

INTERNATIONAL COOPERATIVE ALLIANCE

Report of the

**EXPERTS'
CONFERENCE ON
COOPERATIVE
MARKETING**



INTERNATIONAL COOPERATIVE ALLIANCE
Regional Office & Education Centre for South-East Asia
Post Box 639, 18 Friends' Colony, New Delhi-14, India

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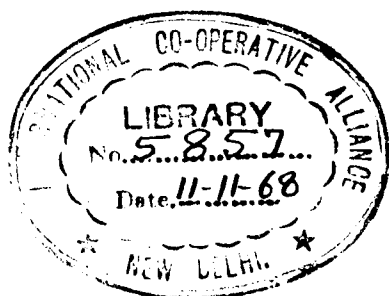
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15 - 21 January 1967, New Delhi, India

RAPPORTEUR:

Dr P.R. Baichwal
Specialist in Agricultural
Co-operation
International Co-operative Alliance
Regional Office & Education Centre
for South-East Asia
18 Friends Colony West
New Delhi-14, India.



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International Cooperative Alliance
Regional Office & Education Centre
for South-East Asia, 18 Friends Co-
lony West, New Delhi-14, India.

National Cooperative Union
of India, 72 Jorbagh,
New Delhi-3, India.

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I. INTRODUCTION

1. The Experts' Conference on "Co-operative Marketing" convened by the Regional Office and Education Centre of the International Co-operative Alliance, in collaboration with the National Cooperative Union of India, was held in New Delhi, India from 15th to 21st January 1967. The Conference was attended by 18 experts from Ceylon, India, Japan, Republic of Korea, Singapore, Thailand and U.A.R. Observers from the International Labour Organisation, Food & Agriculture Organization, Afro-Asian Rural Re-construction Organisation and International Federation of Agricultural Producers also participated in the Conference. The Conference had also the benefit of expertise from Sweden and ICA Headquarters in London.

2. In the countries of South-East Asia, agricultural cooperatives have now existed for varying lengths of time. The Cooperative Movement is diversified in different fields of the agrarian economy and the movement now covers aspects such as provision of credit, supply of occupational

requirements to farmers, marketing of agricultural produce, processing, irrigation, etc. However, in the field of marketing of agricultural produce, the movement in many countries is comparatively of recent growth and the progress of these societies in different fields in all the countries is uneven. With the exception of Japan and in certain sectors of a few countries, the progress of cooperative marketing societies is not significant. These cooperatives are faced with a number of problems. Many of these are largely common to all countries in the Region and obviously they call for similar policy measures. Among the manifold problems, the problem of management is of paramount importance. The Conference was organised with a view to bringing together persons having specialised knowledge and experience in the field of agricultural cooperative marketing, and to provide them with a common platform for discussion on problems relating to cooperative marketing with special reference to management aspects, and to explore possible solutions.

3. Mr Cedric Day, Deputy Regional Representative of the Food and Agriculture Organization of the United Nations, New Delhi, inaugurated the Conference on 15th January 1967..

4. Plan of the Report

The report is divided into three sections including the Introduction. A brief description of the status of Cooperative Marketing Societies in the participating countries of the region, is presented to Section II. Section III, which is the main part of the report, presents a gist of the discussions and suggestions made at the Conference.

II. STATUS OF AGRICULTURAL COOPERATIVE MARKETING SOCIETIES

5. Cooperative Legislation

In many countries in the region, Cooperative Movement was initiated mainly for the purpose to providing credit to the farmers. In the beginning of the present century, agricultural indebtedness had become a major problem and it was thought that the organisation of cooperatives among the agriculturists to provide credit to farmers would help to solve the problem of indebtedness. Accordingly, cooperative legislations introduced in these countries provided for the organisation of mainly Thrift and Credit Cooperatives. It was soon realised that the mere supply of credit to farmers would not provide lasting benefit to the cultivators unless simultaneous efforts are made to organise cooperatives for assisting the cultivators in marketing their produce.

6. In India, for example, the Cooperative Credit Societies Act of 1904 provided for the formation of mainly Thrift and Credit Cooperatives. This Act was later amended in 1912 to provide for the organisation of societies for purposes other than credit, and also for the formation of central organisations to provide capital to primary societies. It may be recalled that Pakistan was separated from India much later in 1947 and the central legislation was applicable to Pakistan till it acquired sovereign political status. In East Pakistan, the central act of 1912 still provides the legal foundation to the cooperative movement in that country.

7. In Ceylon, the Cooperative Societies Ordinance of 1911 was amended in 1921 to enable the organisation of non-credit societies. In Thailand the Cooperative Societies Act BE 2471 of 1928 facilitated the formation of non-credit cooperatives. The Association Amendment Act of 1916 had provision for the formation of only credit societies. In Singapore, the Cooperative Societies Ordinance was passed by the Straits Settlement Government in 1924 and which came into force a year later.

8. In the Republic of Korea, the law to regulate the Cooperative Movement was passed only a decade ago; the Agricultural Cooperative Act was enacted together with the Agricultural Bank Act in 1957. When these acts came into force, agricultural cooperatives were organised at the local and national levels for providing services other than credit including marketing and the function of providing rural credit was entrusted to Korean Agricultural Bank. It is reported that these two organisations did not have coordination between themselves and that there was duplication and competition in their business operations. With a view to eliminating the inherent defects of the organisational structure between the agricultural cooperatives and the Korean Agricultural Bank, the government promulgated new Agricultural Cooperative Act in 1961. By this Act, the cooperatives and the Korean Agriculture Bank were amalgamated into one systematic organisation designed to handle both credit and other business activities.

9. It may be pointed out that though in many countries legislations were enacted to provide for the organisation of Marketing Cooperatives, this sector of the Movement did not receive much attention until the thirties of this century. In the earlier period, the Credit Cooperatives in some countries gathered momentum. The activities of some of these expanded rapidly. However, with the rapid expansion of the movement, some of the disquietening features such as increasing overdues, mismanagement, misappropriation of funds etc., crept into the Movement. A few of these unfortunate trends were, however, obscured during the rising prices and boom conditions. But with the onset of the world-wide severe economic depression in 1929 and the fall in the prices of agricultural produce and value of land, the repaying capacity of the farmers was severely affected and consequently Cooperative Credit Movement in many countries received a great set back. The overdues of the cooperatives mounted up and with their assets frozen, the loan operations of the societies came to a standstill. During this period it was realised that organisation of cooperatives for providing mainly credit would not solve the problems of cultivators when the marketing of agricultural produce is in the hands of private traders. The benefits of credit are fattered away and appropriated by the traders and money-lenders. Supply of only facile credit will not, therefore, solve the problems of agricultural indebtedness. It was, therefore, realised that unless simultaneous efforts are made to develop the marketing cooperatives, the cultivator will not be able to secure the benefits of rural cooperative credit. Though during this period attention was given to this problem, serious attempts in organising marketing cooperatives were made much later.

10. The attempts made in the organisation of Cooperative Marketing of agricultural produce can be broadly classified in to two categories:

- i) Organising specialised cooperatives to undertake marketing of all or certain specified commodities, and linking their activities with those of credit cooperatives.
- ii) Organisation of Multi-purpose Cooperatives to undertake both credit and marketing functions.

11. With a view to encouraging and assisting these cooperatives, governments in many countries provided technical and financial assistance in a number of ways.

The Structure of Marketing Cooperatives

12. The structure of Cooperative Marketing Movement in all the countries of this region is three-tiered; Primary Cooperative Marketing societies covering a group of villages are at the base. These societies are generally located in a marketing centre. These are organised into Federations at the District Prefectural or Regional levels which in turn are federated into Apex Organisations at the State or National levels.

13. In Ceylon, cooperatives at the primary level include both multi-purpose and general purpose cooperatives known as Agricultural Produce and Sales Societies. There are also separate societies organised for the marketing of certain specified commodities. In recent years, attempts are being made to convert the general purpose marketing cooperatives into multi-purpose cooperatives so that they could also undertake supply of consumer goods to farmers besides credit and marketing. Federations of marketing cooperatives at different levels are also organised. The structure of the movement in India, Thailand and Singapore is similar to that of Ceylon. However, in India, in recent years; multi-purpose cooperatives are being desuaded from undertaking marketing functions. These societies are linked with the marketing cooperatives and the task of assembling of agricultural produce of the farmers and transporting the same to the marketing cooperatives for ultimate sale is assigned to credit and multi-purpose cooperatives.

14. In Japan and the Republic of Korea, the societies at the primary level are multipurpose cooperatives engaged in both credit and non-credit activities. In these countries, there are also specialised

cooperatives for undertaking marketing of different commodities. These societies are organised into federations at Prefectural/Regional and National levels.

15. In all these countries, the marketing cooperatives, apart from undertaking marketing of agricultural produce, are also engaged in other activities such as supply of agricultural requirements like seed, fertilizers, machinery and other agricultural equipment. In certain countries, a few societies also provide production credit to farmers though this does not strictly fall within the field of their operations.

Present Position of Marketing Cooperatives

16. In Ceylon during 1965, there were 4,708 societies undertaking marketing of agricultural produce. They claimed a membership of 709,244. The societies were engaged in the marketing of agricultural produce such as rice which is the main crop, tea, rubber, tobacco, coconut, vegetables, etc. It is estimated that about 90 per cent of the cultivators are served by these cooperatives.

17. In India, during 1964 there were 3,347 marketing cooperatives. Of these, 3,166 were primary cooperatives, 159 central societies, 21 state marketing cooperatives and one national federation. The societies covered cotton, tobacco, rice, wheat, coconut, fruits and vegetables and a few other commodities. The membership consisted of 1,30,567 societies, 17.2 million individuals, and 68,278 nominal members.

18. In Japan, during 1965 there were 9,135 cooperatives engaged in the marketing of agricultural produce. These claimed a membership

of roughly 5.8 million farmers. Besides these, there were 1,089 federations including those without capital stock. These include 747 municipal federations which cover the area smaller than a prefecture, 312 prefectural federations and 26 national federations. These federations covered livestock, sericulture, horticulture, insurance, etc. However, of the 26 National Federations, only 16 were engaged in the marketing business and most of them were specialised federations dealing with certain specific commodities. The National Marketing Federation of Agricultural Cooperatives, ZENHANREN, handles a variety of agricultural and livestock products.

19. In the Republic of Korea, during 1966, there were 17,675 Ri or Dong (Primary) cooperatives. These cooperatives were federated into 139 city or Gun cooperatives which had 399 branches. There were also special agricultural marketing cooperatives numbering 135. These cooperatives are united into a national federation known as National Agricultural Cooperative Federation. The total membership of these cooperatives was 22.9 million. The membership of the primary and special cooperatives is not, however, mutually exclusive.

20. In Singapore, during 1964 there were 7 marketing societies having a membership of 2,970. The societies covered poultry, fish and a few agricultural commodities. In Thailand, at the end of 1964, there were 124 marketing societies most of which were engaged in the marketing of paddy.

International Cooperative Trade

21 Some of the cooperatives in the region are engaged in international cooperative trade. In India, the National Agricultural Cooperative Marketing Federation and a few other marketing federations in some States are exporting products of their members to Middle-East countries. The commodities exported cover cotton, bananas, mangoes and pulses. Some of the cooperatives also import a few items like cauliflower, potatoe seeds, dry fruits and asafoetida.

22. The National Agricultural Cooperative Federation in the Republic of Korea has set-up a Foreign Trade Section to handle imports and exports. The imports cover, milch-cattle, agricultural chemicals, agricultural machinery, seeds, maize for fodder and also rice mainly from Japan and the United States. During 1965, this federation exported red beans to Japan. The federation also contributes to the export trade through assembling of exportable items like, cows, pigs, apples, etc.

23. In Japan, three federations of agricultural cooperatives at the national level are engaged in international trade. The commodities cover agricultural products and horticultural goods as fresh tangerines, preserved foods, seed potatoes, apples and eggs to the U.S.A. Canada, U.K., West Germany, Sweden, Singapore and other world markets. Some of the federations also import foodstuffs, raw materials and fertilizers. In recent years, considerable quantity of maize is imported from the Bangkok Farm Products Marketing Society, Thailand.

Government Assistance

24. After the achievement of political independence, many countries in this region have launched upon development plans. In these plans, considerable emphasis is given on the organization of Marketing Cooperatives, and a deliberate policy has been adopted for the organization of such cooperatives. These cooperatives are also given increasing technical and financial assistance by the government so that they could undertake marketing and other necessary allied activities in an efficient way. The nature of such assistance given to Marketing Cooperatives is indicated below:-

- i) Loans and subsidies are given for the purpose of construction of buildings and storehouses, purchase of sale-depots, purchase of transport vehicles, machinery and other equipment.
- ii) Loans and subsidies are given for the appointment of technically trained and qualified managerial personnel. In certain cases, Government also deutes their persons to work as Managers or Secretaries of the societies. The cost of these personnel is borne either by the government, the society or shared by both.
- iii) In some countries, specialised institutions have been created for providing financial assistance to all types of cooperatives including marketing societies. For some of these institutions the resources are entirely provided by government through financial appropriations from government budget. Again, in India, the Central Bank of the country, the Reserve Bank of India, provides finances to marketing cooperatives for various purposes at concessional

rates of interest. For certain purposes the rate of interest charged is below the Bank Rate.

- iv) With a view to assisting the cooperatives in increasing the borrowing power of the societies and also to generating confidence among the commercial institutions in financing the cooperatives, in some countries, the governments have contributed to the share capital of the societies and have thus become active partners in the development of cooperatives. This contribution is given to the cooperatives at all levels.
- v) Financial assistance for the purpose of carrying on cooperative education and propaganda work is given to Cooperative Federations and Cooperative Unions. Governments have also provided assistance in organising special training courses for the personnel working in the marketing cooperatives.
- vi) In order to provide a proper atmosphere and to create suitable conditions for the effective working of marketing cooperatives, operations of money-lenders and traders are being regulated through legislation. In India, for regulating the trade in agricultural commodities, Regulated Market Acts have been enacted in different States and enforced.

Other Forms of State Assistance to Marketing Cooperatives

25. Marketing Cooperatives are also given support and encouragement in other ways. Some of the ways in which this support is given are indicated below:-

- i) Marketing Cooperatives as also other credit and multipurpose

cooperatives are given support by the government in recognising them as suitable agencies for undertaking various activities. In India, for example, during the Second World War, procurement and distribution of rationed and other necessary commodities was entrusted largely to cooperatives. Cooperatives are also given the work of distribution of fertilizers, cement, iron and steel required by the farmers. These cooperatives are also utilised in the food procurement operations. In Ceylon, the entire food rationing scheme in the City of Colombo is implemented through cooperatives.

- ii) In Ceylon, cooperatives are utilised for implementing the Guaranteed Price Scheme for agricultural commodities. In the Republic of Korea and Japan, the Rice Lein Programme is mainly operated through cooperatives.
- iii) Marketing Cooperatives are given certain preferences in undertaking export and import trade.

Appointment of Committees of Enquiry

26. Another way by which governments have assisted the Marketing Cooperatives as also the Cooperative Movement in general is through appointment of Committees of Enquiry from time to time with a view to suggesting measures for strengthening the Cooperative Marketing structure. In recent years, governments have also been providing financial assistance to professional organisations and Universities for undertaking research in pertinent fields of Cooperation. In some countries and particularly in India, a few of the States have cells for undertaking research in different fields of the economy including Cooperation.

Progress of Cooperative Marketing Societies

27. In recent years, because of the financial and technical assistance given and other forms of support provided by the government, Marketing Cooperatives in different fields have increased and their coverage, both from the point of view of membership as well as the range of services provided, have grown. In spite of this development, the part played at present by the Marketing Cooperatives in assisting the farmers in the marketing of their produce has been rather modest. An exception, however, may be made in respect of Japan and in specified sectors of a few other countries. In general it may be observed that marketing cooperatives have made some impact in the field of commercial crops like cotton, sugarcane, tobacco and also in certain areas or regions where the food crops are grown on a commercial scale. In the regions where the subsistence farmers predominate who cultivate diversified crops, the progress of Marketing cooperatives has been rather unsatisfactory.

Problems of Cooperative Marketing Societies

28. Various factors have contributed to the poor progress of Cooperative Marketing Movement in these countries. Among others, lack of adequate financial resources with the movement and inadequate understanding of the problems of agriculturists and their financial and other needs, lack of interest and active participation by the members in the activities of the societies and absence of loyalty among the members, lack of availability of able management personnel and the entry of money-lenders and traders in the society, wide-spread illiteracy and general lack of understanding

and appreciation by the rural masses of the ability of cooperative technique as a means of increasing their economic and social welfare have combined in varying proportions to work against the progress of the marketing societies. Absence of other external factors which can create a congenial atmosphere for the smooth working of the societies may also be emphasised in this connection. In Japan, the problems of marketing cooperatives are of different nature. The consumption pattern of the people in Japan is undergoing a great change and the people now consume more of vegetables, fruits and livestock products. This necessitates readjustment on the part of marketing cooperatives so that they could handle efficiently vegetables, fruits and livestock products.

29. The Conference discussed some of the problems referred to above though greater attention was given to Management Problems. In the marketing structure, the federations at the regional and national levels have greater role to play in the development of primary marketing cooperatives as also in the overall development of cooperative marketing system. The Conference, therefore, largely discussed management problems with reference to the federations. Some of the problems discussed covered objectives of National/Regional Federations, priorities in the operations of marketing cooperatives, procurement of commodities from affiliates for domestic as well as foreign trade, financial planning, administrative set-up for policy making and the role of the General Manager, financial planning and follow-up controls, product improvement programmes, technical services for affiliates and Management Development Programmes. The Conference

also discussed the problems and measures to be undertaken in achieving integration between National/Regional bodies and Primary Marketing Societies.

III. OBJECTIVES OF NATIONAL/REGIONAL FEDERATIONS OF MARKETING COOPERATIVES

30. In many cooperatively developed and also in a few developing countries, federations at the national and regional levels have culminated in an integrated system of agricultural marketing. These federations have been organised both horizontally and vertically. The objectives of such federations has been to secure certain economic ends and/or to undertake educational and propaganda work. Through organising federations and pooling of resources, the small cooperative societies have been able to undertake many functions which would not have been possible for a solitary marketing society. In many cases, these federations have developed new activities and have also penetrated into unexplored regions. The objectives of these federations have thus been varied.

31. In some developing countries of the region, in certain fields, cooperative federations have been organised mainly for the purpose of helping the development of Marketing Cooperative Movement, for example, in India. While noting some of these developments, the Conference suggested the advisability of having a flexible policy with regard to the formation of federations. Such federations may be organised even though the number of primary cooperatives federating are not large. The suggestions made with regard to the organisation of federations were:

1. Cooperatives should be stimulated to cooperate among themselves in a federation whenever this means that some of their services for the primary members could be better performed or better price could be obtained by large-scale operations and pooled resources.
2. The federation might merely be an intermediary stage for an amalgamation of small business units into one larger unit with more specialised and other skilled personnel. It could at the other extreme, be a federation for carrying out general cooperative education and marketing policy with or without the support of the government. In respect of the later, it is essential to ensure that not too many federations are set-up as this is likely to cause confusion and hamper the coordination which is necessary particularly so in view of the limited resources which the cooperatives have.
3. In organising federations, it is necessary to have a cautious approach so that there is no overlapping of functions. In cases where the same purpose is already fulfilled by farmers' unions, these should not be undertaken by other organisations. Nor should a federation be set up only to prove united action where in effect such action could not as yet be provided and the government backing is found.
4. Federations of business activities meant more of pooling and before pooling could be recommended, the principles for the sharing and the effects thereof ought to be carefully investigated.

5. As a general conclusion it was found that the financing and the form of federation depends primarily on the conditions in various countries. It is rather difficult to envisage the beginning of an integrated marketing system through a federation unless there is a steady government support.

Priorities in the Operations of Marketing Cooperatives

32. The nature of activities that a federation should undertake will ultimately be determined by the objectives which a federation has set itself. Among the different activities planned to be undertaken, a list of priorities should be worked out and these should be taken up gradually as it feels its way and gains experience. The expansion of activities in different fields should be decided upon in the light of the resources, capital, managerial talent and business acumen, the federation has. The Conference emphasised this particularly because of the fact that in certain cases federations have taken-up varying functions without due regard to the resources they have and have thus got into avoidable difficulties.

33. In the initial stages, federations should undertake functions which are simple and do not involve excessive business risks. These relate to marketing of produce on commission basis, supply of seeds and fertilizers, etc. In this connection, taking up of jobs on behalf of the government was also suggested. Such activities provide a protected structure to cooperatives and also because of assured demand, business risks are removed. Some of these activities would also enable the federations to secure business experience and contribute to strengthening their financial

resources. At an early stage, efforts must be made to extend the activities in other fields some of which might be more difficult and complicated. The object should be to take-up as many related and necessary activities as possible within the overall availability of resources both financial and human. Apart from undertaking merely economic functions, the federation should also enter into other fields such as agricultural extension and assist the cultivator in improving his techniques of production and thus increasing the productivity of both land and labour. As a general conclusion the Conference observed that it is rather difficult to indicate priorities for different operations as much depends upon a number of variable factors as indicated above.

Procurement of Commodities from Affiliates for Domestic as well as Foreign Trade

34. The Federations should take appropriate measures for mobilising the agricultural surplus from the rural areas so that the produce could be profitably marketed either in the internal or external markets. The Conference discussed a number of problems arising out of the procurement of commodities from affiliates by a federation. These problems relate to, standards of norms of acceptance of goods by a federation, packing, finance, transport and development of sound managerial skills among the affiliated cooperative units. Some of the suggestions made at the Conference towards the solution of these problems are:

1. Procurement of commodities for promoting sound trade could be greatly facilitated by the development of a sense of loyalty to the federation on the part of the constituent cooperative units, and

individual members to their respective cooperative marketing societies. In this connection, the Conference felt that profit sharing and payment of rebate on the basis of quality of agricultural produce supplied might be useful instruments in securing the loyalty of the members as well as of the affiliated societies.

2. While discussing the problems of mobilising the marketable surplus from the rural areas, the Conference also discussed some of the aspects relating to procurement of agricultural commodities on behalf of the government. It was felt that the problems of procurement would differ greatly depending upon the various situations under which the procurement programmes are undertaken. In cases where the procurement is undertaken on behalf of the government at an assured price, the federation will not be required to bear any risks. However, in other cases where the procurement operations are undertaken by the federation on its own, either for internal trade or for exports, the federation will have to bear a large part of the financial risk. With a view to evenly distributing the risks among all the constituent units, it was suggested that the possibility of creating a risk-bearing fund might with advantage be considered. In securing the effective participation of affiliated societies in procurement operations of the federations, the Conference suggested that it might be necessary for the federations to part with a portion of the earnings to farmers' cooperatives.

3. The federations should build-up sufficient reserves so that they could withstand any unforeseen losses that might occur in a trading business.
4. One of the major problems to be faced in mobilising agricultural surplus and in launching any procurement programmes arises because of the fact that in the rural areas, by and large, the cultivators are bound to one or the other private traders. In order to wean away such farmers from the private traders, the Conference emphasised the need to assure the best possible prices to the farmers and demonstrate to them the advantages of pooling of produce.
5. For a number of reasons, in the initial stages, it may not be possible for the marketing cooperatives in many countries in the region to ensure a guaranteed minimum price to farmers. The advantages of marketing cooperatives have to be viewed from the long-run point of view. In the initial stages, therefore, farmers might have to sacrifice and be willing to accept a lower price. There is, therefore, a need to educate the farmers.
6. The federations should build-up an efficient system for handling of agricultural produce. In the initial stages, wherever possible, the federations might consider the possibility of entering into a partnership with some of the well-managed cooperative societies and thus raising their operational standards so that they could effectively assist the federations in the marketing operations. This would also necessitate initiation of special programmes of Management Development Programme by deliberate efforts in this direction.

Financial Planning

35. Prior to the organisation of marketing cooperatives and also in undertaking any new activity by the cooperatives, preparation of a systematically worked out financial plan is important. Because of the absence of such a plan, a number of societies got into a variety of operational difficulties and a few of them had to eventually close their operations. Many difficulties also arise because of utilising short-term resources for long-term purposes. This has rendered societies without funds for day-to-day activities. Financial planning assumes particular importance in some of the countries in this region where the government has significant role to play in financing and also in the development of the cooperative marketing societies. A systematically worked out financial plan will enable the societies in estimating the required financial assistance from the government and also to know in advance the quantum of assistance that would be available from the government. Further, it would also enable the government to know of their financial stake in giving assistance to any particular society. This is necessary because of the large scale involvement of the governments in these countries in the development of the marketing cooperatives. Careful financial planning is also necessary because of the fact that a failure of a society has its repercussions not only on the particular society concerned but also on other institutions such as cooperative banks.

36. In preparing a financial plan, due consideration should be given to factors such as the nature of business the marketing federation is

expected to do, the levels of operations, the mode of doing business and the expected income or revenue from different activities. The plan should provide for a viable business and should also make provisions for unforeseen risks. It is necessary to take into consideration the factors referred to above as the amount of finance required for different activities vary according to the type of business done and the mode of operations. For example, when certain activities are undertaken on behalf of the government, the financial requirements might be less than those needed when the activities are undertaken by the federations on their own.

37. The financial plan should also indicate the quantum of finance required for long-term and short-term purposes. Long-term resources may be by way of clean accommodation as well as by hypothecation either from a cooperative bank or other agencies. Methods of raising the finance should also be worked out in detail.

38. The sources of finance are both internal and external. The internal resources are, share capital, deposits, revolving capital, etc. The ratio between external and internal resources should be roughly 1:1. The external resources would be borrowings from government and from other institutions. The Conference emphasised the importance of internal resources. For the building-up of internal resources the Conference made the following suggestions

1. Contribution to the share capital of the society by the members on the basis of the value of goods sold through the marketing cooperatives. It was felt that introducing this system may not be appropriate in the initial stages. The willingness of the members

to contribute to the share capital is mainly determined by the utility of the cooperative marketing societies. It is, therefore, necessary to raise the efficiency of the societies.

2. Possibilities of government contributing to the share capital of the societies should be explored. The government, however, should not have any preferential treatment and the share capital held by the government should be redeemable.
3. Government should also undertake to make deposits in proportion to the quantum of surplus allocated to the reserve fund of the society and the deposits made by the members.

Sales Promotion and Sales Organisation

39. The Conference considered the importance of promoting sales and organising the distribution system in a systematic way. It was felt that many marketing societies do not have a systematic plan for assessing the marketing potentialities and locate them so that they could expand their sales. In this connection, the Conference stressed the need to consider the possibilities of adopting some of the practices followed by the commercial concerns. These relate to conducting market research studies, initiating technical research in producing goods which could meet the genuine consumer demand, organising proper distribution system and adopting competitive price policy. The societies should adopt a deliberate policy to promote sales through effective advertising propaganda, etc. In brief, there is a need to bring rationalisation and integration in cooperative agricultural marketing movement. The marketing cooperatives should give

special attention to some of these aspects and provide necessary funds for undertaking such activities.

40. While discussing this aspect, the Conference observed that in certain fields such as cultivation of improved seeds, manufacturing of fertilisers and their distribution, cooperatives have considerable scope. These fields are largely non-competitive and the products have an assured demand. Cooperatives should, therefore, explore the possibilities of entering in these fields.

Administrative Set-up for policy making and controlling operations:
Areas of Responsibility and Leadership - Role of the General Manager

41. The administrative set-up for a cooperative organisation comprises the General Body Meeting, the elected Board of Directors and the employed Managerial Personnel, especially the General Manager or the Managing Director. For the orderly management of business of a cooperative society, most relevant is the relation between the Board of Directors and the General Manager. This question, therefore, was discussed in detail at the Conference.

42. As a general principle it was felt that the Board of Directors should confine its activities to the formulation of policies and reviewing from time to time the business and financial progress of the cooperative and suggest remedial action. The General Manager or the Managing Director, on the other hand, should confine himself to the execution of the policy formulated by the Board. During the discussions it was also felt that it is not always easy to demarcate the functions between policy making and execution.

43. In order to enable the Board to perform its tasks properly, it was felt that the General Manager should supply the board with adequate information on business trends, financial data, programme of work, etc., and indicate the specific problems as well as the alternative lines of action proposed. The pros and cons of the proposals ought to be properly spelled out so that the Board could take proper decisions. It is through this process that the Board could be educated in the performance of its tasks and over a period of time, could ask for the right type of information. Making the Board Members familiar with the problems of the business concerned, is thus an important task for the General Manager. This should aim at developing among the Board Members a critical outlook and ability to evaluate the financial and other data provided to them. Some of the important aspects that may be covered in such a task are: the interpretation of principles of equality in dealing with members, the interpretation of cooperative practice in terms of formulating pricing policy, payments according to quality of produce, patronage refunds and use of surplus.

44. The Conference felt that the Directors operating through Sub-Committee for tackling the various business tasks of the cooperative is indicative of the desire of the board to manage the business itself rather than to confine its activities to policy making. Such a practice is not conducive from the point of view of managerial efficiency. The Board of Directors ought not to degenerate into the Managing Committee performing routine tasks of purchasing, fixing prices of individual commodities, transfer of personnel, etc.

The Board should take a long-term view of the programmes

and policies of the society as against the day-to-day activities and the short-term questions with which the General Manager is confronted. Well-defined division of powers of the General Manager will contribute greatly to the smooth relationship between the General Manager and the Board of Directors. A proper rapport between the two should also be developed. The Conference also felt that political allignments should not be brought into the working of boards by people who may be having affiliations to one or the other political party.

Product Improvement Programme

45. Product Improvement embraces a considerable variety of functions. These include, ensuring supply of the right type of produce in the required quantities at the least possible unit cost consistent with the adequate services for the efficient producer and, securing the best possible price for the individual members' produce.

46. It was recognised that the role of cooperatives should be to guide and assist producers in adjusting their produce to the consumers' taste and processor's requirements and also of the needs of the industry. In that respect, product specification and standardisation are important. Equally essential are the provision to affiliates of adequate advisory services and requisites. Although the respective roles of governmental extension services and of cooperative advisory services vary greatly from country to country, it was recognised that in most instances cooperatives have to assist their members. Farm management advice and technological guidance are often an integral part of the cooperatives' own plans of operation.

In a number of cooperatives these activities are bound-up within a policy of Supervised Credit. However, the need to avoid over-ambitious approaches in that respect was stressed.

47. Among the means often utilised by cooperatives to facilitate an improvement in the productivity of farmers' is the supply of collective facilities such as machinery tools, cooperative spraying etc. Usually a consolidation of parcels and a serious education of farmers has to be conducted before such advanced methods can be usefully implemented.

48. The importance of farm book-keeping and accounting was stressed. While cooperatives should press the members to keep sufficient - if elementary - records of their operations and supply them with the necessary forms and advice, the purposes and usefulness of farm accounting should first be fully understood.

49. When the cooperative members remit marketable produce to their society, it becomes its responsibility to increase the commercial value to the fullest possible extent. A wide range of activities are involved in the implementation of that task. These include, grading, processing, packaging, marketing and promotion, all of which have their technological and their economic aspects.

50. The dual role of grading (that of inspection and that of an instrument of efficient marketing and of sale promotion) was stressed. The ultimate responsibility of governments for stabilising and controlling grades which must apply to trade through cooperative and non-cooperative channels was recognised. It was also noted that grading must often take

into account consumers' actual requirements and preferences rather than technological standards alone.

51. Processing by cooperative proceeds to more and less advanced stages depending upon the position of the markets to be supplied. Although advanced methods of processing should not be neglected where outlets of sufficient size are available for the end products, it will often be preferable to make the best possible use of more traditional methods (drying, salting) especially in these countries where consumers are not equipped to secure the benefits of refrigeration. The high cost of sophisticated industrial methods of processing cannot be overlooked either. The balance of costs (in capital and in operating expenses) and of returns must always be kept in mind.

52. Much the same kind of considerations are applicable to packaging. The impact of attractive and convenient packaging and labelling on consumers demand should never be underestimated.

53. An aspect of marketing which is often neglected at the risk of considerable losses to the Cooperative Movement and to the national economy as a whole is wastage and deterioration of products between the farm and the final market. Improving marketing machinery and establishing the most efficient links between the various stages of distribution is essential. Federations and Unions will, therefore, have to conduct continuing research covering all phases of their operations and pass on the results of such research to their affiliates - especially the primary societies - in understandable form. Market information and intelligence should also be made available at frequent intervals to all concerned.

54. The Conference discussed many aspects of product improvement programmes and felt that the problems confronting marketing federations in the various countries were similar enough to justify an intensification of international consultation and cooperation in that field.

Technical Services for Affiliates

55. In the process of marketing of their goods, primary societies come up against problems which they cannot solve unless they pool in order to avail themselves of certain services or form secondary societies, for providing the required services. In the latter case, secondary or tertiary societies set-up services of two types for their primaries;

i. Ideological services such as education on principles, consultation on legislations concerning the Cooperative Movement; function of audit; and representing the Cooperative Movement at the national level and in negotiations with the government.

56. While discussing these aspects it was stressed that auditing can grow into a "fundamental base for business education." The secondary societies would contribute to strengthening the bargaining position of cooperatives vis-a-vis the government and the cartels.

ii) Functional services done by functional unions can be divided into three broad aspects:

a) equipping the primary societies for their proper functioning.

This is the most important type of service for the purpose of agricultural growth. It comprises all kinds of technological guidance and equipment which helps the farmers to improve their productivity and thus increase their output and income. In addition

to production, this type of services includes transport, processing, storage, grading, standardisation, packaging, etc. The discussion showed that this type of services combined with proper extension is the most important factor for making the cooperatives strong organisations and thus contributing to the development of agriculture. The farmer should be the primary concern of this service.

- b) Assisting the primaries with information and guidance to ensure the profitability of their undertakings. In this field, the discussion drew attention to proper use of statistics, improvement of operational research and marketing analysis.
- e) Making representations on behalf of the primaries in respect of the problems common to the primaries.

Management Development Programme

57. The essence of Cooperation is democracy, equity and social justice. It is essential that the employees of cooperatives understand the aims, objects and practices of Cooperation. The employees must have a sense of devotion to the cause of Cooperation. Cooperatives, therefore, should give special attention to Management Development Programme. This programme includes recruitment of employees, planning training programmes and other related aspects.

58. The main objects of Management Training Programmes could be:

- i. Providing the managers, prospective managers and other employees in the management cadre with the basic knowledge and understanding of business economics.

- ii. To develop business skill and ability of the employees.
- iii. Imparting cooperative education including the aims and objectives of a particular society with which the employees will be working.

59. Lecturers, seminars, job training, role playing, project reports, etc., are some of the methods by which the required training to employees could be given. The training must help the employees in the practical application of cooperative principles. It is also necessary to carefully watch the performance of employees and wherever necessary, they should be enabled to secure further training. The field of training should be decided in the light of the employees performance in different fields of activity. The training programme planned for the employees should not, therefore, be rigid and must be flexible and should provide for adjustment and readjustment according to the needs of the employees. It is also necessary to generate the spirit of team work and devotion to work among the employees. The employees must identify themselves with the society and in achieving this, team spirit among the employees has a considerable significance.

60. The Conference also emphasised the careful selection of personnel at the time of recruitment. In attracting suitable candidates to cooperative service, providing adequate remuneration and salary scales, scope for promotion and other benefits was emphasised. While discussing these aspects, it was suggested that it would greatly help the cooperatives if a pool of personnel seeking employment particularly at the managerial level, were created. It is in this field the Federations have a great role to play.

Techniques in Achieving Integration Between National/
Regional Bodies and Primary Societies

61. Concept of Integration

The subject of integration was discussed in its broader aspects. Integration may be in the form of collaboration in a few activities, amalgamation of the various units or centralisation of activities in a federal body. Such an integration may be horizontal or vertical.

62. Horizontal integration was defined to imply the integration of units operating at the same level i.e. integration between organisations fulfilling the same economic functions for the purpose of achieving greater bargaining power through collaborative effort which may extend to even amalgamation of the units. Horizontal integration is often a prerequisite to securing

63. Vertical integration takes place when the various units collaborate and/or establish a secondary organisation in order to fulfill a variety of functions. This will also help in securing a commanding position and thus contribute to achieving economies of scale through saving in overhead costs per unit of service or output. Such vertical integration may be in the form of centralisation of business activities previously carried on by the affiliates, through establishment of secondary organisation for the purpose, if needed.

64. The greater part of discussion, however, was concentrated on vertical integration which was regarded necessary for attaining a high degree of efficiency while retaining the essential democratic character of the marketing movement.

6' Purposes of Integration

The purposes of integration were indicated as follows:

- i. Elimination of duplication of facilities and functions for developing greater collective bargaining strength and to achieve commanding position in the market.
- ii. Achieving economies of scale;
- iii. Ensuring dependability of services for the affiliates and the farmer-members;
- iv. Centralising decision-making power and thus achieving managerial efficiency; and
- v. Making channels of communications among the business units more effective.

66. Some of the specific advantages that would accrue to the constituent societies and the farmer-members are;

- i. Economies would be affected through standardisation of certain facilities at the local or constituent level such as standardisation of storage houses or standardisation of book-keeping.
- ii. Management training would be facilitated thereby ensuring maximum utilisation of manpower resources within the entire cooperative structure. A career programme for managers and employed personnel would also become available which would enable them to move to higher positions, thus providing them with incentives as their skills improve.

- iii. The structure as a whole will be able to achieve greater competitive capacity and thus a favourable image of cooperatives would be created. The cooperative structure would also be able to project its image properly through the use of trade marks, uniform packaging, etc.

Obstacles In Achieving Integration

67. The obstacles to integration were listed as follows:

- i. It was felt that sentiments of attachment of local people to smaller units may be an impediment to amalgamation of units at the same level as well as centralisation of certain functions in the interest of business efficiency. Persons of responsibility in local organisations may find their social status diminished as a result of horizontal or vertical integration.
- ii. Present leaders and members may not fully appreciate the advantages of integration and may, therefore, not give the needed support to federal bodies or to larger cooperatives which have emerged through amalgamation of smaller units.
- iii. Lack of adequate capital may prevent effective integration taking place between the federal body and the constituent units.
- iv. On account of lack of planning, the federal bodies may not be able to find out significant areas of activities which they could develop on a centralised basis and thus provide effective services.
- v) Lack of availability of skilled managerial and other personnel may impair the efficiency of federal organisations where the complexity of business is much greater.

Techniques of Achieving Integration

68. Various techniques for achieving integration were described.

Some of these are:

- i) It was felt that careful planning should be made for defining the objectives of integration and areas of activities where integration is required.
- ii) While making such careful planning for securing integration, the relationship of the parts to the total structure should be clearly defined through demarcation of the responsibilities of the affiliates and the federal bodies. In this connection, it was felt that the federal organisations should not rely, except in the formative or critical periods, on the member loyalty alone at some sacrifice but should make that loyalty effective on account of efficient services given.
- iii) It was necessary that the facilities in terms of capital and managerial resources should be acquired in order to perform the centralised or integrated functions effectively.
- iv) When integration of any activity is established, members and leaders of constituent unit should be convinced through educational activities of the value of integration.
- v) Where full integration is not feasible or considered desirable, integration may be developed between the constituent units and the federal bodies through the development of contractual relationship such as management contracts as practiced in Ontario Province of Canada.

vi) The State itself may adopt policies likely to promote integration amongst cooperatives. For example, the State may agree that the cooperatives will be utilised as a channel for dispensing credit to farmers for procurement of supplies or that a particular county or district would get the benefit of a minimum price guarantee for the produce if two-thirds or three-fourths of the produce in that area is marketed through cooperatives.

Measurement of Efficiency of Integration

69. Finally, the Conference indicated the following criteria for the measurement of the efficiency of integration. These are,

- i) The extent of increase in benefits to the farmers, primarily in economic terms but also the social benefits; the gains to farmers could be converted as and when possible, in monetary terms for measurement purposes.
- ii) The extent of capital accumulation in order that the structure as a whole can provide sustained benefits to the affiliates over a long-term period.
- iii) The extent to which operations are rationalised and costs lowered.
- iv) The extent to which a two-way communication system is developed whereby member influence is reflected in centralised decision-making and the services provided through the centralised organisation reach effectively the affiliates and the individual members.

INTERNATIONAL COOPERATIVE ALLIANCE
Regional Office & Education Centre
6 Canning Road, New Delhi-1, India

NATIONAL COOPERATIVE UNION OF
INDIA
72 Jorbagh, New Delhi-3, India

South-East Asian
EXPERTS' CONFERENCE ON COOPERATIVE MARKETING
January 15 - 21, 1967, New Delhi, India

P R O G R A M M E

SUNDAY, January 15

Inauguration and Introduction of Delegates (Vigyan Bhavan)

| | | |
|---|----------------------------|---|
| | Chairman | Mr Brahm Perakash, M.P. General Secretary National Cooperative Union of India 72 Jorbagh, New Delhi |
| 10.00 - 10.15 a.m. | Welcome by | Dr S.K. Saxena, Regional Officer International Cooperative Alliance Regional Office & Education Centre for South-East Asia, New Delhi. |
| 10.15 - 11.00 a.m. | Inaugural Address | Mr Cedric Day Deputy Regional Representative Food & Agricultural Organisation of the U.N 1 Ring Road, New Delhi |
| 11.00 - 11.15 a.m. | Remarks by the Chairman | Mr Brahm Perakash, M.P. |
| 11.15 - 11.30 a.m. | Vote of thanks by | Dr P.R. Baichwal Specialist in Agricultural Cooperation ICA Regional Office & Education Centre for South-East Asia, New Delhi. |
| 11.30 a.m. | Refreshments. | |
| <u>India</u> <u>International</u> <u>Centre</u> | } } } | SECTION I : Management Questions Relating to National/ Regional Federations of Marketing Cooperatives |

MONDAY, January 16

09.00 - Working Methods of the Conference
09.15 a.m.

09.15
10.15 a.m. Review of Agricultural Cooperative Marketing Situation
in the Region of South-East Asia.

Chairman Mr Alf Carlsson
Director, ICA Education Centre, New Delhi

Discussion Dr P.R. Baichwal
Leader

10.15 -
10.45 a.m. Tea Break

10.45 a.m.
12 Noon Discussion (contd.)

02.00 -
02.15 p.m. Statement by Mr N.N. Kaul
International Labour Office
Mandi House, New Delhi

02.15 -
03.15 p.m. Objective of National/Regional Federations of Marketing
Cooperatives

Chairman Dr Nam Kyu Chung, Vice President
National Agricultural Cooperative
Federation, Seoul, Republic of Korea

Discussion Professor K.F. Svardström
Leader Lantbrukshögskolan
Institutionen for Lantbrukets
Marknadslara, Uppsala, Sweden.

03.15 -
03.45 p.m. Tea Break

03.45 -
05.00 p.m. Discussion

TUESDAY, January 17

09.00 -
10.00 a.m. Administrative Set-up for Policy Making and Controlling
Operations: Areas of Responsibility and Leadership - Role
of the General Manager - Presentation of a Case.

Chairman: Mr J.M. Rana
Co-Director, ICA Education Centre, New Delhi

Discussion Mr Sohan Singh, Secretary
Leader Punjab State Cooperative Supply and Mar-
keting Federation, Chandigarh.

10.00 -
10.30 p.m. Tea Break

10.30 - Discussion
12 Noon

02.00 - Priorities for Operations of Marketing Federations.
03.00 p.m. - Panel Discussion

Chairman Mr S.S. Puri, Secretary
National Cooperative Development
Corporation, New Delhi

03.00 -
03.30 p.m. Discussion

03.30 -
04.00 p.m. Tea Break

04.00 -
05.00 p.m. Discussion (contd.)

WEDNESDAY, January 18

09.00 - Internal Organisation of a Cooperative Marketing
10.00 a.m. Federation - A Case Study of Japan.

Chairman Dr P.R. Baichwal

Discussion Mr Yukitaka Hasegawa
Leader Chief, Planning Section
National Marketing Federation, Tokyo.

10.00 - Discussion
10.30 a.m.

10.30 - Tea Break
11.00 a.m.

11.00 a.m. Discussion (contd.)
12.00 Noon

02.00 - Procurement of Commodities from Affiliates for Domestic
03.00 p.m. as well as Foreign Trade.

Chairman Mr R.M. Devaraj
Research & Education Officer
Singapore Cooperative Union, Singapore.

Discussion Mr N.S. Kulkarni, Managing Director
Leader Maharashtra State Cooperative Marketing
Federation Limited, Bombay.

03.00 - Discussion
03.30 p.m.

03.30 - Tea Break
04.00 p.m.

04.00 - Discussion (contd.)
05.00 p.m.

THURSDAY, January 19

09.00 - Sales Promotion and Sales Organisation
10.00 a.m.

Chairman Mr Shiro Futagami
International Department
Central Union of Agricultural Cooperatives
Tokyo, Japan

Discussion Leader Professor Krishna Mohan
Professor of Marketing
Indian Institute of Management, Calcutta

10.00 - Discussion
10.30 a.m.

10.30 - Tea Break
11.00 a.m.

11.00 - Discussion (contd.)
12.00 Noon

02.00 - Financial Planning and Follow-up Controls.
03.00 p.m.

Chairman Mr J.M. Rana

Discussion Leader Mr S.S. Puri

03.00 - Discussion
03.30 p.m.

03.30 - Tea Break
04.00 p.m.

04.00 - Discussion (contd.)
05.00 p.m.

SECTION II : Services for Affiliates

FRIDAY, January 20

09.00 - Technical Services for Affiliates
09.30 a.m.

Chairman Mr Branko Zlataric
Agricultural Secretary
International Cooperative Alliance
11 Upper Grosvenor Street, London, W.1.

Discussion Leader Mr P.E. Weeraman, Commissiher for
Cooperative Development, and Registrar
of Cooperative Societies, Government of
Ceylon, Colombo.

09.30 -
10.00 a.m. Discussion

10.00 -
10.30 Tea Break

10.30 - Product Improvement Programmes (Processing, Grading
11.30 a.m. Standardisation and Quality Control)

Chairman Mr Roger Savary
Secretary-General
International Federation of Agricultural
Producers, Paris

(10.30 - 11.00) Discussion Leader Mr Y. Hasegawa, Japan

(11.00 - 11.30) Dr Nam Kyu Chung, Republic of Korea

11.30 -
12.30 p.m. Discussion

02.00 - Management Development Programme
03.00 p.m.

Chairman Dr S.K. Saxena, ICA Regional Officer

(2.00 - 2.30) Discussion Leader Dr H.A. Desai, Personnel Director
PFIZER Limited, Bombay

(2.30 - 3.00) Mr Alf Carlsson, Director
ICA Education Centre, New Delhi

03.00 - Discussion
03.30 p.m.

03.30 - Tea Break
04.00 p.m.

04.00 - Discussion (contd.)
05.00 p.m.

SATURDAY, January 21

09.00 a.m. Techniques in Achieving Integration between National/
12.00 hrs. Regional Bodies and Primary Societies - Panel Discussion

Chairman Prof. K.F. Svardström, Sweden

Panel members 1. Mr Kahn Chuvanond, Thailand
2. Mr C.S. Hubli, India
3. Mr Y. Hasegawa, Japan

02.00 -
03.30 p.m. Final Plenary and conclusion

03.30 - 04.00 Tea Break

04.00 - 05.00 Evaluation of the Conference.

International Co-operative Alliance
Regional Office & Education Centre
for South-East Asia
18 Friends Colony West, New Delhi-14

National Cooperative Union of
India
72 Jorbagh, New Delhi-3, India.

EXPERTS' CONFERENCE ON "CO-OPERATIVE MARKETING"
New Delhi, India : Jan 15 -21, 1967.

PARTICIPANTS

CEYLON

1. Mr P.E. Weeraman
Commissioner for Cooperative Development &
Registrar of Cooperative Societies
Government of Ceylon
Post Box No.419
Colombo-1. (Ceylon)

INDIA

2. Mr V.N. Puri
Vice President
National Agricultural Cooperative
Marketing Federation
E-11, Defence Colony
New Delhi-3.
3. Mr S.S. Puri
Secretary
National Cooperative Development
Corporation
C-56 South Extension (Part II)
New Delhi-16.
4. Mr C.S. Hubli
National Agricultural Cooperative
Marketing Federation
E-11 Defence Colony
New Delhi-3.
5. Mr N.S. Kulkarni
Managing Director
Maharashtra State Cooperative Marketing
Federation Limited
P.O. Box No.5080
Bombay-9.

INDIA (Contd.)

6. Mr Sohan Singh
Secretary
The Punjab State Cooperative Supply &
Marketing Federation Limited
P.B. 67, Sector 17-B
Chandigarh (Punjab)

JAPAN

7. Mr Yukitaka Hasegawa
Chief of Planning Section
National Marketing Federation
5, 1-chome Otemachi, Chiyoda-ku
Tokyo (Japan)
8. Mr Shiro Futagami
International Department
The Central Union of Agricultural Cooperatives
5, 1-chome Otemachi, Chiyoda-ku
Tokyo (Japan)

REPUBLIC OF KOREA

9. Dr Nam Kyu Chung
Vice President
National Agricultural Cooperative Federation
75, 1st-Ka Choongjung-Ro
Sudaemoon-Ku
Seoul (Republic of Korea)

PHILIPPINES

10. Mr E.V. Mendoza
General Manager
Central Cooperative Exchange, Inc.
Feati Bank and Trust Co. Bldg.
Mandaluyong
Rizal (Philippines)

SINGAPORE

11. Mr R.M. Devaraj
20, Pheng Gek Avenue
Singapore-13.

THAILAND

12. Mr Kahn Chuvarnond
First Grade Cooperative Officer
Department of Credit and Marketing Coop.
Ministry of National Development
Rajdamnern Avenue
Bangkok (Thailand)

ICA NEW DELHI

13. Mr Alf Carlsson
Director
ICA Education Centre
6 Canning Road
New Delhi-1 (India)
14. Mr J.M. Rana
Co-Director
ICA Education Centre
6 Canning Road
New Delhi-1 (India)
15. Dr P.R. Baichwal
Specialist in Agricultural Cooperation
ICA Regional Office & Education Centre
6 Canning Road, New Delhi-1 (India)
16. Mr M.V. Madane
Joint Director
ICA Regional Office & Education Centre
6 Canning Road, New Delhi-1 (India)
17. Mr Ashok Kandhari
Secretary
ICA Regional Office & Education Centre
6 Canning Road, New Delhi-1 (India)

ICA LONDON

18. Mr Branko Zlatarić
Agricultural Secretary
International Cooperative Alliance
11 Upper Grosvenor Street
London W.1 (United Kingdom)

OBSERVERS

I.L.O.

19. Mr N. Kaul
International Labour Office
Mandi House
New Delhi (India)

- F.A.O. 20. Dr A. Braid
Rural Institutions Officer
Food & Agriculture Organisation of the
United Nations
Via delle Terme di Caracalla
Rome (Italy)
- I.F.A.P. 21. Mr Roger Savary
Secretary General
International Federation of
Agricultural Producers
1, Rue D'Hauteville
Paris 10^e (France)
- A.A.R.R.O. 22. Mr Krishan Chand
Secretary General
Afro-Asian Rural Reconstruction Organisation
C-117/118, Defence Colony
New Delhi-3 (India)
- A.A.R.R.O. 23. Mr M.R. Kaushal
Director, Rural Cooperatives
Afro-Asian Rural Reconstruction
Organisation
C-117/118, Defence Colony
New Delhi-3 (India)
- A.A.R.R.O. 24. Mr S.M. Osman
Assistant Secretary General
Afro-Asian Rural Reconstruction
Organisation
C-117/118, Defence Colony
New Delhi-3 (India)

RESOURCE PERSONS

25. Dr H.A. Desai
Personnel Director
Pfizer Limited
I.C.I.C.I. Building
P.B. No.667
Backbay Reclamation
Bombay-1 (India)

RESOURCE PERSONS (Contd.)

26. Prof. Krishna Mohan
Professor of Marketing
Indian Institute of Management
56 A, B.T. Road
Calcutta-50 (India)

27. Prof. K.F. Svardström
LANTBRUKSHOGSKOLAN
Institutionen for lantbrukets
marknadslara
Uppsala 7
(Sweden)