der Konsumgenossenschaften der DDR, Berlin
Germany, Federal Republic of	Bund deutscher Konsumgenossenschaften, Hamburg Co-op Handels-und Produktions-Aktiengesellschaft, Hamburg Volksfürsorge Lebensversicherung AG, Hamburg Volksfürsorge Deutsche Sachversicherung AG, Hamburg Gesamtverband gemeinnütziger Wohnungsunternehmen, Cologne Deutscher Raiffeisenverband e.V., Bonn
Ghana	Ghana Co-operatives Council Ltd., Accra
Greece	Pan-Hellenic Confederation of Unions of Agricultural Co-operatives, Athens
Guyana	Guyana Co-operative Union Ltd., Georgetown
Haiti	Caisse Populaire Dominique Savio, Petion-Ville
Hungary	National Council of Consumers' Co-operative Societies, Budapest National Council of Industrial Co-operatives, Budapest National Co-operative Council, Budapest National Council of Industrial Co-operatives, Budapest
Iceland	Samband Isl. Samvinnufélaga, Reykjavik
India	National Co-operative Union of India, New Delhi National Co-operative Consumers' Federation Ltd., New Delhi All India Central Land Development Banks' Federation, Bombay National Agricultural Co-operative Marketing Federation Limited, New Delhi
Indonesia	Dewan Koperasi Indonesia, Djakarta
Iran	Sepah Consumers' Co-operative Society, Teheran Credit and Housing Co-operative Society of Iran, Teheran Central Organisation for Rural Co-operatives of Iran, Teheran Consumers and Services Co-operative Society for the Ministry of Labour and Social Affairs, Teheran
Iraq	General Co-operative Union, Baghdad
Irish Republic	Co-operative Development Society Limited, Dublin
Israel	Hevrat Ovdim - General Co-operative Association of Jewish Labour in Eretz-Israel, Tel-Aviv Haikar - Audit Unions of Agricultural Societies of Farmers' Federations in Israel, Tel-Aviv Bahan - Audit Union of Agricultural Co-operative Societies in Israel, Tel-Aviv
Italy	Lega Nazionale delle Cooperative e Mutue, Rome Confederazione Cooperative Italiane, Rome Associazione Generale delle Cooperative Italiane, Rome

Japan	Nippon Seikatsu Kyodokumiai Rengokai (Japanese Consumers' Co-operative Union), Tokyo Zenkoku Nogyokyodokumiai Chuokai (Central Union of Agricultural Co-operatives), Tokyo Zenkoku Gyogyo Kyodokumiai Rengokai (National Federation of Fisheries Co-operative Associations), Tokyo National Federation of Forest Owners' Co-operative Associations, Tokyo Norin Chukin Bank (The Central Co-operative Bank for Agriculture and Forestry) Tokyo
Jordan	Jordan Co-operative Organisation, Amman
Kenya	Kenya National Federation of Co-operatives Ltd., Nairobi
Korea	National Agricultural Co-operative Federation, Seoul
Malaysia	Co-operative Union of Malaysia, Kuala Lumpur ANGKASA, Selangor Co-operative Insurance Society, Kuala Lumpur Co-operative Central Bank, Kuala Lumpur Co-operative Bank of Malaysia Ltd., Kuala Lumpur Federation of Housing Co-operatives, Kuala Lumpur Sarawak Co-operative Central Bank Ltd., Kuching
Malta	Farmers' Central Co-operative Society Ltd., Marsa
Mauritius	Mauritius Co-operative Union, Port Louis
Morocco	Union Nationale des Coopératives Agricoles Laitières, Rabat-Chellah
The Netherlands	Dutch Federation of Workers' Productive Co-operative Societies, Utrecht
Nigeria	Co-operative Union of Western Nigeria, Ibadan Lagos Co-operative Union Ltd., Lagos Mid-Western Nigeria Co-operative Federation Ltd., Benin City Co-operative Federation of Nigeria Limited, Ibadan
Norway	Norges Kooperative Landsforening, Oslo NBBL - Norske Boligbyggelags Landsforbund, Oslo
Pakistan	West Pakistan Co-operative Union Ltd., Lahore Karachi Co-operative Housing Societies' Union, Karachi Karachi Co-operative Union Ltd., Karachi Fishermen's Co-operative Society Ltd., Karachi Sind Baluchistan Provincial Co-operative Bank Ltd., Karachi Karachi Central Co-operative Bank Ltd., Karachi
Peru	Cooperativa de Seguros del Perú Ltda., Lima Banco Nacional de las Cooperativas del Perú Ltda., Lima Cooperativa de Crédito Central del Perú Ltda., Lima
The Philippines	Central Co-operative Exchange Inc., Manila Grains Marketing Co-operative of the Philippines "Gramacop" Inc., Caloocan City Filipino Co-operative Wholesale Society Inc., Manila
Poland	Central Agricultural Union of "Peasant Self-Aid" Co-operatives, Warsaw Supreme Co-operative Council, Warsaw Central Union of Building and Housing Co-operatives, Warsaw "Spolem" Union of Consumer Co-operatives, Warsaw Central Union of Work Co-operatives, Warsaw
Portugal	UNICOOPE, Porto
Puerto Rico	Co-operative League of Puerto Rico, San Juan
Romania	CENTROCOOP, Bucharest UCECOM, Bucharest UNCAP, Bucharest

Singapore	Singapore Co-operative Union Ltd., Singapore
Sri Lanka	National Co-operative Council of Sri Lanka, Colombo
Sweden	Kooperativa Förbundet, Stockholm Kooperativa Gillesförbundet, Stockholm Folksam Insurance Group, Stockholm Lantbrukarnas Riksförbund, Stockholm Hyresgästernas Sparkasse-ochByggnadsföreningars, HSB:s Riksförbund ek för, Stockholm Svenska Riksbyggen, Stockholm
Switzerland	Coop Schweiz, Basle Genossenschaftliche Zentralbank, Basle Coop Lebensversicherungs-Genossenschaft, Basle Verband sozialer Baubetriebe, Zurich
Tanzania	Co-operative Union of Tanganyika Ltd., Dar es Salaam
Thailand	Co-operative League of Thailand, Bangkok
Turkey	Turkish Co-operative Association, Ankara
Uganda	Uganda Co-operative Alliance, Kampala
United Kingdom	Co-operative Union Ltd., Manchester Co-operative Wholesale Society Ltd., Manchester Co-operative Insurance Society Ltd., Manchester Plunkett Foundation for Co-operative Studies, Oxford Co-operative Bank Ltd., Manchester
Uruguay	Centro Cooperativista Uruguayo, Montevideo
USA	The Co-operative League of the USA, Washington
USSR	Centrosoyus, Moscow
Yugoslavia	Glavni Zadruzni Savez FNJR, Belgrade
Zaire	Centrale Générale des Coopératives Angolaises, Kinshasa
Zambia	Zambia Co-operative Federation Ltd., Lusaka

International Organisations

Organisation of the Co-operatives of America, Peru
Nordisk Andelsforbund, Denmark
International Co-operative Bank Company Ltd., Switzerland
International Co-operative Petroleum Association, USA
Sociedad Interamericana de Desarrollo de Financiamiento Cooperativo "Sidecoop", Argentina
International Co-operative Housing Development Association, USA

APPENDIX 2.

Subscriptions Received

for the years 1972, 1973, 1974 and 1975

	1972	1973	1974	1975
	£	£	£	£
Argentina	245	495	570	615
Australia	185	303	473	557
Austria	1,832	2,000	2,473	2,657
Bangladesh	—	—	—	—
Belgium	4,066	4,837	5,212	6,581
Bulgaria	780	1,000	1,000	1,000
Cameroon	—	—	—	—
Canada	2,513	2,300	2,586	2,793
Chile	28	434	447	311
Colombia	56	257	58	—
Cyprus	171	400	400	514
Czechoslovakia	3,609	4,000	4,000	4,000
Denmark	2,780	3,950	3,980	4,243
Egypt	—	—	—	—
Finland	6,811	7,644	10,001	11,751
Fiji	—	—	—	—
France	7,280	16,855	10,927	9,970
The Gambia	81	-290	190	—
German Democratic Republic	3,482	7,200	8,800	9,935
German Federal Republic	3,758	9,695	9,447	9,623
Ghana	—	—	250	—
Greece	—	—	—	1,000
Guyana	42	50	—	—
Haiti	—	—	9	8
Hungary	979	1,400	2,000	4,000
Iceland	673	840	1,175	1,505
India	2,338	1,958	3,098	2,550
Indonesia	—	245	246	245
Iran	117	158	190	210
Irish Republic	—	10	25	25
Israel	1,084	2,141	2,141	2,100
Italy	3,580	1,160	1,480	5,375
Japan	2,579	11,670	14,071	16,065
Jordan	50	50	50	50
Kenya	150	250	250	250
Korea	163	1,000	1,000	1,000
Malaysia	826	1,393	1,488	1,238

	1972	1973	1974	1975
	£	£	£	£
Malta	5	—	—	—
Mauritius	50	75	75	75
Morocco	—	—	—	114
The Netherlands	—	—	50	50
Nigeria	245	747	502	250
Norway	2,894	4,168	5,008	5,606
Pakistan	—	—	—	—
Peru	—	50	50	340
The Philippines	—	65	30	—
Poland	7,281	7,281	7,381	7,328
Portugal	—	30	30	30
Puerto Rico	252	243	243	—
Romania	735	745	900	1,250
Singapore	17	20	20	—
Sri Lanka	245	—	450	450
Sweden	6,280	9,710	9,991	11,064
Switzerland	4,816	7,672	10,221	12,406
Tanzania	245	1,000	1,152	1,212
Thailand	245	250	250	250
Turkey	—	30	50	50
Uganda	—	—	—	—
United Kingdom	16,070	24,340	23,522	25,191
Uruguay	—	50	50	50
USA	6,947	8,886	9,448	10,155
USSR	15,277	16,510	16,510	16,510
Yugoslavia	326	359	359	359
Zaire	25	—	—	50
Zambia	—	—	—	—
International Organisations				
International Organisations America	235	256	—	—
Nordisk Andelsforbund Denmark	—	1,000	1,000	1,000
International Co-operative Bank Company Ltd., Switzerland	245	1,000	1,000	1,000
International Co-operative Petroleum Association, USA	236	1,000	988	985
Sociedad Interamericana de Desarrollo de Financiamiento, Argentina	—	—	—	100
International Co-operative Housing Development Association Washington, D.C.	28	103	108	103

APPENDIX 3

Audited Accounts for the four years ended 31st December 1975 Income and Expenditure Account

EXPENDITURE	1972 £	1973 £	1974 £	1975 £	Total £
Personnel, including Retired Persons - (Note 1)	61,565	70,009	75,599	91,330	298,503
Rent, Rates and Insurance	6,666	8,232	10,056	14,040	38,994
Light, Heat and Cleaning - (Note 1)	2,391	2,836	2,820	2,984	11,031
Repairs and Maintenance, less £3,000 provision	3,140	1,366	1,714	2,543	8,763
Valuation of Property	—	—	—	931	931
Less Contribution to Head Office Costs	—	—	—	(1,883)	(1,883)
Printing and Stationery - (Note 1)	4,244	2,548	2,951	4,509	14,252
Postage and Telecommunications - (Note 1)	3,410	3,605	3,869	6,578	17,462
Books and Journals	134	160	143	291	728
Review—English	2,469	2,842	3,114	4,404	12,829
French	1,888	1,533	1,385	1,163	5,969
German	2,881	3,447	4,047	5,572	15,947
Other Publications and Films	2,071	1,339	4,914	3,032	11,356
Meetings and Travelling	11,230	21,864	21,939	34,263	89,296
Seminar	—	820	3,929	1,792	6,541
Conferences	—	1,105	33,100	8,639	42,844
25th Congress, net of Delegates Fees and Provision at December 1971	5,241	—	—	—	5,241
U.N.I.D.O. Project	5,594	—	—	—	5,594
F.A.O. Contract	—	—	430	—	430
U.N.E.S.C.O. Contract	—	—	645	646	1,291
S.E. Asia Assessment	—	—	3,170	—	3,170
Other Expenses	1,202	3,227	5,031	6,220	15,680
Office for South-East Asia—					
Personnel	35,669	38,297	41,828	44,021	159,815
Rent and Housing	6,878	8,022	6,833	7,670	29,403
Travelling and Entertainment	10,869	10,236	14,145	12,963	48,213
Educational Activities	53,711	41,073	36,866	70,374	202,024
Other Expenses	11,069	3,604	12,271	9,857	36,801
Office for East and Central Africa—					
Personnel	9,240	14,529	18,320	19,916	62,005
Rent and Housing	1,525	1,997	3,864	5,865	13,251
Regional Council	478	1,228	1,912	568	4,186
Travelling and Entertainment	2,011	1,696	5,263	5,064	14,034
Educational Activities	★	21,317	22,204	28,053	72,074
Sponsored Activities	—	—	20,653	22,446	43,099
Other Expenses	2,428	2,807	4,080	6,583	15,898
Depreciation—To Leasehold Property Sinking Fund ..	309	309	2,000	2,000	4,618
Building Alterations	1,182	1,176	—	—	2,358
Equipment	3,558	900	871	392	5,721
Regional Office Car	—	1,832	—	—	1,832
	£253,053	£274,456	£369,966	£422,826	£1,320,301
Deficit for the year brought down	103,662	88,525	119,251	182,654	494,092
1971 Regional Office Grant, now credited to Special Fund	766	—	—	—	766
Provisions for—Congress	—	6,000	10,000	15,000	31,000
Head Office Maintenance	2,000	2,000	—	—	4,000
Corporation Tax for the year at 40%	1,500	3,600	8,300	9,970	23,370
Less provisions in earlier years not required	12,351	30,503	42,718	6,597	92,169
Balance carried to Reserve					

NOTE 1: These charges are shown net, after charges to other headings of expenditure.

£120,279 £130,628 £180,269 £214,221 £645,397

★ Not available

INCOME	1972 £	1973 £	1974 £	1975 £	Total £
Subscriptions—Current	126,732	164,781	179,174	193,095	663,782
Arrears	1,840	72	733	1,123	3,768
Review—English	1,496	1,595	1,470	1,474	6,035
French	1,096	1,105	1,035	1,036	4,272
German	1,486	1,344	1,342	977	5,149
Advertisements	252	914	25	10	1,201
Other Publications and Films	2,701	1,332	2,295	2,462	8,790
Seminar	—	820	4,266	1,723	6,809
Conferences	—	1,060	35,371	8,922	45,353
Less Retention for Liaison Committee	—	—	(2,500)	—	(2,500)
U.N.I.D.O. Project	5,594	—	—	—	5,594
F.A.O. Contract	—	—	430	—	430
U.N.E.S.C.O. Contract	—	—	645	646	1,291
S.E. Asia Assessment	—	—	3,170	—	3,170
Grants—Agricultural Committee	759	689	551	835	2,834
Liaison Committee	1,284	820	502	3,200	5,806
Consumer Policy Committee	—	200	450	—	650
Rent	100	100	100	100	400
Interest receivable:					
Shares	—	19	21	25	65
Deposit Accounts	3,931	5,906	15,180	24,799	49,816
Loan Accounts	7,618	12,284	14,063	8,239	42,204
Current Accounts	273	315	335	136	1,059
	11,822	18,524	29,599	33,199	93,144
Less Allocated to Deposits and Funds	5,771	7,425	7,943	8,630	29,769
	6,051	11,099	21,656	24,569	63,375

Deficit for the year carried down	103,662	88,525	119,251	182,654	494,092
	£253,053	£274,456	£369,966	£422,826	£1,320,301
Gain on Currency Conversions	9,363	13,816	27,232	15,218	65,629
Provision for 75th Anniversary Book released	1,117	82	68	52	1,319
Special Appeal	4,250	—	—	—	4,250
1974 Accrued Charges not required	—	—	—	6,642	6,642
Less Retention for Liaison Committee	—	—	—	(1,820)	(1,820)
Office for South-East Asia					
Expenditure borne by:					
Swedish Co-operative Centre and S.I.D.A.	99,265	83,219	87,707	119,976	390,167
Office for East and Central Africa					
Expenditure borne by:					
Swedish Co-operative Centre and S.I.D.A.	3,152	27,476	30,339	37,177	98,144
Sponsoring Governments	—	—	22,926	21,936	44,862
K.K. Finland	—	—	1,945	4,494	6,439
Insurance Development Bureau. (ICIF)	—	—	—	275	275
Charge to Development Fund	3,132	4,132	7,796	9,241	24,301
Charge to Supplementary Fund	—	1,903	2,256	1,030	5,189

£120,279 £130,628 £180,269 £214,221 £645,397

Statement of Funds

	Balance December 1971 £	Income £
Leasehold Sinking	7,664	4,618
Development.....	106,981	91,189
IFCY	133	—
Supplementary (Administrative Secretary, Moshi).....	—	22,665
Dr. Bonow Study	—	1,375
	£114,778	£119,847

Balance Sheet as at 31st December 1975

December 1971 £	LIABILITIES	£
7,664	Funds—Leasehold Sinking	14,557
106,981	Development.....	114,612
—	Supplementary (Administrative Secretary).....	19,085
—	Dr. Bonow Study	1,375
133	IFCY	—
30,605	Sundry Deposits	149,629
680	Creditors—Subscriptions etc. received in advance	510
13,313	Expenses and Accruals	84,429
—	Thrift and Credit Conference	4,320
150,181	Reserve at December 1971	141,749
—	Add balance of Income for four years	92,169
(8,432)	Less balance of Expenditure for three years.....	—
6,909	Provisions—75th Anniversary Book	233,918
1,000	Head Office Maintenance	5,590
—	Regional Office Special Fund	2,000
14,000	Congress.....	6,187
		31,000
		278,695
323,034		549,243

NOTES: No credit has been taken for the proportionate part of the ICA Domus Ltd.'s profit accruing to the ICA which is £8,043.
Foreign balances have been converted to Sterling at the rate ruling on 31st December each year, transactions being converted at the average remittance rate.

Auditor's Report

The accounts of the Regional Offices have been audited by other firms.

In my opinion, the foregoing accounts, statement and notes thereon give a true and fair view of the Income and Expenditure of the particular activities dealt with thereby for the years to 31st December 1975 and the state of affairs at that date.

Woodford, Cheshire

8th April, 1976

P. E. CUCKOW
Chartered Accountant

Interest	TOTAL	Expenditure	Balance December 1975
	£	£	£
2,275	14,557	—	14,557
21,325	219,495	104,883	114,612
—	133	133	—
1,609	24,274	5,189	19,085
—	1,375	—	1,375
£25,209	£259,834	£110,205	£149,629

December 1971	ASSETS	£	£
35,000	Leasehold property at cost		35,000
2,358	Building alterations at cost, <i>less</i> depreciation to date	—	
342	Office equipment and motor car at cost, <i>less</i> depreciation to date	—	
	Investments—		
55,786	Deposit with bankers	258,551	
185,080	Loan Accounts—Building Society	131,893	
	Shares—International Cooperative Bank 15 shares, each 200 Swiss Frs (donated)		
	Subsidiary Company		
510	ICA Domus Ltd.	510	
			390,954
3,409	75th Anniversary Book at cost	5,590	
1,637	Stock of other publications at nominal value	1,500	
			7,090
5,348	Debtors and prepayments—Subscriptions	4,608	
4,040	Development Fund	11,910	
13,223	Sundry	26,471	
			42,989
16,301	Cash at bank on current account and in hand		73,210
			323,034
323,034			549,243