

INTERNATIONAL COOPERATIVE ALLIANCE

Report of the Regional Seminar on the

**Organisation and
Functioning of
Coop. Unions
in South-East Asia**



INTERNATIONAL COOPERATIVE ALLIANCE
Regional Office and Education Centre for South-East Asia
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REPORT OF THE REGIONAL SEMINAR ON THE ORGANIZATION AND FUNCTIONING OF
COOPERATIVE UNIONS IN SOUTH-EAST ASIA

April 25 - May 7, 1966, Seoul - Republic of Korea

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Joint Director
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organised by

International Cooperative Alliance
Regional Office & Education Centre
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REPORT OF THE REGIONAL SEMINAR ON THE ORGANIZATION AND FUNCTIONING OF
COOPERATIVE UNIONS IN SOUTH-EAST ASIA

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I. INTRODUCTION

The Regional Seminar on the "Organization and Functioning of Cooperative Unions in South-East Asia" was organized by the ICA Regional Office and Education Centre for South-East Asia, in collaboration with the National Agricultural Cooperative Federation, Republic of Korea. The Seminar was held in Seoul, Republic of Korea, between April 25th and May 7th, 1966, and was attended by twenty-four delegates and observers from Ceylon, India, Japan, Republic of Korea, Malaysia, Singapore, Pakistan and Thailand.

2. Although national cooperative unions exist in most of the countries of the Region, not all of them are familiar with the organization and functioning of their counterparts. This seminar was arranged to bring them up-to-date in this respect, and also to provide leaders in the national unions with a common platform for discussing mutual problems.

3. The Seminar was conducted through a series of lectures, followed by discussions. Participants also had an opportunity to visit the offices of the National Agricultural Cooperative Federation of Republic of Korea and study visits were arranged to a few places of cooperative interest.

4. The seminar was inaugurated by His Excellency, Mr. Young Joon Kim, Vice-Minister for Agriculture and Forestry, Republic of Korea. Opening addresses were delivered by Mr. Myung Soon Shin, President of the National Agricultural Cooperative Federation, Seoul, and Mr. Marian Radetzki, Director of the ICA Education Centre for South-East Asia.

Plan of the Report:

The Seminar Report is divided into seven sections.

Section I: Introduction

II: Present Structure of Cooperative Unions

III: Activities of National Unions

IV: Relations with Members

V: Relations with External Agencies

VI: Cooperative Unions and International
Cooperative Assistance

VII: Relations with ICA Regional Office and Education Centre
for South-East Asia

Annexure-I lists participants and observers to this Seminar.

Annexure II is the Programme of the Seminar.

II. PRESENT STRUCTURE OF COOPERATIVE UNIONS

The structure of the national cooperative unions in the Region are dependent, to some extent, on such factors as the historical aspect and degree of development in the field of cooperation. In most of the countries of the Region, which are mainly agricultural, Cooperation was

initiated by the Governments to protect the farmer from exploitation by the middleman, and the usurious moneylender, by providing him with credit on easy terms for agricultural purposes, and also with marketing outlets. Now although cooperative activity has branched out into many other diversified fields, the cooperative unions in most of the countries of the Region are still largely dependent upon Government aid- both financial and technical.

In nearly all of the countries of the Region the national cooperative unions are representative of the entire cooperative movement in their respective countries, for whom they act as the spokesman. They provide their members with advisory and consultative services, undertake promotional and educational work, and in some cases are also engaged in business activities.

The national cooperative unions in India, Ceylon, Malaysia, Pakistan and Singapore undertake mainly promotional and educational activities. This is also true of the Central Union of Agricultural Cooperatives in Japan. The Federation of Fishery Cooperative Associations in Japan. National Agricultural Cooperative Federation in Korea and the Central Cooperative Exchange Inc., in the Philippines are engaged in both educational and business activities.

No national cooperative union exists in Thailand at present. The Ministry of National Development take the responsibility for

promotional and educational work in the country. Efforts are being made to establish a national cooperative union in Thailand, and it is expected that this union will undertake both educational and business activities.

The national cooperative unions in most countries in the Region are still largely dependent on Government aid, with the result there is a certain amount of Government control and interference in their activities. Efforts are being made in several countries to obtain increasing contributions from cooperative societies to finance the activities of national unions so that unions can be less dependent on Government aid. While in some cases cooperative societies allot a certain percentage of their profits to the national unions, in others ad-hoc grants are given for specific educational activities. In the case of national unions carrying on educational and business activities side-by-side, the sections dealing with education, publicity and training are allotted specific amounts in their annual budgets.

Often functions such as cooperative education and training, which can be handled by the national cooperative unions, are dealt with by the Government departments. However, the seminar felt that as the national unions become more self-supporting these activities will be transferred to them.

Promotion & Educational work:

The Seminar felt that the main objectives of a national cooperative union should be the promotion and development of the

cooperative movement through such means as publicity and propaganda, cooperative education, employee training, advisory and consultative services to members, and research. Some participants felt that if business activities were undertaken by the national unions, promotional and educational work would suffer.

The Seminar recommended that where national unions are separate from business federations, efforts should be made to bring about coordination between the two. Business federations should be taken as members of the unions, and should have adequate representation on the Board of Management of the Union. The unions should have sub-committees for their major programmes, and the business federations should be represented on these sub-committees. The business federations should also contribute financially to the union's programmes of promotional and educational work.

Combination of Education and Business

Where the national unions are also business federations, the seminar felt that there must be a close coordination between the different sections engaged with promotion and education, and those engaged in business activities. Although different sections exist for different types of activities, the overall organization is one, and the seminar felt that this should eliminate internal problems of administration and management. Several suggestions were made for improving coordination in the education and business sections (i) business personnel should be

associated with sub-committees concerned with promotional and education work, and vice-versa; (ii) provision in the bye-laws for ear-marking of certain minimum funds for promotional and educational activities; (iii) the person in overall charge of promotion and education should be invited to sit in on all decision-making meetings concerning business activities, so that he can express his views against any decision which he feels would adversely affect promotion and education work.

III. ACTIVITIES OF NATIONAL UNIONS

1. Cooperative Education:

The success of any cooperative venture depends largely on the extent of participation of its members in its day-to-day activities. Most of the cooperative movements in South-East Asia have not been able to make significant progress owing to the apathy of members in the activities of their societies. This points to the need for more intensified cooperative education. The Seminar felt that before the cooperative unions can plan effective programmes of cooperative education, efforts must be made to define categories of members, so that specific programmes, geared to the needs of each group, can be drawn up. The Seminar felt the following classification to be most suitable for this purpose :

(i) Ordinary Members; (ii) Active Members; (iii) Office Bearers.

(i) Ordinary Members

The number of ordinary members is so large that it would be very difficult for the national unions alone to evolve a particular type of programme which would cover the entire category. Moreover, ordinary members are not interested in the day-to-day working of their societies. The national unions may arrange a general education programme for this group, through the use of audio-visual aids, general body meetings and mass-media. The cooperative societies should be encouraged to supplement the union's efforts in the field of cooperative education by arranging educational programmes for their own members.

(ii) Active Members

The active members in a cooperative are those who are interested in the day-to-day functioning of their societies. To make their participation in the society's work more fruitful, programmes of member education should be arranged for them. Such education will make them aware of their rights and responsibilities as members, and increase member loyalty. Through frequent informal meetings, group discussions, study circles and similar activities, they will have a chance to study and discuss the working of their societies, the problems facing them, and ways for overcoming these problems.

(iii) Office Bearers:

The Seminar felt that Office Bearers should be given special training which would make them aware of their duties and responsibilities,

and equip them to manage their societies successfully. The different types of training recommended included: training in management, public relations, duties of a secretary, education, finance, auditing, and sales. Short refresher courses should also be arranged from time to time to keep Office Bearers up-to-date with latest developments in the cooperative field, and study visits to successful cooperatives may be arranged.

In addition to the activities for above categories, propaganda and publicity may be undertaken to interest women, youth, farmers, and other groups in the Cooperative idea.

2. Employee Training

The employees in a cooperative organization need to develop the same skills and efficiency as required in private enterprises. With the entry of the cooperative movement in specialized fields, and with the increase in its diversified activities, the number of skilled employees for manning different operations is steadily increasing. The cooperative unions are therefore required to provide facilities for training, suitable for developing the required skills.

Training should be provided for all categories of employees, at all levels. Some of the main categories of persons to be trained are :

Secretaries and other employees working with primary cooperative societies at the village level.

Managers or secretaries working in specialized societies like consumers, marketing, processing, banking, insurance, farming, fisheries, industrial etc.

The personnel required to handle different operations such as sales, processing, dairying, and several other jobs of a technical nature.

Persons responsible for administration, accounting and auditing in cooperative organizations.

Educators in the cooperative field.

Field workers.

Administrators at the policy-making level.

Staff required for imparting training.

The cooperative movement has not so far been able to provide attractive terms and conditions of employment to persons with highly specialized qualifications. To attract talented persons, it may be necessary to offer not only competitive terms and conditions of service, but also to ensure that employees are given opportunities of rising to higher positions in the organization. An efficient and intensified programme of employee training will mean that the cooperative movement will gradually become less dependent upon external agencies and Government for technical and other personnel.

3. Publications

Most of the cooperative unions in the Region publish their own magazines and journals. These publications should form a link between the unions, their member organizations, and individual members. The Seminar felt that such publications should be capable of imparting information on cooperative matters to members, but if they are to reach a wider audience, they should be written in the language that is most

easily understood by the largest section of the population. They should not confine themselves to matters dealing solely with cooperation, but should contain short stories, photographs, cartoons, questions and answers on matters of every-day interest, cooking recipes and items of general interest. It was further recommended that such publications should be inexpensive, but not free. The unions should enlist the help of cooperative societies in enrolling additional readers. It was also suggested that as an incentive, primary societies may be paid some commission out of the subscriptions that they collect for the publications of the national unions.

In addition to publications of a general nature, national unions should make efforts to publish material dealing with specific subjects, for instance, technical material needed for training of employees, manuals for the guidance of different categories of workers, text books for students in cooperative institutions, etc.

4. Mass-media and Audio-Visual Aids

The seminar felt that audio-visual aids are very effective in communicating ideas and information, and should be used extensively in education and training programmes. The radio, television, posters, etc., could be used for propoganda and publicity purposes. In addition, film strips and slides, black-boards, charts, flannel-graphs etc., can be used for education and training. Audio-visual aids can be very valuable in conveying ideas and information to illiterate people.

Stress should be on audio-visual aids which can be produced cheaply and locally. The wired broadcasting system evolved in Japan and the Republic of Korea should be considered as one of the effective methods of being adopted when possible by other cooperative movements in the Region.

5. Research:

Study and analysis of past experiments and experiences should be undertaken which can help to lay the foundation for new patterns of behaviour and action, aimed at development and progress in the fields in which it is undertaken. The seminar felt that research undertaken by the national unions should be directly related to selected cooperative projects, so that the results would be of practical value to those engaged in such projects. Advance research can help in proper planning. For instance, a study of the buying habits of people, their purchasing power and similar information should precede the setting up a consumers' store in a selected area. Research can also be undertaken e.g. with regard to on-going projects to determine why they are not as successful as they should be, how to improve their present position, in what direction they should expand, etc.

Governments, extension agencies, universities and bodies engaged in similar activities as that of the cooperative movement should be stimulated by the national unions to undertake various studies of relevance and importance for the cooperative movement.

The participants felt that if the results of the research were to be made applicable to the maximum possible extent, these results should be stated in simple, non-technical language. But, at the same time, the information contained should be stated as clearly and concisely as possible.

6. Development of Libraries:

The seminar reviewed the present position of cooperative libraries and also discussed their importance in providing useful literature to workers and educationalists in the cooperative movement. The libraries maintained by national unions, with a very few exceptions, are a collection of books which have been either bought or presented to the unions over a period of years, hence these libraries are not stocked with the most up-to-date information. Most of the books are not properly catalogued and indexed, and the libraries are staffed, in most cases, by untrained librarians. The seminar suggested that maintenance of a well-stocked, well-classified and well-managed library, is an essential pre-requisite to the efficient functioning of the national cooperative unions. It was therefore suggested that the unions should review the present position of their libraries and take effective measures to classify the books according to the U.D.C. (Universal Decimal Classification) system. The books also need to be properly catalogued and indexed according to their subjects and authors. In addition, important cooperative journals should be bound and preserved as permanent reference

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material and selected articles on cooperatives should be made available for future reference. Newspaper clippings on subjects of interest to cooperatives should also be preserved. The libraries should maintain a list of literature available for circulation free of charge.

The seminar felt that the employment of trained librarians would go a long way towards maintaining libraries along the lines suggested above.

7. Consultative Services:

The role of national unions in providing useful and effective consultative services to their members was very often stressed during the seminar deliberations, and it was felt that one of the sure methods of securing member loyalty of member organizations to their cooperative unions was to make available to them a variety of services in the fields in which the cooperative movement in a particular country operates. These services, to be rendered on a professional level, should be specially aimed at increasing the management efficiency of cooperatives, and at providing them guidance for solving the intricate problems that may be faced by the members.

The Seminar felt that where national unions provide consultative services, and where their resources permit and the volume of work justifies it, there should be separate sections dealing with major subjects on which the unions render advice. For example, there may be separate sections dealing with "management" or "account-keeping".

Each section should be manned by a specialist in the field. In cases where foreign experts are engaged, they should be assisted by local counterparts, who can, in due course, replace them. It was felt that national unions should provide consultative services in as many fields as possible, and that they may also maintain an advisory service to help cooperatives to avoid pitfalls. This would be especially useful for new cooperatives. The union should draft a set of model rules for the societies which, especially the new societies may adopt after making necessary amendments to suit their particular conditions.

IV. COOPERATIVE UNIONS - RELATIONS WITH MEMBERS

If the national unions are to be truly representative of the entire cooperative movement in their respective countries, they must necessarily be very closely associated with all sectors of the movement, all of which should have adequate representation within the national union. The unions should invite representation through their own members organizations and avoid direct membership of cooperatives at the lower level if state or provincial bodies exist. While the general pattern of representation through the member organizations should be followed, provision should be made to enable individual members to ventilate their grievances at the highest level of the cooperative ladder, if necessary. The seminar suggested several ways for improving relations between national unions, their member organizations and individual members:

1. All societies should be affiliated to the District or Provincial Union. At this level each society should be represented by at least one member. The District Union should, in turn, elect persons to represent its affiliates at the national level.
2. Meetings should be held at the local level to enable members to put forward suggestions for improvement of unions' activities and discuss them.
3. Members should be notified of meetings well in advance.
4. The national and district unions may have special sub-committees to deal with cases needing urgent attention, or cases where decisions can be taken without undue delay.
5. Journals can be a forum to discuss members' problems with a view to suggest possible solutions.

In addition, member organizations of the national unions should financially and technically support all major programmes of the national unions. The unions should, in turn, involve their member organizations in all such programmes. Unions should also make available to their member organizations advisory and consultative services, results of research studies, cooperative literature, and other such assistance. There should also be continuous exchange of information between national unions and their member organizations regarding major activity undertaken by them.

V. COOPERATIVE UNIONS - RELATIONS WITH
EXTERNAL AGENCIES

1. Relations with other Voluntary Movements

The Seminar felt that the cooperative movement should collaborate with other voluntary organizations like trade unions, youth organizations, women's organizations and other social and welfare groups. The advantages to the cooperative movement would be that through such collaboration its membership would increase, and its activities would become more broad-based. Increased membership in the cooperative movement would also mean that larger sections of the population would benefit socially and economically by participation in cooperative activities. For instance, thrift and savings, and consumers' cooperation could benefit families in the middle and lower income groups. Industrial cooperatives could help people in the lower income bracket to supplement their incomes. Moreover, the cooperative movement could find, within these groups, new leaders, particularly among the youth in the country. The seminar felt that thrift and savings, handicrafts and consumers' cooperatives held special relevance for women, and that the cooperative movement should, in collaboration with other women's organizations, strive to promote activities in these fields. The cooperative movement could collaborate with youth bodies engaged in running youth hostels, cooperative book banks and cooperative stores in universities, and similar youth projects.

The Seminar stressed that although the cooperative movement may collaborate with political, religious, or similar bodies, the cooperatives set up with their assistance should be open to all

2. Relations with Government:

As mentioned earlier, the cooperative movement in most countries of the Region was introduced by Government, mainly in the form of agricultural credit. Although the movement has now branched out into many diversified activities, it is still largely dependent for financial and technical support upon Government. The Seminar participants felt that despite this fact, Government should not have too much control over the movement, or interfere in the day-to-day working of cooperatives. They, however, stressed that there should be a close working relationship between the Government and the Cooperative Movement to mutual benefit. Both, Government and the cooperatives should strive to see that, over a specified period of time, the cooperatives can operate independently. It was also recommended that when Government lays down a policy which directly affects cooperatives, the movement should be consulted.

The Seminar noted that the subject of the "Role of the Government in Cooperative Development" was extensively discussed at the Experts' Conference organized by the ICA in Bangkok, Thailand, in January 1966. The conference made **certain** recommendations regarding the pattern of future relationship between the State and the Cooperative Movement.

The Seminar endorsed these recommendations which were as follows :-

"Pattern of Future Relationship Between the State and Cooperative Movement.

In order that cooperatives can play their role effectively in the economic and social development of the countries, it is necessary to have a proper understanding of the respective roles of the State and that of the Cooperative Movement. This will enable in evolving a suitable pattern of relationship between the Government and the Cooperative Movement. While noting the role assigned to Cooperatives in the development plans, the Conference observed that voluntary principle of the Cooperative Movement is compatible with economic and social planning provided the Cooperatives are allowed their freedom of action within such a planned economic structure.

The pattern of relationship that should exist between the Government and the Cooperative Movement would largely depend upon the existing social and economic conditions in each country. Again, the ways in which and the extent to which government utilises cooperatives in the development plans and the nature and quantum of assistance that the State should provide, needs to be determined in the light of many considerations such as the strength of the Cooperative Movement, the capacity and willingness of the cooperatives to undertake a given responsibility, the development of cooperative leadership, the extent of members' loyalty, availability of managerial personnel, etc. In developing Cooperatives and also in utilising the Movement for implementing development plans, government should ensure that the democratic and voluntary character of the movement is not sacrificed. On the contrary, the assistance provided to Cooperatives should help in achieving a healthy growth of the Cooperative Movement."**

** Report of the Experts' Conference on the Role of Government in Cooperative Development; Bangkok, Thailand. Page 37-38.

VI. COOPERATIVE UNIONS AND INTERNATIONAL COOPERATIVE ASSISTANCE

The Seminar noted that international cooperative assistance is being continuously increased by the developed cooperative movements. Most of the assistance received at present is from the United Nations Agencies, non-governmental international organizations, cooperative movements in the developed countries, and governmental technical agencies. The assistance is in the form of funds, experts, opportunities for participation in international conferences, scholarships and fellowships to study abroad, machinery and equipment.

The cooperative unions are, however, experiencing considerable difficulty in availing of such assistance for some of the following reasons:-

1. The identification of the needs of the cooperative movement for technical assistance are not carefully worked out, and therefore the total needs of the movement for external assistance are difficult to estimate.
2. Assistance is often delayed for several reasons. Projects are not well-planned or clearly formulated. Also, there is no sufficient coordination between the various agencies involved in processing technical assistance at the national level. Quite often, because the needs are not clearly defined, the assistance given is quite different to that which is required. Moreover, sufficient information is not available with the national unions on the agencies which

provide technical assistance. Therefore, it becomes difficult to decide which agency to approach for specific assistance.

3. Experts coming to the Region are not given proper orientation. Their length of stay is not sufficient to enable them to grasp existing problems, or to work out effective methods for solving them.

To try and overcome these difficulties and utilize external aid in the best possible way, the Seminar made the following suggestions :-

- a. Cooperative Unions should assess the total needs of their movements for technical assistance, and fix priorities. They should also examine the possibility of obtaining locally a part of such assistance.
- b. Feasibility studies should be undertaken to identify the exact needs, size and nature of the **project**, so that assistance can be requested in specific terms. Local resources available should be made known.
- c. Local counter-parts should work with the international experts so that they can continue the projects after the experts have left.
- d. One section of the union should be responsible for coordinating all matters relating to technical assistance.

A time schedule should be worked out for the completion of each project.

- e. The ICA Regional Centre should keep unions informed of agencies providing the technical assistance, the nature of and scope of such assistance, and the procedure to be followed in applying for it.
- f. Experts should be given opportunities to orient themselves with socio-economic developments in the countries they are to visit. They should be encouraged to learn the local language, and gradually, experts from within the Region may be utilized.

The Seminar noted with satisfaction that already there is a marked improvement in the type of experts visiting the Region. These experts, having worked in several countries, are able to adapt themselves with ease to different social and economic conditions and identify themselves with the local population. It was felt that efforts should be made to secure the services of more such experts to work with the developing countries.

- g. The Seminar realized that it may not always be possible to apply experiences from the developed movements to conditions in the Region without some modification. Efforts should be made however, to avoid the mistakes made by the developed movements in their earlier experiments and experiences.

VII. RELATIONS BETWEEN NATIONAL COOPERATIVE UNIONS AND THE
ICA REGIONAL OFFICE & EDUCATION CENTRE FOR SOUTH-EAST ASIA.

The Seminar discussed the existing relationship between the national cooperative unions and the Regional Centre of the ICA in New Delhi. It noted with satisfaction that the programme of work is evolved with the assistance of an Advisory Council consisting of representatives of the national cooperative movements in the Region.

Several suggestions were made with regard to (a) ICA seminars; (b) action by the national unions (c) action by the ICA.

ICA Seminars:

It was suggested that:

1. National unions should ensure that nominations are submitted to the ICA within the time specified. They should also be responsible for seeing that only qualified persons are nominated, and that delegates attend for the full duration of seminars.
2. National unions should provide all facilities to delegates for preparing necessary documentation. Such documentation should be treated as ICA property, and delegates informed of the use to which it may be put. National unions may, with the permission of the ICA, make use of such documentation.
3. Upon their return home, national unions should ask delegates to furnish a report so that necessary follow-up action can be taken.

4. National unions should maintain close contact with the Advisory Council Members in their countries.
5. It was indicated that often qualified persons could not be nominated to ICA seminars because of their inadequate knowledge of English. Therefore, two alternatives were proposed : (a) when only one person is nominated, he should be accompanied by an additional delegate who can also act as interpreter. (b) when more than one person is nominated, at least one delegate should be proficient in English so that he can assist his colleagues.
6. The national unions should continuously inform the ICA of all important changes or developments in the Cooperative Movements in their countries. They should publicize ICA activities, and arrange for reviews of ICA publications in their own journals as well as in their national newspapers. They should, also make serious efforts to enroll subscribers to ICA periodicals.
7. The ICA should draw the attention of Member Organizations to useful cooperative literature, books, etc. published in other countries. The national unions should, in turn, inform the ICA of all such publications in their own countries and also inform about other educational material produced at the national level.
8. The efforts of the ICA to develop a working relationship among cooperatives through trade and technical assistance were

appreciated. It was suggested that national unions should write to the ICA Regional Centre if they feel a particular activity would be of advantage to the Region in general, or to their cooperative movement in particular. The Calendar of Cooperative Technical Assistance was appreciated, and it was felt that such a Calendar should be published and circulated each year to the ICA's Member Organizations.

9. It was agreed that national unions should make one of their staff responsible for coordinating all correspondence with the ICA Regional Centre.
10. Requests for study visits should be specific, and should be related to the development of the cooperative movement in the country. General requests for visits to countries without any specific objective should be rejected at the national level. Only qualified persons should be recommended for such studies

REGIONAL SEMINAR ON ORGANISATION AND
FUNCTIONING OF COOPERATIVE UNIONS

P R O G R A M M E

<u>Date & Hour</u>	<u>Session No.</u>	<u>Subject</u>
Monday, April 25		
10.00-11.00	1	Inauguration
11.00-11.30		Coffee
11.30-12.30	2	Introduction to ICA Working Methods of the Seminar SECTION: I
14.00-15.30	3	Presentation of background papers The Indian and Korean Presentations will be taken up in Session 4.
15.30-16.00		Tea
16.00-16.30		Discussion
16.30-17.00		Summarizing the discussion
19.00-21.30		Reception by National Agricultural Cooperative Federation at Korea House.
Tuesday, April 26	4	Cooperative Unions - two Approaches: India and Korea
09.00-10.30		Introductions
10.30-11.00		Coffee
11.00-12.00		Questions and Observations
14.00-17.00		Discussion
Wednesday, April 27	5	Cooperative Unions in South-East Asia: Relations with their Members
09.00-10.30		Introductions 1. Parliamentary Structure: Questions and Observations
10.30-11.00		Coffee
11.00-12.00		2. Economic Relations Questions & Observations
15.00-15.30		Tea
15.30-18.00	6	Group Discussions on Section I

<u>Date & Hour</u>	<u>Session No.</u>	<u>Subject</u>
Thursday, April 28		
09.00-10.30	7	Plenary Session on Section I
10.30-11.00		Coffee
	8	Educational and Training Activities of Unions
		Introductions
11.00-12.00		1. Member Education
14.00-15.00		2. Employee Training
15.00-15.30		Tea
15.30-17.00		Discussion
Friday, April 29		
09.00-10.00	9	Publications and Audio-Visual Aids
10.00-11.00		Discussion
11.00-11.30		Coffee
11.30-12.30	10	Research and Library Development.
14.00-15.00		Discussion
15.00-15.30		Tea
15.30-16.15	11	Consultative Services
16.15-17.00		Discussion
19.00-21.00		Reception by ICA at Chosun Hotel
Saturday, April 30		
09.00-12.00	12	Group Discussion on Section II
15.00-17.00	13	Plenary Session on Section II
Sunday, May 1		
09.30-12.00		Sightseeing Tour of Seoul
		SECTION III
Monday, May 2		
09.00-10.00	14	Development of links with other Voluntary Movements - Panel Discussion
10.00-10.30		Coffee

<u>Date & Hour</u>	<u>Session No.</u>	<u>Subject</u>
10.30-11.30		Discussion
11.30-12.30	15	Cooperative Unions and their relations to Governments
14.00-16.00		Discussion
16.30-17.00		Visit National Agricultural Coop. Federation
Tuesday, May 3		
09.00-10.00	16	Cooperative Unions & International Cooperative Assistance
10.00-10.30		Coffee
10.30-12.00		Discussion
14.00-15.00	17	Relations between National Cooperative Unions and ICA/RO & EC
15.00-15.30		Tea
15.30-17.00		Discussion
Wednesday, May 4		
09.00-12.00	18	Group Discussion on Section III
	19	Plenary Session on Section III
18.30-21.00		Reception by Ministry of Agriculture & Forestry at Walker Hill Resort
Thursday, May 5		
Friday, May 6		
Saturday, May 7		
09.00-10.00	20	Reading of draft report
10.00-11.00	21	Final Plenary on report
11.00-22.00	22	Evaluation and Concluding Session
Sunday, May 8		
Monday, May 9		
Tuesday, May 10		
Wednesday, May 11		
Thursday, May 12		
		Study visit in Japan

REGIONAL SEMINAR ON ORGANISATION &
FUNCTIONING OF COOPERATIVE UNIONS.

LIST OF DELEGATES & OBSERVERS

CEYLON

1. Mr Edmund Wijesuriya, M.P.
President, Cooperative Federation of Ceylon,
Colombo-5, Ceylon
2. Mr Ananda Pasqual
Vice President
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3. Mr R.M. Dharmadasa Banda M.P.
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INDIA

4. Mr M.L.Batra
Chief Executive Director
National Cooperative Union of India
72 Jor Bagh, New Delhi.3
5. Mr G.R.Patil, M.P.
Chairman, Maharashtra State Coop. Union,
Bombay
6. Mr K.R. Elankath
Hon.Secretary, Kerala State Coop. Union,
Trivandrum (Kerala)

JAPAN

7. Mr Tsutomu Kobayashi
Deputy Chief, Inspection Dept.
The Central Union of Agricultural Cooperatives,
5, 1-chome, Ohtemachi, Chiyoda-ku, Tokyo Japan.
8. Mr Yoshitada Nakaoka
International Department
Central Union of Agricultural Cooperatives
Tokyo. Japan.
9. Mr Ryoichi Horiuchi
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