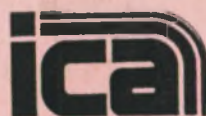


# **ICA Regional Meeting for Asia and the Pacific**

*Beijing (China) : 21-22 April 1993*

**MINUTES**



**International Cooperative Alliance**

Regional Office for Asia and the Pacific

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**MINUTES OF THE ICA REGIONAL MEETING**  
**FOR ASIA AND THE PACIFIC**

**Beijing (China) : April 21-22, 1993**

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

The list of participants and the programme of the meeting is enclosed as Annex-VII-VIII.

**Agenda Item No.1** : **Election of Chairman of the Meeting**

Mr. Yang Deshou was unanimously elected Chairman of the meeting.

**Agenda Item No.2** : **New Structure and Regional Assembly Draft Rules**

The discussion on the new structure of the ICA was taken up.

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

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

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

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

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Thereafter Mr. Sharma, Regional Director, explained the draft rules in the light of the recommendations of the Regional Council. The draft rules were then considered clause by clause. During the discussion the following interventions were made.

Dr. Wahab from Malaysia, desired to know the rationale behind the replacement of Regional Council by the executive council.

Mr. Siddiqui from Sindh, Pakistan, proposed to add International Congresses to para 4 of section 7 after 'ICA Executive Committee.'

General Lozada from Philippines sought clarification of the basis of the subscriptions and desired to include in the rules that the minimum subscription would mean the same as applicable to the ICA HQ Geneva for membership.

Mr. Gaithe from NATCCO suggested to add clause 7 that " the chairperson/vice chairperson will continue to hold office till their successors are elected.

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

#### RULES OF THE ICA REGIONAL ASSEMBLY FOR ASIA & THE PACIFIC

##### 1. Name & Status

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

##### 2. Objects

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

##### 3. Functions

The Regional Assembly for Asia and the Pacific shall :

- a. submit reports proposals and resolutions for the consideration of the General Assembly;
- b. establish the priorities for the ICA work programme in the region;

- c. establish policies for the financing of ICA office(s) in the region;
- d. establish Regional Specialised Committees and approve their constitutions;
- e. implement the decisions of the ICA General Assembly in the Region;
- f. nominate one candidate for election as ICA Vice President;
- g. draw up its business procedures and representation rules, subject to approval by the General Assembly.

#### 4. Membership & Representation

- a. The Regional Assembly for Asia and the Pacific shall consist of representatives appointed by the ICA member organisations with head office in the region, and by the ICA international member organisations, who have members in the region. No specific term is fixed for such appointments. The representatives will continue representing their organisation till written intimation is received by ROAP about their withdrawal or replacement from the appointing organisations.
- b.
  - i. Every member organisation shall be entitled to appoint/nominate at least one voting representative.
  - ii. Member organisations from countries in the region shall be entitled to additional votes/delegates based on multiple of ICA Geneva membership subscription or as otherwise approved by the Regional Assembly.
  - iii. The total number of voting representatives from any country shall not exceed the maximum number of member organisations from any country in the region.

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

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

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

5. Meetings

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

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

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

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

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

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

The meeting shall be on self-financing basis.

6. Finance

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

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

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

7. Elections

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

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

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

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

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

8. Special Dispositions

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

The Regional Assembly, as the policy-making body of ICA in the continent (s), shall not duplicate with the functions of the Regional Directors/Regional Offices/Regional Councils, which are the technical arm of ICA as laid down in Articles 22 and 23 of the ICA Rules.

Agenda Item No.3 : Future Status of Regional Council in view of the restructuring of the ICA

Dr Wahab from Malaysia indicated that it is too costly to send representatives to the Regional Executive Council and it appears to be the same old regional council. His opinion was that the executive committee should be smaller and elected by the regional assembly. He was also of the opinion that the Region is too large and one regional office may not be sufficient. He suggested to have sub-regional office in Malaysia.

Mr. Bashir Ahmed Siddiqui, from Pakistan, was of the opinion that the Executive Council should be nominated by the chairperson of the Regional Assembly.

Gen. Lozada agreed with Dr. Wahab that the executive committee should be smaller and suggested that it could consist of chair persons of the Specialised Committees.

Mr. Sharma explained the pros and cons of having larger or smaller executive body. He also suggested Dr. Wahab to send written proposal for sub regional office so that it could be examined with all its implications.

Mr. Yehuda Paz of Israel said that it is a question of participation vs. efficiency. He felt that there is room for more specialised committees. He felt that as the region is large it is necessary for more participation at the beginning.

Mr. Riazudin Ahmed from Pakistan supported a smaller committee consisting of the chairpersons of the specialised committees and 3 or 4 other members on rotation.

Mr. Vishwanathan from India expressed that the new structure would curtail the number of meetings. He felt that the proposed Executive Council be accepted at least the next regional assembly meeting.

Mr. Sharma explained that the term executive council has been used to distinguish it from the Regional Council provided in ICA rules. The proposed arrangement can be reviewed at the next regional assembly meeting if necessary. In regard to a question raised on the quorum he explained that it was purposely not provided in order not to have any situation where few members are present and unable to have the meeting.

Dr. Wahab wanted to know as to how one representative from each country when there are many member organizations having different priorities among themselves will be elected. Mr. Sharma stated that each country could follow the same procedure as was being followed for sending 2 representatives in the past.

Mr. Riazudin Ahmed's opinion was that it is not necessary to have election of council member. The national union could send a representative or by the national federations where national union is not existing.

The consensus was that national unions could nominate the delegate to the executive council through consensus of the members within the country. When there is no agreement, the Chairperson of the Regional Assembly may nominate the delegate from such a country.

After detailed discussion the meeting decided that the Regional Council may be replaced by Executive Council.

The Executive Council may consist of:

- a. One delegate from each member country;
- b. chairmen of Specialised Committees in the region.
- c. One delegate from each member regional organisations

The meetings of the Executive Council may be convened in between the Regional Assembly Meetings and prior to the meetings of the Regional Assembly.

**Agenda Item No 4 : Nomination of Vice President from Asia-Pacific Region for ICA**

Mr. B.S. Vishwanathan proposed the name of Mr. M. Horiuchi as the nominee for the post of Vice-President from the Region which was seconded by Mr. Lozada. The proposal was carried unanimously.

**Agenda Item No.5 : Consideration of Registration Fee for Regional Assembly**

The meeting unanimously approved the proposal in the agenda to charge Registration fee of US\$ 100 for the Regional Assembly meetings from members and observers.

**Agenda Item No.6 : Basic Values**

Prof. Ian McPherson, ICA Consultant, presented a detailed paper on the Basic Cooperative Values and Cooperative Principles (Annex-VI).



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

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

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

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

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

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

Mr. Vishwanathan's presentation focused on prevalent set of basic values. In India the coops emerged from the backward communities. His suggestion was to change the principle of limited interest on share capital to suit the current trends.

Mr. Reddy (India) introduced the activities of IFFCO.

Mr. McPherson replying on comments stated that while participatory democracy is thought to be a product of Europe many forms of participation are prevalent in Asia.

**Agenda Item No.7 : Economic Collaboration among Cooperatives Chinese Efforts**

While introducing Chinese Cooperative Movement, Mr. Yang Deshou said that the Chinese movement has 70 years history. The ACFMC developed within a short period to reach a membership of 160 million people representing 78% of the rural households.

The turnover is us\$ 100 billion per year. Annual exports are in the range of \$ 5 billion.

The Chinese coops are now transforming to deal with the market economy. They should increasingly engage in business with other types of companies and joint ventures. Foreign partners could provide technology to Chinese cooperatives.

Mr. Lim Ho Seng from Singapore said that they are now seeking possibilities of collaboration with trade unions in China to set up consumer cooperatives.

The meeting terminated with a vote of thanks to the Chair.

New Delhi  
18 May, 1993



G.K. Sharma  
Regional Director  
ICA ROAP

**SPEECH ON THE INAUGURATION OF THE ICA  
REGIONAL MEETING FOR ASIA & THE PACIFIC  
BY MR. ZHANG HAORUO, MINISTER FOR DOMESTIC TRADE**

Mr. President, Fellow delegates, Ladies & Gentlemen:

Beijing is enjoying its golden spring in April. We are very glad to welcome cooperators from Asia and the Pacific Region to meet in Beijing and discuss about cooperative development. On behalf of the Chinese Government, I would like to express our warm congratulations on the convocation of this meeting.

Asia and Pacific Region is a rising area in the present world economic development and there is great potential for strengthening cooperation among countries in this region. This meeting held by ICA in Beijing will expedite the development of the cooperative economy in the Asia and Pacific Region and promote the friendly collaboration among different countries. Chinese Government very much appreciate the efforts made by ICA for this meeting and will support as usual the Chinese cooperatives to develop bilateral and multilateral cooperations with all countries.

Chinese Government always put emphasis on the development of cooperatives. Presently, the Chinese Supply and Marketing Cooperative is the largest cooperative movement in the country. It has 160 million members, more than 30,000 grass-root societies and federations and 5 million people working for cooperatives. It contributes enormously to the agricultural economic development of rural areas, and the improvement of the living standard of the farmers. Now, it works effectively in establishing social service system in rural areas of our country and realising constant and steady development of our agriculture. The Chinese Government places great hope on the further consolidation and development of the Chinese Supply and marketing cooperatives in the future.  
Mr. President,

14 years have passed since the reform and opening policy was adopted in China and great progress can be seen in all economic sectors. Now, the society is stable; economy, flourishing and people's life, much improved. The 8th National People's Congress which attracted worldwide attention was just convected and the new government was formed. Our present major

task is to develop our economy to achieve the great target of quadrupling our 1980's GNP within the next 5 years. We will make bigger stride forward in establishing the socialist market economic system to harmoniously develop the society and economy and to further improve both material and spiritual life of the people.

In order to develop the socialist economy smoothly, we must have both domestic stable environment and a peaceful international surrounding. Therefore, we will establish and develop friendly cooperation with all nations in the world on the basis of 5 principles of peaceful co-existence. Especially, the countries in Asia and the Pacific region are all our neighbours and are facing the important issue of peace and development. With a lot of things in common, we have vast prospect for cooperation and should strengthen our exchanges and drew each other's merits to achieve the common development.

Finally, I wish our delegates to the meeting enjoy the nature and culture of Beijing through this opportunity and have a pleasant stay. May the meeting be of great success.

Thank you.

**SPEECH ON THE INAUGURATION OF THE ICA  
REGIONAL MEETING BY PAN YAO, ACTING PRESIDENT  
OF ALL CHINA FEDERATION OF SUPPLY & MARKETING COOPERATIVES**

Mr. President,

Fellow Cooperators, Ladies and Gentlemen:

The ICA Regional Meeting for Asia and the Pacific Region held in Beijing attracted many cooperators from our region. On behalf of the 160 million members and employees of the Chinese Supply and Marketing Cooperatives. I would like to express our warm welcome to all of you. At the same time, allow me to convey my deep respect to the ICA for all its efforts throughout a century in promoting cooperative development in the world.

All China Federation of Supply & Marketing Cooperatives, as a member organisation of ICA, has more and more exchanges with cooperative movements in other countries. Especially, our contacts and cooperations with cooperatives in Asia and the Pacific region are increasing constantly. Today, we have many of our old friends present here, and we will make more new friends during the meeting. Our cooperatives in Asia and the Pacific are facing a lot of common issues thus we need to join our hands and strengthen our exchange and cooperation to promote the economic development and social progress in our region. The Chinese Supply and Marketing Cooperatives are willing to develop our friendship and cooperation with cooperatives in our region in the areas of economy, technology and trade on the equal and mutually beneficial basis. Our door is always open and we hope to exchange with you all.

At present, the Chinese Supply and Marketing Cooperative Movement is speeding up its reform to adapt to the new situation of opening to the outside and adopting socialist market economy. We are strongly promoting the establishment of social service system in the rural areas, expediting the formation of market system and the development of agro-processing business, expanding our economic and trade cooperation with foreign countries and promoting the steady and constant development of our urban and rural economy.

At last, I wish a great success to the meeting.

**SPEECH ON THE INAUGURATION OF THE ICA REGIONAL MEETING  
BY MR. YANG DESHOU, SECRETARY GENERAL OF  
ALL CHINA FEDERATION OF SUPPLY & MARKETING COOPERATIVES**

Fellow cooperators, Ladies and Gentlemen:

The opening ceremony of the ICA Regional Meeting now begins.

I would like to introduce the grand guests who attend our meeting first. They are Mr. Li Langqing, Vice-Premier of State Council, Mr. Zhang Haoruo, Minister for Domestic Trade, Mr. Ma Lisheng, Vice-Minister for Domestic Trade, Mr. Wang Yaguang, Deputy Director of the International Department of Ministry of Foreign Affairs, and from the host organisation, Mr. Pan Yao, the acting President of All China Federation of Supply and Marketing Cooperatives, let's express our warm welcome to the honour of their presence.

Mr. Lars Marcus, President of ICA, Mr. Horiuchi Mitsugu, Vice President of ICA, Mr. Bruce Thordarson, Director-General of ICA, Mr. G.K. Sharma, Regional Director of ICA Regional Office for Asia and the Pacific and Mr. Arcadio S. Lozada, the Chairman of the ICA ROAP Regional Council, are also seated on the platform. Let's pay our sincere and heartfelt respects to all of them for coming to Beijing to hold this meeting.

Till April 20, there are 79 delegates and observers from 19 countries coming to the meeting. The countries are : Australia, China, Fiji, France, Germany, India, Indonesia, Israel, Japan, Rep. of Korea, Malaysia, Mongolia, Pakistan, Philippines, Singapore, Thailand, Turkey, USA and Uzbekistan.

Representatives also came from some International Organisations. We would like to express our warm welcome to all of you attending the meeting in Beijing. I wish you enjoy your happy life and be in good healthy.

And now I do like to invite Mr. Pan Yao, the acting President of All China Federation of Supply & Marketing Cooperatives to deliver a speech.

May I invite Mr. G.K.Sharma, Regional Director of ICA Regional Office to the floor.

Now we do like to invite Mr. Lars Marcus, President of the ICA to speak.



SPEECH OF MR. LARS MARCUS, PRESIDENT, ICA

I think it is necessary to bring you some greetings from colleagues in the other three continents. Now the consequences of the new structure is that the Asia, Europe, America and Africa will be separate entities in the ICA structure. This is something new and the thinking behind this proposal to the Congress in Tokyo of the Executive was, the world that is too big for the ICA and nations are too small for the members. We want members in the neighbourhood to come closer to each other and to find the best solutions they can for the future.

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

We have the ICA to represent us all in the global society and that will be of increasing importance for our activities. Asia and the Pacific is a fast growing part of the ICA membership. The changes will come here too and they are on the way. You can see the new competition here in Beijing. I am in favour of market economy. You can see the consequences with foreign resources coming and I foresee many problems ahead and the cooperatives here in Asia facing this change, will have to develop strong strategies. Because we are so local, so national that we think the world around is also working that way we are used to be working. The question of cooperative future is the question of how we are able to renew ourselves, adopt ourselves, identify the needs of the members and do not spoil our resources and things that we need ourselves in the next century...This is the view point from the Director and myself and from the Executive of the ICA on the future.

Since ACFSMC became a member of the ICA it was active in the activities. Mr. Yang Deshou became a member of executive committee and made contributions. He observed that when the development is achieved in many cooperatives, they tend to forget the purpose of it when the member participation is not observed. The successful coops should extend their helping hands to others who are less decide on the future of the ICA. The Asian and Pacific members have gathered here today to open a new phase of cooperative development in the region.

SPEECH OF MR. G.K. SHARMA, REGIONAL DIRECTOR, ICA ROAP

On the occasion of the opening of this historic regional meeting of ICA members from Asia and the Pacific region, in pursuance of the revised structure adopted by the ICA Congress in October last year in Tokyo, I warmly welcome all the delegates, observers and distinguished guests. This is the first time that all the members of the ICA from Asia and the Pacific enlarged region are meeting here and are going to consider many important issues. The main agenda before the meeting is the adoption of Constitution or Standing Rules, as we call them, of the Regional Assembly being established in the region. As a consequence of it, the meeting will have to consider the future status of the Regional Council also. The meeting will also review the progress of the study of the co-operative principles in basic values as also China's contribution in international cooperative trade.

These issues were also considered day before in the meeting of the Regional Council and its recommendations are being circulated to the participants of the Regional Meeting. The response to the meeting has been very encouraging. About 110 delegates from 65 organizations and 25 countries have been registered. Many of the delegates are attending the regional meeting for the first time, particularly from the new countries joining the region as a result of re-structuring of the regions. The additional countries included in the region are: Iraq, Israel, Jordan, Kazakistan, Kuwait, Turkey and Uzbekistan. Mongolia even though so far has not been admitted as a member of the ICA, a delegation from Mongolia is attending the meeting as observer.

The Regional Office for Asia and the Pacific was established in 1960 at New Delhi, now extends from Israel to Japan and Korea to Australia. It includes 65 member organizations from 25 countries in addition to Asian Co-operative Credit Unions. This, the Asia-Pacific regional meet represent 2/3rd of the ICA global membership.

But it is not the number of coops or around 450 million membership in the region, which is so important. It is the diversity, innovativeness and strength of the movement, which is important. In this region we have the most advanced countries as also the least developed countries and so also the strongest and the weakest co-operative movements. The diversity of the co-operative movement in the region, has been referred even in the UN Secretary-General's Report, and I quote:

"There is evidence of very varied and innovative cooperative activities in many countries, from solar energy cooperatives in Tuvalu to separate cooperatives of dentists, security guards and computer trainers in Singapore."

The above quoted examples are only few which can be multiplied manifold from the region. The challenge before us is how to strengthen the movements which are not strong so that they could also effectively contribute in national building programmes.

Another important feature of Asian Co-operatives in many countries have been the influence of Governments on the cooperatives. The UN Secretary General's Report deals with this subject also and I quote:

"Cooperatives established by governmental initiative and remaining closely tied to State monopolies in production and export, have lacked the vitality and flexibility needed to adjust to new circumstances."

Fortunately, China is an exception to it. They do appear to show vitality and flexibility.

In this region, the ICA Regional Office has taken many initiatives to bring the governments and the co-operative movements together as development partners. One major step in this context is the Co-operative Ministers' Conference in which the top government officials, co-operative Ministers incharge of co-operatives and co-operative leaders sit together and discuss major issues. This has helped in bringing a healthy relationship between the governments and the co-operative movements and conducive environment for the development of cooperatives. As a follow up of Sydney Declaration in 1990 and Jakarta recommendations in 1992 of Co-operative Ministers' Conference, very encouraging trends have developed which is very well reflected in the changes brought in the co-operative laws and government policies in the recent past. Increasingly, it is being realised that governments are not the best agencies to manage co-operatives. They should be left to themselves to manage their affairs and government's role should basically be to create a healthy and conducive atmosphere for their development.

The new structure of the ICA in which all the members will be able to actively participate at global as also at regional level will bring closer co-operatives of the world and in the region, we would be able to work more intimately.

Finally, I would like to thank the distinguished guests and the All China Supply and Marketing Federation for agreeing to host this meeting and making excellent arrangements.

Agenda Item No. 6 : Basic Values

## PRINCIPLES AND PURPOSES FOR THE TWENTY-FIRST CENTURY

BY IAN MACPHERSON

It is a very great privilege for me to attend your sessions today. It is the beginning of what I hope will be a dialogue with you on the future of the international cooperative movement. It is my honour to be involved in a two-year process in which the International Cooperative Alliance will consider if the Basic Principles on which the International movement has been based for nearly thirty years are in need of revision. The world has changed almost beyond belief in those thirty years. So too has the international cooperative movement. It is appropriate, therefore, for us to stop to consider if our basic principles are what we need. Are there ways we can improve the wording or emphasis in the Principles that govern our organisations? Are there other principles\_\_\_\_\_ ones that are less frequently-articulated\_\_\_\_\_ which should be emphasised in the modern world?

Just as importantly\_\_\_\_\_ perhaps more importantly\_\_\_\_\_ should we not create a vision of where we as cooperators around the world, want to go in the next century? Should we not have a clearer sense of where we are going? Should we not have a better idea of how we are going to get there\_\_\_\_\_ and why it is important that we succeed? Do we have the right to continue of claim to be one of the best hopes for humanity in a threatened and bewildered age if we do not do so? It is for that reason that the Committee which is reconsidering the Principles is also charged with the task of fashioning a Charter for the international movement\_\_\_\_\_ one that will take us well into the twenty first century.

Between 200 and 150 years ago, the roots of the organised international cooperative movement\_\_\_\_\_ as we know it today\_\_\_\_\_ were being cultivated in Europe. The first most important organisational manifestation was in the cooperative or utopian communities established by such leaders as Robert Owen and Henri Saint Simon in the 1820s; in their social experiments lay the kernel of the idea of fully-integrated cooperative societies capable of addressing all the economic and social needs of human beings. The Rochdale cooperative began in England during 1844, although there had been hundreds of similar experiments

previously in England as well as several other European countries. Later in the 1840s, Fredrich Raiffeisen and Hermann Schultze Delitsch started their successful experiments with cooperative credit. During the same decade, some of the most important early experiments in worker cooperative were undertaken in France. Some twenty years later, agricultural marketing cooperatives began, particularly in Denmark; they soon spread to many countries around the globe.

In fact, one of the most impressive features of the history of the cooperative movement is how quickly the cooperative idea in its numerous organisational forms- spread to all of the continents. Agricultural coops began to appear in Japan in the 1870s at about the same time they started Europe. By the turn of the century, groups in several Asian countries were considering the creation of credit cooperatives. Similarly, cooperative organisations, as they had been developed in Europe, began to appear in the Americas, Asia, Africa and Australasia during the last half of the 19th century or the early twentieth century. From its beginnings, the cooperative movement has been an international movement, although the full implications of that simple fact and profound perspective have rarely been recognised by many cooperators.

About 100 years ago, the cooperatives in northern Europe, along with a few individuals representing American cooperatives, formally started the long and difficult process of building an international movement. The International Cooperative Alliance, organised in 1895, was the main vehicle through which they sought to create that movement. It originally drew together cooperators and cooperatives in the consumer, marketing, worker and financial sectors, and it sought to create a united international movement, one that could profoundly influence the world in the 20th century.

To some extent, it is possible to say that their efforts achieved considerable success. The ICA today has member organisations from some 70 countries; those cooperatives have over 600,000,000 members in communities scattered throughout the world. The ICA can hardly take direct credit for the development of such a diverse and powerful set of movements, but its stewardship of the basic principles and values upon which those movements rest must be given some credit.

Perhaps the most difficult, but in some ways most important, issues with which the ICA has coped over the years has been the those of basic principles and purposes. The cooperative movement's most important strength and weakness over the years has been its capacity to meet the needs of so many diverse people in so many different circumstances. One needs only to look about this room at the great variety of people, the rich diversities of the organisations they represent, the wonderful complexities of the cultures and traditions they embody. The same is true whenever one visits cooperative gatherings in any part of the world. The paradox is always the same: one stands in awe of the ability of the cooperative way of organising services to meet so many needs for so many people; one stands equally in awe of the challenge of understanding what exactly holds all that diversity and promise together.

Perhaps the best answer to this difficult question is a simple one: the universal desire of people to control their own destiny. Throughout the world, people have either instinctively felt this desire or been encouraged to think it by others, and many have come to see the benefits of organising institutions which they can control and which can directly assist them. The capacity to control cooperatives is an open, fully democratic manner has rarely, if ever, been complete; but it has been possible in nearly all cooperatives at least at some times. Even more importantly, the promise of empowerment that genuine membership participation represents is a truly ennobling concept; and, indeed, one of increasing importance when economic control is often rooted far away and government capacities to protect citizens is arguably nearly everywhere in decline.

During the early years of the ICA there was relatively little effort to define principles or to insist upon a limited set of rules by which to decline the basic nature of cooperatives. Although started by a diversity of cooperative organisations, the ICA was essentially dominated by the large consumer movements in northern Europe. Those consumer organisations, in turn strongly influenced by the outlook, successes, and philosophy of the British consumer movement, had a reasonably clear view of what their basic principles were and they saw little need to be particularly precise in identifying them.

Such vagueness, however, could not last long, and, in fact, the ICA has reviewed the cooperative principles several times in its nearly century long history. Each time it has done so because of concerns over how cooperatives were functioning and they were relating to the rest of society. It may be instructive to consider briefly what the main issues were in the reviews undertaken by the ICA in the past.

During the 1920s and 1930s, the ICA undertook its first formal review of cooperative principles. It did so partly because the consumer and the producer cooperatives in the ICA at that time needed to find ways to harmonise their relationships. The ICA also was faced by some difficult questions over the admissibility of cooperatives in the Soviet Union. There the problem lay in deciding the nature of democratic structure and, ultimately, in defining appropriate roles for the state. The result was an ICA committee that considered Basic Principles between 1933 and 1936.

The Principles which were identified in the 1930s served the international movement well for about thirty years, indeed, they were the principles many of us learned when we first became involved in cooperatives. They were derived largely from some of the rules of operation adopted by the Rochdale Equitable Society of Pioneers nearly a century before. They stipulated the essential nature of open membership, one person-one vote, dividends on purchase, limited interest on capital, political and religious neutrality, cash trading and the promotion of education. These principles were shaped particularly by the needs of the consumer movements and by the need to address the democratic issues raised by the circumstances of the Soviet cooperatives.

By the early 1960s, however, there was a growing need to reconsider the Principles once again. One reason why this was so was that most kinds of cooperatives were having increasing difficulties in keeping up with their competition. In the nineteenth and early twentieth centuries cooperatives-especially consumer cooperatives through their wholesales had been leaders in the manufacturing and wholesaling industries; indeed the case can be made that cooperatives were among the most innovative businesses in the European economy. As the 20th century progressed, however, they had started to fall behind their competition. In particular, by the 1950s, transnational corporations had become commonplace and powerful in many different kinds of economic activities. If cooperatives were to provide the members with competitive goods and services, they would have to find ways to work together and to pool their resources.

The Committee that worked on the revision of the Rules which were adopted in 1968 tried to comfort this deteriorating competitive situation essentially through two rule changes. First they forcefully specified the Principle that cooperative should cooperate together. This apparently obvious rule, of course, is one of the most difficult to follow. It requires cooperative leaders to take the long view and sometimes to sacrifice



immediate benefits for long term gain. The second rule was to recognise that the one person, one vote idea must be preserved at the local level, but it could be compromised when various sizes and kinds of cooperatives came together to form cooperatives at a second or third tier level; in those structures, some recognition might have to be given to different kinds of participation or different scales of investment. Such flexibility was necessary if cooperatives were going to be able to match the economies of scale achieved increasingly by transnational corporations.

In some ways the hopes for a more dynamic and competitive cooperative movement envisioned by those who reformulated the Principles in the 1960s have been realised. The last thirty years have been one of the greatest periods of growth in the history of the international movement. The most dramatic growth, however, has taken place outside of the northern countries in which so much of the earlier growth had taken place. Asia has witnessed the most dramatic expansion, but considerable growth has also taken place in Latin America and Africa. Much of the growth has been in cooperative banking and agricultural marketing, not in the consumer movement which had been central to the ICAs early development.

By the middle of the 1980s, however, many cooperators were becoming concerned by a number of trends. In 1980, Alex Laidlaw, in his report to the Moscow Congress had pointed out a number of problems and challenges in the international movement. He reiterated the concerns of 1960s leadership about the overpowering competition of transnational firms. He pointed to the declining confidence and sense of identity in some of the movements in northern countries. He regretted the difficulties many older cooperative movements had in attracting the enthusiasm of the young. He worried about the high failure rates of cooperatives in southern countries. By the middle of the decade the accuracy of his concerns was becoming more apparent to more cooperators.

In 1988, Lars Marcus, the President of the ICA challenged the international cooperative movement to reconsider its basic values. He did so as he watched Europe being transformed by the emergence of the Common Market. He did so as the centrally-planned economies of Eastern and Central Europe started to unravel. He did so as cooperatives in southern countries struggled to survive as more and more of the world's resources were pulled into the economies of the northern hemisphere.

Lars Marcus started the debate by putting forth the four values which he personally considered to be the most important: participation, democracy, honesty, and caring. He then invited the international movement to engage in a dialogue on the question of values. Under the leadership of Sven Ake Book of Sweden, this dialogue carried out in a series of international forums between 1986 and 1987. This resulted in Book's Report which was received at the Tokyo Congress last October. That report argued that cooperatives reflect cooperative values when: they undertake economic activities for meeting needs; they practice participatory democracy; they develop all their human resources; they demonstrate social responsibility; and they practice cooperation at the national and international level.

Now we are engaged in the tasks of seeing how well our Principles hold up and in deciding where we want our values and Principles to take us in the next century. I have indulged in this description of the historical background to our discussions to indicate that considering Principles is inevitable and necessary. Cooperatives, partly because of their democratic structures are always sensitive to the major social and economic changes taking place around them. Moreover, though always difficult, the process of reviewing principles has invariably been beneficial for cooperatives and cooperators.

Such discussions have focused energies and most importantly allowed cooperatives to understand better what they should attempt to do in different situations.

Today, when one thinks of the Principals side of the challenge, some specific issues immediately come to mind. One of these is the raising capital. Like all economic organisations, cooperatives require periodically--in some instances at all times--- access to large pools of capital. The 1966 Principles restricted the accumulation of capital by indicating that capital could receive "a strictly limited rate of interest, if any." This restriction, made to ensure that control of cooperative remained with participating members not investors, has had the effect of restricting investment in cooperatives. The problem has been particularly evident in southern countries, countries where wild swings in inflation have meant that any attempt to limit interest has made it very difficult to raise capital, even from the most loyal of members. It is no less a problem in the more developed countries where most of the larger, older cooperatives continually find themselves searching for capital in order to compete effectively with private companies.

Cooperatives may also have to think more carefully about relationships between themselves and governments. Two extremes are easily found around the world -- and, indeed, even within the bounds of many countries. In some instances, cooperatives completely remove themselves, according to one reading of the principle of political neutrality, from the political process. In other instances, cooperatives have become -- if they were not in their beginnings -- the agents of the state. Where between these two extremes lies the preferred position? Should we try to capture that relationship in a Principle?

Even more fundamentally, what is the meaning of democracy? Does the phrase one member-one vote capture the entire meaning? Should we -- can we -- elaborate on a fuller meaning in the Principles?

Or, to take another traditional Principle, what does education mean in the modern context? Does it just mean informing members about their cooperatives? Does it just mean a slightly different kind of advertising? Do we need to adjust the Principle on education somewhat, or, do we need to dream more about educational initiatives in thinking about our goals for the next century?

Is our Principle on cooperation among cooperatives sufficiently clear and commanding? Should it have a clearer international perspective?

Further, as one stands back and views the Principles, one can ask some other questions. Are they as empowering and attractive as they once were? They had particular cogency in the midst of the Industrial Revolution for several reasons: they worked; they were born of ideologies and in contexts where they had meaning; they were useful from a legislative perspective because they could easily be converted into legislation.

While some of these reasons still have obvious validity -- and vary in their continuing validity around the world -- they are not impressive to many, particularly those in the industrialized world. In particular, they do not say much to the young and they may not say much to women. Nor do they address other issues that are pressing in today's world. For example, one might argue that the most threatening issues confronting the world today are: how do we feed a rapidly expanding population on a restricted food base? and how do we care for our environment so that we can hope our grandchildren might survive? Does our philosophy lead us to say anything about these issues? Or, in contrast, does our philosophy lead us to address these issues in our hopes for the twenty-first century?

This discussion on Basic Principles, though, is different from all previous discussions within the ICA. It has the clear mandate of seeking out what is held in common by all kinds of cooperatives. But it also recognizes that different kinds of cooperative will and must operate differently. Thus, all of the Specialised Organisations of the ICA -- made up of consumers, insurance, agricultural marketing, fishing, housing, banking, and workers -- are being asked to develop their own Operating Principles in conformity with the Basic Principles. This is a difficult process, but it should ensure that at the end there will be clear understanding of how cooperatives of all kinds, in all parts of the world, will operate.

The quest for a common vision, a Charter for the twenty-first century, is a related and equally-important task. In fact, deciding on what should be a Principle and what should be included in the Charter for the Twenty-first century is one of the most difficult tasks that will confront the ICA in Manchester. In the Principles, we will seek to define what is generally permanent and distinctive about cooperatives. In the Charter, we try to establish clear goals and objectives to be realised over the following decades.

One of the goals must be to enhance the competitive capabilities of the international movement. From one perspective, this goal must address some of the competitive decline of some cooperative movements. In several countries around the world, for example, consumer movements have declined; in some instances, they have virtually disappeared. Similarly, several of the large marketing cooperatives have found it increasingly difficult to compete against transnational firms able to move agricultural produce and processed food around the world. The new international agribusiness corporations have tremendous advantages: they can seek out the cheapest supplies without concern for rural commodities; they can employ the least expensive production costs with little concern for the impact of low wages; they are free to find the most lenient government policies on pollution and employment practices.

Another goal must be to foster the development of cooperatives in countries where the state previously dominated the economy completely. In eastern and central Europe, for example, the ending of the command economies have been rapid changes and in some instances almost total elimination of what were once large cooperative enterprises. In those situations a clear Statement of Principles will be particularly helpful to those seeking to put cooperatives on a strong foundation. So too will a piratical yet ennobling vision of what cooperatives can offer in a new world order.

In southern countries, where there are such amazing mixtures of rapid growth and catastrophic decline, a powerful cooperative vision can be equally important. In the rapidly industrializing southern countries, cooperatives can serve as a corrective to private enterprise, which, at its worst, can mercilessly exploit the poor, corrupt the rich, and impoverish governments. In the poorer countries and regions, cooperatives can be one of the most effective ways to pool resources to protect the economies and social fabrics of local communities. A clear statement of Principles and an impressive Charter can only help make cooperatives even more important than they have been in the past.

But now should these ideas be organized? What are the priorities? How can they be written so they have impact around the world? What are the ways they can be communicated?

It is in answering such questions that I think the Asian region must play a particularly important role. In the first place, Asia has been a laboratory for the testing of all kinds of cooperatives and, in recent years, has witnessed the most dramatic increase of any region in the development of cooperatives. Indeed, as one looks at the region, the first point of note perhaps is that there is no single Asia, as some people from my part of the world have been continued to think. There are several Asias and therefore several kinds of cooperative movements. That diversity, while it might make consensus difficult, is in the final analysis a significant strength. Within the region there are several of the largest and most successful cooperatives in the world today. Many compete effectively in some of the world's most competitive economies. Many, such as those in our host country, are in the forefront of social and economic change. A vast array of cooperatives also flourish in some of the most difficult economies in the poorest areas of the region. Finding the best ways for the large and powerful cooperatives to work effectively with the smaller and less affluent cooperatives has always been a challenge in the northern countries, one that they rarely met well. In Asia, I think some of the most effective partnerships between such differently-situated types of cooperatives are being forged; it is perhaps untimely the most important manifestation of what we have come to call "co-operation among cooperatives." It is my hope that the Asian experience can provide some of the most important enlarged thinking on this vitally-important aspect of fundamental cooperative thought.

Moreover, Asia possesses nearly a century of diverse experiences upon which to draw. Nor should those experiences be thought of as essentially a European intrusion into Asian societies. While it is true that the institutional forms were derived from European precedents, the movement has taken on vitality because of the diverse ways in which Asian peoples have absorbed cooperative action and thought into their own traditions. From a movement which began in many Asian countries as a form of credit relief for impoverished rural families, the movement became in several countries--- particularly after 1945--- a vitally important instrument for extensive social and economic change. As it did so, the various cooperative movements have come to reflect the intellectual, philosophical and religious views of the region; they have been intricately involved with the vast social and economic changes which changed the face of Asia in two generations.

Consequently, I believe that much of the most creative, new thinking about cooperative occurring in the world today is taking place in Asia. The importance of this development for the twenty-first century can hardly be over-emphasised: much of the future of human kind is tied up in this region. Better than half of the world's population lives here. The most dynamic economies in recent years are located here. Predictably, the rapid, increased harnessing of the vast productive power and growing consumer demand in countries such as China will be one of the determining forces of the history of the next century. How Asian peoples think about their cooperatives and how they articulate their views on them, therefore, will influence the future of the international movement, perhaps as much as the visions of Europeans shaped the movement in the nineteenth century.

Of the many aspects of the discussion on principles, I would like to mention five that I hope Asian cooperators will particularly discuss. One of the most continuous issue that cooperatives must continue to address is the issue of government relations. The 1989 ICA Consultation on government relations, one of the excellent projects carried out by the ICA Asia Office over the years, was a valuable beginning to a through reconsideration of this issue. Is it possible to develop a concise statement of the coop position on government relations? There is no doubt that coops must devote considerable time and effort to their relations with government. The challenge, particularly in situations where coops need government assistance or new legislative frameworks, is to define that relationship so that cooperatives maintain their autonomy and assume responsibility for their own development. Is there concise way we can make that point? If so, should it be a principle? Should it be incorporated in a Preamble to the principles? Should it be part of the Charter?

One of the common features of many features of many Asian countries is that they have large rural populations. Indeed, many of the cooperatives which exist in the region serve essentially rural communities. This gives them a unique perspective on the contemporary manifestation of one of the most powerful impulses that has determined the development of cooperatives over the years: the organisation of rural peoples so they can better control their own destiny, maximise their impact on the marketplace, pool their resources in joint projects, and improve the quality of what they produce.

All around the world rural communities and economies are under immense pressures. The forces of globalisation have created immensely powerful transnational firms which seek to purchase agricultural produce at the lowest possible prices from suppliers over whom they have considerable influence and for whom they show little concern. This development places tremendous pressures on rural communities, usually forcing changes in production and frequently creating significant social change. The traditional role of cooperatives in rural societies, it seems to me, is to harness the instruments of change -- improved technology, improved production methods, better marketing systems -- in such a way that there is a balance between economic and social issues. They have sought to maximize efficiency while protecting as much as possible the social fabric of rural communities. Is there a way we can capture the cooperative perspective on rural issues, if not in the Principles at least in the Charter? Given the fact that food production will be one of the most pressing problems in the twentieth century, it is important that cooperatives, one of the traditional institutions of the countryside, provide leadership in deciding how it will be addressed.

The other side of the coin to rural issues, of course, is urban issues. When one looks at cooperatives in the North Atlantic parts of the world, one can find several examples of successful cooperatives operating essentially in cities. Many financial cooperatives, some consumer cooperatives, a few housing co-ops, and a few worker co-ops come immediately to mind. But, in general, cooperatives in the older industrialised parts of the world have not been as successful in shaping the urban environment and meeting urban needs as they should have been. Perhaps it will fall on Asia to demonstrate fully how cooperatives can best meet the needs of city people. What needs to be communicated to the residents of our places, many of whom are young, many of whom are struggling in difficult economic situations? What kinds of needs among urban dwellers can

cooperatives efficiently meet? How do cooperatives find the resources to meet those needs? How do we organize city dwellers so they will be committed to their cooperatives? What are the effective ways to foster cooperatives which can address the pressing social problems of the times? I have seen and read about enough imaginative developments within large, established and new, emerging cooperatives in Asia to realize that perhaps the most creative experiments in cities are taking place in this region; I hope we can capture some of that dynamism, thought, and vision as we think about what must be done in the twenty-first century.

I am interested too in how Asian cooperators think about members. It seems to me that "membership" is a word we tend to use repeatedly but ironically do not think about very seriously. Could it be the central concept on which we build a statement of principles and a Charter for the next century? Would it be useful, perhaps as parts of the Charter, to have statements on member rights and responsibilities? How do we indicate the capacity of cooperatives to meet the needs of widely diverse peoples? How do we encourage members to understand that by joining a local cooperative they are also joining a movement with an extraordinary capacity to meet most human needs? How do we state our principles so they will encourage member participation and pride? Do we need to think more carefully about how we communicate our democratic values and ensure they are appropriately realised in our institutions? How do we ensure that women and youth will see cooperatives as institutions which welcome them and value their participation? Again, I think some Asian cooperators -- practitioners and theorists -- are doing as much thinking about, and experimenting with, these issues as any cooperators in the world. I hope we can capture some of their insights and successful activities as we prepare the statement on principles and the charter.

An issue which is of growing interest to members of cooperatives around the world is the environment. To a significant degree, this is not a new issue for the movement. Some of the intellectual founders of the movement in Europe -- especially Robert Owen and Saint-Simon -- and some in Asia -- such as Kagawa -- were concerned about environmental issues. Their general concern was with environment in the broad sense; the social-economic circumstances within which people lived, but they were also interested in ecological matters as well. It is accurate I think to say that some of the most innovative approaches to environmental issues have taken place in some of the Asian co-oas, particularly some in Japan. The issues in the



region are immense, however, simply because of the population pressures and the rapid industrialization which has recently taken place. I am not sure, in general, what should be said in the review that is taking place. Should we have a Principle affirming a commitment towards better environmental practice? Should there be a section about environmentally-friendly approaches in the Charter?

One last issue of the many I could mention, is what has generally been called cooperation among cooperatives. It is possible, of course, to find many excellent examples of how this has been done over the years, but, to be honest, the record is not anywhere near what it could have been. As in other parts of the world, cooperatives in Asia have produced some remarkable examples of horizontal integration within specific industries: for example, the production of food from the farm gate to the consumer's door. In a rapidly-globalising world, though, vertical integration within nation states will probably not be sufficient to ensure vitality in the long run; it may not even ensure survival. How should we state this principle to encourage more collaboration and cooperation among cooperatives? Or would it be better to emphasise this vitally important issue in the charter? If so, what examples should be used to demonstrate the possibilities? Are there issues of democratic control which should be considered? If so, what are they? Are there examples of joint ventures which should be cited? What should be said about joint venture with governments? with capitalist firms?

I invite you to engage in the process that will lead us to Manchester. I look upon it as a noble task and an important undertaking. All around us we have real human needs and aspirations, and we are stewards for a movement that has helped millions of people meet such needs and aspirations for more than 150 years. Now, as with the previous generations for seventy years, it is our duty to re-examine the Principles and visions upon which our movement rests.. We owe it to our children and to this good Earth to make sure that cooperatives can do in the future what they have has so nobly done in the past.

ICA Regional Meeting for Asia & the Pacific  
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32. Dato Syed Azman Syed Mohamad  
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35. Mr. P. Vadivelu  
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- 36. Y.B. Dato Borhan bin Kuntom  
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- 37. Mr. K. Paramas Varan  
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- 38. Mr. S. Ahlaimuniandy  
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- 41. Mr. Usaf Zai Taseer  
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82. Mr. Claes Thorselius  
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83. Dr. Ian MacPherson  
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ICA ROAP

84. Mr. G.K.Sharma  
Regional Director

85. Mr. Malte Jonsson  
Senior Development Adviser

86. Mr. W.U. Herath  
HRD Advisor

87. Mr. Pradit Machima  
Consumer Advisor

88. Mr. Guo Yong Kang  
Agriculture Advisor

89. Mr. Robby Tulus  
Senior Policy Adviser

90. Mr. Prem Kumar,  
Manager (Admn)

ACMSE

91. Mr. Liu Xing
92. Mr. Rong Jun
93. Mr. Wang Zhaoqi
94. Mr. Guan Aiguo
95. Mrs Ren Shquin

Programme of ICA ROAP Regional Meeting  
and Regional Council Meeting at  
Beijing, China

18th April, 1993

16.00-18.00 Registration of delegates for Regional Consultation

19th April, 1993      Regional Council

09.00 Opening: Welcome by host movement

9.30-10.45 ICA New Structure and Draft Rules of Regional Assembly.

10.50-11.10 Coffee Break

11.00-12.30 Future Status of Regional Council

12.30-14.00 Lunch Break

14.00-15.00 Registration Fee for Regional Consultation

15.00-15.30 Report on IDACA Activities

15.30-16.00 Coffee Break

16.00-17.00 Work Programme ROAP 1993-94

Evening Reception

(Meeting many continue on 20th forenoon if necessary)

20th April, 1993      Regional Consultation

08.00 -17.30 Registration- 2nd Floor-Function Hall

09.00-11.00 City Tour

18.15 Chinese Acrobatics

21st April, 1993

09.00 - 10.00	Opening of the Regional Consultation
10.00 - 10.30	Coffee break
10.30 - 11.00	Election of Chairman/Vice Chairman of Consultation
11.00 - 12.30	New Structure and Draft Rules of Regional Assembly.
12.30 - 13.30	Lunch break
13.30 - 14.30	Future Status of Regional Council
14.30 - 15.30	Basic Values
15.30 - 16.00	Coffee break
16.00 - 16.30	Nomination of Vice-President from Asia-Pacific Region for ICA
16.30 - 17.00	Consideration of Registration Fee for Regional Assembly
17.00 - 17.30	Economic Collaboration among Cooperatives - Chinese Efforts
17.30 - 18.00	Date and venue of next meeting
Evening	Reception
<u>22nd April</u>	Field Trip
<u>23rd April, 1993</u>	City Tour