

**I C A Advisory Council  
for South-East Asia**

Eleventh Meeting

Venue Seoul, Republic of Korea

Dates 8th and 9th May 1970

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**International Cooperative Alliance, Regional Office  
& Education Centre for South-East Asia,  
43 Friends' Colony, New Delhi-14, India**

International Cooperative Alliance  
Regional Office & Education Centre  
for South-East Asia,  
43 Friends Colony, New Delhi.14

6/ 17 th September 19

COMPOSITION OF THE ICA ADVISORY COUNCIL FOR SOUTH-EAST ASIA  
FOR THE THREE YEAR TERM 1969 - 1972

<u>Sl. No.</u>	<u>Country</u>	<u>Name and Address</u>	<u>Status in the AC</u>
1.		Hon'ble Mrs Indira Gandhi 1 Safdarjang Road New Delhi.1	Hony. President
2.		Mr B Venkatappiah Member, Agriculture Planning Commission Yojana Bhavan, Parliament Street New Delhi.1	Chairman
3.	Australia	Mr W Kidston Federal President Cooperative Federation of Australia 50-54, Ferry Street South Brisbane, Queensland	Member
4.	Ceylon	Mr K.W. Devanayagam Lady Manning Drive Batticaloa.	Member
5.	India	Mr Brahm Perakash General Secretary National Cooperative Union of India, 72 Jorbagh New Delhi.3	Member
6.	Iran	Mr J Sassani General Manager Sepah Consumers Coop Society Avenue Sevrom Esfand Teheran.	Member
7.	Japan	Mr H Yanagida Managing Director Central Union of Agricultural Cooperatives, 5-1 Chome Otemachi Chiyodaku, TOKYO.	Member

<u>Sl. No.</u>	<u>Country</u>	<u>Name and address</u>	<u>Status in the</u>
8.	Republic of Korea	Mr Yong Chan Paik Director, Research and Purchasing National Agricultural Cooperative Federation, 75, 1-ka Choongjong Ro Sudaemoon ku Seoul.	Member
9.	Malaysia	Mr N. A. Kularajah President Cooperative Union of Malaysia Ltd 29 Leboh Ampang Kuala Lumpur.	Member
10.	Pakistan	Mr Lutfur Rahman Khan Chairman East Pakistan Cooperative Union 9/d Motijheel Commercial Area Dacca.2 East Pakistan	Member
11.	Philippines	Mr B. P. Faustino General Manager Central Cooperative Exchange PO Box 1968, Manila.	Member
12.	Singapore	Mr Mak Kam Hong 53-A Jalan Buloh Perindu Singapore.15	Member
13.	Thailand	Col. Surin Cholpraserd President Cooperative League of Thailand 4 Pichai Road, Dusit Bangkok.	Member
. . . . .			
	Regional Officer	Mr P. L. Weeraman	Secretary
	Director, Education Centre	Mr J. M. Rana	

G / April 9, 1970

ELEVENTH MEETING OF THE ICA ADVISORY COUNCIL

SEOUL, REPUBLIC OF KOREA

8th and 9th May 1970

PROGRAMME AND AGENDA

8th MAY, 9.30 A.M.

- I. (a) Welcome by Dr Bong Kyun Suh, President, National Agricultural Cooperative Federation, Republic of Korea
- (b) Welcome by Mr P.E.Weeraman, Regional Director, ICA Regional Office and Education Centre for South-East Asia
- II. Introductory Remarks by Mr B Venkatappiah, Chairman, ICA Advisory Council
- III. Confirmation of the Minutes of the Tenth Meeting of the ICA Advisory Council held in Teheran, Iran, on March 1 and 2, 1970.
- IV. 1 Administration, Finance and Personnel.
2. Action taken on the Suggestions made by the Advisory Council at its last meeting
- V. Education Centre
  1. Action taken on the Suggestions made at the last meeting
  2. Review of Activities and On-Going Programme
  3. Confirmation of the Programme for 1970-71
  4. Confirmation of the Programme for 1971-72
  5. Future Direction of Work of the Education Centre

9TH MAY, 9.30 A.M.

- VI. Technical Assistance and Trade:
  1. Action taken on the suggestions made at the last meeting
  2. Review of Activities
  3. Work programme for 1970-71 and 1971-72

Programme and Agenda (contd.)

9th MAY (contd.)

- VII. Role of the RO & EC in the Programme of the Cooperative Development Decade (1971-80)
- VIII. Tenth Anniversary Celebrations of the ICA Regional Office and Education Centre
- IX. ICA Agricultural Sub-Committee for South-East Asia
- X. Proposal to set up a Regional Group for Fisheries
- XI. Relations with Member Organisations and Other Matters
- XII. Relations with International Organisations
- XIII. Venue and Dates of the next Advisory Council Meeting
- XIV. Any other matters with the Permission of the Chair
- XV. Vote of Thanks to the Chair

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AGENDA ITEM No. III

CONFIRMATION OF THE MINUTES OF THE TENTH MEETING OF THE  
ICA ADVISORY COUNCIL HELD IN TEHRAN, IRAN, ON MARCH 1 and 2,  
1969

The Minutes were circulated to all the Members.  
No comments have been received. The Minutes may please be confirmed.

AGENDA ITEM No. IV.1ADMINISTRATION, FINANCE AND PERSONNEL1. Programming and Budgetary Periods

The financial year of the RO & EC has been changed from the calendar year to the year July-June, to fall into line with the financial year of SIDA and SCC from whom we receive all the money required for our Education Centre's educational activities comprising nearly 80% of the total budget of the RO & EC. The SIDA requires our estimates fifteen months ahead of the financial year i.e. in March of the previous calendar year. It is therefore proposed to hold the meetings of the Advisory Council before March of the previous calendar year. At this time the Advisory Council will be requested to consider a two -year programme on the following basis:

- i. The programme for the next financial year (beginning in July of the same calendar year)
- ii. A tentative programme for the financial year beginning in July of the next calendar year.

The programme for the next financial year will have been already approved as a tentative programme at the previous year's Advisory Council meeting and the budget will have been approved by the SCC and the ICA Head Office on this basis. The second reading of this programme is intended to give the Advisory Council an opportunity of considering the details of this programme. Certain amendments, if deemed absolutely necessary, will be possible provided that the subjects of technical meetings to be financed by SIDA and SCC are within the general subject areas already fixed upon at the tentative stage. The tentative programme for the year following the next financial year will be drawn up to enable us to submit our budget to SCC as required ie. 15 months ahead.

The programme for the first half of the year 1970-71 has been approved by the Advisory Council at its last meeting in March 1969 in that the programme for the year 1970 was approved by it. The request of the SCC for a programme of activities for the period July 1970 - June 1971, was received in March 1969 after the Advisory Council Meeting held that month in Teheran. Therefore the programme for the period January-June 1971 was drawn up by the RO & EC in consultation with the Chairman of the AC.

In February 1970, we were called upon to submit the tentative programme for 1971-72 before March 31, 1970. Therefore this programme had to be drawn up by the RO & EC without having the benefit of the advice of the AC. It is now presented for reviewing as minor amendments may be possible.

This new procedure of drawing up a tentative programme 15 months ahead has the added advantage that it may enable us to coordinate our programmes with those of the international organisations such as the FAO which draws up its budget two years in advance. Our requests to them for resource persons may then be made sufficiently in advance to enable them to provide for the expenses of sending such resource persons in their budgets. To enable the switch-over of the financial year of the RO & EC from the calendar year to the proposed July-June year a budget has been approved for the period January-June 1970 and another budget for the financial year July 1970-June 1971, by the SCC, whilst the ICA's approval has been received for the calendar year 1970 leaving the first half of 1971 to be approved after the ICA's budget for 1971 has been approved by the ICA authorities.

1.2 The financial year of the IDACA with whom the ICA RO & EC collaborates has June to May as its financial year. Thus the change in our financial year will facilitate our transactions with the IDACA as well.

## 2. Contribution from Sweden

The financial contribution of the SCC for the year 1970-71 to the ICA RO & EC has been fixed at 1.2 million Swedish Kronors i.e. about Rs.1.7 million. The SCC has also stressed that only minor increases in their allocation of funds could be expected from them in the future for our activities.

## 3. Contribution from Member Movements

Financial contributions from our member organisations in the Region towards the activities of the ICA RO & EC during the last five years i.e. from 1965 to 1969 was Rs.720,000.

A statement of the financial involvement of our member organisations in the work of the RO & EC is given in Appendix I. The position has much room for improvement and the attention of the AC is kindly requested to this important matter.

## 4. Survey of Agricultural Cooperatives in the Region

4.1 The Central Union of Agricultural Cooperatives of Japan has offered to make a contribution of Yen 4.5 million (Rs.90,000 / US \$ 12,500) for conducting a Survey of selected agricultural cooperatives in the Region with the object of identifying suitable projects for further development with financial assistance from the Japanese Government and the Cooperative Movement of Japan.

4.2 The Director of the ICA has orally agreed to consider the grant of an equal sum for the purpose from the ICA Development Fund. The details of this proposal are given in Appendix V.



5. The designation of the head of the RO & EC has been changed from "Regional Officer" to "Regional Director" as suggested by the last Advisory Council Meeting.

## 6. Staff Matters

6.1 The service contract of Mr Lionel Gunawardana, Deputy Director, which expired on October 1969, has been extended upto October 1971.

6.2 The service contract of Mr Shiro Futagami, Deputy Director, which expired on January 1970 has been extended by one more year i.e. upto January 1971.

6.3 The service contract of Mr Ragnar Arvidsson, Joint Director, Adm. and Finance, has been extended by one more year i.e. upto April 1971. He has been appointed the Specialist in Consumer Cooperation and Joint Director, (Finance) from 1st April 1970 in order that he may give more of his time to the field of his specialisation.

## 7. Recruitment

7.1 It was expected that a Specialist in Agricultural Marketing would be available from Australia as successor to Mr Shiro Futagami, Deputy Director, who will be completing his assignment with the ICA RO & EC in January 1971. However, this has not materialised as the applicants who have responded to the advertisement of the Cooperative Federation of Australia do not have the required qualifications. The post will have to be filled by the end of 1970.

7.2 The post of Deputy Director, Coop Management, for which money provision exists in our budget has not been filled yet due to the non-availability of a suitable candidate. Further efforts are being made in this direction.

## 8. Training programmes for Personnel of ICA RO & EC

8.1 Mr Lionel Gunawardana, Deputy Director, participated in the Seventh International Cooperative Seminar on "cooperative leadership and management" held by the Swedish Cooperative Centre in Stockholm from 7th March to 14th June 1969.

8.2. A. In pursuance of our policy to assist our staff to improve their qualifications, Mr A.H.Ganesan, Personal Secretary to the Regional Director, participated in the annual Conference of the Indian Society of Agricultural Economics at Waltair as the subjects to be discussed at the Conference were likely to be of help to him for his Agricultural Economics paper at the M.A. Examination.

8.2. B. Mr S S Avadhani, Personal Secretary to the Director, Education, was given financial assistance to join the Correspondence Course in Journalism at the British Institute, Bombay.

8.2 C. Mr P.C.Singal, accountant, was sent to participate in the Cost Accountants Conference held in Calcutta from 1st to 4th March 1970.

8.3 D. A scheme of training the subordinate staff, such as drivers, peons and gardeners has been implemented for the last one year. Under this programme they are taught Hindi, English and elementary arithmetic. They are also given an orientation as regards the objectives and set-up of the ICA as well as matters which will help improve their general conduct.

9. A Thrift and Credit Society entitled "ICA Regional Centre Employees' Cooperative Thrift and Credit Society Ltd" has been established from June 1969, with a view to encourage the habit of thrift among the employees of the RO & EC.

ACTION TAKEN ON THE SUGGESTIONS MADE BY THE ADVISORY COUNCIL  
AT ITS LAST MEETING

Introductory

The programme of activities suggested by the Council at its Kuala Lumpur Meeting held in November 1968 and at its Teheran Meeting held in March 1969 is presented under Agenda Item No. V (entitled "Education Centre") sub-head "Review of Activities and on-going Programme". This review is for the period March 1969 to March 1970 in order to inform the Council of the activities carried out since the last meeting held in March 1969. Action taken on special suggestions as distinct from the activities suggested is presented below.

Para No. of the Minutes	Decision of the Council	Action Taken
7.3	It was suggested that communication between the participants and the member organisations should be improved so that the participants could be in a position to know the views of the member organisations on the questions to be discussed at the Seminars.	A letter in this regard has been addressed to all the member organisations and the Departments who nominate the participants.
7.4	The RO & EC was asked to ascertain the training needs of the movements for training abroad and make this information available to the international cooperative training centres.	Information on this is being collected from the movements in the Region. When information from all the movements becomes available, the information will be compiled and passed on to the London Office and the international training centres.
8.5	The Council decided that a Regional Seminar on Shop Planning and Shop Management may be organised in 1971.	The Seminar is now included in the programme for 1971-72 and necessary budget provision has been made.
14.5	The Centre was requested to collect some material on organisation and methods from Australia and distribute it to the movements in the Region.	Mr Irwin Hunter, Member representing Australia has supplied the material and it was circularised among the movements.

(contd.)

Para No. of the Minutes	Decision of the Council	Action Taken
<u>Technical Assistance and Trade</u>		
19	The possibilities of taking advantage of government to government assistance for cooperative projects should also be explored and for this it may be necessary for the Centre to have detailed information on the various technical assistance agreements between the countries in the Region with those outside.	Information is being collected. Please refer to para 2 of the Review under Agenda Item No. VI relating to TAT Section.
21	The Council was informed that information is already being collected with regard to the production and processing facilities in the cooperative movements in the Region and this information will be compiled in the near future.	A list has already been compiled and circulated to member-organisations in the Region and to members of the AC during September 1969. Please refer to 5 of the Review.
24	The Member for Malaysia suggested that the Centre should prepare a paper on the planning of a fruit and vegetable processing unit for the information of the various member movements to serve as a guide.	Booklet entitled "Industrial Processing of Citrus Fruits" published by UNIDO Sent to Member for Malaysia during January 1970. Material is being collected for the paper.
26	It was emphasized that the clearing house functions could not be done effectively if the movements did not keep the Centre informed of the developments in the field of trade. They should also inform the Centre of the bilateral trade agreements signed by the governments of the countries in the Region with other governments. It was suggested that... proformae should be prepared and circulated.	Proformae have been prepared and circulated. Information being collected. Please refer to para 2 of the Review.
29	..... The Trade Information Bulletin being issued occasionally in 1969 will be issued regularly in 1970, if it is found useful by the cooperative movements in the Region.	A trade information bulletin, entitled "Trade News" is being issues since September 1969, in a mimeographed form. Till the end of March 1970, ten issues of the Trade News have been brought out. Please refer to para 11.2 of the Review.

Para No. of the Minutes	Decision of the Council	Action taken
30	In pursuance of the recommendation made by the Cooperative Trade Conference held in Tokyo in June 1968 efforts will be made to organise courses for technical personnel, such as graders and packers by arrangement with the existing training centres such as the IDACA and the Indian Institute of Foreign Trade.	So far no definite offer for organising such courses has been received by us. We are still exploring, on an informal basis, the possibilities of organising such training course.
31	It was felt that the Centre should play a positive role in obtaining technical assistance for cooperative movements of the Region.	Discussions on a personal basis are being held periodically with leaders of the cooperative movements in the Region to ascertain their views concerning future cooperative developments in the respective countries.
32	It was suggested that the centre should discuss with the national member organisations the technical assistance requirements of the cooperative movement as a whole in the respective countries.	This is being attempted as and when possible while visiting the various countries in connection with ICA work. In addition, information is being collected on the basis of a questionnaire.
	..... that information should be collected regarding technical assistance and training facilities that are available from the advanced countries.	The Director of the Alliance was approached and he has sent a letter to the coop. movements in the developed countries requesting them to send to us existing literature on production and processing facilities available in the respective movements. As regards training facilities in the advanced countries, the Calendar of Technical Assistance issued by the Head Office every year lists facilities for training in most of the leading training centres. In addition, information can be collected for training in specialised subjects on receipt of specific requests from member - organisations. Please refer to para 4 of the Review.

Para No. of the Minutes	Decision of the Council	Action Taken
33	..... the Centre should also try to locate assistance from within the Region. It is possible that some specialised organisations in the Region may have the technical know-how or expertise which may be required by a sister cooperative movement in the Region.	Information is being collected. Please refer to para 5 of the Review.
34.	It was suggested that efforts should be made to complete at least one project as early as possible so that it would prompt other cooperative movements to come forward with offers of technical assistance for similar projects.	The Bhor Coop Dairy Project is nearing completion. The building is almost ready, indigenous machinery has already been delivered at the site of the Project, the first shipment of machinery from West Germany arrived at Bombay during December 1969, and the second shipment is expected to be made in the near future. The Germans have also deputed a technician, who joined the Federation in January 1970, to assist in the installation of the plant. It is expected that the dairy will start functioning during the second half of 1970. Please refer to para 1 of the Review.
36	The suggestion was mooted of the eventual possibility of setting up an Asian Cooperative Bank for assisting cooperative development and trade.	A tentative proposal is being put forward on this subject for discussion at the AC meeting. Please refer to para 13 of the work programme.
38.	The Council emphasized the need for on-the job training facilities in the advanced coop. movements and welcomed the offer made by the Australian Cooperative Movement through the Member for Australia to receive two advanced technical trainees for on-the-job training in Australia.	The Coop Federation of Australia has now sent through the Regional Office a definite offer of assistance for receiving two technical trainees in Western Australia for a period of one year. The NCUI is at present selecting the candidates.

Para No. of the Minutes	Decision of the Council	Action taken
39	The Centre should obtain information on trade development from all sources and circulate the information among the training coöperatives for its proper examination ....The Centre should send proformae to the various organisations through which it could obtain information on a continuing basis.	Proformae have been sent during September 1969 to trading cooperatives in the Region, Information is being collected.
41.	It emphasized the need for more individual contacts between the Centre and the cooperative movements with a view to creating better understanding of the trade potentialities as well as with regard to the scope and abilities of the various organisations in this field.	This is being attempted as and when possible while visiting the various countries in connection with ICA work.
44	The Member for Australia referred to the recommendation of the Tokyo Trade Conference with regard to the standing sub-committee to be established for assisting in the promotion of international trade. .... The Council suggested that the proposal be examined further with regard to its practicability and should be placed at the next meeting of the Council.	A proposal outlining the scope and working of the sub-group is being placed before the meetings of the AC and the Agricultural Sub-Committee. Please refer to para 14 of the work programme.

#### Other Agendas

46.	It was emphasized that the RO & EC should collect main statistics on the main forms of cooperatives in the Region. It was also suggested that the member organisations may be requested to designate one person who will supply information regularly to the RO & EC.	Statistics on multi-purpose cooperatives, credit coops, marketing and processing societies have been compiled. The Secretary of the Agrl. Sub-Committee and Dy Director, EC, has also compiled statistics on "Agriculture and Agrl. Cooperatives in South-East Asia". These statistics will be circulated among the member organisations for verification purposes so as to ensure their authenticity before making the statistics available to the wider public.
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Para No. of the Minutes	Decision of the Council	Action taken
46		The member organisations have also been requested to designate a person who would supply information regularly to the Regional Centre. This information is collected for the Bulletins of the London Office and the RO & EC.
47.	The Council suggested that the news of the region should be included in the Information Bulletin.	A column indicating regional news round up is now regularly published in the ICA Information Bulletin issued by the RO & EC. The information is collected from member organisations in accordance with the procedure mentioned above.
50.	The Member for Singapore was requested to get in touch with Prof. J.T.Hsieh, to expedite the submission of his report on multipurpose cooperatives in Ceylon.	Necessary action was taken and Prof. Hsieh has mentioned that he has prepared the first draft of the report.
56.	The Council recommended that the name of the RO & EC for South-East Asia be changed to "ICA Regional Office and Education Centre for Asia and the Far East"	The London Office has been informed of the recommendation. As the entirety of Asia is not served by the RO and as Australia would still be excluded in the proposed name, the Executive Committee has decided to give the matter further consideration when a more comprehensive name has been found.
57.	The Council suggested that the designation of the Regional Officer should be changed to "Regional Director".	The change has now been approved by the authorities of the Alliance with effect from February 1970.



AGENDA ITEM No. VEDUCATION CENTRESection - IReview of Activities and on-Going Programmes(March 1969 - June 1970)

The following activities were carried out by the Education Centre during the period March 1969 to June 1970. These activities are presented under the various priority areas of the Education Centre rather than being enumerated by types as was the past practice.

A. COOPERATIVE MANAGEMENT1. Regional Seminar

1.1 A Regional Seminar on Cooperative Leadership and Management was held by the ICA Regional Office and Education Centre and the Swedish Cooperative Centre jointly in Bangkok, Thailand, from 22nd June to 6th July 1969. This seminar was a continuation of the Seventh International Cooperative Seminar on the theme "Cooperative Leadership and Management" which was held in Stockholm, from April 7 and to June 30, 1969. The participants of this seminar attended its continuation in Bangkok. In this second part of the seminar the participants discussed the papers prepared by them on the applicability of the knowledge acquired by them in Sweden for solving the problems of their own movements. The seminar also included lectures by prominent cooperators and study visits in Thailand.

The report of the seminar has been circulated among the member organisations and other important cooperative institutions.

2. National Seminar

2.1 A National Seminar on Cooperative Management for Medium-sized Agricultural Cooperatives was held by the East Pakistan Cooperative Union from 19th January to 1st February 1970. The ICA Education Centre helped the Seminar by providing four Resource Persons. It also helped in the programming of the seminar and the conduct of the Seminar. The East Pakistan Cooperative Union has taken the responsibility of preparing the report.

2.2 A National Seminar on Cooperative Management for Thrift and Loan Societies will be held by the Singapore Cooperative Union from 13 - 18th April, 1970. The ICA RO & EC is providing four Resource Persons to this Seminar. Of these four, two have been drawn from Malaysia and one from India. The remaining one is from the ICA RO & EC.

### 3. Publication

3.1 "The Role of Government in Cooperative Development": An Experts' Conference on the "Role of Government in Cooperative Development" was held by the ICA RO & EC in 1966 in Bangkok, Thailand, in view of the fact that governmental policies and programmes vitally affect the establishment and management of cooperative societies in the Region. Some of the important papers presented at this Conference have now been edited for the purpose of bringing out a publication on the subject. The manuscript will be ready soon.

Mr P.R. Dubashi, Director, Vaikunth Mehta National Institute of Coop Management, Poona, India, has been given the assignment of editing the publication.

### 4. Study Visits and other activities

4.1 A Deputy Director of the Education Centre participated in an All-India Conference on Urban Credit Cooperatives held by the NCUI at Poona in April 1969.

4.2 An International Cooperative Study Course jointly sponsored by the Cooperative Federation of Australia, the Commonwealth Government of Australia, the State Government of Western Australia and the International Cooperative Alliance, RO & EC, was held from March 21 to May 7, 1969 in Australia. The Course was attended by twenty one participants from Cooperative Movements in certain countries of Africa, Asia and the Far East. The ICA RO & EC was represented by the Regional Director and the Director of the Education Centre. The Regional Director gave a lecture at the seminar on the International Cooperative Alliance and the Principles of Cooperation.

The Seminar was conducted by the Commonwealth Government of Australia in collaboration with the Cooperative Federation of Australia.

4.3 The ICA RO & EC, in collaboration with the National Agricultural Cooperative Marketing Federation of India (NAFED) supported the training of two executives of State Cooperative Marketing Federations in India. They participated in a training programme organised by the Indian Institute of Management, Ahmedabad, on the subject of "Management of Agricultural Supplies". The course was held at Rampur, UP, from 1st to 18th March 1970. One executive was from the Gujarat State Cooperative Marketing Society Ltd, Ahmedabad, and the other one was from the District Wholesale Cooperative Supply and Marketing Society Ltd, Kapurthala. They are in charge of the distribution of agricultural inputs. The ICA bore 75% of the cost of their training.

## B. AGRICULTURAL COOPERATION

### 5. Regional Seminars

5.1 A Regional Seminar on Farm Guidance through Agricultural Cooperatives was held in Seoul, Republic of Korea, from 29th September to 17th October 1969. Twenty-eight delegates and observers from the countries of the Region, and Observers from the FAO and ILO attended the Seminar. Study visits were made in Japan prior to the seminar to give the participants the necessary background to the subject of the seminar. Study visits were also made later on in Korea within the period of the seminar. An important feature of the seminar was the use of three case studies on approaches to farm guidance work in Japan, the Republic of Korea and India respectively.

The seminar emphasized the need for re-orienting the activities of agricultural cooperatives for the purpose of increasing production. In order to achieve this result, the seminar felt that agricultural advisory services should be regarded as an important activity of the Agricultural Cooperatives along with the provision of credit and other facilities.

5.2 An Experts' Conference on the Role of Cooperatives in Agricultural Development was held in Kathmandu, Nepal, by the ICA RO & EC and the Afro-Asian Rural Reconstruction Organisation (AARRO) jointly from 16th to 21st November 1969. The Government of Nepal assisted in the conduct of the Conference. Twelve experts from Ceylon, India, Japan, Korea, Malaysia, Nepal, Thailand, Kenya and Tanzania participated in the Conference. The ILO was represented by an observer. The subjects discussed in the Conference included Land Reforms as a basis for agricultural development and the role of cooperatives in the same, Cooperatives and Agricultural Production Planning and the tasks of Cooperatives in the formulation and implementation of such plans, and Management problems of Agricultural Cooperatives. The report of the Conference is being finalized.

5.3 A Regional Seminar on Cooperative Marketing of Foodgrains was held in the Philippines from 1 to 16 December 1969. The seminar was located in Manila and was attended by 23 participants from Australia, Ceylon, India, Indonesia, the Republic of Korea, Malaysia, Thailand and the Philippines. The FAO sent three Observers and the AARRO sent one. An additional number of Observers numbering 14 from the Philippines Cooperative Movement also attended some of the sessions of special interest to them.

The subjects discussed at the seminar focussed attention on management problems in the marketing of foodgrains by cooperatives. In some of the countries in the Region, the Philippines, India, Pakistan and Malaysia, the introduction of new hybrid seed varieties have greatly increased the yield of rice and this phenomenon has given rise to an entirely new set of marketing problems. The seminar felt that it was necessary to introduce several innovations in the fields of storage, transport, paddy-drying and rice milling in order to cope with the unprecedented quantities of foodgrains produced.

5.4 A forthcoming Regional Seminar on Marketing of Fruits and Vegetables through Cooperatives will be held in Tokyo from 17th to 27th May 1970 in collaboration with the Central Union of Agricultural Cooperatives of Japan. It will discuss mainly the internal organisational set up and various management questions relating to the efficient marketing of fruits and vegetables. The participants will be managers of fruit and vegetable marketing cooperatives at the national and provincial levels. Nominations from member organisations are being received.

## 6. Research

6.1 A Compilation of Statistical Information on Agriculture and Agricultural Cooperatives in the Region : As recommended by the ICA Agricultural Sub-Committee meeting held at Kuala Lumpur in November 1968, statistical information on the above subject areas has been collected and compiled. The compiled material has now been mimeographed and put together in brochure form. This material is being presented to the Sub-Committee for its comments. It will also be sent to all the member organisations for verifying the statistics collected.

6.2 Assistance to the FAO Study on Cooperative Processing of Agricultural Produce : The FAO has given an assignment to Prof V.S. Vyas of India and Prof Kruse-Rodenacker of Germany to undertake case studies in India, Japan, Federal Republic of Germany, Austria, Netherlands and Poland for preparing the above publication. The ICA has given both technical and financial assistance for carrying out the studies.

The ICA RO & EC assisted Prof. Vyas with consultation on the planning of the study and the selection of the commodities to be studied. The services of the Deputy Director (Agricultural Marketing) in the ICA RO & EC and Secretary of the Agricultural Sub-Committee were also made available to Prof. Vyas for his studies in Japan. The Deputy Director accompanied Prof Vyas to Japan and helped him in the compilation of the necessary material. The Japanese Agricultural Cooperative Movement was good enough to take care of the travel and other costs of the Deputy Director in this connection.

The Case Study in India deals with cooperative sugar factories and cotton ginning societies. The Commodity selected for Japan was animal feedstuffs. The report of the study will be published by the FAO as a first step towards the preparation of a manual which will provide guidelines for the successful establishment and operation of cooperative processing units in the field of agriculture.

## 7. Consultant and Other Allied Services

7.1 The Director of the Education Centre gave the following two lectures at the FAO Seminar-cum-Study Tour on Farmers' Organisations held at Kuala Lumpur, from 12th October to 3rd November 1969.

- i) International and Regional Cooperation for Agricultural and Rural Development through Farmers Cooperative.
- ii) A review of the State of Cooperative Development in Asia and Factors influencing their success.

7.2 The Joint Director, EC, participated in a three-day seminar organised by the NCUI on Cooperative Marketing and Processing of Hill Products in New Delhi, in February 1969.

## C. CONSUMER COOPERATION

### 8. Seminars

8.1 A National Seminar on Consumer Cooperatives was held by the Central Cooperative Organisation of Iran and the Sepah Consumers Cooperative Society from May 18 to 29, 1969. The ICA RO & EC gave assistance to the seminar by providing three resource persons and the required documentation. Forty participants attended the seminar. The seminar was in the nature of a basic course on Consumer Cooperatives with special emphasis on retail management.

### 9. Research

9.1 A Study on Personnel Management - Policies and Practices: A study of the policies and practices of personnel management was carried out in eight selected cooperative super bazars in India with the assistance of the National Cooperative Union of India, the National Cooperative Consumers Federation and the Vaikunth Mehta National Institute of Cooperative Management, Poona. This study was made by the Specialist in Consumer Cooperation with a counterpart from the Indian Movement. The latter's services were made available by the NCCF and later by the VL Mehta Institute. All costs in connection with the counterpart were taken care of by the Indian organisations. Our thanks are due to these organisations for this assistance as well as to the Advisory Group which was constituted to assist us in the planning of the study.

The draft report of the Study was completed in February 1970 and has been sent out to the General Managers of the Super Bazars concerned as well as to a few others competent in the field of consumer cooperation for obtaining their comments on the report and suggestions with regard to follow-up action.

### 10. Consultant and Allied Services

10.1 The Specialist in Consumer Cooperation continues to provide consultant services to the National Cooperative Consumers Federation, New Delhi. He has also assisted in the publication of the NCCF Bulletin. During the period under review he contributed twenty articles on various aspects of retail management in cooperative stores to the Management services section of the NCCF Bulletin.

10.2 At the request of the VL Mehta National Institute of Coop Management, Poona, the Specialist in Consumer Cooperation participated in a seminar of Joint Registrars, Consumer Cooperatives, and Chief Executives of State Federations of Consumer cooperatives in Poona from 19th to 21st February 1970.

10.3 The Specialist also gave a couple of lectures at a Refresher Course for Business Managers conducted by the above Institute from 10 to 12

10.4 The Specialist attended a Conference of Chief Executives of Cooperative Wholesale Stores in Andhra Pradesh, India, which was held in Visakapatnam from 16 to 18th September 1969.

## 11. Publications

11.1 The ICA RO & EC has held three Regional Seminars on the subject of Consumer Cooperation so far. A publication comprising some of the more useful papers presented at these seminars has been prepared and is now under print.

## D. COOPERATIVE EDUCATION

### 12. ICA Fellowship Programme

12.1 Three fellows one each from Ceylon, India and Korea participated in the programme which lasted three months. The subject of the study was cooperative member education. The fellows were given an opportunity to participate in the Regional Seminar on Farm Guidance Activities held in Korea and also to study cooperative education activities in Japan and India.

### 13. ICA Teachers' Exchange Programme

13.1 Two persons, a teacher from the VL Mehta National Institute, India, and the Chairman of the Cooperative Education Committee of the Cooperative Union of Malaysia, participated in the programme in 1969. The Indian teacher visited the Agricultural Cooperative Credit Institute (ACCI) of the Philippines and made a study of cooperative banking in the Philippines. He also spent one week in the Asian Development Bank studying project planning. The Malaysian cooperator visited the VL Mehta Institute and also studied the member education programme of the National Cooperative Union of India.

13.2 The teacher selected from East Pakistan could not take part in the programme.

14. Follow-up of International Conference on Cooperative Education: A questionnaire was sent out to member organisations and the National Cooperative Training Centres to collect information on the **training** needs of teachers of cooperative training centres in the Region and the requirements for training of these teachers abroad. Information on this subject has been received from Ceylon, India, Malaysia and the Philippines.

### 15. Consultant and Allied Services

15.1 Assistance to the Cooperative Union of Malaysia: At the request of the Cooperative Union of Malaysia, the services of our Specialist in Education Methods has been made available to the Cooperative Union of Malaysia to assist them in planning and implementing their cooperative education programme. The terms of reference of the Specialist are as follows:

- i. In general, to formulate, initiate and programme an integrated scheme of cooperative education activities in Malaysia, and
- ii. In particular, to assist in the following ways:
  - a. to advise and to help to organise and assist at courses / seminars at the national level;
  - b. to assist in the organisation of pilot regional week-end courses in the various states in Malaysia,
  - c. to follow up the cooperative educators and the school teachers' courses, held in the previous years under the auspices of the CUM, the ICA Education Centre and the Cooperative College of Malaysia,
  - d. to assist the Department of Cooperative Development and the Cooperative College in the organisation of member education in Cooperation,
  - e. to assist in developing courses at the Cooperative College,
  - f. to train the Malaysian Cooperators to carry out the education programme for the CUM.

The ICA RO & EC was not in a position to provide the services of the Specialist for a continuous period of one year but agreed to provide his services thrice during the year with intervals. The Specialist's first visit to Malaysia in this connection was made from 2nd January to 10th February 1970. At present, the Specialist is again in Malaysia from 1st April and he will be there until 20th April.

The Specialist has made a number of recommendations to the Cooperative Union of Malaysia, the Department of Cooperative Development, and the Cooperative College in Malaysia on the subject of member education. In addition, he assisted in conducting four Regional and several local seminars on cooperative education. He also assisted in the conduct of cooperative course for Malaysian teachers organised by the CUM for training school teachers in establishing students' cooperatives in schools. About 65 school teachers and some cooperative officers from the Cooperative Department participated in this course.

As part of the technical assistance programme, the Centre also provided the following to the Cooperative Union of Malaysia:

- i. Ten sets of basic books on Cooperatives and cooperative education,
- ii. One still camera, and one slide projector with a set of coloured slides,

Some additional equipment will be provided on the recommendation of the Specialist.

The Cooperative Union of Malaysia has constituted an Education Committee under the Chairmanship of Mr Chong Thin Huatt. Mr Huatt participated in the ICA Teachers' Exchange programme during the year under review.

The Executive Officer of the Union has been assigned to work as a counterpart of the ICA Specialist. As part of our assistance it is expected that the Executive Officer may be able to participate in the ICA Fellowship Programme on Member Education during the current year.

15.2 The Director, Education Centre, continued to serve as a member of the Cooperative Education Committee of the NCUI. Also the Officers of the Centre lectured at the NCUI Cooperative Instructors' Training Centre located at New Delhi. Assistance was provided by the Centre to hold two workshops on Farm Guidance activities at the NCUI Training Centre.

15.3 A Deputy Director of the EC participated in the All-India Conference and Workshop on Coop Training and Education held at Bangalore in July 1969.

15.4 The Director, EC, delivered a couple of talks on (i) Significance of Cooperatives to Women, and (ii) Organisation and Working of Thrift and Credit and Consumer Cooperatives, at the Seminar on the Problems of Women Workers in Asia held by the ICFTU Asian Trade Union College in November 1969 in Hong Kong.

15.5 The Director, EC and the Specialist in Education Methods participated in the Zonal Workshops on Cooperative Member Education held by the NCUI for the Western and Northern Zones in India respectively. The workshops were held to review the cooperative member education programmes in the two zones mentioned above.

15.6 The Specialist in Education Methods acted as a Resource Person at the Workshop on Non-Student Youth held by the International Youth Centre at New Delhi.

15.7 The Technical Assistant (Women and Youth) gave a talk on "Participation of Women in the Cooperative Movement in Foreign countries" at a short course conducted by the VL Mehta Institute, Poona, in May 1969 for Lady instructors of State Cooperative Unions.

15.8 The Technical Assistant (Women and Youth) visited Najafgarh, a suburban area of Delhi, along with the Lady Officer of the NCUI and the Coop Education Officer of the Delhi State Coop Union. They met some of the women office-bearers of five Industrial Cooperative Societies in the area and discussed with them operational questions of their societies in a three-day training camp.

The Training Camp was organised by the NCUI and the Delhi State Cooperative Union at the request of the Young Women's Christian Association (YWCA) Delhi.



15.8 The Cooperative Women's Guild of England and Wales has now offered a Scholarship to one woman cooperator to be selected by them from Ceulon, India or Pakistan.

15.9 A questionnaire has been circularized among the member organisations for bringing information up-to-date on women and cooperatives collected previously.

#### 16. Preparation of Study Material

16.1 A Manual for Study Circle Leaders was revised as copies of the first edition were exhausted. The second edition has now been brought out.

16.2 Comments were obtained from the FAO on the mimeographed document on "Balanced Diet". The document is now being revised in consultation with the FAO's nutritional expert assigned to the Government of India.

16.3 Study material to be used for women's education has been prepared on the following subjects:

- i. householding budgeting, and
- ii. small savings.

#### 17. Publicity

17.1 The Publications unit of the RO & EC issued four issues of the ICA Information Bulletin during the period under review. Two special issues were brought out on the occasion of (i) the ICA Congress held in Hamburg in September 1969, and (ii) the Gandhi Centenary. The layout and contents of the Bulletin have been gradually improved. The Bulletin now includes, in addition to information on ICA activities, special articles of interest to cooperators and important news concerning the cooperative movements in the Region.

17.2 "A Directory of the Cooperative Press in South-East Asia" is being revised and will be issued in mimeographed form some time in May 1970.

17.3 The following publicity material on the ICA was printed during 1969:

- i. Catalogue of ICA Publications.
- ii. A pamphlet on the ICA RO & EC

17.4 The practice of issuing press releases to the cooperative press in the Region after the conclusion of seminars, conferences and other important events was continued in 1969.

17.5 During the period January 1969 to March 1970, the RO & EC sold over 1,000 copies of its various publications and over 1,000 copies were distributed on a complimentary basis.

## 18. Miscellaneous

18.1 The Director, EC, the Joint Director, TAT and the Specialist in Consumer Cooperation attended the 11th World Conference of the Society for International Development held in New Delhi between 14 and 17th November 1969.

## 19. Library

19.1 As in the past, the library continued to issue documentation bulletins. On specific requests from the interested movements in the Region, the library has compiled select bibliographies on specific subjects.

19.2 The library continued to issue every six months a supplementary to the "Annotated Bibliography of Cooperative Literature produced in South-East Asia. The bibliography is subscribed by 60 organisations. 150 copies are being distributed on a complimentary basis.

19.3 The Library now has 8,000 volumes and is receiving 250 journals.

## SECTION - II

### PROGRAMME OF ACTIVITIES FOR THE FINANCIAL YEAR 1970-71

20. The programme for the calendar year 1970 was decided upon by the Council at its meeting held in Teheran in March 1969. As pointed out in a Note on Agenda Item No.III, the financial year has now been changed to July - June. In view of this, the programme presented below includes the programmes already approved by the Council for January to June 1970 and some other suggestions by us. The proposed programme for 1970-71 takes into account the views expressed by the Swedish Cooperative Centre and the Director of the Alliance.

## 21. Regional Seminars

Two Regional Seminars on the following subjects will be organised:

### 21.1 Regional Seminar on Development of Housing Cooperatives

Venue	Malaysia
Duration	2 weeks during October-November 1970
Participants	About 30

The broad outline for the seminar was approved at the previous Advisory Council meeting. The International Cooperative Housing Committee has agreed to provide Resource Persons and other assistance, as well, to the Seminar.

The ICA Regional Office and Education Centre and the experts coming from the International Cooperative Housing Committee for the Seminar have agreed to assist the Inter-Japan Cooperative Housing Conference which the Japanese Cooperative Movement is holding as a national event. The ILO is also supporting this Conference.

#### 21.2 Regional Seminar on Shop Planning and Shop Management

Venue	Japan
Duration	2 weeks in April 1971
Participants	30

A study in sales management in selected consumer cooperative stores in one or two countries of the Region will be carried out as part of the preparatory work of the above seminar. The specialist in consumer cooperation will also be collecting the necessary documentation and information pertinent to the subject of the seminar from various movements in the Region. He will also compile, on the basis of the study in the Region, a brief survey of the consumer cooperative movement in the Region.

The Japanese Cooperative Movement will be assisting in holding the Seminar. The assistance of the ICA Auxiliary Committee on Retail Distribution may also be obtained.

Other details regarding the seminar were approved by the Council at its last meeting.

#### 22. National Seminars

National seminars will be organised - a follow-up of the Regional Seminars or Research Studies already completed. The Centre has already agreed to assist in the organisation of the following seminars.

##### 22.1 National Seminar on Amalgamation and Integration of Multipurpose Cooperative Societies in Ceylon

The need for amalgamating multipurpose cooperative societies in Ceylon has been felt for quite some time. Such amalgamation has now been recommended by the Royal Commission on the Cooperative Movement in Ceylon which has recently issued its Report. The Seminar originally proposed to be held in December 1969 has now been postponed by the Ceylon Federation for the second half of 1970.

##### 22.2 National Seminar on Personnel Management for Cooperative Super Bazars in India

As recommended by the Advisory Council at its meeting held in Kuala Lumpur in November 1968, a Research Study on Personnel Management of eight Cooperative Super Bazars in India was carried out in 1969. The report of the study has been prepared.

A Conference of General Managers of Super Bazars studied and the members of the Advisory Group for the Study will be held in May 1970 to discuss the report on the above study with special reference to the recommended practices. This Conference will be followed by a National Seminar for Executives of Super Bazars and Wholesale Stores in India on the subject of personnel management.

Further follow-up action is envisaged in the form of the preparation of a Manual for Personnel Management for Cooperative Super Bazars in India. One or two Super Bazars will be selected to which assistance will be provided for implementation of the recommended personnel management practices.

### 22.3 National Seminar on Management of Medium-Sized Agricultural Cooperative Societies in Pakistan

A National seminar on the above subject was held in January 1970 by the East Pakistan Cooperative Union in collaboration with the ICA RO & EC in Dacca. In view of the distance between the two wings of Pakistan, most of the participants were from East Pakistan and only three participants were from the West wing.

A request has now been received from the West Pakistan Cooperative Union that the Centre assist them in conducting a similar seminar on the above subject with participants coming mainly from the West Pakistan. It may be possible for a few participants from East Pakistan to attend the seminar. The seminar will be held in December 1970.

22.4 One or two more national seminars will be organised if requests are made by member organisations.

### 23. Consultant Services

23.1 The Specialist in Education Methods will continue his assignment with the Cooperative Union of Malaysia on the planning and implementation of the member education programme. For this purpose, he will visit the Cooperative Union of Malaysia for 2-3 weeks during the latter half of 1970.

23.2 The Specialist in Consumer Cooperation will continue to provide consultative services to consumer cooperatives as and when requests are received. Consultant services will be provided out in the field of Personnel Management for Consumer Cooperative Societies as already spelled out earlier.

23.3 Consultative services in the fields of Cooperative Credit and Agricultural Cooperative Marketing will also be provided.

#### 24. Field Project on Cooperative Education

24.1 The Centre will undertake a field project on Cooperative Education in one of the States in India in collaboration with the National Cooperative Union of India, the State Cooperative Union of the State in which the project is located and the Regional Cooperative Training Centre. The project will be undertaken in view of the need to devote more attention to the training of personnel and members at the grass-roots levels, since it is often reported that only a few primary societies in many areas in the Region are successful and a larger number are often dormant or function unsatisfactorily.

24.2 The overall objective of the project would be to contribute to the development of primary cooperative societies in a selected area and thus, through the training process, bring about improvement in the social and economic situation of the members. The specific aims of the project will be as follows:

- i. To carry out education programmes for the employees, board members and ordinary members of the selected primary societies as a part of the current and projected development programmes.
- ii. To carry out educational activities for the supervisory and extension personnel of secondary cooperative organisations (such as cooperative banks and marketing societies) and employees of cooperative departments (such as Inspectors and supervisors) who come in direct contact with the primary societies.
- iii. To experiment with and demonstrate successful educational approaches and techniques and to produce educational material such as manuals and audió-visual aids for use in the project. Experiences gained from the project in this regard could then be multiplied elsewhere.

24.3 A pre-project survey will be carried out regarding the social and economic conditions of the area selected, the present operations of cooperative societies, potentiality of development and the educational needs of cooperators in the area. Periodic evaluation will also be made an integral part of the project.

#### 25. Fellowship Programme

The subject on Member Education will be continued in 1970-71. The selected Fellows will be given practical assignments to carry out certain tasks in our field project on cooperative education (vide para 24) in addition to the usual preparation of papers and the field visits which they will undertake as in the past.

26. Teachers' - Exchange Programme

The programme will be continued during the year. Three teachers will be invited to participate in the programme for two months each. The objectives of the Teachers' Exchange Programme will be as follows:

- i. To enable the teacher to learn about teaching methods, curricula etc. of the receiving training centre,
- ii. To contribute to the teaching programmes in the receiving centre on the basis of the teachers' knowledge of the movement in his own country, and
- iii. To enable the teacher to study the Cooperative Movement in the receiving country in the field of his specialisation.

27. Study Programme for Top Level Personnel

Individual study programmes of our to eight weeks duration will be offered to six top-level persons such as Registrars of Cooperative Societies and General Managers of important cooperative societies.

The objective of the programme would be to provide an opportunity of studying cooperation to persons who have been recruited to the Cooperative Movement without their having had previous knowledge or experience of cooperative work and to persons who have been assigned special project work by their employers.

28. Other Seminars to which the Education Centre would be expected to contribute

28.1 FAO World Conference on Agricultural Education and Training :

The Director of the Alliance has proposed the name of the Director of the Education Centre of the ICA RO & EC as a speaker on "Institutional Structure for Vocational Training Activities" at the Conference.

28.2 FAO/ICA Seminar on Fishery Cooperatives: Efforts are being made by the ICA Fisheries Sub-Committee to hold a sub-regional seminar for India and Ceylon on the above subject with the assistance of the FAO. The FAO has offered to send three resource persons at its own cost.

## 29. Research

The Centre will carry out research studies in selected societies as part of the preparations for the regional and national seminars. In addition it is proposed to undertake the study of the following subjects.

### 29.1 Study of Sales Management in Consumer Cooperative Societies

It is proposed to make a study of sales management in a few of the super bazars in India where a study was carried out of Personnel management in 1969. This proposal is in line with the suggestions made by the Swedish Cooperative Centre and the Director of the Alliance that the Centre should concentrate on selected areas and selected countries to ensure greater effectiveness of its work.

The objectives of the Study will be to make a detailed study of the existing policies and practices in the field of sales management in selected cooperative super bazars in India with a view to suggesting improved sales policies and practices. The scope of the study will include the following:

- i. existing organisational structure of the super bazar with regard to sales management,
- ii. existing policies and practices with regard to price, assortment of goods, quality and other services, such as home delivery etc.
- iii. The duties, powers and responsibilities of the manager and the board as far as sales management is concerned,
- iv. present policies and practices with regard to location and size of the store,
- v. present policies and practices with regard to layout, furniture, fixtures, lighting, merchandize display, price-marking and pre-packing.
- vi. the performance of the salesmen (productivity, behaviour etc.)
- vii. present policies and practices with regard to sales planning, sales budgeting, sales analysis and sales promotion activities including member relations.

The report on the study will form the basis for conducting seminars on sales management.

The study will be carried out in collaboration with the NCUI and other national level organisations in India.

## 29.2 Survey of Agricultural Cooperative Marketing in the Region

As part of the plan for action during the Cooperative Development Decade, referred to in item No.VII, the ICA RO & EC will carry out a Survey of Agricultural Cooperative Marketing in selected countries in the Region. The objective of the study will be to select cooperative projects for further development after studying the current situation and the problems of selected agricultural cooperatives with special reference to marketing and export potentialities.

The Japanese Agricultural Movement has offered to contribute Rs.90,000 (US \$ 12,500) towards the cost of the survey. It is expected that supplementary funds will be made available from the ICA Development Fund, as mentioned in Agenda Item No. III.

## 30. Publications

The following three publications will be brought out as was recommended by the Advisory Council at its last meeting held in Teheran in March 1969.

30.1 Manual of Simplified Presentation of Cooperative Business Information.

30.2 Marketing of Foodgrains by Agricultural Cooperatives.

30.3 Farm Guidance Activities by Agricultural Cooperatives.

## 31. Collaboration with the Swedish Cooperative Centre (SCC)

31.1 The ICA Education Centre will continue to assist the Swedish Cooperative Centre in recruiting participants for its seminars.

31.2 The Swedish Cooperative Centre has proposed that they would like to conduct some national seminars on a particular subject in the Region. The main objective of conducting such national seminars is to enable the SCC itself to select promising participants for its seminars in Sweden out of those who attend the national seminars.

31.3 The SCC is planning to organise in the latter half of 1970, two short seminars for Asian cooperators on the following subjects:

- i. Seminar for managers of consumer cooperative department stores.
- ii. Seminar on Cooperative Education for Principals and Senior Teachers from Cooperative Colleges.



SECTION III

TENTATIVE PROGRAMME OF ACTIVITIES FOR THE FINANCIAL YEAR 1971-72

32. Regional Seminars

Two Regional Seminars may be organised on two out of the following themes :

32.1 "Personnel Management and Training"

Venue : India

Participants : 30

Duration : 20 days (latter half of 1971)

In view of the fact that personnel is a key resource in cooperative Societies, personnel policies and personnel management practices need to be considerably improved. Our study in Personnel Management in Consumer Cooperative Societies (Super Bazars) in India has revealed considerable scope in this regard.

The purpose of the seminar would be to discuss the practices of recruitment, monetary and other compensation policies followed and training arrangements for personnel provided by the movements in the region as well as the manner in which improvements in personnel management practices can be brought about.

32.2 "Cooperative Management with emphasis on Planning and Control"

Venue : Ceylon

Participants : 30

Duration : 20 days (latter half of 1971)

It is proposed to organise this as a basic course on the above subject for middle level managerial personnel on the two key management areas of Planning and Control. The participants will be drawn from medium-sized cooperative enterprises.

Assistance will be secured for conducting this course from an advanced movement and some of the management institutes functioning in the Region.

32.3 "Cooperative Credit"

Venue : Tokyo

Participants : 30

Duration : 20 days (First half of 1972)

The Council has already recommended the organisation of this

seminar at its meeting held in Tehran in March 1969, but in view of the budgetary limitations as well as the holding of the Far East Cooperative Credit Workshop in Manila in November 1970 by the USAID, it was decided to postpone the holding of this seminar to 1972.

The purpose of the seminar would be to review the developments in the field of cooperative credit and discuss the similarities and differences in the structure of the movements, size and structure of primary societies, government support, common problems like creation of owned capital and mobilisation of savings and questions involving regional cooperation.

It was suggested by the Council that the emphasis in the seminar programme should be on cooperative credit oriented to production purposes.

Participants in the seminar may be officers from the government cooperative departments, government-aided banking institutions supplying credit to cooperatives and managerial personnel of cooperative banking institutions at the national and regional levels.

#### 32.4 "Evaluation and Follow-up of ICA Teachers' Exchange Programme"

Venue :	Bangkok, Thailand
Participants :	10 to 15
Duration :	10 days (First half of 1972)

The Teachers Exchange Programme was started in 1968. By the time the seminar is held about 12 teachers would have participated in the programme in a period of about four years. It would be useful to bring together the teachers who participated in the programme to discuss the usefulness of the programme and the possible modifications needed so as to bring about improvement.

#### 33. National Seminars

It will be possible for the Education Centre to organise four national seminars during the period. National seminars will be offered to the member movements on the following subjects :

- i. Cooperative Credit
- ii. Cooperative Marketing of Foodgrains
- iii. Establishment and Management of Fruit Processing Plants
- iv. Amalgamation of Primary Cooperative Societies
- v. Personnel Management in Consumer Cooperative Societies
- vi. Sales Management in Consumer Cooperative Societies
- vii. Organisation and Techniques of Cooperative Education
- viii. Farm Guidance through Agricultural Cooperatives
- ix. Technical Assistance
- x. Adaptability of the Laidlaw Report Recommendations to other movements in the Region.

#### 34. Research

34.1 Research on two topics out of the following three subjects will be carried out as preparatory work for regional and national seminars to be held in subsequent years :

- i. Study of Techniques of Marketing of Selected Primary Agricultural Marketing Cooperatives (dealing mainly in one commodity e.g. rice or fruits).
- ii. Study of needs for Cooperative Education and facilities available in two or three countries of the Region.
- iii. Study of the techniques of amalgamation of cooperative societies in one or more countries of the Region.

34.2 We could also make a compilation of the research work. done in the region as an alternative to one of the above items of research.

#### 35. Continuation of the Field Project on Cooperative Education

The field project started during 1970-71 will be continued.

#### 36. Individual Education Programme

##### 36.1 Fellowship Programme

Fellowship programmes for three participants for three months will be carried out. The subject of Member Education has been studied by Fellows of all our member-organisations.

The Council may like to indicate another subject area for the forthcoming programme.

##### 36.2 Teachers' Exchange Programme

The Teachers' Exchange Programme will be continued in 1971-72 with the following objectives :

- a) to enable the teacher to learn about teaching methods, curricula etc. of the receiving training centre;
- b) to contribute to the teaching programmes in the receiving training centre on the basis of the teacher's knowledge of the movement in his own country;
- c) to enable the teacher to study the Cooperative Movement in the receiving country in the field of his specialization.

The programme will be offered to three participants for two months.

36.3 Study Programme for Top Level Personnel

The programme will be offered for six persons for a period of four to six weeks, vide paragraph 27 of Section II of these notes.

37. Consultant and Allied Services

The Centre will provide consultant services to member movements on training and management problems in the fields of agricultural and consumer cooperation; also allied services applied for by member movements.

38. Publications

38.1 Publications on any two of the following subjects will be brought out :

- i. Personnel Management in Consumer Cooperative Societies
- ii. Agricultural Cooperative Marketing
- iii. Cooperative Credit
- iv. Survey of Agricultural Marketing in Asia, vide paragraph 29.2 of Section II.

38.2 ICA Information Bulletin

Publication of the quarterly ICA Information Bulletin will be continued.

## SECTION IV

### FUTURE DIRECTION OF WORK OF THE ICA EDUCATION CENTRE

#### Introduction

1. The overall objective of the Education Centre is to contribute to Cooperative Development in South-East Asia. At the time of the establishment of the Education Centre in 1960, its objectives were broadly defined as facilitating inter-change of experiences, especially the exchange of knowledge of cooperative practices and business techniques among the cooperative movements in the Region, as well as between the advanced movements on the one hand and the developing countries in the Region on the other.

2. In 1966, the objectives of the Education Centre were more narrowly defined in order to ensure greater effectiveness of its activities. In view of the fact that the area of operation of the RO & EC comprising eleven countries was very wide, and the subject areas covered by it related to all types of cooperatives, the Advisory Council recommended in 1966 that (i) the Centre should give priority to the fields of agricultural and consumer cooperation with special attention to member education and management training; (ii) greater emphasis be placed on organising national seminars in collaboration with the member movements; and (iii) some attention may be given to other branches of cooperative activities as may be necessary from time to time.

3. Some thinking has been done in the Regional Office and Education Centre about the future direction of the activities of the Education Centre. The ideas developed in this connection on the basis of past experience are placed below for the consideration of the Council. The Director of the Alliance as well as the Swedish Cooperative Centre had also made suggestions which have been taken into account in developing the following proposals.

#### Integrated Approach for the Future

4. The activities of the Education Centre should have the following basic elements and an integrated approach comprising these elements must be pursued.

- i. Research
- ii. Education-cum-training seminars
- iii. Follow-up action including provision for consultant services, and
- iv. Preparation of educational material and publications.

The above integrated approach implies undertaking of research studies (case studies) as well as the collection of reports on research activities carried out by the member movements as part of the preparations for holding regional and national seminars. In order to have greater

effectiveness and a more intensive impact on the country movements, it would be desirable to reduce the number of international seminars preferably to two a year and to increase our direct support to the member movements by way of assistance at a larger number of national seminars and increased consultant services. These national seminars would be organised in collaboration with the member movements and the national cooperative training centres. The educational programmes so carried out will be followed up by provision of consultant services through the experts available within the RO & EC and elsewhere in the Region. Where necessary, field projects will also be started in order to demonstrate new techniques of management, cooperative education etc.

5. Some activities already initiated in pursuance of this approach are indicated below.

5.1 Firstly the Research Study on Personnel Management of Selected Cooperative Super Bazars in India has now been completed. The report of the study will be discussed at a Conference of the Chief Executives of these super bazars and the members of the Advisory Group set up in connection with this study. Thereafter, a manual will be prepared on Personnel Management. With the help of this manual a few national or sub-national seminars on Personnel Management will be organised both within and outside India. A field project to assist a couple of cooperative Department Stores to implement the personnel management policies recommended in the Report may also be undertaken.

5.2 Secondly, consultant services are being provided during the current year by our Specialist in Education Methods to the Cooperative Movement in Malaysia on the planning and implementation of cooperative member education.

5.3 Thirdly, it is proposed to undertake a Field Project on Cooperative Education in India during 1970-71. The details of this are given in a note on Agenda Item No. V.

## 6. The Present Position of Specialisation

The above approach postulates a greater degree of specialisation on the part of the staff members of the Education Centre. Specialisation within the ICA RO & EC at present is as follows:

- i) Specialist in Consumer Cooperation - 1 (Mr Ragnar Arvidsson)
- ii) Specialist in Coop Education Methods - 1 (Dr Dharm Vir)
- iii) Specialist in Agricultural Marketing - 1 (Mr Sairo Putagami)
- iv) Specialist in Cooperative Credit - 1 (Mr H.P.L. Gunawardana)
- v) The post of the Specialist in Coop Management is to be filled up.

It is obvious that the personnel resources of the Education Centre are very limited in relation to the needs of the Region. In view of this, the expertise available within the Region should be utilised on an ad hoc basis as in the past to supplement the resources available within the Centre.

## Long-term Programme

7. If the Education Centre is to play a more dynamic and positive role in cooperative development in the Region, the number of Specialists for each of the three priority areas should be increased. The three priority areas for the activities of the Education Centre as decided by the Advisory Council at its meeting held in 1965 and re-affirmed at its meeting held in 1968 are as follows:

- i. Agricultural Cooperation,
- ii. Consumer Cooperation,
- iii. Cooperative Education with special reference to Member Education.

We recommend that "Cooperative Management" should be another priority area from now onwards.

8. The long-term programme of the Centre should be to add to its personnel resources so as to build up a panel of Specialists in each of these three priority areas on the following lines:

8.1 Cooperative Management: In this field the following three persons should be available within the Centre:

- i. One person possessing overall knowledge of Cooperative Management (Principles and Techniques of Management)
- ii. A Specialist in Financial Management.
- iii. A specialist in Personnel Management.

8.2 Agricultural Cooperatives : In this field, the following three persons should be available within the Centre:

- i. A Specialist in Cooperative Credit
- ii. A Specialist in Agricultural Cooperative Marketing
- iii. A Specialist in Processing and Production

8.3 Consumer Cooperatives: In this field too, three specialists would be required:

- i. A person possessing knowledge of organisation and planning of consumer cooperatives.
- ii. A Specialist in Sales Management
- iii. A Specialist in Inventory Management.

8.4 Cooperative Education : In this field, four specialists as follows would be required:

- i. Two Specialists in Education Methods.
  - a. One Specialist in the use of Mass Media such as Films, TV radio and the Press.
  - b. One Specialist in the Use of Small Group Approach Aids
- ii. One Specialist in Audio-Visual Aids
- iii. One Specialist in Research Methods and Statistics.

AGENDA ITEM NO. VITECHNICAL ASSISTANCE AND TRADEREVIEW OF ACTIVITIES - MARCH 1969 TO FEBRUARY 1970

1. The activities of the TAT Section during this period mostly centred round the projects already in hand. The emphasis during the year was on consolidation rather than expansion. While planning the activities for this period the discussions at the Advisory Council meeting held in Teheran and the comments made by the members were considered as guidelines for work concerning Technical Assistance and Trade. In line with the suggestion made at the Teheran meeting to complete at least one project as early as possible, efforts were concentrated on the completion of the Bhor Cooperative Dairy Project in India. The Project is now nearing completion.

2. Information on Trade and Assistance Agreements

The suggestion of the Advisory Council that the work of the TAT Section would not be effective unless member movements in the Region keep the ICA Regional Centre informed of their activities with special reference to development programmes and foreign trade, was followed up during the period under review. With a view to obtain such information letters were sent to member-organisations as well as to leading business federations requesting them to send to us information on technical assistance and trade agreements of their Governments with other nations. A proforma was attached to each of these letters for sending the information. Although only a few movements have so far replied to our queries, it is hoped that during the months ahead we should be able to get replies from a majority of the organisations in the Region.

3. Development Programmes in the Region

The suggestion of the Advisory Council to obtain information concerning development programmes in the developing countries of our Region with special reference to the cooperative development projects was followed up with a request to the member movements to send to us detailed information on national development plans and specific information on cooperative development projects. As in the above case, the response so far has not been very encouraging but we hope to collect the information during the current year.

4. Production and Processing Facilities in advanced countries

The Advisory Council at its meetings held during the last four years has been emphasizing the need of collecting information regarding technical assistance and training facilities that are available in the advanced countries. The Advisory Council members are aware of the reactions of the Director on the subject. The main consideration in not asking the advanced cooperative movements to commit themselves to technical assistance and training facilities were :

- 4.1 That in the absence of specific requests for assistance, it will be difficult for the advanced movements to make any commitment to the ICA, and



- 4.2 That information on training facilities and training programmes organized by advanced cooperative movements is being compiled by the ICA and made available to the cooperative movements through the Calendar of Technical Assistance for Cooperatives published every year.

However, as a result of the discussions held at the meeting in Teheran, the matter was again taken up with the Director in London requesting him to collect available information on processing and training facilities in the advanced countries. The Director has favourably reacted to this suggestion and has requested all the advanced cooperative movements in Europe to send to the Regional Office existing literature and material on the production and processing facilities in these countries. We have already started receiving the material from these countries and when adequate information has been received we shall be able to compile it and circulate the same among the movements in the Region.

#### 5. Technical know-how and Expertise in the Region

Simultaneously, we have also been collecting information on production and processing facilities available with the cooperative movements in the Region. During September 1969, this information was compiled and circulated to the member movements as well as to the members of the Advisory Council.

The suggestion of the Advisory Council made at its meeting held in Teheran concerning possibilities of obtaining assistance from within the Region is being followed up and information on the technical know-how and expertise so far developed in the Region is being collected. Simultaneously, we have also requested the movements to supply to us information on the qualifications and experience of the experts who may be available for service with the sister cooperative movements. A roster of experts available in the Region will then be prepared.

The Head Office in London has given to us considerable encouragement and assistance in our efforts to secure financial and technical assistance to some of the projects. On the one hand the Director is pursuing the discussions on the projects through the Liaison Committee of the Joint FAO/ILO/ICA/IFAP/IFPAW Programme and on the other he has started a dialogue with individual cooperative movements in advanced countries to explore possibilities of such assistance. To assist the Liaison Committee in its deliberations two Country Notes were prepared for Ceylon and the Republic of Korea outlining main features of their economy, discussing development programmes and highlighting cooperative projects.

#### 6. Trade

In the field of trade promotion, clearing house functions of the Regional Office are being strengthened on a continuing basis. Apart from providing market information and documentation, efforts are now being made to bring to the notice of the larger business community the products of the cooperative trading organisations in the Region. In this connection

special reference can be made of our participation in the Second Asian International Trade Fair held in Teheran during October 1969. A Commodity Conference is also being held during May this year to enable importers and exporters to discuss trade possibilities in fruits and vegetables as well as in feedingstuff raw materials. It has, however, not been possible for us to arrange a training programme for technical personnel working in the cooperative trading organisations. The efforts in this direction will be continued during the current year.

As regards the question of obtaining finance for development programmes in the Region a proposal is being put forward in the Work Programme for 1970-71 for the establishment of an Asian Cooperative Development Bank. Also, in line with the suggestion of the Council, a proposal for the establishment of a Working Group for trade promotion within the framework of the present ICA Agricultural Sub-Committee for South-East Asia has been prepared for consideration by the Agricultural Sub-Committee and the Advisory Council.

## 7. Technical Assistance

The following is a brief review of the progress made in relation to the work on the various projects in hand at the Regional Office.

### 7.1 Projects already completed or nearing completion

#### 7.1.1 Bhor Dairy Project

**Despite innumerable** difficulties, work on the site of the Project was initiated during the year under review. The construction of the building is nearing completion and a substantial portion of the machinery supplied by indigenous manufacturers has already reached the project site. The first shipment of machinery from Germany has reached Bombay during December 1969 and the second is expected to be on its way from Hamburg (West Germany) in the near future. The Controller of Imports and Exports Government of India, New Delhi, has since issued the Customs Clearance Permit (CCP) for the import of the machinery, during the second half of February 1970.

The West German Cooperative Consumers Congress has, in accordance with its earlier agreement with the Maharashtra State Cooperative Milk Federation, deputed a technician from Germany to work at the Dairy Project. The technician, who has already started his work at the Project site, is expected to assist in the installation of the plant and thereafter work as Technical Manager up to a maximum period of six months.

It is expected that the Dairy will start operating during the latter part of 1970.

#### 7.1.2 Audio-visual Equipment for the Cooperative Federation of Ceylon

As reported earlier, audio-visual equipment worth US \$1,400/- was gifted to the Cooperative Federation of Ceylon for its education and publicity programmes. The gift was made possible through a grant from the

ICA Development Fund and comprised items such as a 16 mm Projector, the Generator and other accessories. The equipment was handed over to the Federation in August 1969.

7.1.3 Assistance to the National Agricultural Cooperative Federation (NACF) Agricultural Cooperative College Library, Seoul, Rep. of Korea

As already reported, over 100 books in Japanese have already been gifted to this library through the generous contribution made by the Central Union of Agricultural Cooperatives, Japan. For the supply of library equipment and books in English the Technical Assistance Sub-Committee of the ICA have approved a grant of US \$3,775/-. Necessary action is being taken to provide the equipment and the books to the library in the near future.

7.1.4 Australian Assistance to the cooperators from India

A final offer has now been received from the Cooperative Federation of Australia for receiving two technical trainees in Australia for a period of one year. On the job training will be provided to these cooperators in the fields of processing, marketing and productivity. The local expenses in Australia will be covered by the Australian movement through salaries paid to the trainees during their stay in that country and the international travel costs will be borne by the sponsoring cooperatives in India.

8. Steps were taken to evaluate the following projects during the year

8.1 Multi-Commodity Fruit & Vegetable Processing Unit, NAFED, New Delhi, India

Discussions were continued with the National Agricultural Cooperative Marketing Federation (NAFED) in New Delhi to complete the feasibility study. The NAFED has appointed a firm of industrial consultants to examine the techno-economic feasibility of the Project. The final report of the consultants is expected to be made available to the Regional Office in the near future.

8.2 Consolidated Fruit Processing Plant, NACF, Seoul, Republic of Korea

On-the-spot discussions were held with the Processing and Research Department of the National Agricultural Cooperative Federation (NACF) in Seoul for obtaining additional information concerning the project. On the basis of these discussions a Country Note was prepared and submitted to the Joint FAO/ILO/ICA/IFAP/IFPAAW/ Programme. The Regional Office has recently requested the NACF to get the feasibility study completed with special reference to the economic viability of the project.

8.3 Pineapple Canning Project, Cooperative Federation of Ceylon, Colombo, Ceylon

During the year under review, the discussions by the Head Office with COOP Netherland were completed and it was finally decided that COOP

Netherland would not be in a position immediately to assist the project. COOP Netherland were continuing their discussions with the National Cooperative Council in the Netherland for exploring possibilities of a joint effort to assist the Project, but no information has been received as yet on the outcome of their efforts.

On the basis of the discussions held in Colombo with the Cooperative Federation of Ceylon, a Country Note was prepared and sent to the Liaison Committee of the Joint Programme for further consideration. The Cooperative Federation of Ceylon has recently been requested to get the feasibility study completed with the assistance of experts.

NOTE : With a view to speed up the work on the feasibility studies of the above three Projects the Technical Assistance Sub-Committee of the ICA has recently sanctioned an amount of Rs. 25,000/- approximately US \$3,330/- to cover the expenses of consultants or experts whose services may be required for such studies.

#### 8.4 Fish Canning Project, Ceylon

The Project report, which was submitted by the Cooperative Federation of Ceylon to the Headquarters in London was further examined by the Head Office and the Fisheries Sub-Committee of the ICA Agricultural Committee. On the basis of these discussions two French fishery experts were sent to Ceylon to examine the proposal and complete the feasibility study on the project. The French experts, who have already sent their report to the ICA Headquarters, have proposed a comprehensive scheme for undertaking Fish Canning in Ceylon on a cooperative basis. The reaction of the Ceylon Cooperative Federation is now awaited.

### 9. Projects on which not much progress could be made

#### 9.1 Cattle Feed Project, India

The Oxfam representative in India has requested the Koyana Sahakari Dudh Purawatha Sangh Ltd., at Karad to examine further the marketing aspects of the cattle feed project and the acceptability of the cattle feed by the farmers. Despite our efforts we have not so far been successful in obtaining further information from the society. Efforts are being continued.

#### 9.2 Two Dairy Experts for East Pakistan

Two dairy experts for the Eastern Milk Producers Cooperative Union Ltd., Dacca, East Pakistan. The project was earlier referred to the Swedish Cooperative Centre, for onward transmission to SIDA. We have been informed that the SIDA is exploring assistance for a similar project in West Pakistan in collaboration with the FAO. No further information is available on the subject from the Swedish Cooperative Centre.

#### 9.3 Project for the manufacture of Potable Liquors and Wines, India

Although the Head Office explored the possibility of securing technical know-how for the manufacture of both hard liquors and wines for

the project submitted to us by the Shetkari Cooperative Sugar Mills, we have not so far received any concrete Project from this organisation. On the spot discussions were held with the General Manager of the Society concerning the finalisation of the Project but no progress has so far been reported to us concerning the feasibility study.

10. New Projects received during 1969

10.1 Machinery and Equipment for the West Pakistan Cooperative Consumers Society Ltd., Lahore (West Pakistan)

The West Pakistan Cooperative Union, Lahore, approached the Regional Office during April, 1969, with a request for assistance in obtaining machinery and equipment for the West Pakistan Cooperative Consumer Society at Lahore for its programme of operating modern self-service consumer stores in and around Lahore in the initial stages.

The Union was requested during June 1969 to supply additional information on the involvement of the Governments of Pakistan and Denmark in the project. Some additional information has been supplied by the Union and additional information is awaited.

The Society has also been in correspondence with the Cooperative Wholesale Society of England for assistance to this Project.

10.2 Polyester Filament Yarn Manufacturing Unit, India

The Deccan Cooperative Spinning Mills Ltd., Ichalkaranji, District Kolhapur in India, which manufactures cotton yarn, submitted a project to the Regional Office for the manufacture of polyester filament yarn during October 1969. The total fixed capital cost of the project amounts to Rs.66 million. The society is interested in seeking collaboration with a cooperative organisations in an advanced country.

During November 1969, the request was referred to the Japanese Consumers Cooperative Movement to explore possibilities of such collaboration.

10.3 Printing Press for West Pakistan Cooperative Union, Lahore, West Pakistan

On the basis of a request sent earlier by the WPCU to the Head Office the possibility of acquiring a suitable press in Pakistan itself in being explored. The Union has been requested to locate a Press in Pakistan after which necessary action will be taken by the Head Office on this request.

10.4 Committee on Industry and Natural Resources (ECAFE)

The ICA was represented at a meeting of this Committee held in

Bangkok, during January 1970 by the Joint Director, Technical Assistance and Trade. A statement outlining the efforts being made by the ICA in promoting industrial and processing projects was made at the meeting of this Committee.

## 11. TRADE

### 11.1 Trade Development Efforts

The Regional Office continued to exchange market information and provide documentation during the period under review. Through the contacts provided by the ICA it was possible to bring about trade agreements among a few cooperative agencies. Special mention could be made of the following :

11.1.1 The Northern Province Fishermen's Cooperative Societies Union Ltd., Jaffna (Ceylon) exported during March 1969, 40 bags of conch-shells valued at about US \$4,000 to the West Bengal State Small Industries Corporation Ltd., Calcutta (India). This was the first time the Fishermen's society exported conch-shells to the Corporation.

11.1.2 The Japan Cooperative Trading Co., Ltd., Tokyo, Japan imported 20 tons of horse meat from POLCOOP of Poland during April, 1969. The contact was provided to the POLCOOP by the Regional Office.

11.1.3 The Shertallai Coir Mats and Matting Cooperative Society Ltd., Shertallai (India), exported 25,000 pieces of coir door mats valued at US \$8,000 during October/November 1969 to F.D.B. in Denmark. This was the first time the Shertallai Society exported coir mats to a cooperative in Denmark.

11.1.4 A contract has recently been signed between a marketing cooperative in India and a Japanese Cooperative Organisation for the supply of a certain category of raw material.

### 11.2 Trade Information Bulletin

As suggested by the Advisory Council at its 10th meeting held at Teheran (Iran) during March 1969, five issues of the TRADE NEWS were brought out by the Regional Office between 17 September and the end of 1969. The Trade News gives information on trade matters of interest to cooperatives and lists trade contacts both for export and import.

### 11.3 Second Asian Trade Fair, Teheran, Iran

A suggestion was made at the Conference on International Cooperative Trade in South-East Asia held in Tokyo during June 1968 that cooperative might consider their participation in the Second Asian International Trade Fair to be held at Teheran during October, 1969. The Regional Office took up this matter with the Asian Trade Fair Authorities during March 1969 when the Advisory Council was meeting in Teheran. A stall was secured in the International Companies Hall at the Trade Fair held

from October 5 to 27, 1969. 14 cooperative organisations from the Region as also the International Cooperative Bank at Basle (Switzerland) participated in the Fair through the ICA. Samples, photographs, charts and posters sent by the participating organisations were displayed and information material was distributed to a large number of visitors to the stall. It is estimated that about 80,000 persons visited the ICA Stall. A number of businessmen also visited the Stall and made detailed enquiries about the various products and their suppliers. About a dozen businessmen requested the ICA to put them in touch with the exporting organisations and these requests were attended to from Teheran itself. A report on the ICA Stall at the Trade Fair was prepared and posted to participating organisations along with a few photographs. The Report was also sent to the member-organisations in the Region.

#### 11.4 ECAFE COMMITTEE ON TRADE

The ICA was represented at a meeting of this Committee held in Bangkok during February 1970 through the Joint Director, TAT. A Statement outlining the trade promotion activities of the ICA was made at the meeting. On the basis of the discussions held at this Committee meeting the ICA was requested to appoint a Contact Person for exchanging information and documentation with the ECAFE Trade Promotion Centre from time to time.

### SECTION II

#### WORK PROGRAMME FOR 1970-71 AND 1971-72

#### 12. Introductory remarks

12.1 The emphasis in the Work Programme during this period would be to strengthen the relationship among cooperative business organisations in the Region and to try to develop inter-regional contacts in the field of trade and aid. In spite of the efforts of the United Nations, their Specialised Agencies and other international organisations, the flow of technical assistance from advanced countries to the developing ones is decreasing and it is unlikely that this trend will be reversed. Special mention in this connection must be made of the Report of the Commission on International Development appointed by the World Bank under the Chairmanship of Mr. Lester B. Pearson, former Prime Minister of Canada, and published under the title "Partners in Development" which has come out with a statement that "international support for development is now flagging." The Commission, however, has appealed to advanced countries for increased assistance and simultaneously has emphasized the need for the development of the resources of the developing countries themselves. The attitude of the tax-payers in the advanced countries is also changing, and there is a greater pressure on the Government agencies, responsible for technical assistance, to reduce the quantum of assistance to developing countries.

12.2 While the prospects of external assistance are not so promising, the development programmes in the Region are growing bigger and bigger in terms of volume and resources requirement. With a view to meet this challenging situation the only effective alternative is to strengthen the regional integration.

13. Possibility of evolving an alternative channel of finance for Trade and Aid

13.1 At its last meeting held in Teheran, the Advisory Council emphasized the need for developing further contacts with international finance agencies such as the World Bank, the Asian Development Bank and the International Development Bank. In addition "the suggestion was mooted of the eventual possibility of setting up an Asian Cooperative Bank for assisting cooperative development and trade."

13.2 While contacts are being strengthened with the existing financial institutions, possibilities are also being explored of identifying other sources of finance within the cooperative movements of the Region. Taking into consideration the experience gained so far in obtaining technical assistance for the projects developed through the Regional Office, it is felt that additional channels of assistance for cooperative projects as well as international cooperative trade will have to be found. A document has been prepared in the Regional Office on "Financing of Trade and Development Projects in the South-East Asian Region - Retrospect and Prospect," a copy of which is enclosed as Appendix 3. This document has examined the present sources of assistance and has discussed the possibility of evolving a cooperative owned agency in the Region for this purpose. The present need of the Region is for an agency which can undertake the following responsibilities :

- i) Project feasibility studies, project evaluation and consultative services;
- ii) Project finance;
- iii) Finance for international trade;
- iv) Technical know-how for strengthening cooperative banking structures in the countries of the Region.

13.3 A sample survey of the capital structure of some of the leading cooperative business organisations in the Region has revealed the fact that the total owned funds of these organisations exceed US \$ 350 million and their total working capital is to the tune of US \$5.25 billion.



13.4 The following points, therefore, emerge out of the examination of the proposal so far :

13.4.1 that the flow of assistance from the developed countries to the developing ones is slowing down and there are no indications suggesting that the trend may be reversed in the near future.

13.4.2 a number of cooperative movements in Asia are now planning economic activities on a larger scale than before and a good number of projects are likely to emerge as a result of this planned effort.

13.4.3 In several sectors of economic activity the cooperative organisations in Asia have made remarkable progress and their collective strength should be able to sustain a financial institution in the Region.

13.5 The Advisory Council may like to consider the following points in connection with the proposal :

13.5.1 Whether in the light of the present position concerning availability of finance for projects and trade, the cooperative movements in the Region should not now consider alternative channels for securing such finance;

13.5.2 Whether the movements now feel that the time is now opportune for considering the proposal for establishing a cooperatively owned financing institution in the Region.

13.5.3 Whether the feasibility, viability and the scope of this proposal should now be examined by an expert or a team of experts.

13.5.4 Whether on the basis of the views expressed by the expert(s), the ICA Regional Office and Education Centre should be asked to discuss the proposal with member and other business cooperative organisations in the Region and put up a definite proposal on the subject at the next meeting of the Council.

#### 14. 'A WORKING GROUP FOR TRADE PROMOTION

14.1 The question of establishing a Standing Sub-Committee for assisting in the promotion of international trade was briefly discussed at the last Advisory Council meeting. A reference was made to the recommendations of the Tokyo Trade Conference held in June 1968 on the subject. The Conference had suggested that a Standing Sub-Committee be created within the broad framework of the ICA Regional Office to discuss problems of international trade and to advise cooperative trading organisations on their development. Keeping in view the recommendations of the Tokyo Trade Conference as well as the discussion at the Advisory Council, the following proposal is made for consideration by the Agricultural Sub-Committee and the Advisory Council.

14.2 It is now more than three years since the ICA Regional Office started functioning as a clearing house of market information and trade promotion. During this period it has been possible to serve the movements, although in a modest way, in their efforts to accelerate the development of foreign trade by providing market information and documentation and by arranging trade meetings. It has also been possible for us to establish trade contacts among cooperative organisations and in a few cases we have actually succeeded in getting the parties to enter into trade agreements.

14.3 The experience of the past years has convinced us of the need of strengthening further our trade promotion activities. While we have been able to provide so far the above services; quite often we have come to a situation where the cooperative organisations find themselves completely helpless and their efforts in developing trade contacts do not succeed owing to several factors beyond their control. Often, we feel the need of consulting experienced cooperative workers in this field with a view to get broad indications of the direction in which we should proceed in respect of certain trade transactions.

14.4 In view of the above, it is felt that the formation of a Working Group within the broad framework of the ICA Agricultural Sub-Committee for South-East Asia would be timely and appropriate. This working group could be formed from among the members of the Agricultural Sub-Committee who are involved directly in foreign trade. The membership of this Group should be 3 or 5 persons. It can meet on the day preceding the meeting of the Agricultural Sub-Committee so that no question of additional cost would arise at present. However, when need arises, the Group should be able to meet independently of the Agricultural Sub-Committee.

14.5 The main functions of the Working Group should be to review the cases handled by the Regional Office for trade promotion, discuss the difficulties encountered by the Regional Office and tender advice concerning the handling of such proposals in future. The group can also make suggestions for making the trade promotion work more effective and provide additional trade contacts. Between the two meetings of the Group it will be possible for the Regional Office to supply the Group members with information material and documentation and seek their advice, through correspondence, on certain aspects of trade promotion from time to time. In case any trading organisation happens to be in the country from which a Working Group member is drawn, it may be possible for us to request such member to pursue the case with the Government or other concerned agencies as the case may be.

## 15. COOPERATIVE TRADE EXCHANGE

15.1 During the Regional Director's visit to Australia in 1969 a suggestion was made by some representatives of the Australian Cooperative Movement that a Cooperative Trade Exchange be established either in Hong Kong or in Singapore with a view to help the cooperative producer and consumer organisations to establish business contacts and explore trade possibilities.

15.2 As the suggestion has come from the Cooperators of Australia, it will be appropriate if the Australian member of the **Advisory Council** would elaborate this suggestion at the meeting of the **Council**. However, as three cooperative organisations of Japan namely, ZENKOREN, ZENHANREN and UNICOOPJAPAN already have trade offices in Hong Kong and Bangkok, it will be useful to coordinate this suggestion with them. We have therefore, suggested that the Australian member of the Agricultural Sub-Committee, while on his way to Seoul, should make a brief halt in Tokyo to discuss the possibilities of establishing a Cooperative Trade Exchange with representatives of UNICOOPJAPAN and other concerned organisations. These discussions will enable the Agricultural Sub-Committee and the Advisory Council to deliberate on the suggestion on a realistic basis.

15.3 The scope of work of the proposed trade exchange should in our opinion include the introduction of commodities marketed by cooperatives into the markets at Singapore or Hong Kong and the supply of market and trade information to the cooperative organisations concerned.

15.4 Another and more effective way of the trade exchange functioning could be that the facilities required for the running of a trade exchange office should be made available to cooperative trading organisations interested in using these facilities. Their representatives could be posted at the trade exchange to deal with trade matters on behalf of their respective organisations. This proposal is suggested in view of the fact that it may be difficult for certain cooperative trading organisations to entrust responsibilities for trade negotiations to a person outside their own organisation and to part with information which may be of a confidential nature.

15.5 Consideration could also be given to the question of coordinating the activities of the Australian Cooperative Movement and UNICOOPJAPAN in this field.

## 16. WORK ON THE PROJECTS

16.1 It is expected that during the current year, work on the following projects will be speeded up. As the Technical Assistance Sub-Committee of the ICA (in London) has now sanctioned a grant from the Development Fund for covering the expenses of making economic analyses and feasibility studies, it should be possible to get this work done at an early date.

- 16.1.1 Multi-Commodity Fruit and Vegetable Processing Unit, NAFED, New Delhi (India).
- 16.1.2 Consolidated Fruit Processing Plant, NACF, Seoul, Republic of Korea.
- 16.1.3 Pineapple Canning Project, Cooperative Federation of Ceylon, Colombo, Ceylon.

16.2 The required economic analyses of the projects have not been received in respect of the Korean and Ceylon projects. The attention of the members of the **Council** is kindly invited to this.

17. The clearing house activities of the Regional Office will further be strengthened during this period. The "Trade News" will further be enlarged and it is proposed to issue it in printed form in due course. On the basis of the requirements of the trading organisations efforts will be made to organise training courses for their technical personnel, such as packers, graders, etc.

AGENDA ITEM No. VIIROLE OF THE REGIONAL OFFICE AND EDUCATION CENTRE IN THE  
PROGRAMME OF THE COOPERATIVE DEVELOPMENT DECADE (1971-80)

The Director of the Alliance has proposed that the 1970s which has been designated by the United Nations as the Second Development Decade, should also be identified as the Cooperative Development Decade and he has submitted a programme in implementation of this idea. This proposal has been approved in principle by the ICA Executive Committee and its detailed planning will be considered at the June meeting of the Executive Committee. The gist of what could be done in the proposed Cooperative Development Decade (1971-80) is given as Appendix II to the submission made by the Director on this matter to the ICA Executive Committee. A copy of this document entitled "Suggestions for a Plan for Action : A Cooperative Development Decade" was sent to our member organisations and to the Members of the Advisory Council some time back. An extra copy is appended as Annex No.4 to this note.

Also please see the notes on Item No. VIII on the Tenth Anniversary Celebrations in which a top-level Conference is proposed in this connection.

The Council is invited to advise us on the role the Regional Office and Education Centre should play in the implementation of this programme.

AGENDA ITEM No. VIIITENTH ANNIVERSARY CELEBRATIONS OF THE ICA REGIONAL OFFICE  
AND EDUCATION CENTRE FOR SOUTH-EAST ASIA

1. The Council at its last meeting held in Iran in March 1969 has recommended that a Conference of Cooperative Ministers and Cooperative Leaders may be held as part of the Tenth Anniversary Celebrations of the ICA RO & EC. This proposal was put up to the ICA Authorities and the Swedish Cooperative Centre. However it was not possible for the SCC to make funds available for holding the Conference.
2. The idea of holding a Top Level Conference of Cooperative Leaders was welcomed both by the ICA Headquarters as well as the SCC. Provision has been made in the budget for expenditure in the region of Rs. 25,000 in connection with the 10th Anniversary celebrations.
3. The Executive Committee discussed at its last meeting our proposal to hold a top-level conference on the "Strategy of Cooperative Development in the Seventies" in connection with the Tenth Anniversary celebrations of the RO & EC. Its decision will be conveyed to us in the near future. There is also the likelihood of the Executive Committee of the Alliance meeting in New Delhi in January 1971.
4. The Ministers' Conference proposed by the Advisory Council can now be made a top-level conference on the subject indicated above to which top level leaders of the cooperative movements of the South-East Asian Region, the Members of the ICA Executive Committee and prominent cooperative personalities of India could be invited. Registrars and officials of that level who may be in Delhi by that time in connection with the Study Programme for Top Level Personnel also may be invited to attend this.
5. We could hold our next meetings of the Advisory Council and the Agricultural Sub-Committee immediately after this Conference. This would mean that most of the invitees to this Conference would be able to come without incurring additional expenditure as their travel facilities would be provided in connection with the above business meetings.
6. The most appropriate person for opening this Conference would be the President of our Advisory Council, Mrs Indira Gandhi.

7. "The Strategy of Cooperative Development in the 1970s" is recommended as the theme of this Conference so that we may avail ourselves of the opportunity of discussing the programmes for the Cooperative Development Decade (details already given in connection with the previous item) with a top level Asian Cooperative audience.

8. This Conference could also discuss the report that may be available by that on the Survey of Agricultural Cooperative Marketing in South-East Asia, proposed, vide item VII of the Agricultural Sub-Committee's agenda (copy annexed) - appendix No. 5

9. It was the intention of the Council to discuss the following subjects at the Ministers' Conference :

- a. Policy questions with regard to future cooperative development.
- b. The role of the governments in this context.
- c. International Collaboration of cooperative movements.

All these items could be discussed separately within the theme of (the top level conference) suggested above.

10. Other proposals also made for the celebrations such as the photographic exhibition and the bringing out of a pictorial booklet on the activities of the ICA RO & EC could be implemented.

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AGENDA ITEM No. IXICA AGRICULTURAL SUB-COMMITTEE FOR SOUTH-EAST ASIA

The meeting of the Sub-Committee will be held in Seoul, Republic of Korea, on 4th and 5th May 1970. A copy of the Agenda notes submitted to the meeting is annexed hereto as Appendix No.5.

The decisions of the meeting will be reported to the Advisory Council which will meet on the 8th and 9th May 1970.

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AGENDA ITEM No. XPROPOSAL TO SET UP A REGIONAL GROUP FOR FISHERIES

It was suggested by the Chairman of the ICA Fisheries Sub-Committee that a Fisheries Group should be formed within the ICA Agricultural Sub-Committee for South-East Asia.

There is a great need and much scope for the development of fisheries cooperatives in the Region but the problems of fisheries and fishery cooperatives have not been given their due attention yet by way of technical meetings etc.

Therefore Members of the Council are requested to consider the formation of a Fisheries Group which will report to the Advisory Council in the same way as is done by the Agricultural Sub-Committee.

AGENDA ITEM No. XIRELATIONS WITH MEMBER ORGANISATIONS AND OTHER MATTERS

1. As in the past, the Regional Office and Education Centre was in constant touch with the member organisations within the Region through frequent correspondence, personal visits etc.
  - 1.1 Mr P.E.Weeraman, Regional Director, gave a talk on "Cooperative Education : Progress or Perish" at the Annual Conference of the Cooperative Federation of Western Australia. This Conference was held at Perth on March 24, 1969, immediately before the commencement of the Australian Study Course. It was attended by the Governor of Western Australia.
  - 1.2 The Regional Director and the Director, Education Centre, took part in the Group Study Course in Australia held from March 24 to May 7, 1969.
  - 1.3 The Regional Director availed himself of the opportunity, while he attended the ICA Congress, held in Hamburg, last year to visit cooperative organisations in the Federation Republic of Germany, the United Kingdom, Sweden and Norway.
  - 1.4 The 47th International Cooperative Day was observed at the ICA RO & EC with a special meeting which was addressed by eminent cooperators, Fraternal greetings from the United Nations, FAO, ILO, the Indian Cooperative Movement and the Government of India were conveyed to the audience. The International Cooperative Day was observed in Ceylon, Iran, Japan and Pakistan in a grand way. Copies of the Declaration of the ICA on the occasion of the International Cooperative Day were issued to member organisations in the Region.
2. The Indian Cooperative Movement continues to receive the advice of our Specialists in Member Education and Consumer Cooperation (Dr Dharm Vir and Mr Ragnar Arvidsson respectively).
3. The attention of the member organisations was drawn to the main recommendations of the Royal Commission on the Cooperative Movement in Ceylon. The Report has now been printed and is available with the Department of Cooperative Development, Ceylon.
4. As already reported elsewhere the Central Union of Agricultural Cooperatives of Japan will actively collaborate with the ICA RO & EC in the conduct of the Survey on "Agricultural Cooperation" (vide appendix No. \_\_\_\_\_).
5. The Regional Director recently visited Denmark, UK, Sweden and the USSR and held discussions with the Head Office in London and the SCC in Stockholm. He visited cooperative organisations in Denmark and USSR.

## 6. Visitors

6.1 A delegation of cooperators from the Centrosoyus of the USSR visited the Office on March 5, 1969, and held discussions on matters of mutual interest with the officers of the RO & EC.

6.2 Mr K Gustafsson, Second Vice-President of the Folksam Sweden visited the office on his way to Kuala Lumpur to attend the Conference of the ICA Insurance Executive.

6.3 A delegation of French Cooperators headed by Mr P Lacour, Chairman of the ICA Fisheries Sub-Committee and the President of the Caisse Centrale de Credit Cooperatif, France, visited the Centre in May last year to discuss matters of mutual interest.

6.4 In pursuance of our policy of acquainting the heads of foreign missions stationed in Delhi with the RO & EC, we invited the High Commissioners of Ceylon and Canada to visit the RO & EC. They came as requested and were very appreciative of our work.

6.5 A Study Team of Cooperators representing the Japanese Agricultural Movement visited the RO & EC. They came from the Society for Agricultural Improvement of Japan.

6.6 Other important visitors to the RO & EC were:

Mr N Haseldine and Mr L Pavitt, Members of the British Cooperative Party; Mr G.E.Kagaruki, Director of the Cooperative Education Centre, Moshi; Dr A.G.Felder, Director, International Department of Cooperative League of USA; Dr C.E.Warne, President of the International Organisation of Consumer Unions and Mr Francis Soosay, Honorary Secretary of the Cooperative Union of Malaysia.

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AGENDA ITEM No. XIIRELATIONS WITH INTERNATIONAL ORGANISATIONS

1. Cordial and fruitful relations continued to exist between us and both United Nations and non-governmental international organisations as in the past. More specifically, the following may be mentioned:

2. United Nations

2.1 The attention of the member movements was drawn to the Resolution adopted by the General Assembly of the UN on the "Role of the Cooperative Movement in Economic and Social Development". The Member movements were requested to keep a watch on the developments taking place in their countries and to move their governments for the proper implementation of the Resolution.

3. FAO

3.1 The Director, Education Centre, gave two lectures at the FAO Seminar-cum-Study Tour on Farmers' Organisations held at Kuala Lumpur, Malaysia in October-November last year.

3.2 Mr S. Anania, Agricultural Credit Specialist of the FAO and Secretary of the Liaison Committee of the FAO, ILO, ICA, IFAP, IFPAAW Joint Programme, visited the ICA RO & EC in July 1969. He discussed the agricultural processing projects in hand with the officers of the RO & EC.

3.3 The Director, Education Centre, will introduce a paper on the theme of "Institutional Structure of Vocational Training Activities" at the FAO World Conference on Agricultural Education and Training to be held at Copenhagen in July 1970 and attend the Conference on behalf of the ICA.

3.4 -Negotiations are under way for the FAO to hold a Seminar for Managers of Fishermen's Cooperatives on a sub-regional basis with the assistance of the ICA RO & EC.

4. ILO

4.1 We have been informed by our Head Office that the ILO is interested to sub-contract projects of the ILO to the ICA in the field of research and if possible, even in the implementation of actual projects on the ground on behalf of the ILO.

5. ECAFE

5.1 The Regional Director represented the Alliance at the UN ECAFE Working Party on Small Scale Industries held in Bangkok in June 1969.

5.2 The Joint Director, TAT, represented the ICA at the Sessions of the Committee on Trade and the Committee on Industry and Natural Resources of the ECAFE held in Bangkok in January 1970.

5.3 Dr Mohinder Singh, Deputy Chief of Agricultural Division of the ECAFE and Dr P.S.N.Prasad, Director of the UN Asian Institute of Economic Development and Planning visited the RO & EC while they were in Delhi.

5.4 The RO & EC has been informed by the ECAFE that due to budgetary limitations, the ECAFE has been constrained to postpone the convening of the experts group on cooperatives during May this year.

6. ASIAN DEVELOPMENT BANK

6.1 The attention of the member movements has been invited to the proposed Study of the ADB on South-East Asia's Economy in the 1970s with the request to represent the views of the cooperative movement to the Study Team.

7. ICFTU

7.1 The Regional Director, attended the 9th Asian Regional Conference of the ICFTU held at Singapore in November 1969. He made a statement on the activities of the ICA at the Conference.

7.2 The Director, EG, on his way back from the Philippines, gave a lecture on the activities of the ICA to the participants of the Seminar on the Problems of Women workers in Asia held by the ICFTU in Hong Kong in November-December last year.

7.3 A two-day course for the ICFTU Asian Trade Union College Trainees was held at the ICA RO & EC on 17th and 18th March 1969. Lectures on the Principles of Cooperation, Role and Activities of consumer cooperatives and urban thrift and loan societies in the Region were given to the trainees.

8. IFAP

8.1 The Regional Director and the Secretary of the Agricultural Sub-Committee attended the IFAP's 17th General Conference and the meeting of the Standing Committee on Agricultural Cooperation of the IFAP held in Tokyo from 20th October to 1st November 1969. Two separate statements were made at the above two meetings on the activities of the ICA and its role in the development of Agricultural cooperatives.

8.2 Mr Ole R Sandberg, Chairman of the Standing Committee on Agricultural Cooperation of the IFAP visited the RO & EC on his way to attend the General Conference in Tokyo.

9. AARRO

9.1 Cordial relations were maintained with the Afro-Asian Rural Reconstruction Organisation during the period under review. An Experts' Conference on the Role of Cooperatives in Agricultural Development was held in Kathmandu, Nepal, in November 1969 in collaboration with the AARRO.

10. UNESCO

10.1 The UNESCO General Conference at its 15th Session held in October-November 1968, decided to continue in 1969-70 its study tour scheme for workers education leaders which is in operation since 1967. The UNESCO will award travel grants and some pocket allowance to those selected under this scheme for receiving training in an advanced country. This fact was brought to the notice of member organisations in the Region so that they may take the necessary steps for submitting their applications in time to the UNESCO.

AGENDA Item No. XIIIVENUE AND DATE OF THE NEXT ADVISORY COUNCIL MEETING

Please see the notes on Items No. VII and VIII in which we have proposed that the next meeting of the Advisory Council and the Agricultural Sub-Committee should be held in New Delhi immediately after the Tenth Anniversary Celebrations. These are likely to be held in January 1971.

AGENDA ITEM No. XIVANY OTHER MATTER WITH THE PERMISSION OF THE CHAIR

List of Appendices to the Advisory Council Agenda Notes  
1970

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- Appendix I      Statement showing the costs of the ICA RO & EC  
and the Financial Contribution from the Member  
Movements
- Appendix II     Country-wise Break-up of participants to the  
Education Events
- Appendix III    Financing of Trade and Development Projects in  
the South-East Asian Region
- Appendix IV     Suggestions for a Plan for Action : A Cooperative  
Development Decade
- Appendix V      Agenda Notes for the Fourth Meeting of the Agricultural  
Sub-Committee.



**STATEMENT SHOWING THE COSTS OF THE ICA REGIONAL OFFICE AND EDUCATION CENTRE  
FOR THE YEAR 1965-1969 AND THE FINANCIAL CONTRIBUTION FROM MEMBER ORGANISATIONS  
AND OTHERS TOWARDS THESE ACTIVITIES**

	1965		1966		1967		1968		1969	
	Rs.	%	Rs.	%	Rs.	%	Rs.	%	Rs.	%
Total costs ICA RO&EC activities.	890,892	100	999,447	100	1,405,620	100	1,419,065	100	1,610,797	100
Contribution from SCC/KF	581,784	65.4	712,397	71.4	961,318	68.5	1,033,476	72.7	1,181,015	73.3
Contribution from Head Office	176,233	19.8	179,105	17.9	234,671	16.7	263,938	18.8	282,374	17.5
Contribution from Member Organizations	132,875	14.8	107,945	10.7	209,631	14.8	121,651	8.7	147,408	9.2
Australia.	-	-	-	-	-	-	-	-	2,455	0.15
Ceylon	7,274	0.8	17,526	1.77	12,772	0.9	5,880	0.40	6,725	0.4
India	21,810	2.4	30,591	3.10	17,400	1.2	17,003	1.20	14,707	0.95
Iran	-	-	-	-	6,461	0.45	-	-	5,437	0.35
Japan	45,644	5.1	22,203	2.20	98,821	7.10	46,541	3.2	30,247	1.90
Korea	16,292	1.80	10,126	1.05	7,743	0.55	5,772	0.45	41,952	2.60
Malaysia	8,590	.95	4,574	0.45	6,483	0.45	5,420	0.45	1,821	0.10
Nepal	1,777	.20	-	-	-	-	-	-	2,000	0.15
Pakistan	11,135	1.20	4,672	0.45	30,292	2.10	2,666	0.2	-	-
Philippines	15,032	1.70	5,156	0.5	5,277	0.40	4,765	0.40	13,946	0.90
Singapore	1,867	.25	6,938	0.70	16,382	1.10	-	-	-	-
Thailand	3,404	.40	6,159	0.6	7,980	0.55	4,072	0.3	5,098	0.30
UNESCO	-	-	-	-	-	-	27,476	1.95	-	-
AARRO	-	-	-	-	-	-	-	-	23,020	1.40
INDONESIA	-	-	-	-	-	-	2,056	0.15	-	-

1. Local costs for participants and delegates when paid for by the host movement are calculated at Rs.100/- per day and per participant.
2. The Central Union of Agriculture Cooperatives Japan has committed to contribute \$1000 per year for 10 years towards ICA RO&EC's new building. So far \$3000 have been contributed.

APPENDIX II

Countrywise break-up of Participants and Observers  
to different ICA Seminars and Conferences  
 ( March 1969 - March 1970 )

	ICA-SCC Seminar on Coop Leadership and Management	Reg.Seminar on Farm Guidance Activities of Agrl. Coops	Experts' Conf. on the Role of Coops. in Agrl. Development	Reg.Semi- nar on Coop.Mktg of Food- grains
Australia	-	-	-	1
Ceylon	3	3	1	3
India	2	5	2	4
Indonesia	-	-	-	1
Iran	-	1	-	-
Japan	1	3	1	-
Korea, Rep. of	2	6	1	2
Malaysia	3	-	1	3
Nepal	1	1	3	-
Pakistan	-	-	-	-
Philippines	3	1	-	7
Singapore	1	-	-	-
Thailand	2	2	1	2
	<u>18</u>	<u>22</u>	<u>10</u>	<u>23</u>
<u>INTERNATIONAL ORGANISATIONS</u>				
F.A.O.	-	1	-	3
I.L.O.	1	1	1	-
UNESCO	-	-	-	-
ICFTU	-	-	-	-
AARRO	-	-	-	1
KF/SWEDEN	-	-	-	-
CLUSA	-	-	-	-
IFAP	-	-	-	-
OTHERS	2	4	2	11
TOTAL	21	28	13	38

INTERNATIONAL COOPERATIVE ALLIANCE  
Regional Office & Education Centre  
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A/19th January 1970

FINANCING OF TRADE AND DEVELOPMENT PROJECTS IN THE  
SOUTH-EAST ASIA REGION

RETROSPECT AND PROSPECT

Since the Bournemouth Congress, we have been publicising our activities in the field of technical assistance, and through correspondence and personal discussions we have encouraged our member organisations in the developing countries of the Region to plan development projects which may later qualify for external assistance. Although, right from the beginning, no commitments have been made concerning the needed assistance, by implication we were committed at least to explore, on behalf of the national movements, the possibilities of obtaining the assistance on a bilateral or a multilateral basis. The various forums of the ICA, namely, the Congress, the Central Committee, the Executive Committee, the Technical Assistance Sub-Committee and also the Advisory Council for South-East Asia, have been discussing, on a continuous basis, technical assistance and trade development and have given very valuable directions and made several useful suggestions for making the trade and aid programmes more effective.

Development Projects

As a result of the earlier efforts and the discussions at the various forums of the ICA, some of our member organisations in the Region have given a serious thought to their own development problems and have come forward with requests for external assistance to some of the projects, which they feel cannot be completed without foreign technical know-how and financial assistance. In addition, several requests are pouring in our office for assistance of a varied nature, including gifts of equipment, machinery and books. Although, a number of projects are not yet complete

from the feasibility point of view, it is expected that they will take a concrete form in the near future and some of them may qualify for foreign aid.

Over the three-year period which has seen intense activity in the above two fields in our office, we have been able to provide gifts of audio-visual equipment and library books. No work on a major project, however, has been initiated for want of a donor cooperative organisation or agency. The only committed project at this stage is the old Bhor Cooperative Dairy Project. As this project was initiated well before the Bournemouth Congress, we have to conclude that no major project has found support during the last few years.

I do not want to sound a note of despair, nor am I discouraged by the present situation. However, I feel that at this stage it will be useful to review the present position and consider possible measures for future.

### Present Sources

The sources from which we are at present exploring assistance are: (a) cooperative organisations in advanced countries, (b) multilateral agencies through the Joint FAO/ILO/ICA/IPAP/IPFAAW Programme, and the (c) ICA Development Fund.

We have been discussing with the advanced cooperative movements the possibility of assisting some of the projects and the response so far has been far from satisfactory. Considering the commitments already made by some of the advanced cooperative movements for assistance to some of the developing countries in other parts of the world, and to our own Region, it is difficult to visualise the situation where a number of advanced cooperative movements will come forward to assist the projects we have now on hand. This does not mean that we may not succeed at all in locating donor cooperative movements for some of our projects. However, the number of such cooperative agencies will certainly be very small and we should be fortunate if we are in a position to get one commitment during the course of one year.

The Joint Programme certainly has raised expectations and it is very encouraging to see a number of international agencies lending their support to this experiment in international cooperation. The Liaison Committee has been discussing various steps to be taken for making the Programme more effective and, I hope some concrete steps will be possible in the near future. Some of our projects are already before the Joint Programme and we have prepared the Country Notes, which were requested of us, for enabling the Liaison Committee to determine the nature of assistance that it could recommend for the projects in these countries. It is not yet known whether all the projects will ultimately be referred to the Joint Programme. The question still remains to be answered is whether the projects recommended by the Joint Programme would directly be referred to a donor agency - bilateral or multilateral - or would the Liaison Committee ask the project sponsoring cooperative organisations in our Region to submit the requests through their respective governments to the United Nations or other suggested agency. If latter is the case, our efforts in obtaining assistance through this source are bound to be ridiculed. If we are not able to take the project ahead after the deliberations in the Liaison Committee, what purpose is it going to serve by asking a cooperative organisation after a period of 2-3 years, to start all over again and submit its request to its government which, as is well known, may have its own priorities for seeking assistance and which may not recommend the project at all and even if it recommends, we would have only duplicated the effort and would have spent 2-3 years more in the whole exercise. It is, therefore, very necessary and important to lay down a detailed procedure which will be adopted by the Liaison Committee for processing projects under the Joint Programme. But how much can we get out of this?

The ICA Development Fund, although moderate in size, has played an effective part in assisting some of the worthy projects and, I am sure, we shall continue to use this Fund to support several such good projects in future. It may be that a bigger project could be financed through the Development Fund if the total external investment is provided by instalments over a period of years. But that does not meet with our requirement as a whole.

What is true of development assistance is equally true of development in the field of trade. The scope for development of exports on an intra-regional basis is very limited. The internal markets are too small to be able to undertake development of exports on a vertical basis. In the absence of a decisive lateral broadening of international trade at all levels, it will be difficult to develop the potential capacity of the exporting cooperative organisations in the Region.

To sum up, the total situation is that the resources available at present and the potential sources from which assistance would be forthcoming are far short of the total needs of cooperatives in the Region in terms of development assistance.

The Report of the Commission on International Development (Pearson Report) has examined in detail the present position of development assistance and has expressed the view that the question of total assistance from developed to developing countries is decreasing from year to year. In the chapter discussing "A Question of Will", the Commission states:

"However, international support for development is now flagging. In some of the rich countries its feasibility, even its very purpose, is in question. The climate surrounding foreign aid programme is heavy with disillusion and distrust. This is not true everywhere. Indeed, there are countries in which the opposite is true. Nevertheless, we have reached a point of crisis.

The question which now arises is whether the rich and developed nations will continue their efforts to assist the developing countries or whether they will allow the structure built up for development cooperation to deteriorate and fall apart.

The signs are not propitious. In the last years of this decade, the volume of foreign official aid has been stagnant. At no time during this period has it kept pace with the growth of national product in the wealthy nations. In fact, the commitments by the United States, which has been much the largest provider of aid funds, are declining. There, and in some other developed countries, we have encountered a spirit of disenchantment".

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§ "Partners in Development" (Praeger Publishers). The Commission was appointed by the President of the International Bank for Reconstruction and Development (World Bank).

It is not very likely that the quantum of assistance would rise very substantially even though the Commission has advised the developed countries "that it is only right for those who have to share with those who have not".

What should then be the next step? Shall we give up trade and development aid? No, it will be reversing the trend initiated by the ICA during the First Development Decade of the United Nations. Shall we just wait and see and take the assistance that may be forthcoming? It will only marginally help development process and the majority of the organisations requesting assistance will have to give up their projects in the absence of external support.

#### What future strategy?

The time has, therefore, come to reorient our strategy in the field of trade and development. I am saying this only for the Region for which we are working. On the one hand, the regional effort will have to be strengthened to consolidate the present position, to generate additional interest in the Region for regional cooperation and to mobilise the resources from among the cooperative agencies and, on the other, we shall have to increase our pressure on the advanced cooperative movements for lending greater support to cooperative developmental effort in the Region. I do not see any other way by which we could achieve our present objectives, and I am therefore outlining the course of action that I propose to initiate with the cooperation of all my colleagues in the direction of achieving some of the objectives.

#### The Continent of Asia

The Region for which we are working, namely, South-East Asia (in fact, it is the whole of Asia); is a vast Region with tremendous potentialities for development. Inter-governmental agencies, especially the United Nations Agencies, have initiated a number of development projects mainly because of the support extended to ECAFE by the governments in the

Region as also by the governments in the advanced countries. In the initial period, the process of development in the ECAFE Region could not be accelerated owing to the lack of financial support to a number of projects and almost all requests for assistance had to be sent to the International Bank for Reconstruction and Development. The requirements of the Asian Region are too vast to be met from international agencies which have involvements all over the world. Quite often, there is also the reluctance of some of the banking institutions to invest in Asia. The Regional Economic Report of the Asian Agricultural Survey sponsored by the Asian Development Bank (ADB), has examined in great detail the potentialities of the Region. While discussing the environment in the Asian situation, the Survey states: "If the physical and human environment of the Region results in unique and difficult problems of development, it provides also the potential for vastly changing the economic well-being of more than one-third of the world's population". For this very reason and in spite of some of the seemingly unsurmountable difficulties, the regional effort has been strengthened. Intra-regional cooperation has increased and institutions, such as the ADB have come into being during the First Development Decade.

The creation of the ADB was the fulfilment of the aspirations of the Asian community for an agency in the Region of which the representative governments would be the sponsors and partners in progress. A sense of involvement and participation in the regional development effort has resulted in the establishment of a powerful development bank. Welcoming the establishment of the Bank, during the debate in the ECAFE Committee on Trade at its meeting held in January 1967, Mr. Gunasingham, delegate from Ceylon, felt that the most important consideration in the establishment of the Bank was the concept of Asia as a Region. "Without such a regional consciousness, the growth of the countries in the Region would continue to be fragmented", he added.

Within the cooperative movement itself, the regional consciousness has been growing over the past decade and the credit for this development in no small measure goes to the ICA Regional Centre at New Delhi. The aspirations of the Asian cooperative community are growing very rapidly and a quick glance at the Asian panorama reveals a series of development



programmes initiated both by the national cooperative movements and their governments. By the very nature of our activities, the ICA is bound to be involved in securing assistance for some of these projects. It is quite likely that some of these projects may be assisted by advanced movements. However, the majority of the projects would remain uncommitted if a suitable alternative is not found for securing financial support for their fulfilment.

### Potential in Asia

The Pearson Commission has also spoken well of the efforts made in the developing regions for initiating development programmes and for promoting savings. Discussing "Savings and Investment", the Report states:

"In the past twenty years, in spite of all obstacles, impressive efforts have been made to raise savings. Some countries achieved very high rates of capital formation by any standard - over 20 per cent of GNP. Indeed, the average savings and investment rates in low-income countries during the 1960's compared favourably with the historical investment rates of about 10 per cent in Europe and the United States in the last century, although they were lower than the current rates in industrial countries.

There has also been impressive progress in some countries in setting up commercial banks, investment corporations, savings and loan associations, cooperative financing institutions, and stock exchanges. Many countries have established successful development banks to promote industrial projects, finance agriculture, and promote low-cost housing and house ownership.

The growth of savings in low-income countries also reflects the great improvements in opportunities for profitable investment created by growing consumer income and by replacement of imports. These opportunities have often been assisted by government policy, by the growth of entrepreneurial groups, by the adoption of modern management techniques, by the introduction of modern technology, and by external factors, particularly the availability of foreign exchange for investment".

The above analysis clearly indicates the present trend in the field of development and the willingness of the developing countries to mobilise their own resources for this purpose.

### Possibilities of future development

The total technical assistance requirements of our Region should now be examined in the context of the various sources from which development aid is likely to be forthcoming. It may be that alternative sources of finance will have to be located or developed if we wish to continue effectively the processing of technical assistance request with a view to locate donor countries or international agencies.

It is not finance alone that we have now to seek. Quite often we feel the need of an Agency which can also assist us in various fields such as Project feasibility studies, Project evaluation, Consultative services and so on. We also need an Agency which should now be able to finance international trade on a cooperative to cooperative basis.

### International Cooperative Bank at Basle, Switzerland

There is already a cooperative bank located in Switzerland with a share capital of Sw.Fr. 20 million and the total assets more than Sw.Fr. 200 million. A number of cooperative wholesale and banking organisations in Europe are members of the Bank which assist them in other cooperative business organisations "in their organisation and development, and in their rationalisation of supply and production set-up".

The possibility of establishing a separate cooperative banking structure for our Region should now be examined.

We have in the Region a number of cooperative banking marketing and wholesale institutions which may be in a position to support an Asian Cooperative Banking Structure. Quite a number of these agencies are financially strong and have developed, over a number of years, substantial reserves, part of which can be utilised for investment in this Institution. A sample survey of the capital structure of some of the leading cooperative business organisations in the Region has revealed the fact that the total owned funds of these organisations exceed US \$350 million and their total working capital is to the tune of US \$5-1/4 billion.

While the majority of the equity holders of such a Bank will naturally be from the Region there is nothing to prevent cooperative organisations from non regional countries to participate in the equity capital. Such a Bank should also be able to raise funds in international money market and through deposits from member organisations.

Various questions will have to be examined in connection with the proposal especially the question of transfer of funds from one country to another and the investments of funds. Although there is a felt need for such an Agency the various legal and organisational aspects will have to be gone into before a firm decision could be taken for the establishment of the Bank. Looking into the experience of the International Cooperative Bank and other international banking agencies in the field, it seems feasible to have a separate cooperative banking structure in the Region. If we wish that this Bank should be a development bank without undertaking any commercial transactions it may be very difficult for such a bank to assist development projects without having adequate sources of income. On the other hand, a combination of the commercial activity with those in the development field may help the bank to earn through commercial transactions and utilise the surplus for development activities.

SUGGESTIONS FOR A PLAN FOR ACTION : A COOPERATIVE DEVELOPMENT  
DECADE

The Director is considering the possibility of suggesting to the Authorities of the ICA the following course of action resulting from the ECOSOC Resolution on Cooperatives. It must be clearly understood that the suggestion is at present being considered at the Secretariat level and cannot become operative until the governing bodies of the have given their express approval. It is expected that the matter will be considered by the ICA Executive Committee at its Meeting towards the end of January 1970. It is proposed to designate the "seventies" as the Cooperative Development Decade, and to request the U.N. that this shall be accepted as an integral part of the Second United Nations Development Decade. If this concept were endorsed by the United Nations itself the possibilities of development would be enormously increased. The Cooperative programmes of the U.N. Agencies, suitably coordinated, would constitute a major part of the proposed "Action Programme". The ICA itself could, and would be willing to, act as the "nerve centre" for the programme.

The first two years of the Decade (1971 and 1972) would be known as the Planning Phase, and would be devoted to the preparation of a series of basic studies and the drawing up of an Action Programme based on the results of these studies. The following eight years (1973 to 1980) would be known as the Operational Phase, and would be used for implementing the Action Programme.

There are three different factors which have motivated this proposal.

(i) The rapid increase throughout the world in the number of initiatives being taken with respect to Cooperative development by governments and international bodies, as well as by the movements themselves, makes it urgent to provide a framework for coordination and objective evaluation of Cooperative aid projects.

(ii) The ICA Congress in Hamburg passed a wide-ranging Resolution warmly endorsing the U.N. Resolution and recommending that positive action be taken in connection with it. All of the points made in the Congress Resolution are taken into account in the proposal for a Cooperative Development Decade.

(iii) In addition, the ICA was mandated by its Congress to set in motion a fairly large number of specific studies in relation to

Cooperatives in developing countries. The Cooperative Development Decade would serve as an "umbrella" for coordinating these studies and ensuring the implementation of recommendations resulting from them.

### The Basis of the Programme

The work required as a basis for preparing the Action Programme falls into four broad categories:

#### 1) A Cooperative Progress Survey

It will be necessary to have a concise picture separately for Asia, Africa and Latin America (and with country detail) of what has been achieved so far by way of Cooperative development, what plans there are for the years immediately ahead, and what external help would be required to implement those plans. Thus the main sections of the Survey would be (a) Current Status; (b) Decade Targets; (c) National Schemes for achieving Targets; and (d) Aid Requirements.

#### 2) Cooperative Sector Studies

Since the problems of development differ according to the particular type of Cooperative activity, there is a need for studies in depth of aspects of Cooperation which cut across geographical distinctions. These areas might include the following, all in relation to developing countries:

- Cooperatives and Increased Agricultural Production
- Cooperatives and Agro-Industry
- Labour Contracting Cooperatives
- Consumer Cooperatives
- Fishery Cooperatives
- Artisan and Handicraft Cooperatives
- Financing of Cooperatives
- Cooperatives and Functional Literacy
- Cooperative Staff and Managerial Training

Inter-Cooperative Trade  
 Cooperative Legislation  
 Cooperative Industrial Estates  
 Cooperatives as Sub-Contractors  
 Cooperatives and Trade Unions  
 Cooperatives and Possibilities of Collaboration with  
     Private-Profit Enterprise  
 Cooperative Housing  
 Cooperative Insurance  
 Cooperative Tourism

(3) Cooperative Aid Inventory

This would be an inventory and evaluation of three types of technical and financial assistance to Cooperatives in developing countries:

- A. Bilateral Assistance from Abroad
- collaboration between donor governments and donor Cooperatives, e.g., CLUSA and AID
  - various national Cooperative fund raising schemes
  - Cooperative training centres for overseas trainees
  - Cooperative and governmental secondment of experts
- B. Multilateral Assistance from Abroad
- I.C.A. (clearing house function, Development Fund, various Auxiliary Committees like Housing, Insurance, Banking, etc.)
  - Joint Nordic efforts
  - Liaison Committee (FAO/ILO/ICA/IFAP/IFPAW) and other Agencies
- C. Assistance from Governments of Developing Countries.

(4) Cooperative Research Register

There is no doubt that a great deal of research on Cooperatives in developing countries is taking place not only within national movements, but also in various universities, colleges and research institutes - Cooperative and otherwise. To increase the practical value of such work and to avoid duplication it is essential that there should be compiled a central research register and a system for keeping it up-to-date.

## Resources Available

Clearly such an undertaking would require the concerted support and action of a large number of organisations and foundations to enable the I.C.A. to provide an effective umbrella to carry through the project. With maximum effort and planning the resources required could be available. This confident forecast is based upon a consciousness of a large number of potential resources which have so far not been fully utilised, but which could surely be mobilized within the framework of a dynamic overall planning process like that envisaged for the Cooperative Development Decade. The point can be made most forcefully by a mere listing of these latent assets.

### (1) Research Resources Internal to Cooperative Movement

#### (a) Research Collaborators

- Member organisations in both developed and developing countries
- Cooperative colleges and research institutes
- I.C.A. Secretariat staff and Regional Office staff (including O.C.A. and Integration Institute)
- I.C.A. Auxiliary Committees and Working Groups

#### (b) Potential Sources of Financial Support

- I.C.A. Development Fund (this is admittedly a strictly limited resource)
- International Cooperative Bank
- Cooperative bodies interested in developing countries, e.g. All Nations, Inc., ICHDA, CUNA International, Cooperative League Fund, Inc., Swedish Cooperative Centre

### (2) Research Resources External to Cooperative Movement

#### (a) Research Collaborators

- Cooperative research done in non-Cooperative colleges and research institutes.
- Experts from I.L.O., F.A.O., UNIDO, UNESCO, etc.
- Non-governmental development institutes, e.g., Friederich Ebert Stiftung, IDS, Afro-Asian Institute, ODI, SID, etc.
- Trade Unions

#### (b) Potential Sources of Financial Support

- International governmental bodies, e.g., I.L.O., F.A.O., UNIDO, UNDP, UNESCO, the World Bank, Asian Development Bank, Inter-American Development Bank, etc.
- National aid ministries, possibly channelled through Cooperatives, e.g., AID, SIDA, CIDA, ODM, the Swiss and the Danes, etc.
- International Non-governmental bodies, e.g. IFAP, ICFTU, IOCU, IFPTO, etc.
- Private foundations.

ORGANISATION GLOSSARY

AFRO-ASIAN INSTITUTE OF LABOUR AND COOPERATION	Israeli Development Institute
AID	U.S. Agency for International Development
ALL NATIONS, INC.	Development Agency established by ICA Insurance Committee
CIDA	Canadian Agency for International Development
CLUSA	Cooperative League of the United States
COOPERATIVE LEAGUE FUND, INC.	Umbrella Organisation for development of work of U.S. Cooperatives
CUNA INTERNATIONAL	International arm of U.S. credit union federation
ECA	Economic Commission for Africa (U.N.)
ECAFE	Economic Commission for Asia and the Far East (U.N.)
ECLA	Economic Commission for Latin America (U.N.)
ECOSOC	Economic and Social Council (U.N.)
FAO	Food and Agriculture Organisation
FRIEDERICH EBERT STIFTUNG	German Development Foundation
ICA	International Cooperative Alliance
ICFTU	International Confederation of Free Trade Unions
ICHDA	International Cooperative Housing Development Association (established by I.C.A. Housing Committee)
IDS	Institute of Development Studies (Sussex, England)
IFAP	International Federation of Agricultural Producers



IFPAAW	International Federation of Plantation Agricultural and Allied Workers
IFPTO	International Federation of Popular Travel Organisations
ILO	International Labour Organisation
IOCU	International Office of Consumer Unions
LIAISON COMMITTEE	Comprises the FAO, ILO, ICA, IFAP and IFPAAW
OCA	Organisation of the Cooperatives of America
ODI	Overseas Development Institute (British)
SID	Society for International Development (International)
SIDA	Swedish International Development Agency
SWEDISH COOPERATIVE CENTRE	International Development organ of Swedish Cooperative Movement
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNIDO	United Nations Industrial Development Organisation

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Appendix V

THE COOPERATIVE DEVELOPMENT DECADE

The 24th Triennial Congress of the ICA held in Hamburg in September 1969 gave a warm welcome to the recent Resolution of the United Nations which recognises the important role of the Cooperative Movement in meeting the social and economic problems of developing countries.

This welcome was explicit in one of the main Resolutions adopted by the Congress, but in addition many other debates and decisions were closely related to that same question. There can be no doubt that Cooperators are showing a greatly increased interest in the problems of development and a greater willingness to mobilise and apply their resources to that end.

Efforts hitherto made in these matters by Cooperative Movements, by Governments and by the United Nations have been piecemeal and uncoordinated. The Alliance sees the United Nations Resolution as the occasion for supplying five stimuli which have until now been lacking or inadequate:

- i. A call to action, on a coordinated world-wide front, for the development of Cooperatives in order to accelerate social and economic growth;
- ii. A challenge to the Cooperative Movements of the developed countries to provide increased technical assistance to cooperatives;
- iii. A challenge to the Cooperative Movements of the developing countries to formulate more clearly their short and long term needs for assistance;
- iv. A stimulus to Governments of donor nations to work more closely with their own Cooperative Movements in aiding developing countries; and,
- v. The opportunity for the UN Agencies to coordinate their Cooperative programmes not only with each other, but also with the ICA and the bilateral assistance programmes both of governments and of cooperative movements.

In many developing countries the Cooperative form of enterprise is already firmly established and accepted by Governments as one of the most effective methods in respect of major sectors of economic and social development. There have been conspicuous examples of success; but problems have emerged and the overall position is one of progress that is steady but much too slow in view of the urgency of development needs. Clearly, concerted and coordinated efforts are required in order to accelerate the pace of Cooperative development.

Accordingly, the ICA has decided to launch a ten-year programme of enhanced activity in developing countries. Known as the Cooperative Development Decade (CDD), this will coincide with the UN Second Development Decade (1971-1980).

The objective is the planned promotion of Cooperative activities of all appropriate kinds in developing countries. It is hoped to involve all interested agencies - the ICA itself and its member organisations, and its Auxiliary bodies and Regional Offices, other non-governmental organisations, the UN Specialised Agencies, Governments and National Cooperative Movements.

At its January 1970 Meeting, the ICA Executive designated the Technical Assistance Sub-Committee as the planning body for the Decade. The ICA Secretariat is now drafting a detailed programme for the Decade which will be submitted to the Meeting of the Technical Assistance Sub-Committee for its consideration on 2nd June 1970. The Technical Assistance Sub-Committee will then make recommendations to the full Executive which meets on the following days.

In broad outline, it is envisaged that the first two years of the Decade will be known as the Planning Phase, and will be devoted to a series of basic studies and surveys which could point the way to an Action Programme. The following eight years, known as the Operational Phase, would be used for implementing the Action Programme.

This will be a comprehensive effort requiring the full collaboration of Cooperative members, officials and leaders at all levels of the Movement. In particular it will necessitate intensive consultation with those in the developing countries who are most familiar with the problems and the needs of their Cooperators. For this reason, the ICA Regional Office for South-East Asia plans to seek the views of its Advisory Council at every stage in the evolution of the Cooperative Development Decade. We hope and trust that both the national Movements of the area and the Regional Office itself will learn much and benefit greatly from this mutual effort.

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INTERNATIONAL COOPERATIVE ALLIANCE  
Regional Office and Education Centre  
for South-East Asia  
43 Friends Colony, New Delhi. 14

G / 5th April 1970

FOURTH MEETING OF THE ICA AGRICULTURAL SUB-COMMITTEE  
FOR SOUTH-EAST ASIA

Seoul, Republic of Korea, 4th and 5th May, 1970

PROGRAMME AND AGENDA

- Item No. 1 Welcome by Dr Bong Kyun Suh, President, National Agricultural Cooperative Federation, Seoul
- Item No. 2 Remarks by Mr P.E. Weeraman, Regional Director, ICA Regional Office and Education Centre for South-East Asia
- Item No. 3 Election of Chairman and Vice-Chairman of the Sub-Committee for the term 1970-72 - See note annexed.
- Item No. 4 Confirmation of the Minutes of the last meeting of the ICA Agricultural Sub-Committee for SE Asia, held at New Delhi, India, on February 24, 1969. - see note annexed.
- Item No. 5 Matters arising from the Minutes - see note annexed.
- Item No. 6 Matters arising from the ICA Agricultural Committee Meeting in Hamburg :
- i. Briefing by Mr H Yanagida
  - ii. Proposal to form a Fisheries Group
  - iii. World Conference on Agricultural Education and Training, Copenhagen, July / August 1970. -  
- see note annexed.
- Item No. 7 Proposed Survey of Cooperative Agricultural Marketing in South and East Asia - see note annexed.
- Item No. 8 Statistical Information of Agricultural and Agricultural Cooperatives in South and East Asia  
- see note annexed.
- Item No. 9 Programme of the ICA RO & EC for 1970-72 in respect of technical assistance and international cooperative trade in the field of Agricultural Cooperation:
- i. Possibility of evolving an alternate channel of finance for Trade and Aid
  - ii. A Working Group for Trade Promotion
  - iii. Cooperative Trade Exchange
  - iv. Work on the Projects - see note annexed.

Programme and Agenda (contd.)

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- Item No. 10          Venue and dates of the next Sub-Committee Meeting  
see annexed note
- Item No. 11          Any other matter with the permission of the Chair.
- Item No. 12          Discussion on "Production Credit and Farm Guidance"  
led by Mr Hyo Chul Ahn, Member for Korea.  
Please see annexed background papers on:
- i. Farm Guidance Activities in Japan
  - ii. Personnel Requirements and Training for  
Agricultural Extension Work in IADP in India
  - iii. Production Credit and Farm Guidance in Korea.

AGENDA ITEM No. 3

ELECTION OF THE CHAIRMAN AND THE VICE-CHAIRMAN OF THE  
SUB-COMMITTEE FOR THE TERM 1970 - 1972

The Election is for the period between two Congresses of the ICA. The next Congress is expected to be held in about August 1972. Members are invited to elect a Chairman and a Vice-Chairman.

AGENDA ITEM No. 4

CONFIRMATION OF THE MINUTES OF THE LAST MEETING OF THE  
SUB-COMMITTEE HELD IN NEW DELHI, INDIA, ON FEBRUARY 24, 1969.

The Minutes of the Third Meeting of the ICA Agricultural Sub-Committee held in New Delhi, India, on 24th February 1969, were circulated and are submitted for confirmation.

AGENDA ITEM No. 5MATTERS ARISING FROM THE MINUTES OF THE LAST MEETING5.1 Report on the Study of Multi-purpose Cooperatives in Ceylon  
(5.ii of last minutes)

The study was conducted by Prof. Hsieh of Nanyang University, Singapore, in 1968 and his report was expected by the end of 1968. The Regional Director personally met Prof. Hsieh in November 1969 and reminded him of the report. Prof. Hsieh has since written in that the first draft of the Report is being typed and will be submitted to the Regional Director early for his comments.

5.2 Financing Cooperatives at the International Level  
(5.ii of last minutes)

This question was brought up at the 2nd meeting of the Sub-Committee held at Kuala Lumpur in November 1968 and it was suggested that the governments of developing countries should be requested to guarantee the repayment of loans which may be given by external agencies to the cooperative movements of their countries.

To pursue the matter in more specific terms a letter dated 21st July 1969 was sent to the Members of the Sub-Committee requesting them to supply the secretariat with information in this regard. However, the response to this was very poor. It will be very necessary for us to have documentation supporting the view expressed in the last Sub-Committee Meeting regarding government reluctance to guarantee the repayment of loans given to cooperative projects if we are to pursue this matter further.

In this connection the progress made on "the Study on Guarantee Funds to Promote International Financing of Cooperative Enterprise - Ways and Means of, and Outline for, International Financing of Cooperative Business Activities" by the ICA headquarters is stated below for the information of the Members.

The preparations for this study by the Head Office are in progress. The study will be completed by the end of 1971, while a short term report on "A Study of Specific Credit Needs of Agricultural Cooperatives in Developing Countries and the Possible Use of Guarantee Funds to promote International Financing of Cooperative Enterprise" will be submitted by June 1970. Three persons have already been assigned the task of undertaking the study.

5.3 Seminars and Conferences to be organised by the ICA Regional Office and Education Centre during 1970  
(Last minutes on Agenda Item No. III of last meeting)

At the Third Meeting of the Sub -Committee an order of priority was suggested for the subjects of seminars in the field of agricultural cooperatives to be held in 1970. They were "Cooperative Credit with special reference to Production Credit", "Marketing of Fruits and Vegetables" and "Personnel Management and Training".

The ICA RO & EC has organised a Regional Seminar on Marketing of Fruits and Vegetables to be held in May 1970 in Tokyo. The ICA RO & EC was not able to accommodate other subjects in the 1970 programme.

A Conference on Trade in two groups of Commodities viz. (i) Fruits and Vegetables and (ii) Animal Feedstuffs, will be held in May 1970 prior to the Regional Seminar mentioned above. It is expected that cooperative organisations engaged in the import and export of these commodities will attend the Conference. Both the above events will be hosted by the Central Union of Agricultural Cooperatives of Japan and will be located at the IDACA, Tokyo.

5.4 Advanced Technical Training  
(last minutes on Agenda Item No. V)

The Australian Movement had invited the Indian Movement to send two persons for advanced on-the-job training in Australia in the field of processing, marketing and productivity. A firm offer from the Cooperative Federation of Australia has now been received by the NAFED for receiving two technical trainees in Australia for a period of one year. The local expenses in Australia will be covered by the Australian Cooperatives through salaries paid to the trainees during their stay whilst the international travel costs will be borne by the sponsoring cooperatives in India.

5.5 Contribution to the ICA RO & EC for the Activities of the Sub-Committee  
(Last minutes on Agenda Item No. VI)

A letter was issued to the member organisations in the Region requesting them to take necessary steps in pursuance of the decision made at the last meeting to contribute towards the expenses of the Sub - Committee.

The ICA Regional Office & Education Centre has received contributions from Australia, Japan and Korea in terms of the Sub-Committee's recommendation.



The Central Union of Agricultural Cooperatives, Japan, has offered to contribute a sum of Yen 4.5 million (US \$ 12,500) to assist the activities of the Sub-Committee and the ICA RO & EC in the form of a Survey of Agricultural Cooperation in some countries of the Region. In this connection, a representative of the Central Union of Agricultural Cooperatives, visited New Delhi and had discussions with the RO & EC in February 1970. Details are given under item No.6 of the Agenda.

5.6 The Place of the Sub-Committee in the Regional Set-Up  
(Last Minutes on Agenda Item No. VI)

In the last meeting of the Sub-Committee it was felt that the Sub-Committee should in effect function as a part of the ICA Regional set-up and for this purpose should be regarded as a Sub-Committee of the Advisory Council as well. This proposal was endorsed by the Advisory Council Meeting held in Teheran in March 1969.

The Agricultural Committee of the ICA has no objection to this. It was suggested to the Regional Director (while at Hamburg for the ICA Congress) that the position may be stated in a letter to the Chairman of the Agricultural Committee by the Chairman of the Agricultural Sub-Committee for South-East Asia.

AGENDA ITEM No. 6MATTERS ARISING FROM THE ICA AGRICULTURAL COMMITTEE MEETING  
IN HAMBURG6.1 Briefing by Mr H Yanagida

The Executive Meeting of the ICA Agricultural Committee held in Hamburg on 25th August 1969 was attended by Mr H Yanagida, in his capacity as Chairman of the Sub-Committee. He reported the work of the Sub-Committee to the Committee. A precis of his report is given in Appendix I.

6.2 Proposal to form a Fisheries Group

It was suggested by the Chairman of the Fisheries Sub-Committee of the ICA that a Fisheries Group should be formed within the Agricultural Sub-Committee.

There is a great need and much scope for the development of fishery cooperatives in the Region but the problems of fisheries and fishery cooperatives have not been given their due attention yet by way of technical meetings etc.

Therefore Members of the Sub-Committee are requested to consider the formation of a Fisheries Group which will report to the Advisory Council similar to the arrangements existing between the Agricultural Sub-Committee and the Advisory Council.

6.3 World Conference on Agricultural Education and Training,  
Copenhagen, July/August 1970

Member governments of the FAO, ILO and UNESCO have been invited to send delegates to the above Conference. Since the theme of the Conference is of vital importance to farmers, the members organisations of the ICA are requested to approach their governments to include their representatives in their government delegations.

In this connection, the ICA and IFAP will convene a joint study session on cooperative education in Malmo, Sweden, immediately before the above Conference with a view to formulating their policy and coordinating their representation at the Conference.

Mr J.M.Rana, Director (Education) of the RO & EC has been asked by the Director of the Alliance to read a paper on "Institutional Structure of Vocational Training Activities" at this Conference.

AGENDA ITEM No. 7SURVEY OF COOPERATIVE AGRICULTURAL MARKETING IN SOUTH AND EAST ASIAIntroduction

The ICA Regional Office and Education Centre will be celebrating its 10th Anniversary in 1970. In these ten years, the Cooperative Movements in the Region have made considerable progress and they are playing a vital role in developing the economies of their various countries. However, there is much scope for improving the efficiency of the cooperative societies so as to ensure the best possible economic returns to the farmers. The problems of the movements and the assistance they would require from abroad vary from country to country.

It would be opportune for the ICA Regional Office and Education Centre to give special attention to further developing the cooperative movements the Region in the second decade of its existence, in pursuance of the programme envisaged for the Cooperative Development Decade (1970s) by the Alliance. The development of field projects would be a most appropriate approach in this regard as successful implementation of such projects would serve as good examples for emulation.

In view of this, the ICA RO & EC proposes to conduct a survey in the field of cooperative agricultural marketing with a view to selecting projects for developing them into full-scale cooperative enterprises. On the basis of such a survey, it will be possible for the ICA RO & EC and the ICA Agricultural Sub-Committee to undertake more project-oriented activities.

The Central Union of Agricultural Cooperatives, Japan, has given considerable thought to this question and has offered to contribute a sum of Yen 4.5 million (US \$ 12,500) to the ICA RO & EC for conducting such a survey. The Regional Director consulted the Director of the ICA in this regard on his recent visit to the Head Office and the Director was in favour of the scheme and thought that assistance could be given from the Development Fund of the ICA to the same extent as is offered by the Central Union of Agricultural Cooperatives of Japan.

Agenda Item No. 7 (contd)A Scheme for the Survey of Agricultural Marketing in Selected Countries to select projects for Development into full-scale Cooperative EnterprisesObjective

The objective of the Survey is to select cooperative projects for further development after studying the current situation and the problems of selected agricultural cooperatives in selected countries of South and East Asia with special reference to marketing and export potential.

Conduct of Survey

1. The Survey will be conducted by two Expert Teams. Each team will consist of two or three members, selected by the Regional Director of the ICA RO & EC in consultation with the President of the Central Union of Agricultural Cooperatives, Japan, and one member selected by the Regional Director from among the Officers of the RO & EC. The latter will be the Secretary as well of the Study Team. There will also be a Japanese Interpreter selected by the CUAC. Each team will coopt, with the concurrence of the Regional Director, an additional member, in each country visited by it, for the duration of such visit.
2. Each team will conduct a survey in three countries.
3. Team A will conduct a survey of the marketing potential of selected agricultural cooperatives having regard to production.
4. Team B will conduct a survey of the export-oriented activities of selected agricultural cooperatives with special reference to feeding-stuffs.
5. The selection of agricultural cooperatives for study by each team will be made by the Regional Director on the advice of the relevant member organisation.

Scope of Survey

The scope of the survey will be the following aspects of the selected societies:

1. Present situation and the recent past trends in agricultural production.
2. Farmers' attitude towards improvement of agricultural productivity.

Agenda Item No. 7 (contd.)

3. Impact of cooperative marketing and processing on farmers' income in recent years.
4. Economic viability of cooperatives.
5. Market situation.
6. Facilities available for improvement of agricultural production and services extended by cooperatives for this purpose.
7. Existing marketing and processing facilities in respect of agricultural products and possibility of improving marketing practices.
8. Services extended by cooperatives in the field of marketing and processing.
9. Relation with higher level organisations
10. Availability of leadership in cooperatives
11. Problem areas in the field of cooperative agricultural marketing.
12. Possibility of further expansion of marketing activities including export.

Method of Survey

1. Each team of Experts will assemble in New Delhi for instructions from the Regional Director and then proceed to the selected countries for making the survey.
2. In each country, a coopted local expert will join the team for the full duration of their stay in that country.
3. Duration of their stay in each country will be 10 to 14 days.
4. Each team will visit the societies selected, interview knowledgeable persons in the cooperative and public sectors and do all that may be necessary for their survey.
5. When the Survey is completed each team will come back to New Delhi to finalise the report. Each report will be made by the concerned Study Team proper and not by the coopted members as well. The views of coopted members may be annexed to the report if the Study Team so desires.
6. Total duration of the Survey of each Team will be 45 days including the period of stay in New Delhi.

Agenda Item No. 7 (contd)Work Schedule

- |                 |                               |  |
|-----------------|-------------------------------|--|
| <u>Team A</u> : | 1. June 1970                  | - Nomination of Teams                                      |
|                 | 2. July & August 70           | - Review of readily available documents by the Secretary   |
|                 | 3. July 1970                  | - Selection of societies                                   |
|                 | 4. First week of August 1970  | - Request specific information and data of these societies |
|                 | 5. Middle of September 1970   | - Assemble in New Delhi                                    |
|                 | 6. September & October        | - Conduct Survey in the selected countries.                |
|                 | 7. Last week of October       | - Finalisation of the Report in New Delhi.                 |
| <u>Team B</u> : | 1. July 1970                  | - Nomination of Experts                                    |
|                 | 2. August & September         | - Review of readily available documents by the Secretary   |
|                 | 3. August 1970                | - Selection of Societies                                   |
|                 | 4. First week of September    | - Request specific information and data of these societies |
|                 | 5. Middle of November         | - Assemble in New Delhi                                    |
|                 | 6. November and December 1970 | - Conduct Survey in selected countries                     |
|                 | 7. Last week of December 1970 | - Finalisation of Report in New Delhi                      |

Criteria for Selection of Societies

1. Geographical location
2. Economic viability
3. Marketing Performance
4. Marketing/export potential
5. Availability of Good leadership.

Financial Arrangements

1. The ICA will pay travel costs and daily allowances at US \$ 20 per diem, to the Experts (except the coopted experts) and the Secretaries of the Study Teams.
2. ICA will pay the costs of the local experts in connection with the survey, if the member organisation so recommends and in consultation with it.

Agenda Item No. 7 (contd.)

3. No payment will be made to the Members or the Secretaries of the Study Teams for doing the Survey.

Local Assistance Required

In view of the limitation of time available for the Survey, the member organisations of the ICA in 12 countries to be visited will be requested to extend their assistance in the following matters -

1. Selection of societies
2. Nomination of local expert
3. Collection and supply of documents and statistics that are available locally.
4. Arrangement of interviews and discussions with knowledgeable persons and leaders.
5. Other necessary arrangements to enable the Team to visit societies and to complete the survey meaningfully.

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AGENDA ITEM NO. 8STATISTICAL INFORMATION ON AGRICULTURE AND AGRICULTURAL  
COOPERATIVES IN SOUTH AND EAST ASIA ,

It has not been possible to publish statistical information on agriculture and agricultural cooperatives in South and East Asia because all the information required was not received by the Secretariat in due time.

The statistical information for 1970 has been compiled and is now presented to the Sub-Committee for its comments. After receiving confirmation of the information given in the compilation, it will be printed and made available as a priced publication.

With a view to making this an annual publication showing the annual progress of the movement in each country served by the ICA RO & EC the members of the Agricultural Sub-Committee are requested to get their organisations to supply the secretariat with the annual statistical publications issued by their governments and cooperatives regarding agriculture and agricultural cooperatives in their respective countries.



AGENDA ITEM NO. 9PROGRAMME OF THE ICA RO & EC FOR 1970-72 IN RESPECT OF  
TECHNICAL ASSISTANCE AND INTERNATIONAL COOPERATIVE TRADE  
IN THE FIELD OF AGRICULTURAL COOPERATION9.1 Possibility of evolving an alternative channel  
of finance for Trade and Aid

At its last meeting held in Teheran the Advisory Council emphasized the need for developing further contacts with international finance agencies such as the World Bank, the Asian Development Bank and the International Development Bank. In addition "the suggestion was mooted of the eventual possibility of setting up an Asian Cooperative Bank for assisting cooperative development and trade."

While contacts are being strengthened with the existing financial institutions, possibilities are also being explored of identifying other sources of finance within the cooperative movements of the Region. Taking into consideration the experience gained so far in obtaining technical assistance for the projects developed through the Regional Office, it is felt that additional channels of assistance for cooperative projects as well as international cooperative trade will have to be found. A document has been prepared in the Regional Office on "Financing of Trade and Development Projects in the South-East Asian Region - Retrospect and Prospect," a copy of which is enclosed as Appendix II. This document has examined the present sources of assistance and has discussed the possibility of evolving a cooperatively owned agency in the Region for this purpose. The present need of the Region is for an agency which can undertake the following responsibilities :

- i. Project feasibility studies, project evaluation and consultative services;
- ii. Project finance;
- iii. Finance for international trade;
- iv. Technical know-how for strengthening cooperative banking structures in the countries of the Region.

A sample survey of the capital structure of some of the leading cooperative business organisations in the Region has revealed the fact that the total owned funds of these organisations exceed US \$350 million and their total working capital is to the tune of US \$5.25 billion.

The following points, therefore, emerge out of the examination of the proposal so far :

- i. that the flow of assistance from the developed countries to the developing ones is slowing down and there are no indications suggesting that the trend may be reversed in the near future.

- ii) a number of cooperative movements in Asia are now planning economic activities on a larger scale than before and a good number of projects are likely to emerge as a result of this planned effort.
- iii) In several sectors of economic activity, the cooperative organisations in Asia have made remarkable progress and their collective strength should be able to sustain a financial institution in the Region.

The ~~Sub-Committee~~ may like to consider the following points in connection with the proposal:

- i) Whether in the light of the present position concerning availability of finance for projects and trade, the cooperative movements in the Region should not now consider alternative channels for securing such finance;
- ii) Whether, the movements now feel that the time is now opportune for considering the proposal for establishing a cooperatively owned financing institution in the Region;
- iii) Whether the feasibility, viability and the scope of this proposal should now be examined by an expert or a team of experts;
- iv) Whether on the basis of the views expressed by the expert(s), the ICA Regional Office and Education Centre should be asked to discuss the proposal with member and other cooperative business organisations in the Region and put up a definite proposal on the subject at the next meeting of the Council.

## 9.2 A Working Group for Trade Promotion

The question of establishing a Standing Sub-Committee for assisting in the promotion of international trade was briefly discussed at the last Advisory Council meeting. A reference was made to the recommendations of the Tokyo Trade Conference held in June 1968 on the subject. The Conference had suggested that a Standing Sub-Committee be created within the broad framework of the ICA Regional Office to discuss problems of international trade and to advise cooperative trading organisations on their development. Keeping in view the recommendations of the Tokyo Trade Conference as well as the discussion at the Advisory Council, the following proposal is made for consideration by the Agricultural Sub-Committee and the Advisory Council.

It is now more than three years since the ICA Regional Office started functioning as a clearing house of market information and trade promotion. During this period it has been possible to serve the movements, although in a modest way, in their efforts to accelerate the development of foreign trade by providing market information and documentation and by arranging trade meetings. It has also been possible

for us to establish trade contacts among cooperative organisations and in a few cases we have actually succeeded in getting the parties to enter into trade agreements.

The experience of the past years has convinced us of the need of strengthening further our trade promotion activities. While we have been able to provide so far the above services, quite often we have come to a situation where the cooperative organisations find themselves completely helpless and their efforts in developing trade contacts do not succeed owing to several factors beyond their control. Often, we feel the need of consulting experienced cooperative workers in this field with a view to get broad indications of the direction in which we should proceed in respect of certain trade transactions.

In view of the above, it is felt that the formation of a Working Group within the broad framework of the ICA Agricultural Sub-Committee for South-East Asia would be timely and appropriate. This Working Group could be formed from among the members of the Agricultural Sub-Committee who are involved directly in foreign trade. The membership of this Group should be 3 or 5 persons. It can meet on the day preceding the meeting of the Agricultural Sub-Committee so that no question of additional cost would arise at present. However, when need arises, the Group should be able to meet independently of the Agricultural Sub-Committee.

The main functions of the Working Group should be to review the cases handled by the Regional office for trade promotion, discuss the difficulties encountered by the Regional office and tender advice concerning the handling of such proposals in future. The Group can also provide additional trade contacts. Between the two meetings of the Group it will be possible for the Regional Office to supply the Group members with information material and documentation and seek their advice, through correspondence, on certain aspects of trade promotion from time to time. In case any trading organisation happens to be in the country from which a Working Group member is drawn, it may be possible for us to request such member to pursue the case with the Government or other concerned agencies as the case may be.

### 9.3 Cooperative Trade Exchange

During the Regional Director's visit to Australia in 1969, a suggestion was made by some representatives of the Australian Cooperative Movement that a Cooperative Trade Exchange be established either in Hong Kong or in Singapore with a view to help the cooperative producer and consumer organisations to establish business contacts and explore trade possibilities.

As the suggestion has come from the Cooperators from Australia, it will be appropriate if the Australian member of the Agricultural Sub-Committee would elaborate this suggestions at the meeting of the Sub-Committee. However, as three cooperative organisations of Japan, namely, ZENKOREN, ZENHANREN and UNICOOPJAPAN already have trade offices in

Hong Kong and Bangkok, it will be useful to coordinate this suggestion with them. We have, therefore, suggested that the Australian member of the Agricultural Sub-Committee, while on his way to Seoul, should make a brief halt in Tokyo to discuss the possibilities of establishing a Cooperative Trade Exchange with representatives of UNICOOPJAPAN and other concerned organisations. These discussions will enable the Agricultural Sub-Committee and the Advisory Council to deliberate on the suggestion on a realistic basis.

The scope of work of the proposed trade exchange should in our opinion include the introduction of commodities marketed by cooperatives into the markets at Singapore or Hong Kong and the supply of market and trade information to the cooperative organisations concerned.

Another and more effective way of the trade exchange functioning could be that the facilities required for the running of a trade exchange office should be made available to cooperative trading organisations interested in using these facilities. Their representatives could be posted at the trade exchange to deal with trade matters on behalf of their respective organisations. This proposal is suggested in view of the fact that it may be difficult for certain cooperative trading organisations to entrust responsibilities for trade negotiations to a person outside their own organisation and to part with information which may be of a confidential nature.

Consideration could also be given to the question of coordinating the activities of the Australian Cooperative Movement and UNICOOPJAPAN in this field.

#### 9.4 Work on the Projects

It is expected that during the current year work on the following projects will be speeded up. As the Technical Assistance Sub-Committee of the ICA (in London) has now sanctioned a grant from the Development Fund for covering the expenses of making economic analyses and feasibility studies, it should be possible to get this work done at an early date.

- i) Multi-Commodity Fruit and Vegetable Processing Unit, NAFED, New Delhi (India).
- ii) Consolidated Fruit Processing Plant, NACF, Seoul, Republic of Korea.
- iii) Pineapple Canning Project, Cooperative Federation of Ceylon, Colombo, Ceylon.

The required economic analyses of the projects have not been received in respect of the Korean and Ceylon projects. The attention of the members of the Committee is kindly invited to this.

The clearing house activities of the Regional Office will further be strengthened during this period. The "Trade News" will further be enlarged and it is proposed to issue it in printed form in due course. On the basis of the requirements of the trading organisations, efforts will be made to organise training courses for their technical personnel, such as packers, graders, etc.

AGENDA ITEM No. 10VENUE AND DATES OF THE NEXT SUB-COMMITTEE MEETING

The next Advisory Council meeting has to be held before February 1971. It is most likely that the meeting will be held following the Tenth Anniversary Celebrations of the RO & EC which will include a Conference of Top-Level Leaders of the Movements. It will be very helpful and also add to the representative character of the celebrations if the Agricultural Sub-Committee meeting is also held following the celebrations, enabling the Members to participate in the Celebrations.

The members may like to indicate their views on the above.

APPENDIX I

WORK OF THE AGRICULTURAL SUB-COMMITTEE FOR SOUTH-EAST ASIA

(This is extracted from the minutes of the Agricultural Executive Meeting held at Hamburg on 25th August 1969)

Mr. Yanagida reported that since the establishment of the ASC in 1967, it had met three times and the role of the cooperative movement in the agricultural development in the Asian Region had been reviewed, and means for extending its activity were being sought. Besides, Malaysia and Iran, which were not affiliated to the Sub-Committee at the beginning, had now become its members.

He continued that, on the basis of the common recognition that agricultural development was of importance to achieve socio-economic growth in the Region and the organising of cooperatives was indispensable for the attainment of such development, the Sub-Committee had made efforts to promote international cooperation bilaterally as well as multilaterally by such means as the exchange of information. The Sub-Committee sought the promotion of close cooperation with the ICA, RO & EC for South-East Asia. Without cooperation from this source, the Sub-Committee would not be able to strengthen its activity. In this regard, the ICA activities, such as education and training of cooperative officials and the collection and dissemination of basic statistics, were of great value, and the Sub-Committee hoped that they would go further in order to develop the agricultural cooperative movement in the Region.

Great attention was paid to the development of multipurpose cooperatives among agricultural cooperatives in the Region. The Sub-Committee, as well as the ICA RO & EC, considered farm guidance very vital for multipurpose cooperatives as an important subject and one that would be of use for the development of the agricultural cooperative movement in the Region. Mr. Yanagida thought that the promotion of farm guidance activities would necessitate the effective marketing of agricultural produce. Furthermore, international trade also had an important impact upon the strengthening of its organisation. In view of this, the Sub-Committee had expressed its support for the

trade and the commodity conferences.

With regard to the cooperative contribution of advanced countries in this respect, a long-term agreement on cooperative trade would be more important and useful, as shown in the case of the Japan-Thai Trade Agreement on Maize. This agreement included the promotion of the Thai cooperative movement, while at the same time the Japanese movement was assured of a constant supply of maize. The question of whether such an agreement could also be made with other countries in the Region had also been explored. Mr. Yanagida thought that the movements of advanced countries had not imported much through the cooperative organisations in the Region. He wanted to appeal to the members from the advanced countries to make more efforts to import commodities through the cooperative organisations and to establish long-term contracts whenever possible, so as to contribute to the development of cooperatives in the Region, as well as to receive reciprocal benefits.

To attain this purpose, the importance was for the exchange of information and communication with each other, so that the highest appreciation could be given to the Eisenberg Report and respective work of the ICA RO & EC, which supplements the report from time to time through its bulletins. The Sub-Committee sincerely hoped that the advanced countries would actively contribute in this field and strongly hoped that the ICA RO & EC would act as a clearing house of information on international cooperative trade.

The Chairman said that the Sub-Committee had worked in an admirable way. Mr. Lacour, Chairman of the Fisheries Sub-Committee of the ICA, suggested that a Fisheries Section should be set up within the South-East Asian Agricultural Sub-Committee and that this matter could perhaps be discussed.



**I C A Advisory Council  
for South-East Asia**

Eleventh Me ting

Venue \_\_\_\_\_ Seoul, Republic of Korea

Dates \_\_\_\_\_ May 8 and 9, 1970

**International Cooperative Alliance, Regional Office  
& Education Centre for South-East Asia,  
43 Friends' Colony, New Delhi-14, India**

INTERNATIONAL COOPERATIVE ALLIANCE  
43 Friends Colony  
New Delhi.14. India.

G / 24th June 1970

MINUTES OF THE ELEVENTH ADVISORY COUNCIL MEETING OF THE  
I.C.A. REGIONAL OFFICE AND EDUCATION CENTRE FOR SOUTH-EAST  
ASIA HELD AT SEOUL, REPUBLIC OF KOREA, ON 8TH and 9TH MAY 1970

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Introductory

1. The Eleventh Meeting of the Advisory Council of the ICA Regional Office and Education Centre for South-East Asia was held at Seoul, Republic of Korea, on May 8 and 9, 1970. The meeting was presided over by Mr B Venkatappiah, Chairman of the Advisory Council. On the 9th May morning Mr N.A.Kularajah, Member for Malaysia, presided, in the absence of the Chairman, as pro-tem Chairman at the discussions on items 6, 7 and 8.

2. The following were present:

Members

Mr B Venkatappiah, Chairman  
Mr P.S.Bhat, substitute for Mr Brahm Perakash,  
Member for India  
Mr R Sharbabaki, substitute for Mr J Sassani,  
Member for Iran  
Mr H Yanagida, Member for Japan  
Mr Yong Chan Paik, Member for Republic of Korea  
Mr N.A.Kularajah, Member for Malaysia  
Mr B.P.Faustino, Member for the Philippines  
Mr Mak Kam Heng, Member for Singapore  
Mr Surin Cholpraserd, Member for Thailand

Special Invitees

Mr V.N.Puri, Member, ICA Executive Committee  
Mr H Togawa, Managing Director, IDACA, Japan  
Mr R Nonaka, National Federation of Fishery  
Coop Associations, Japan.

ICA

Mr P.E.Weeraman, Regional Director, ICA RO & EC -  
Secretary of the Council  
Mr J.M.Rana, Director (Education Centre) ICA RO  
& EC  
Mr M.V.Madane, Joint Director (Technical Assis-  
tance and Trade) ICA RO & EC  
Mr Shiro Futagami, Deputy Director, ICA RO & EC

Absent

Mr W Kidston, Member for Australia  
Mr K.W.Devenayagam, Member for Ceylon  
Mr Lutfor Rahman Khan, Member for Pakistan

In attendance

Mr A.H.Ganesan, Personal Secretary to the  
Regional Director, ICA RO & EC



necessary for each country to evolve an organisational set up that was suited to that particular country as had been done in Korea. He added that we could not be dogmatic about one pattern or blue-print for all the countries.

Agenda Item No. III

Confirmation of the Minutes of the Tenth Meeting held at Teheran, Iran, on March 1 and 2, 1969.

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8. The minutes of the Tenth Meeting of the ICA Advisory Council held in Teheran, Iran, on March 1 and 2, 1969, which had been earlier circulated, were confirmed.

Agenda Item No. IV

Administration, Finance and Personnel

9. The change of the financial year of the RO & EC from the calendar year to the year July-June, to fall into line with the financial year of the Swedish Cooperative Centre and the Swedish International Development Authority, was noted. This, it was noted, would be more suitable than the calendar year in respect of working relations with IDACA also, as the financial year of the IDACA is from June to May. It was also mentioned that the estimates for any financial year should be submitted to the SCC, fifteen months ahead of the commencement of that year. This would mean that the AC should be consulted before February of the year in which estimates have to be sent. This would enable the AC to review the programme for the ensuing financial year as well as to consider a tentative programme of activities for the following financial year.

10. It was noted that the financial contribution of the SCC for the year 1970-71 had been fixed at 1.2 million Swedish Kronors which is equal approximately to 1.7 million Indian rupees.

11. The financial contributions of the member-movements to the work of the RO & EC were examined in the light of appendix II of the agenda notes. This revealed that the contribution to the expenses of the RO & EC from the SCC/KF was 73.3 per cent, from the Head Office of the ICA 17.5 per cent and from member organisations 9.2 per cent. The Regional Director pointed out that these figures did not include the local costs incurred by the member organisations in connection with the meetings of the Agricultural Sub-Committee and the Advisory Council and the receptions held in their honour.

12. It was the view of the Council that in the case of national seminars the member organisations should meet more than the local costs, for instance the costs of foreign personnel and the ICA staff should also be borne by the member organisations as far as possible. The Members were requested to get their organisations to adopt the principle of bearing all local costs of technical and other meetings held by the ICA in their respective countries, including the hotel costs of the participants and the Regional Director was requested to address the member organisations in this connection. The Member for the Philippines said that the principle of bearing local costs should be extended to all activities of the ICA.

The Member for Malaysia pointed out that in most cases the member organisations were non-business bodies which would not therefore have sufficient funds at their command. Therefore, it was suggested that such a Union should obtain the support of the business federations which would be concerned with the subject of a particular technical meeting or other event.

13. It was suggested that in the future, in regard to each item in the budget, there should be an estimate of total costs involved in holding that activity, showing separately the ICA's contribution and the contribution of member organisations. A suggestion was also made that member organisations should make a regular contribution to the activities of the RO & EC and that this money could be deposited to the credit of the ICA in the respective countries of the member organisations themselves in view of foreign exchange difficulties. In pursuance of this, the Council agreed that there is an impelling need for this region to be increasingly self-reliant and that a note should be presented to the next Advisory Council meeting analysing the position in the following two aspects: (i) the type of activity that had received greater support from member movements, and (ii) the expenditure pattern of foreign contributions and local contributions. It was suggested that an analysis should be made of how the contributions from the SCC had been spent in the past in order to see what items could be transferred to member organisations.

14. The contribution of 4.5 million Yen made by the Central Union of Agricultural Cooperatives of Japan for a Survey of Agricultural Cooperative Marketing Projects in the Region was noted with much appreciation by the Council.

15. The Council noted that the Cooperative Federation of Australia had not been successful in recruiting a suitable successor from Australia to succeed Mr Shiro Futagami. The RO & EC would make efforts to fill the post.

16. The Council was informed of the proposed appointment of Mr R. D. Bedi, to fill a post of Deputy Director of the Education Centre, an additional post which had been provided for in the budget since 1969.

Agenda Item No. IV.2

Action Taken on the Minutes of the Last Meeting

17. The action taken on the minutes of the last meeting was reviewed by the Council.

18. It was noted that information was being collected on the needs of the movements in respect of the training of teachers abroad. It was decided that this information should be kept up to date.

Regional Directory

19. It was decided that a note should be prepared giving the basic information on each country movement and that this should be brought up to date biennially.

Study of Multipurpose Cooperatives in Ceylon

20. The Council noted with regret that the report on the Study of Multipurpose Cooperatives in Ceylon made by Prof. Hsieh had not been submitted by him. The Regional Director informed the Council that he had met Prof. Hsieh last November and had been informed by Prof. Hsieh that he had prepared the first draft of his report. The Council requested the Regional Director to ask Prof Hsieh for the report. It also decided to consider the matter finally at the next meeting.

Agenda Item No. V                      Education Centre

Section - I : Review of activities and On-Going Programme

21. A review of the activities of the Education Centre from March 1969 to March 1970 was presented to the Council. Information was also provided on the programmes for the second quarter (April to June) of 1970.

22. The Council noted the following activities:

Cooperative Management:

22.1 A Regional Seminar on Cooperative Leadership and Management held in Bangkok in June 1969 in collaboration with the Swedish Cooperative Centre as a continuation of the Seventh International Cooperative Conference held by the SCC in Stockholm in March-May 1969.

22.2 A National Seminar on Cooperative Management for medium-sized Cooperatives held in Dacca, East Pakistan, from 19th January to 1st February 1970.

22.3 A National Seminar on Cooperative Management for Thrift and Loan Societies held in Singapore from 13th to 18th April 1970. The Member for Singapore expressed his gratitude to the ICA RO & EC for assisting in the conducting of the national seminar. He mentioned the need for diversifying the activities of these societies in view of the large volume of funds collected by them.

22.4 The manuscript of the publication on the "Role of Government in Cooperative Development" was ready for printing.

22.5 Consultant services provided by the Officers of the RO & EC at the All India Conference of Urban Credit Cooperatives held by the NCUI and at the International Cooperative Study Course held in Australia.

Agricultural Cooperation:

22.6 A Regional Seminar on Farm Guidance through Agricultural Cooperatives held in Seoul, Republic of Korea, from 29th September to 17th October 1969, with study visits in Japan. Special mention was made of the three case studies which were presented at the seminar. It was felt that agricultural cooperatives should systematically undertake farm guidance activities in order to improve farm management practices and agricultural productivity.

22.7 An Experts' Conference on the Role of Cooperatives in Agricultural Development held in Kathmandu, Nepal, jointly by the RO & EC and the Afro-Asian Rural Reconstruction Organisation from 16th to 21st November 1969. Two experts from Tanzania and Kenya which are within the area of the AARRO, also participated in the Conference along with the experts drawn from the Region of the RO & EC.

22.8 A Regional Seminar on Agricultural Marketing of Foodgrains held in the Philippines from the 1st to 16th December 1969. The Member for the Philippines mentioned that the seminar was a timely one and was useful especially from the point of view of the Philippines and several other countries in the region where a significant increase in agricultural production had taken place. He indicated that a number of innovations in the fields of storage, paddy drying and modernisation of rice-milling were necessary to meet the new situation. The Council recommended that this seminar be followed up by national seminars in each country.

22.9 A compilation of information on agriculture and agricultural cooperatives in the region, prepared by the RO & EC, was tabled. It was pointed out that the document had been sent to all the member organisations for confirmation of the statistics contained in it, with a view to printing it thereafter.

22.10 Assistance provided by the RO & EC to an FAO Expert for making a Study of "Cooperative Processing of Agricultural Produce" especially in the planning of the study and the selection of commodities to be studied. Mr Shiro Futagami, Deputy Director of the Education Centre (Agricultural Marketing Specialist) accompanied the expert to Japan to assist him in the compilation of necessary data in Japan. In this connection, appreciation was expressed of the Japanese Cooperative Movement which had borne the travel and other costs of the Deputy Director.

22.11 Mr J.M. Rana, Director (Education Centre) gave two lectures at the FAO Seminar on Farmers Organisations held at Kuala Lumpur, Malaysia, from 12th October to 3rd November 1969.

#### Consumer Cooperation

22.12 A National Seminar on Consumer Cooperation held in Iran from May 18 to 29, 1969.

22.13 A Study of Personnel Management (Policies and Practices) in certain selected super bazars of India by Mr Arvidsson. The Council noted the draft of the report was ready and that it would be finalised soon. The Council noted with appreciation the services rendered to the Indian Movement by Mr Ragnar Arvidsson, Specialist in Consumer Cooperation in the RO & EC.

22.14 The preparation of a book entitled "Readings in Consumer Cooperation" based on the three seminars held by the RO & EC.

### Cooperative Education

22.15 Three Fellows from Ceylon, Korea and India, participated in the 1969 Fellowship Programme. It was suggested that as the duration of the Fellowship Programme had been shortened to three months, the persons selected should be asked to prepare their country papers before coming to Delhi.

22.16 Two teachers, one each from Malaysia and India, participated in the Teachers' Exchange Programme.

22.17 Dr Dharm Vir spent two months in Malaysia, in January and in April 1970, and made a number of recommendations to the Cooperative Union of Malaysia. The RO & EC also provided some equipment and books as part of the programme of technical assistance to Malaysia. The Member for Malaysia thanked the RO & EC for sparing the services of Dr Vir and he placed on record the appreciation of the Malaysian Cooperative Congress of the services rendered to the Cooperative Union of Malaysia by the RO & EC. The Council noted with appreciation the services rendered by Dr Dharm Vir.

23. The Member for Singapore requested that the services of Dr Vir should be made available to Singapore also when he visits Malaysia next.

24. The preparation of study material for study circle leaders and other groups such as women cooperators was noted.

25. The Council noted with appreciation the services rendered to different movements by the officers of the RO & EC by their participation in the different seminars and courses conducted in the field of cooperative education.

### Publications

26. While noting the work of the Publications Section of the RO & EC with appreciation, the Council suggested that the movements should feed the RO & EC with sufficient information on the important developments that are taking place in their respective countries.

### Library Services

27. The services rendered by the ICA Library by way of issuing documentation bulletins and annotated as well as select bibliographies from time to time was noted with appreciation.

### Section - II : Programme of Activities for the Financial Year 1970-71

28. The Council approved of the following activities scheduled for the financial year 1970-71.



### Regional Seminars

28.1 A Regional Seminar on the Development of Housing Cooperatives to be held in Kuala Lumpur, Malaysia, in October-November 1970. About 30 participants will attend the seminar. The assistance of the ICA Auxiliary Committee on Cooperative Housing will be available for the seminar.

28.2 A Regional Seminar on Shop Planning and Shop Management to be held in Japan for two weeks in April 1971 with about 30 participants. Efforts will be made to get the assistance of the ICA Auxiliary Committee on Retail Distribution for this seminar. It was felt that in several countries of the Region multipurpose cooperative societies are running shops for selling consumer articles for their farmer-members. The Council suggested that in view of this, the scope of the seminar should cover such multipurpose cooperative societies. It was further suggested that in view of the fact that the multipurpose cooperative societies in Japan are actively engaged in consumer cooperative work, the seminar should be sponsored by the Japanese Consumers Cooperative Union and the Central Union of Agricultural Cooperatives. The Director of the Education Centre indicated that he would hold discussions with the Japanese Consumers Cooperative Union in this regard.

### National Seminars

28.3 The following national seminars scheduled for the year 1970-71:

- a) A National Seminar on Amalgamation and Integration of multipurpose cooperative societies in Ceylon.
- b) A National Seminar on Personnel Management of Cooperative Super Bazars in India.
- c) A National Seminar on the Management of Medium-size Agricultural Cooperative Societies in Pakistan. The West Pakistan Cooperative Union had requested the RO & EC to assist them in organising a national seminar on this subject as only a few participants from West Pakistan had been able to attend the seminar held in East Pakistan on the same subject in January 1970.
- d) An Inter-Japan Cooperative Housing Conference organised by the Japanese Consumers Cooperative Union in collaboration with other interested organisations and assisted by the ICA Auxiliary Committee on Housing and the RO & EC for South-East Asia.

28.4 In addition the Council was informed that it would be possible for the RO & EC to assist at one or two national seminars in some countries of the Region on the basis of requests made to the RO & EC in advance.

28.5 The Member for India said that a national seminar on cooperative housing would be organised in India during the current year and wished to have the assistance of a Resource Person from the RO & EC.

29. The Council suggested that the subject of the Viability of Cooperative Societies at the Primary Level should be discussed at either an Experts' Conference or a Regional Seminar some time in the future. The subject might also be included in the programme of national seminars.

#### Consultant Services

30. The Council was informed of the following consultant services of the RO & EC.

30.1 Dr Dharm Vir's services will be made available to the Malaysian Cooperative Movement for three or four weeks during the latter half of 1970.

30.2 Mr Ragnar Arvidsson will continue to assist the movements in the field of consumer cooperatives as and when requests are received.

30.3 The Council was informed that consultant services in the fields of cooperative credit and agricultural cooperative marketing will also be provided.

#### A Field Project in Cooperative Education

31. The Council was informed that a field project in cooperative education would be undertaken in one of the States of India in collaboration with the member-organisation in India (NCUI) in view of the need to devote more attention to the training of members and office-holders at the primary level, with the object of contributing to the development of primary cooperative societies in a selected area and ultimately improving the social and economic conditions of the members through such training process. The specific aims of the project would be as follows:

- i. to carry out education programmes for the employees, board members and ordinary members of selected primary societies as a part of the current and projected development programmes.
- ii. to carry out educational activities for the supervisory and extension personnel of secondary cooperative organisations and employees of cooperative departments who come in direct contact with the primary societies.
- iii. to experiment with and demonstrate successful educational approaches and techniques and to produce educational material such as manuals and audio-visual aids for use in the project. Experience gained from the project in this regard could then be multiplied elsewhere.

It was mentioned that a pre-project survey would be made of the social and economic conditions of the area selected, the present operations of cooperative societies, the possibility of the area for cooperative development and the educational needs of the area. Periodic evaluation would form an integral part of the project.

~~Cooperative Education~~ be continued as the subject of the Fellowship Programme for the year 1970-71 also. The selected Fellows will be given practical assignments to carry out certain tasks in the field project in cooperative education in addition to the usual preparation of papers and field visits.

#### Teachers' Exchange Programme

33. The Council was informed that the Teachers' Exchange Programme would be conducted this year and that three teachers would be invited to participate in the programme for a period of two months each.

#### Study Programme for Top Level Personnel

34. The Council was informed that an individual study programme of four to eight weeks duration would be offered to six top-level persons such as Registrars of Cooperative Societies and General Managers of important cooperative societies. The objective would be to provide an opportunity of studying cooperation to persons who have been recruited to the Cooperative Movement without their having had any previous experience or knowledge of cooperative work and to persons who have been assigned special project work in the field of cooperation.

#### Assistance to the FAO

35. The Council was informed of the following collaboration offered to the FAO:

35.1 The assistance of the RO & EC would be provided to the FAO organising a seminar on Fishery Cooperatives for this region.

35.2 Mr J.M.Rana, Director, Education Centre, would read a paper on "Cooperative Education for Agricultural Cooperatives in South-East Asia" at the forthcoming World Conference on Agricultural Education and Training convened by the FAO.

#### Research

36. The Council was informed that a Study of Sales Management in Consumer Cooperative Societies would be made by the RO & EC in collaboration with the national member organisation of India as a continuation of the study of personnel management made in 1969. It is proposed to make a detailed study of the existing policies and practices in the field of sales management in selected cooperative super bazars in India with a view to suggesting improved sales policies and practices. The scope of the study would include the following:

- i. existing organisational structure of the super bazar with regard to sales management,
- ii. existing policies and practices with regard to price, assortment, quality and other services, such as home delivery etc.

- iii. the duties, powers and responsibilities of the manager, and the board as far as sales management is concerned,
- iv. present policies and practices with regard to location and size of the store,
- v. the performance of the salesmen (productivity, behaviour etc),
- vi. present policies and practices with regard to layout, furniture, fixtures, lighting, merchandize display, price-marking and pre-packing,
- vii. present policies and practices with regard to sales planning, sales budgeting, sales analysis and sales promotion activities including member relations,

The Council was informed that the report of the study would form the basis of seminars on this subject.

#### Survey of Agricultural Cooperative Marketing Projects

37. The Council approved of the proposed Survey of Agricultural Cooperative Marketing Projects in the Region as recommended by the Agricultural Sub-Committee at its meeting held on 4th and 5th May 1970. The Council noted with appreciation the contribution of 4.5 million yen made by the Japanese Agricultural Cooperative Movement for the conduct of the survey.

#### Publications

38. The Council was informed that the following three publications would be brought out during this year.

- 38.1 Manual of simplified presentation of Cooperative Business Information.
- 38.2 Marketing of Foodgrains by Agricultural Cooperatives
- 38.3 Farm Guidance Activities by Agricultural Cooperatives

#### Collaboration with the Swedish Cooperative Centre

39. The Regional Director reported that the Director of the Swedish Cooperative Centre had suggested to him that they would like to conduct some national seminars on a particular subject within the Region and that the main objective of conducting such national seminars was to enable the SCC itself to select promising participants for its seminars in Sweden out of those who attended the national seminars. There was a lengthy discussion on this matter. The Member for Malaysia welcomed the proposal and said that it would increase the number of national seminars that would be available to the movements in the Region. The Chairman ascertained the views of the members individually. Whilst the Members for India and Iran

thought that we should await a written communication from the SCC, the Members for Japan, Korea, Malaysia, Singapore, the Philippines and Thailand said there was no need to await a written communication as the oral discussion was good enough for pursuing the matter and requested the Regional Director to do so. The Chairman wanted the Regional Director to address the SCC as follows : "the proposal was generally discussed as it was put up by the agenda notes. There were different views but it was generally felt that clarifications are necessary. If the SCC wants to pursue the proposal the AC would welcome such clarifications for further action on the proposal".

Section III : Tentative Programme of Activities for the Financial Year 1971-72

40. The Advisory Council approved of the following two Regional Seminars out of the four suggested for the year 1971-72.

40.1 Regional Seminar on Personnel Management and Training

This seminar will be held in India for a period of 20 days in the latter half of 1971 with 30 participants. The purpose of the seminar would be to discuss the personnel management policies and practices of the cooperative movement in the Region. Special attention would be paid to the practices of recruitment, monetary and other compensation policies followed and training arrangements provided for personnel by the movements in the region as well as the manner in which improvements in personnel management practices can be brought about.

40.2 Regional Seminar on Cooperative Production Credit

This seminar will be held in Tokyo for a period of 20 days in the first half of 1972 with 30 participants. The purpose of the seminar would be to review the developments in the field of cooperative credit and discuss similarities and differences in the structure of the movements, size and structure of primary societies, government support, common problems like creation of owned capital and mobilisation of savings and questions involving regional cooperation. Participants may be officers from the government cooperation departments, banking institutions supplying credit to cooperatives and managerial personnel of cooperative banking institutions at the national and regional levels.

41. Seminar on Organisation and Methods

The Member for Malaysia suggested that the RO & EC should initiate discussions with the Australian Movement to organise a Seminar in Australia on Organisation and Methods. This seminar could be organised jointly by the ICA RO & EC and the Australian Movement. Member organisations wishing to send participants should meet the full costs of their participation.

National Seminars

42. The Council was informed that four national seminars would be organised on any of the subjects listed below.

- i. Cooperative Credit
- ii. Cooperative Marketing of foodgrains
- iii. Establishment and management of fruit processing plants
- iv. Amalgamation of primary cooperative societies
- v. Personnel management in consumer cooperative societies.
- vi. Sales management in consumer cooperative societies
- vii. Organisation and techniques of cooperative education
- viii. Farm guidance through agricultural cooperatives
- ix. Technical assistance
- x. Adaptability of the Laidlaw Report Recommendations to other movements in the Region.

The member for Korea informed the Council that the National Agricultural Cooperative Federation of Korea would like to organise a national seminar on Amalgamation of Primary Cooperative Societies. The Council recommended that the subject of "Organisation of Viable Cooperative Societies at the Primary level" also be included for national seminars.

Research

43. The Council approved of research being conducted on the following two topics during the year, from out of the four subject areas suggested.

- i. Study of Techniques of Marketing of Selected Primary Agricultural Marketing Cooperatives (dealing mainly in one commodity e.g. rice or fruits)
- ii. Study of the techniques of amalgamation of cooperative societies in one or more countries of the Region.

Fellowship Programme

44. The Council suggested that the Fellowship Programme should be conducted on the subject of "Multipurpose Cooperative Approach" from this year onwards till all the countries of the Region are covered by the programme.

Teachers' Exchange Programme

45. The Council was informed that the Teachers' Exchange Programme would be continued and more teachers would be invited to participate in the programme for a period of two months each.

Study Programme for Top Level Personnel

46. The Council was informed that facilities would be offered to six persons for a period of four to eight weeks during the year for the study of cooperation, vide para 34 of section II.

Consultant Services

47. The Council was informed that the RO & EC would provide consultant services to member movements on training and management problems in the fields of agricultural and consumer cooperation; also allied services applied for by member movements.

Publications

48. The Council was informed that publications on two of the following subjects would be brought out during the year 1971-72.

- i. Personnel management in cooperative super bazars in India
- ii. Agricultural Cooperative marketing
- iii. Cooperative Credit
- iv. Survey of Agricultural Cooperative Marketing in South-East Asia

49. The Information Bulletin will be continued to be published as a quarterly.

Section IV : Future Direction of the Work of the Education CentreIntegrated Approach to Education

50.1 The Council considered the suggestions made in the agenda notes on the future direction of activities of the ICA Education Centre. The Council thought that the activities of the Education Centre should have the following basic elements and an integrated approach comprising these elements should be made in future.

- i. Research
- ii. Education-cum-training seminars
- iii. Follow-up action including provision of consultant services
- iv. Preparation of educational material and publications.

50.2 The Council agreed that the number of international seminars may be reduced to two per year and that more direct support may be provided to the member movements by assisting them in holding a larger number of national seminars and by providing increased consultant services. The Council noted that the present position of specialisation in the Education Centre was as follows:

- i. Specialist in Consumer Cooperation - 1 (Mr Ragnar Arvidsson)
- ii. Specialist in Cooperative Member Education - 1 (Dr Dharm Vir)
- iii. Specialist in Agricultural Marketing - 1 (Mr Shiro Futagami)
- iv. Specialist in Cooperative Credit - 1 (Mr L Gunawardana)
- v. The post of Specialist in Coop Management was to be filled up in the near future.

Long-term Programme

51.1 In presenting the long-term programme, the Director, EC, explained that the long-term programme outlined in the agenda notes was not definite but was only indicative of the aspirations of the Centre for the cooperative development of the Region. In this connection the Council suggested that the subject of cooperative management should be added as a priority area.

51.2 The long-term programme of the Education Centre to add to its personnel resources as mentioned below, depending upon the availability of increased financial resources, was generally approved of by the Council.

## a) Cooperative Management:

- i. One person possessing overall knowledge of cooperative management (Principles and techniques of management)
- ii. A specialist in financial management
- iii. A specialist in personnel management

## b) Agricultural Cooperatives:

- i. A specialist in cooperative credit
- ii. A specialist in agricultural cooperative marketing
- iii. A specialist in processing and production.

## c) Consumer Cooperatives:

- i. A person possessing knowledge of organisation and planning of consumer cooperatives.
- ii. A specialist in sales management
- iii. A specialist in Inventory Management.

## d) Cooperative Education:

- i. Two specialists in Education Methods -
  - one in the use of mass media such as films, TV, radio and the press
  - one in the use of small group approach.
- ii. One specialist in audio-visual aids
- iii. One specialist in research methods and statistics.

The Council noted that by following the approach suggested above, the Centre would be in a position to build up a panel of specialists in each of the priority areas and would be able to play a more dynamic and positive role in the Cooperative Development of the region. The Council, however, stressed that such development would depend upon the availability of increased financial support from the member-organisations.



Agenda Item No. VITechnical Assistance and TradeReview of Activities - March 1969 to March 1970

52. The Council reviewed the activities of the Technical Assistance and Trade Section during the period under discussion and noted the follow-up action taken on the recommendations made at the last meeting of the Council.

Information

53. The Council noted that information concerning the following matters was being collected as suggested at the last meeting.

- i. Trade and technical assistance agreements by governments in the region.
- ii. Cooperative development programmes in the region.
- iii. Production and processing facilities in advanced countries.
- iv. Technical know-how and expertise in the Region.

54. The Council noted the progress made so far in collecting the above information and discussed the difficulties faced by the Regional Office in obtaining such information from cooperative organisations in the Region. As the response from the member organisations so far was far from satisfactory, the Council emphasized the need for intensifying the efforts of the Regional Office to obtain adequate information on the above developments. In this connection, a suggestion was made that the member organisations in the Region should nominate a person for supplying information concerning all developments in their respective countries to the ICA RO & EC regularly. The ICA might request the movements to nominate such persons. The Council felt that such nominees should be persons at a fairly high level and should be able to collect the information and send it to the ICA.

55. As regards information on trade and technical assistance agreements, the Council was informed that information on these agreements could be obtained from the Ministries of the Governments as well as from organisations such as Chambers of Commerce and Industry. The Council also emphasized the necessity for the formulation of development programmes by cooperatives in the Region. Such programmes should be sent to the ICA for its information. The Council noted with satisfaction that information on the processing and production facilities available in advanced countries is now being collected by the Regional Office and that the ICA Director (in London) had extended his cooperation in this matter.

56. The Council suggested that the Regional Office should circulate the information collected so far for the benefit of the movements in the region.

57. The Council discussed at great length the present availability of technical know-how and expertise in the region and emphasized the need to gradually obtain such expertise from within the region. A point was made that the expertise obtained from the region would be more relevant to the situation in our countries and therefore more useful.

#### Technical Assistance

58. The Council reviewed the progress made so far in implementing the various projects initiated through the Regional Office. While noting with satisfaction that the Bhor Dairy Project was nearing completion, the Council emphasized the need to obtain technical assistance for other projects. In this connection, the decision of the ICA Technical Assistance Sub-Committee sanctioning a grant of Rs.25,000 from the Development Fund for completing feasibility studies was mentioned. The Council emphasized the necessity for early completion of the feasibility studies in respect of the following projects.

- i. Multi-commodity fruit and vegetable processing unit of Nafed, India.
- ii. Consolidated fruit processing plant, Seoul, Korea.
- iii. Pineapple canning project, Cooperative Federation of Ceylon

59. As regards the fish canning project in Ceylon, The Council noted the position as regards the implementation of the recommendations made by the team of French Experts which visited Ceylon last year.

#### Trade

60. While reviewing the efforts of the Regional Office to develop inter-cooperative trade, the Council noted that several trade contacts had been established as a result of the initiative taken by the Regional Office. The need to strengthen further the clearing house functions of the office was stressed and it was suggested that the trade information bulletin should now be issued regularly. The Council also noted the participation of the ICA in the Second Asian Trade Fair held at Teheran during October 1969 on behalf of 14 cooperative organisations from the region as well as from Europe.

#### Working Programme for 1970-71 and 1971-72

61. The work programme of the Technical Assistance and Trade Section for the year 1970-71 and also a tentative programme for 1971-72 were discussed by the Council in the context of the work done so far in relation to the various projects in the Region. The Council discussed the various difficulties faced so far by the office in obtaining technical assistance from various sources and noted that the gradual reduction in the volume of technical assistance from advanced countries to the developing ones will also affect the projects undertaken by the

cooperatives in the Region. It was therefore felt that whilst efforts should be continued to obtain assistance from bilateral and multi-lateral sources, attention should now be given to the development of alternative channels of obtaining finance and technical assistance. This was necessary in view of the growing demands for assistance made by cooperatives in the Region for undertaking development projects on a bigger scale than in the past.

Possibility of Evolving an Alternative Channel - Asian Cooperative Development Bank

62.1 The Council endorsed the following recommendation made by the Agricultural Sub-Committee for South-East Asia at its meeting held in Seoul on 4th and 5th May 1970 on the question of establishing an Asian Cooperative Development Bank.

62.2 "The suggestion to set up an Asian Cooperative Development Bank detailed in the agenda note on this item was examined and discussed at great length. All the members present were of the view that such a bank was a great need in the region for the developmental and trade activities of the movements, and that the proposal was a timely one.

62.3 The consensus in the meeting was that the ratio of assistance from advanced countries as well as multi-lateral sources to developing countries is decreasing from year to year. The cooperatives in the region are finding it difficult to obtain foreign assistance for their projects. It was therefore felt that if such an agency were established the movements in the region would be able to participate in its equity capital as such participation will be an investment for the long-term development of the movements themselves.

62.4 The Sub-Committee was of the opinion that the feasibility of establishing such a bank should be examined by a group of experts. In examining this proposal assistance should be sought from the ICA Banking Committee and the International Cooperative Bank. It was decided to request the Advisory Council to appoint such a Group".

62.5 In endorsing the above recommendation of the Agricultural Sub-Committee, the Council suggested that the experts appointed to examine the question of feasibility of establishing the bank should pay special attention to the question of its size, equity capital and other resources and the sources from which such resources could be raised by it for undertaking developmental activities. The Experts should also examine the question of participation of cooperative movements from outside the region in the equity capital. If this bank is to be an investment proposal the question of sources for borrowing funds and the identification of areas in which project finance could be extended should be examined in detail. It was further suggested that the Regional Office should collect additional factual information on this subject and make it available to the experts appointed for the purpose of examining this proposal.

### Working Group for Trade Promotion

63.1 The Council discussed the recommendation made by the Conference on International Cooperative Trade held in Tokyo in 1968 that a Sub-Committee be established to discuss problems of trade promotion in the region. It also noted the suggestion made at the last meeting of the Advisory Council for further examination of this proposal. The Council endorsed the following recommendation of the Agricultural Sub-Committee for South-East Asia at its meeting held on 4th and 5th May 1970.

63.2 " The proposal to establish a Working Group for Trade Promotion within the Sub-Committee as explained in the agenda note was discussed at length and it was resolved that for the present members of the Sub-Committee should constitute a Working Group for Trade Promotion. Any member interested in joining the Group would be free to do so. The Members for India, Malaysia, Japan, Pakistan, the Philippines and Korea indicated their wish to join the Group. It was also the general wish of the members that the member for Australia would join the Group. This group could normally meet before the meeting of the ICA Agricultural Sub-Committee and the Members could be assisted by persons who are directly handling such trade. The group would deal with trade in agricultural commodities.

63.3 The purpose of the members of the Agricultural Sub-Committee meeting in the capacity of a Working Group for Trade Promotion is to ensure that cooperative trade in agricultural commodities is given a special place in our deliberations in the same way as it has been proposed in respect of cooperative fisheries".

63.4 It was decided that the Regional Office should now write to all member movements in the region requesting them to ratify the decision of the Agricultural Sub-Committee to constitute itself as a Working Group for Trade Promotion. It was felt that business executives actually dealing with trade matters may be permitted to attend this meeting along with the members. The Regional Office should keep the members of the Working Group informed of developments in the field of trade from time to time and seek their assistance in solving some of the difficult problems as and when they arise.

### Cooperative Trade Exchange

64. The Council endorsed the following recommendation of the Agricultural Sub-Committee meeting held on 4th & 5th May 1970.

64.1 "The Committee noted the suggestion that had been made by the Australian Movement to the Regional Director on his visit to Australia in 1969 that a trade exchange be established either in Hong Kong or in Singapore with a view to helping cooperative producer and consumer organisations to make business contacts and to explore trade possibilities. It was decided that this matter should be examined further by the Working Group for Trade Promotion referred to in the preceding paragraphs".

Agenda Item No. VIIRole of the Regional Office and Education Centre  
in the Programme of the Cooperative Development  
Decade (1971 - 80)

65. The Regional Director informed the Council of the proposed plan of the ICA to launch a ten-year programme of enhanced activity in developing countries within the decade 1971-80. Known as the Cooperative Development Decade, it will coincide with the United Nations Second Development Decade. He informed the Council that this proposal had been approved in principle by the ICA Executive Committee and that the detailed plan would be considered by the Executive Committee at its June meeting.

66. The Council appreciated the idea and noted that this subject would be discussed in detail at the forthcoming Top Level Conference proposed to be organised in connection with the tenth anniversary celebrations of the RO & EC. The Council recommended that Committees comprised of persons representing cooperatives and of experts should be appointed by the member movements in the region for the planning of cooperative development in their respective countries. It further recommended that these Committees should examine how the cooperative movement could contribute to national development rather than wait for the governments concerned to take the initiative as in the past. It was emphasized that the movements should assist governments in implementation of schemes of national development.

Agenda Item No. VIIITenth Anniversary Celebrations of the ICA  
Regional Office & Education Centre for South-  
East Asia

67. The Council approved the holding of a Top Level Leaders Conference in New Delhi in January 1971 in connection with the celebration of the tenth anniversary of the ICA RO & EC. The Conference will be on the "Strategy of Cooperative Development in the 1970s". Members of the Advisory Council, Agricultural Sub-Committee and the ICA Executive Committee will be invited to attend the Conference. In addition, it was decided to invite the Ministers in charge of Cooperation in the different countries in the Region.

68. The Council also noted that photographic exhibition would be held and a pictorial booklet on the activities of the ICA RO & EC would be published in connection with the Tenth Anniversary Celebrations.

Agenda Item No. IXICA Agricultural Sub-Committee for South-East Asia

69. The Council was informed that the fourth meeting of the ICA Agricultural Sub-Committee for South-East Asia was held at Seoul, Republic of Korea, on the 4th and 5th May 1970. The minutes of the meeting were distributed to the Council Members. The Council endorsed the recommendations made by the Sub-Committee. While reviewing the minutes of the

Sub-Committee meeting the Council paid special attention to the recommendations concerning the proposed Survey of Cooperative Agricultural Marketing Projects in South and East Asia and endorsed the following recommendation of the Sub-Committee in this regard.

"Purpose

69.1 It is proposed that a Survey should be conducted in the field of agricultural cooperative marketing with the ultimate object of further developing agricultural cooperative marketing in the countries of South-East Asia. This survey will be conducted by three study teams as explained in 69.2 below. It is expected that this survey will help the movements concerned to obtain assistance for the development of the projects recommended by the study teams from the developed cooperative movements, the governments of developed countries and the institutions and authorities set up for international development.

Methodology

69.2 The ICA's member organisations in the Region of South-East Asia served by the RO & EC will be called upon to propose cooperative projects which may be examined by the ICA to ascertain their potentiality for development into full scale cooperative production and marketing concerns. These projects will be of two categories, viz. (a) projects for the marketing of raw material for animal feeding stuffs with a view to exporting it, and (b) projects for the marketing of other agricultural commodities within or outside the countries concerned. In the case of both groups the member organisations concerned will be requested to select both the commodities and the projects which they would like the ICA to examine. The number of projects to be so examined in each country will be determined by the Regional Director having regard to the time at the disposal of the team concerned.

69.3 The ICA will appoint three study teams for the purpose of surveying the projects so proposed. Two of these study teams will survey the projects proposed for the marketing of raw material for animal feeding stuffs whilst the third team will survey the projects proposed for the marketing of other agricultural commodities.

69.4 The survey in respect of animal feeding stuffs raw material will be conducted in five countries viz. India, Pakistan, the Philippines, Malaysia and Indonesia. The Member for India said that in the case of India, the National Agricultural Cooperative Marketing Federation would conduct its own survey and bear the full costs of such a survey. In regard to the other four countries the ICA will appoint two teams, each team to cover two of these countries. In each team, there will be two Japanese experts provided by the Central Union of Agricultural Cooperatives of Japan. Each study team will have an Officer of the RO & EC to function as a member as well as the Secretary of the team. In addition to these three members of each study team, one additional member will be coopted to each study team, on the recommendation of the member organisation of the country visited by such study team, for the purpose of making the survey in that particular country. If necessary, interpreters will be employed for the convenience of the Japanese experts.

69.5 The Survey in respect of other agricultural commodities will be conducted in three countries viz. the Republic of Korea, Iran and Ceylon. In consultation with the member organisations concerned, the ICA will appoint two experts having regard to the commodities which are involved in the projects proposed by the member organisations. This study team also will have an officer of the ICA as a member as well as Secretary of the team, and a member coopted, on the recommendation of the member organisation of the country visited by the study team, for the purpose of making the survey in that particular country.

#### Costs

69.6 The Central Union of Agricultural Cooperatives of Japan has placed at the disposal of the ICA a sum of 4.5 million yen (US \$ 12,500) to be utilised in this connection. It is expected that an equal contribution will be made from the ICA's Development Fund. It is the view of the Agricultural Sub-Committee that except in the case of Indonesia, where the ICA has no member organisation as yet, all the local costs of this survey should be borne by the member organisations concerned. This will include costs of board, lodging and travelling of all members and other personnel of the study teams as well as any other local expenditure connected with the survey. The hotel accommodation provided for the members of the study teams should be of the type that is normally provided by international organisations for their experts. The average expenditure on the board and lodging of each expert per day would be US \$ 20.

69.7 The ICA will meet the international travel costs and similar expenditure for which foreign exchange is needed, in connection with the survey in the countries mentioned above except Indonesia. In the case of Indonesia even local costs may be met by the ICA if it becomes necessary to do so. It is estimated that each study team will be able to spend only about ten days in each country. The number of projects to be surveyed in each country will be limited by this consideration. The ICA's expenditure will be met out of the funds mentioned in para 69.6.

#### Period of the Survey

69.8 It is expected that the member organisations concerned will be able to select projects for the attention of the study teams within two months of their being informed of this scheme. The recruitment of experts will have to await the requests of the member organisations so that experts may be selected having regard to their specialised knowledge of the commodities that are involved in the projects submitted for the survey. It is expected that the ICA Director's approval could be obtained and thereafter the scheme of the survey could be notified to member-organisations by July 31st, 1970. The proposals of the member organisations could be expected by September 30th. The selection of experts for the survey of projects in the field of animal feeding stuffs raw material could be made by the CUAC of Japan within about two months of this date whilst the selection of experts in other agricultural commodities referred to at para 69.5 will require four months. The appointment of this

study team could be done by about January 1971. In the case of the two teams which will examine projects for raw material for animal feeding stuffs it is expected that it will be possible for the CUAC to release experts for one team in November 1970 and for the other team in January 1971. The report of each study team should normally be available within three months of the completion of their survey."

Agenda Item No. X                      Proposal to Set Up a Regional Group for Fisheries

70.                      The Advisory Council noted the decision made in this connection by the Agricultural Sub-Committee at its meeting on 4th and 5th May 1970, viz. to form a Regional Group for Fisheries within the Sub-Committee comprising of Members for Japan, Ceylon and Malaysia, with power to coopt and endorsed that decision.

Agenda Item No. XI                      Relations with Member Organisations in the Region

71.                      Information given in the agenda notes was noted by the Council.

Agenda Item No. XII                      Relations with International Organisations

72.                      The Council noted the collaboration of the ICA RO & EC with United Nations Agencies such as the ILO, FAO, ECAFE, Asian Development Bank and UNESCO, and other international organisations such as the ICFTU, IFAP and ARRO. The member for Japan expressed the desire of the Japanese Cooperative Movement for growing collaboration and closer contacts between the ICA and the IFAP, especially in view of the fact that most of the members of the ICA in the region are not members of the IFAP. Attention was drawn to the close collaboration that exists between the ICA and the IFAP and also to the Committee for the Promotion of Agricultural Cooperation in Developing Countries (COPAC) formed by the FAO/ILO/IFAP/IFPAW and the ICA for the development of a Joint Programme of assistance.

Agenda Item No. XIII                      Venue and Dates of the Next Advisory Council Meeting

73.                      The Council accepted the suggestion that the next meeting of the Advisory Council should be held immediately after the Conference of Top Level Leaders and the Tenth Anniversary celebrations of the RO & EC scheduled to be held in New Delhi in January 1971.



Agenda Item No. XIVOther Matters

74. The Members of the Council agreed with the Regional Director's suggestion that an oil painting of late Professor D.G.Karve, former Chairman of the ICA Advisory Council for South-East Asia, be placed in the office of the RO & EC and that token contributions be collected for this purpose from the member movements of the ICA. The Council asked the Regional Director to address letters to the member organisations in this regard.

75. The Chairman, on behalf of himself and the Members of the Council, congratulated the Regional Director and his colleagues on "another year of hard and useful work" and wished that this appreciation be recorded in the minutes. The Regional Director expressed his thanks to the Chairman.

76. Mr N.A.Kularajah, Member for Malaysia, proposed a vote of thanks to the Chair which was carried unanimously.

NEW DELHI,  
25th June 1970

P.E. WEERAMAN  
Secretary  
ICA Advisory Council for South-  
East Asia