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The Co-operative Development Decade

1971-1980

International
Co-operative
Alliance



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The International Co-operative Alliance Director's report to the ICA
Technical Assistance Sub-Committee on the method of implementing
the decision of the ICA Executive Committee to designate the years
1971-1980 as the Co-operative Development Decade.
June 1970

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INTERNATIONAL CO-OPERATIVE ALLIANCE

COOPERATIVE DEVELOPMENT DECADE

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PART I : PURPOSE AND METHOD

The Committee will recall that the starting point was a series of resolutions within the United Nations (General Assembly, ECOSOC, ILO and UNESCO) calling for the establishment and strengthening of cooperative movements in developing countries as a contribution to the work of the Second United Nations Development Decade.

The ICA has already responded to this high level interest in cooperatives by:-

- a) Submitting to the United Nations a positive assessment of the role of cooperatives and of the ICA in the UN Development Decade;
- b) Reaching at its Hamburg Congress a series of important decisions concerning work in the developing countries; and
- c) Deciding, at the meeting of the Executive Committee in January 1970, to embark on a ten-year programme of enhanced activity in developing countries, the programme to consist of a two-year planning period and an eight-year operational period. The 1972 Congress could receive a plan drawn up during 1971 and 1972 and Congress could itself be the launching point for the activity of the ensuing eight years. (It should be noted however, that these are not water-tight compartments within the Decade. Any practical projects which are due for action within the earlier period must most certainly go ahead.)

These reactions by the ICA indicate its determination that the resolutions within the United Nations shall not become, as so many resolutions do, mere pious expressions of hope but should lead on to positive action and practical, visible consequences.

We Cooperators must first recognise that within the United Nations there is at present no part of its machine and no central will which can ensure the implementation of the resolutions. There is plenty of goodwill towards cooperatives but a lack of will to get things done. The ICA can supply this will and intends to do so. If cooperatives are to flourish throughout the world it will be cooperators who will see to it. No-one else will provide the leadership for us.

This need neither surprise nor deter us because "do-it-yourself" is at the heart of the cooperative philosophy. Nor does this mean that we must do everything by ourselves alone and that the only resources available for the task are those which we ourselves can muster from our own members. There are powerful allies whose aid we must enlist, notably the World Bank and the U.N. Specialised Agencies as well

as those governments which take a positive and progressive attitude concerning development aid. Others would be international organisations, cognate to the ICA, such as the IFAP and other non-governmental organisations which have an interest in social and economic development.

It is indeed timely, from two points of view, that the ICA should now be embarking upon a major initiative in the development of cooperatives of all kinds in developing countries and that it should be seeking an active partnership with these powerful allies in its pursuit of this end.

Firstly, in development theory and practice there has been a distinct change of emphasis in recent years. Writers like Dumont, Myrdal and Balogh have called attention to the enduring significance of the rural sector of life in developing countries and to the "false start" of an earlier development strategy which neglected this factor in pursuit of an over-rapid industrialisation. There is also a greater recognition of the need to develop human resources, not just material ones; major examples include adoption by the Food and Agriculture Organisation of "mobilization of human resources for rural development" as one of its five major areas of concentration, and the major project on World Employment being undertaken by the International Labour Organization. A development strategy of this kind provides a greater opportunity for the deployment of cooperative ideas. Within it we can hope for an increasing recognition of cooperatives as vital instruments for meeting the needs of developing countries.

Secondly, the Cooperative Development Decade is timely from the point of view of the historical development of the ICA itself. In the first half of the century the membership, activities and interests of the Alliance were largely confined to the developed world. Since the second world war and particularly in the last fifteen years the needs of the developing countries have played an increasing part in the deliberations of the Alliance. Our growing membership includes a progressively higher proportion from these countries. Significant steps in the evolution of the development activities of the ICA have been the adoption by the 21st Congress at Lausanne in 1960 of the Long-Term Programme of Technical Assistance and the subsequent establishment of the Regional Offices in Delhi and in Moshi and a close relationship with the Organization of the Cooperatives of America. Moreover a number of our national movements have mounted significant programmes of aid to cooperatives on a bilateral basis. Thus an adequate base has been formed from which to launch the new ten-year programme of cooperative development.

It is intended that the ICA shall be the nerve-centre of the Decade operations, but not that it shall itself try to be operational in a major way. Its auxiliary bodies will, of course, be operational together with many other organisations concerned with the promotion of cooperatives. With each of these, the ICA will need to be constantly in touch. In the United Nations, the ICA's consultative status is invaluable in this connection, enabling it to follow and to influence the cooperative work of the Agencies, particularly FAO and ILO with their long-established interest in cooperatives. Their Joint Committee for the Promotion of Agricultural Cooperatives (COPAC) is of considerable potential importance bringing together as it does those two agencies, the ICA, the IFAP and the IFPAAW.

There have been in the last two years a number of examples of fruitful collaboration between the ICA and these agencies. Moreover the Alliance is organising an education conference jointly with UNESCO and exploratory talks are taking place with UNIDO. It will be the ICA's purpose as the Decade develops to multiply these instances of collaboration and to seek to blend the various and sometimes overlapping activities into a coherent whole. The activities of this kind that are marshalled and publicised under the banner of the Decade will in many cases be activities which might in any case have taken place. We hope that the effect of the Cooperative Development Decade will be at least to co-ordinate and to intensify these efforts, while we can also anticipate a considerable "snow-ball" effect as the Decade operations get under way.

If in the year 1980 Cooperators are to look back on a fully successful Cooperative Development Decade it will be because the United Nations agencies and the governments and cooperative movements of developed and developing countries have all included in their programmes practical and successful schemes for the promotion of cooperatives. Full success will also demand that all these authorities have managed to co-ordinate their efforts rather than waste some of their strength in overlapping or unnecessary rivalry.

Clearly the ICA, in embracing the concept of the Decade, cannot itself directly determine the widespread series of decisions that will be involved in the achievement of these objectives. It can only seek to persuade, to prod, to cajole, to influence the decision-makers in a vast complex of power-centres throughout the world. Its task therefore in 1970 is to decide how it can deploy its own forces so that its efforts are maximised in this process of persuasion and influence.

The following paragraphs therefore deal with the role of the ICA itself in the 'seventies. They deal, that is to say, with the ICA's own mechanism; but that mechanism should be envisaged all the time as not operating on its own but geared to a much greater series of mechanisms which can in turn generate the development of cooperatives.

Enhanced resources of money and manpower will be needed by the ICA and proposals in respect of these are contained throughout the following pages and particularly in Part II (4).

Five groups of persons constitute the ICA's operational force and we should now assess their respective responsibilities in relation to the Decade proposal and any changes concerning them that need to be made. They are (1) Central Committee members, (2) the London Secretariat, (3) the staffs and advisory committees of the Regional Offices, (4) the members of the Auxiliary Committees and Working Parties, and (5) the representatives in the United Nations meetings.

Central Committee

Clearly the formulation and fulfilment of a ten-year programme will add considerably to the responsibilities of committee members. They are extremely busy people with their national movements and through their involvement with the normal activities of the Alliance. Nevertheless it is to be hoped that they, and particularly members of the Technical Assistance Sub-Committee, will be able to spare still more time and energy for the tasks arising from these proposals. (It is recognised, of course, that in some cases considerable progress has already been made.)

The main tasks will be:-

- a) Creating within the cooperative movements of developed countries a climate of opinion which is favourable to aiding cooperative movements in developing countries;
- b) Creating or strengthening cooperative machinery for this aid work, especially fund-raising, training and the recruitment and secondment of personnel for service overseas;
- c) Contacting and influencing their own governments with the following objectives in mind:-
 - (i) government contributions to the ICA Development Fund (See Part II (4));
 - (ii) the inclusion of aid to cooperatives within each government's bi-lateral aid programme;
 - (iii) the recognition and use by each government of its national cooperative movement as an appropriate channel through which some of its aid to cooperatives overseas can be disbursed;
 - (iv) governmental support, through U.N. delegations, for initiatives favouring cooperatives within United Nations Agencies.

All these tasks are highly important. The best assurance that they will be accomplished is through the members of the Central Committee undertaking to give the necessary leadership within their own countries.

The London Secretariat

Proposals in this connection are made in Part II. Points that need stressing at this stage are:-

- a) A small group of specialist staff is needed to carry through the new work. It is hoped that three or four national movements will help in this respect by seconding persons for key posts.
- b) In differing degrees the work of present members of the staff is akin to the work envisaged in preparing the ten-year programme and to some extent their services will be available for Decade work. On the other hand it is not intended that the existing and traditional work of the ICA can be allowed to suffer. Since the situation varies from department to department a pragmatic approach to this question is the only possible one.

Regional Offices

It will now be necessary to ensure that the regional offices become the focal points of Decade operations within their regions. During the two-year planning period of the Decade, the help of the regional offices will be vital in assembling the data for the various studies described in Part III and in formulating the plan to be presented to the 1972 Congress. During the eight-year operational period it is most likely that they will be called upon to direct the educational and training programmes envisaged in Part III (1) and help carry out practical projects of a cooperative kind.

Consideration must also be given to the role of the Advisory Council in South-East Asia and the Cooperative Council in East and Central Africa. They will provide a link with the Technical Assistance Sub-Committee and their members will maintain essential personal contacts between the regional offices and the member countries.

The OCA has already responded warmly to the ICA initiative in respect of the Decade by circulating a letter about it to its member organisations. It seems desirable and timely that the links between that organisation and the ICA head office should be strengthened so that for Decade purposes it can act in respect to Latin America in a way similar to that of the two ICA Regional Offices for Asia and Africa.

Auxiliaries and Working Parties

The network of auxiliary committees and working parties is now comprised of the following:-

- i) INTERCOOP
- ii) Insurance (and ALLNATIONS INC.)
- iii) Banking (and the International Cooperative Bank)
- iv) Housing (and the International Cooperative Housing Development Agency)
- v) Workers' Cooperative Productive and Artisanal
- vi) Agriculture, with its Agricultural Sub-Committee for South-East Asia and its Fisheries Sub-Committee
- vii) International Cooperative Petroleum Association (now directly affiliated)

- viii) Cooperative Press Working Party
- ix) Consumer Working Party
- x) Working Party of Librarians and Documentation Officers
- xi) Advisory Council of Women Cooperators

In some cases the needs of cooperative movements in developing countries are very much on the agenda of these committees; this is true, for instance, in the field of low-cost housing. In others less attention has been given to the relevance of technical assistance. In none however is there no such relevance and indeed it is likely that before the decade is out, all these committees and working parties will need to have given a great deal of support to cooperatives in Asia, Africa and Latin America.

It is therefore proposed that each of the committees should be invited to give thought to its activities during the Decade in relation to developing countries. A meeting of Secretaries and Chairmen of these auxiliaries was held at Basle in November 1969. It heard, and in general accepted, a report from the Director about the Decade idea. At the next such meeting each committee might be asked to present a preliminary report about its forward-thinking in these matters. More specific plans could follow and such a series of plans would be an important contribution to the Decade plan as a whole.

Representation at the UN

The ICA is well served by its representatives in UN bodies within the limits of its present needs and resources. It is clear, however, that as the CDD gets under way and particularly if, as is hoped, it is seen as an integral part of the UN Second Development Decade, the needs in respect of representing the ICA point of view within the UN will considerably increase. Furthermore, ICA advocacy within the various UN assemblies can only be successful if it is backed up more fully than is at present possible by special briefing and documentation. Further thought needs to be given to both aspects of this problem and it is suggested that at this stage the Committee should take general note of the situation with a view to giving closer attention to it at its next meeting. (Certain suggestions in Part II (3) are relevant to this issue).

PART II. : IMMEDIATE ORGANISATIONAL PROPOSALS

The Cooperative Development Decade will be launched on January 1st, 1971 in line with, and as part of, the Second Development Decade of the United Nations. Preparations need therefore to be actively pursued at once as there is all too little time. The following papers indicate the immediate needs in terms of personnel, publicity, information and funds.

Therefore the ICA Secretariat would welcome directives from the Executive Committee to proceed now along the lines indicated in this part of the Report.

The immediate dates to be noted are as follows:-

1970

Early June

Meetings of the Technical Assistance Sub-Committee and the Executive Committee. Adoption of Director's report. Request from the Executive Committee to the Auxiliaries that they should prepare preliminary statements for consideration later this year.

June, July, August

First steps in implementing Part II, particularly preparation of publicity material.

Early October

Central Committee meeting. Endorsement of Executive Committee's decisions.

November/December

Distribution of publicity material to member organisations and other agencies, briefing of press (in conjunction with first meeting of ICA Press Working Party in Vienna in December).

At some point late
in 1970 or early 1971,

possibly at an Auxiliaries Conference, consideration will need to be given to plans drawn up by the Auxiliary Committees.

1971

January

Publicity campaign by member organisations.

II (1) Personnel

Needs

Technical Assistance Sub-Committee

This Committee should be renamed the Cooperative Development Committee to give it a more dynamic connotation in keeping with the Decade concept.

Headquarters staff

Director of Decade Studies

Decade Planning Officer

Decade Public Relations Officer

Decade Information Officer

Research Assistance to take over some of the present work of the officer in charge of Decade studies

(Present staff will be asked to contribute to those Decade operations which relate to their normal responsibilities)

Resources

Existing staff at Headquarters and Regional Offices.

Secondment from Member Organisations for the first two years of the Decade.

Development Fund money for additional staff.

II (2) Decade Publicity

The public relations aspects of the Decade activities will be crucial to its success. This is partly because one object of the Decade is to achieve a "band wagon" effect by convincing not only outsiders but also cooperators themselves of the extent and the significance of the potential cooperative contribution to development efforts.

It is also because the Decade concept embraces not only the activities of the ICA and its various organs, but also those of cooperative movements all over the world as well as the cooperative initiatives of international organisations like ILO, FAO, IFAP, UNIDO, UNESCO, etc. This means in turn that all of these organisations must be made aware of the implications of the Decade and must be stimulated to contribute to it.

This involves making clear not only the nature and scope of existing cooperative efforts in developing countries, but also their potential contribution in this field; and even more fundamentally, the basic problems and needs of developing countries.

To a large extent this is a public relations job. It will require professional expertise in preparing publicity materials. And it will require the full exploitation of all the media open to us - our own publications, the cooperative press all over the world, conferences and meetings of all the organisations involved in cooperative work in developing countries, both governmental and private, and extensive personal contacts with key people.

Personnel

An attempt should be made to obtain a full-time Decade Public Relations Officer through secondment from a member organisation. He would be responsible for planning, co-ordinating, producing and disseminating Decade publicity material. Ideally he would have publicity and public relations know-how, be familiar with co-operatives, have perfect command of English, have a personality suitable for easy social contacts, and have energy, drive, initiative and enthusiasm both for Co-operation and for the problems of the developing countries.

The Decade Public Relations Officer would be expected to work closely with the Publications Department, the Decade Planning Officer and the Director of Decade Studies.

In addition to the normal publicity activities he might be asked to take a leading part in the preparation of three special studies: a comparative analysis of approaches by member organisations to fund raising for developing countries; a comparative analysis of collaboration between cooperative movements and governments in channelling aid to developing countries (e.g. U.S., Sweden, Canada); and a feasibility survey on a Cooperative Volunteer Corps. Also he would have primary responsibility for preparing a Decade brochure.

Platforms

A close watch must be kept for all meetings and events which might provide useful means of publicising the Decade; and an effort made to secure cooperative representation and to supply these representatives with adequate briefing materials. Such platforms would include UN meetings, congresses of member organisations and other meetings. An up-to-date list should be maintained, derived from the ICA Calendar, the Cooperative News Service, cooperative papers and correspondence, and efforts should be made to ensure that cooperative representatives participate and speak about the Decade.

Media for Publicity

ICA publications

Cooperative News Service

A special Decade section, with items provided by the Public Relations Officer, the Decade Planning Officer, the Director of Decade Studies and the Decade Information Officer. A check must be made to ensure that the CNS has the necessary distribution, including particularly members of the Executive, members of the Central Committee, Auxiliary Committees, etc.

Review of International Cooperation

Each issue should include a substantive article on some aspect of the Decade

A special brochure on the Decade should be prepared, as well as a four-page leaflet for mass distribution.

The Cooperative Press

A comprehensive list should be prepared of cooperative publications to which Decade documents should be sent regularly.

The General Press

A selected list should be prepared including particularly development publications. These should be sent the CNS and special Decade documents.

The ICA Press Working Party

Members of the Working Party should receive CNS and all Decade documents.

The Decade Public Relations Officer should liaise closely with the Secretary of the Working Party, and there should be a Decade item on the agenda of meetings as frequently as possible.

Members of the Working Party could be asked to publish in the press of their movements a regular column of news items on the Decade.

Decade Documents

Press Releases on important Decade developments; for instance, one release following the June and the September meetings of the Technical Assistance Sub-Committee and on Launching Day, January 1st, 1971. Advance preparations should be made for the issue of these releases. If they are separate from the general release on the Executive meetings, they could be sent to a special expanded list of people.

Speakers Notes. A standardised set should be prepared and periodically revised; these should be sent to all cooperative representatives at national and international meetings, and to ICA representatives at national congresses.

A syndicated article on the Decade should be prepared by the Director for wide distribution to the Cooperative and the general press, on or just prior to Launching Day.

A Decade brochure and a four-page Decade leaflet should be widely distributed.

Decade Propaganda Devices

As part of the intensive publicity campaign to be launched in November and December 1970, member organisations should be supplied with appropriate publicity materials - not only documents as indicated above, but also devices designed to stimulate enthusiasm at the grass roots level; for example, special badges for contributors to the Development Fund, a symbol for Decade stationery and Decade posters for shop windows. These could be designed at ICA Headquarters, but text translations and distribution to primary societies should be arranged by member organisations.

II (3) Decade Information

Since the Decade comprehends all types of cooperative initiative in developing countries undertaken by a wide variety of sponsors, both governmental and private, adequate publicity must be based on the collection of available information on all these activities. This collecting operation must be carefully planned and will require the full time of an intermediate level staff member.

The objectives of the information work would be (a) to supply a comprehensive flow of Decade information to the Cooperative News Service and the Review of International Cooperation and to the Public Relations Officers; and (b) to build up a Cooperative Development Information Service as part of the ICA Library - not only

books and development journals but also research studies relating to cooperation in developing countries (bibliography and actual manuscripts where possible) as well as annotated notes on all types of cooperative development activity.

The Decade Information Officer must be fluent in English and preferably able to read two other languages.

His functions would include keeping track of cooperative initiatives in developing countries by all types of sponsors - cooperative, governmental and international (public and private).

In particular, the Decade Information Officer should set up and maintain a Register of Research on Cooperatives in Developing Countries. There is no doubt that a great deal of such research is taking place not only within national movements, but also in various universities, colleges and research institutions and in international bodies. To increase the practical value of such work and to avoid duplication of effort it is essential that there should be compiled a central research register and a system for keeping it up-to-date.

Sources of information would include: cooperative journals; UN documents; talks with ICA visitors; Decade correspondents to be appointed in member organizations; correspondence with universities, research and development institutes, etc.; cooperative librarians; auxiliaries; and regional offices.

Techniques would have to be carefully worked out for collecting and recording the information, including a card catalogue, questionnaires, bibliographies, form letters, etc. Institutions and organisations would receive both the Calendar of Technical Assistance and the CNS in exchange for their collaboration in sending information.

The Calendar of Technical Assistance for Cooperatives should be expanded and improved to include a number of separate and distinct sections as follows:

- seminars, conferences, meetings
- financial assistance by governments, international bodies (public and private) and cooperatives
- technical assistance
- training
 - courses in the developing countries
 - courses in developed countries
 - study tours

The Decade Information Officer would work in close collaboration with the ICA Librarian, the Working Group of Cooperative Librarians, the Cooperative News Service Editor, the Decade Public Relations Officer, the Director of Decade Studies, and the Decade Planning Officer.

II (4) The Development Fund

In the plans both of Part II and Part III we have sought to identify sources of funds for carrying out the practical projects proposed.

Firstly, with respect to funds from outside the cooperative movement, illustrations are:-

- a) money for the finance study (Part III (4)) - provided through the Joint Committee for the Promotion of Agricultural Cooperatives (COPAC);
- b) the Education Conference in Switzerland sponsored jointly by ICA and UNESCO; and
- c) the proposal (still under negotiation) that the study on Technology (Part III (2)) should be supported by the Ministry of Overseas Development in Britain, contracted to the Intermediate Technology Development Group and carried out through facilities provided by the ICA.

Secondly, from within the cooperative movement and in relation to the additional staff required at ICA Headquarters, we propose the method of secondment from national cooperative movements. (See Part II (1)).

Whatever the success achieved by such methods, however, and since the main drive will come from the ICA, it will be ICA funds which must be at the heart of the Decade operations. This means the Development Fund. The Committee should consider carefully how this can be expanded. The reasons why funds controlled by the ICA are so important are:-

- a) the central administration of the Decade will need money over and above the secondment value of seconded staff (because of travel and settlement costs of such staff plus clerical and overhead costs);
- b) pump-priming operations will often be necessary whereby the ICA starts off a project and gives a lead to some other sponsors; and
- c) some of these resources might well be used in a "revolving fund" fashion as discussed below.

We suggest that there are four sources for direct replenishment of the Development Fund. These are:-

a) A Special Appeal to Cooperative Movements

We should take advantage of the Decade proposal as a means of exhorting member movements to be still more generous in their allocations to the Development Fund.

Some movements in the past have made contributions to the Development Fund earmarked for specific projects. Though this is of course less welcome than unrestricted contributions, we clearly would not wish to turn down ear-marked funds.

b) Contributions by Governments

The optimum working of Decade proposals will of course require a Development Fund considerably larger than can result even from more generous contributions by member organisations. Therefore governments should be asked to make contributions from their Technical Assistance programmes. Increasingly governments which take a progressive attitude towards aid for developing countries are looking for opportunities to work with voluntary agencies for specific programmes, particularly voluntary agencies of a multilateral kind. This is working well, for instance, in the field of population programmes. If the ICA Development Fund could become a fund to which governments also could contribute, this might well be useful to them. Governmental bilateral programmes necessarily have restrictive codes of procedure and the kind of fund which we envisage the ICA Development Fund becoming would provide governments with a welcome degree of flexibility.

We must carefully consider how to make specific approaches to specific governments. There are, of course, a number which already disburse funds through their national cooperative movements and they could be asked to contribute additional money to the ICA Development Fund. This is the kind of operation where success in one or two cases can be used as a challenge or stimulus to the others.

c) Contributions from Eastern Europe

Certain member movements and governments of Eastern Europe are equally willing to contribute to the Development Fund but so far have not been able to do so for reasons of restrictions on foreign exchange. It has already been accepted that where such difficulties exist, they can make available ICA Development Fund money in their own currencies. It should be for them to consider whether they could organise a joint fund with headquarters somewhere in Eastern Europe to which they could contribute just as other members contribute to the Fund at present in London. This

would be available for a variety of purposes, but particularly for seminars and conferences located in Eastern Europe and run jointly by the ICA in collaboration with member organisations and possibly UN Agencies, and to pay for technical experts from Eastern Europe whom ICA would wish to recruit for developing countries.

d) Contributions from Developing Countries

Hitherto the Fund has been built up exclusively by contributions from the cooperative movements of developed countries, although member movements in developing countries have been sharing in the costs of the activities of ICA's Regional Offices. However, since the Decade operation is conceived on a world-wide scale and since all kinds of authorities are to be encouraged to play their own role within the Decade programme, it would be appropriate for governments and movements of developing countries to be asked to make contributions to the Development Fund. It is clear that the potential is there and if a practical arrangement could be worked out which could obviate the problem of scarcity of foreign exchange, the highly desirable process of intra-regional training programmes could be strengthened. Nevertheless, it would be clearly understood that large sums would not be expected, but the principle is of some importance from the point of view of emphasizing the value of mutual aid in these matters. From the point of view of the Fund itself, the effect of this proposal might well be a good one in that there would be small contributions but from a large number of contributors and the total might therefore be appreciable in amount.

In addition to these four sources of replenishment for the Development Fund, (a) to (d) above, we now put forward a suggestion as to how the Fund might be used in conjunction with bilateral efforts of donor cooperative movements.

A Revolving Fund

The Development Fund can never itself be a major provider of capital equipment for cooperative societies in developing countries. Its use should be envisaged mainly for technical assistance purposes leading to provision of capital by other authorities, and the various proposals in this report are in line with that policy.

However, the Fund has been used in the past for minor gifts of a "capital" kind and this can be continued in a controlled way. Any random choice of large capital projects would soon deplete the Fund and this should be avoided. A proposal

which is already being put before the British movement illustrates the way in which the Development Fund could be most useful in assisting the efforts of national cooperative movements.

This proposal is based on the "revolving fund" principle. It is proposed to identify, say, ten primary societies within a region, say East Africa, and to choose these societies on the basis of their all having a common need fairly uniform in character and reasonable in size. An example might be the machinery and other equipment for the office of a primary society. The ten primary societies in the developing country would be matched or "twinned" with ten societies or groups of societies in the donor country, in this case Britain, each of which would undertake to raise the funds required for a set of equipment for one of the offices. The operation would be organised centrally via the cooperative union of the developed country in collaboration with the London Headquarters of the ICA and administered overseas through some focal point such as a cooperative union, a government cooperative department or the Moshi Office of the ICA.

While the donor society was initiating its fund-raising activities, the actual purchase and shipping of the equipment could go ahead. This could be financed by the ICA Development Fund, one set of equipment at a time. Then the donor society, or societies, while being identified with a particular receiving society, would in effect be repaying to the ICA Development Fund the money which had been loaned for carrying out the initial purchase.

A considerable attraction of this proposals is that it is adaptable and flexible and can be extended and repeated according to the number and success of participants at both ends. It can be modest or ambitious, in one country or many, and is particularly suited to the organisation of cooperative movements composed as they are of local autonomous bodies linked with central organisations.

II (5) Initial Costs

The Technical Assistance Sub-Committee and the Executive will wish to know the costs to the ICA of launching the Decade Programme. Several factors make this difficult to estimate with any precision; these include uncertainty as to the response from member organisations in terms of secondment and other financial support; and the difficulty at this stage of assessing the exact volume of documentation, translation, clerical and secretarial work that will be involved.

If the terms of secondment should involve costs to the ICA over and above salary, for example for social security payments, these amounts would be in addition to the total costs estimated below.

However, the following are offered as rough estimates of the additional ICA expenses involved during the first two years for operating a Decade Unit at ICA Headquarters and producing the necessary documentation. These estimates do not include the financing of the Decade Studies: possible resources for each of these are indicated in Part III.

Personnel

(Only the following are likely to involve ICA costs if we assume that the suggested three secondments will be forthcoming)

Decade Planning Officer	half-time £1,500 p.a.	full-time £3,500 p.a.
Secretarial assistance for Decade Unit; shorthand-typist, equipment, supplies, postage	£1,500 p.a.	£1,500 p.a.
<u>Publicity Materials*</u>	£250 p.a.	£250 p.a.
<u>Translation*</u>	£250 p.a.	£250 p.a.
	<u>£3,500 p.a.</u>	<u>£5,500 p.a.</u>

Thus the initial costs for the first two years would be £7,000 if the Decade Planning Officer were on a half-time basis, and £11,000 if he were full-time.

It is hoped that a brochure on the Decade, although prepared at the ICA, could be printed by one of the member organisations as a contribution to the Decade; and that translation from English and posting of major pieces of Decade publicity would be undertaken by member organisations themselves to ensure the effectiveness of the material as well as to help cover Decade costs.

PART III. : A TWO-YEAR PROGRAMME OF RESEARCH AND PLANNING

As noted earlier, there are a number of practical cooperative projects which are already being processed by the ICA Regional Office in New Delhi. These have gone through the planning stage and will of course proceed. Examples include projects for the establishment of a multi-commodity fruit and vegetable processing unit by the National Agricultural Cooperative Marketing Federation of India; a consolidated fruit processing plant by the National Agricultural Cooperative Federation of the Republic of Korea; a cattle feed plant by the Koyna Cooperative Milk Producers Union in the State of Maharashtra, India; a fruit processing plant and a fish canning plant by the Cooperative Consumers Union of Ceylon; and a fertilizer mixing and granulating plant by the Central Cooperative Exchange of the Philippines. In addition, final arrangements are under way in respect of the Bhor Cooperative Dairy Project, which is to be established with the assistance of the West German Consumers Cooperative Congress.

The purpose of this part of the Report, however, is to set out plans for a series of research projects which would be undertaken in various ways during 1971 and 1972. The Executive has designated the first two years of the Decade as the planning period. Therefore the papers that follow describe a series of studies designed to point the way to the Action Programme for the years 1973-1980.

In planning the studies we have of course given high priority to Congress Resolutions; these relate particularly to cooperative education and training, cooperative legislation, and inter-cooperative trade. Another consideration was the comprehensive nature of certain studies which concern all sectors of cooperative activity in developing countries, namely cooperative education, cooperative legislation and co-operatives as instruments of technology transfer.

The sponsorship of the following studies varies from case to case. Some are already under way; one is under active negotiation; a large number would seem to be appropriate for particular ICA Auxiliary Committees or Working Parties; and the majority appear to be suitable for collaboration with United Nations Agencies.

Some of the papers are outlined in detail as regards purpose, type and source of information required and procedure for mounting the study. For others which it is hoped will be carried out largely by Auxiliary Committees or Working Parties in collaboration with the ICA Secretariat there is merely an indication of the scope of what needs to be done, without detail and without assigning responsibility.

The research topics listed here are considered as illustrative only. We recognise that changes in our assessment of priorities for investigation will occur as the Planning Phase proceeds and that new studies will be added. Moreover, although we have indicated only those studies that it is planned to undertake at the initiative of the ICA, we should like to think of all the many cooperative investigations currently under way throughout the world as part of the Decade Programme and to include them in a comprehensive research register.

For planning a Decade Action Programme it would of course be useful to have an overall view separately for each region (Asia, Africa and Latin America) of what has been achieved so far in terms of development of cooperatives and their economic viability and leadership potential; what development plans there are for the years immediately ahead; and what the major requirements are in terms of finance, training and other forms of technical assistance. For Asia such an investigation is under consideration by the Regional Office with financial assistance offered by the Japanese Central Union of Agricultural Cooperatives. It may be that similar surveys will be undertaken in Africa and Latin America by interested organisations. Meanwhile, however, an attempt should be made with the help of member organisations - particularly through the Working Party of Librarians and Documentation Officers - to accumulate at ICA Headquarters as complete and up-to-date a collection as possible of existing country and regional surveys of cooperatives in developing areas.

III (1) Cooperative Education

The Strategic Role of Cooperative Education

Cooperative education is defined in this paper in its broadest sense of the various kinds of training, formal and informal, required to enable members, staff and officials to acquire the knowledge and skills necessary for fulfilling their cooperative functions.

Thus it is readily apparent that cooperative education is fundamental to the development process. Inadequate skills and shortages of instructors, technical experts, study materials and training facilities and equipment for making good these deficiencies constitute the most serious bottleneck in promotion of cooperatives in developing countries.

Collaboration among Cooperative Educators

There already exists an impressive infrastructure of cooperative training facilities for cooperators from developing countries, both in their own movements and abroad. This includes the ICA cooperative education centres in New Delhi and in Moshi, cooperative colleges and training centres of national movements in Asia, Africa and Latin America, and cooperative training institutions in more advanced countries like Canada, Czechoslovakia, Denmark, France, Federal Republic of Germany, Israel, Poland, Sweden, United Kingdom, United States and USSR.

However, there is very little organised exchange of experience and information between these various institutions apart from a small group of college principals who occasionally meet to discuss a limited range of subjects relating to their curricula.

The most significant step so far in the direction of collaboration was the International Conference on Cooperative Education held in New Delhi in 1968 under the joint sponsorship of the ICA, UNESCO and the NCUI. This is to be followed in November/December of this year by a similar conference in Switzerland, again with ICA and UNESCO as sponsors. This will provide a forum in which to discuss the possibility of a structure for bringing cooperative educators together on a regular basis and facilitating a continuous interchange of experience during the intervals between meetings.

There is another possibility. There have been two meetings in Denmark in recent years on general technical assistance to cooperatives. These have brought together representatives both of cooperative movements and governments. A further meeting in this series is now contemplated. Cooperative educators participated in these meetings, and they might get together in a specialist session on the eve of the main conference.

In addition, regional seminars of cooperative educators might be arranged from time to time in Africa, Asia and Latin America.

If such an organised framework for co-ordination of activities were achieved, there are a number of directions in which cooperative educators might develop joint projects:-

- They could collaborate on a systematic assessment of technical assistance needs in developing countries, that is, requirements for instructors, technical experts, teaching facilities, study materials and equipment;
- They could regularly compare notes on the contents and methods of cooperative courses in both the developed and developing countries with respect to syllabi, study materials, selection of trainees, follow-up of trainees and exchange of teachers;
- They could collaborate on the production of appropriate study materials (teaching manuals, text books, correspondence courses, loose-leaf notes for study circles and discussion groups and scripts for radio and TV educational programmes);
- They could discuss the standardisation of requirements for selection, pre-training and orientation of experts going out to the field and the possibility of joint institutions for such pre-training and orientation; and
- They could collaborate with the Joint Programme Liaison Committee(COPAC) in a scheme for maintaining a Register of experts, both cooperative and technical, prepared to give advice or to serve in developing countries. Such a scheme is already in its infancy at ICA Headquarters.

Collaboration between Cooperative Educators and the UN

A major preoccupation of UNESCO in respect of education is the functional approach to training. UNESCO documents repeatedly stress that this approach differs from traditional training in that:-

- It is more complicated because it is directed to a wide range of social and economic goals;
- It links the training process to the acquisition of vocational knowledge which will be useful in working life;
- It is selective in terms of industrial or agricultural projects of high priority in the development strategy of the country concerned and individuals who have demonstrated their capacity for leadership;
- It requires special vocational study materials and instructors with vocational expertise;
- It deals with trainees in a working group rather than as isolated individuals with the aim of training the illiterate to be agents in transforming their environment;
- It stresses the continued use in a functional way of basic skills once acquired; and
- It is geared to industrial and development needs with the objective of eventual take-over by the social or professional organisation which is vocationally involved.

Any cooperator reading this list will recognise immediately that cooperative education is functional education. Yet it is obvious that cooperators have failed to demonstrate this basic fact to responsible officials in UNESCO. Thus a primary objective of the Cooperative Development Decade will be to convince the UN that the cooperative approach to training is fundamental to the purposes of its Second Development Decade and therefore deserving of close collaboration with, and support from, its specialised agencies.

There are a number of points in the UN network where such collaboration would be appropriate. Within UNESCO such points include the Experimental Literacy Programme, the Committee on Out-of-School Education (on which Dr. Bonow has been invited to participate), and the Division of Adult Education.

In addition there was established in 1968 an Inter-Secretarial Working Group (ISWG) for collaboration on specific projects between UNESCO, ILO and FAO, and a Joint Advisory Council (JAC) of representatives from various non-governmental organisations (including Roger Savary of IFAP) to advise ISWG on

guidelines with respect to UN Second Development Decade targets in agricultural education, sciences and training. Within this framework, UNESCO is given broad responsibility for functional literacy, FAO for agricultural extension services and ILO for industrial training and rural employment. At the December 1969 meeting of the JAC it was stated that "The important role of cooperatives (and other forms of organisation) should be examined, particularly as agencies for providing in-service education and farmer training."

Accordingly it is recommended that the ICA Secretariat should embark on an effort to achieve closer collaboration with the UN in respect of cooperative education. The following steps might be taken immediately:-

- A preliminary paper on Cooperatives and Functional Education could be prepared by the end of July for circulation to various UNESCO national commissions and to key officials in UNESCO, urging that an effort be made to have included in the UNESCO Budget Programme, to be adopted in October, a specific allocation for collaboration with cooperative educational programmes;
- These appeals should be supplemented by personal contacts with UNESCO by the ICA Secretariat and members of the Central Committee;
- A letter, plus a copy of the paper, should be sent to the ICA Regional Offices and member organisations and to literacy centres and cooperative training institutions asking for comments and information on cooperative experiments that have been made with respect to functional literacy; and
- On the basis of this query plus reactions from members of UNESCO National Commissions and officials the above paper should be revised and elaborated into a report to be presented if possible to the International Conference on Cooperative Education to be held in Switzerland and Austria in November/December 1970. The report would set forth proposals for collaboration between UNESCO and cooperatives on specific projects including the construction and staffing of cooperative colleges and training centres, personnel and equipment for cooperative wings, development of study materials, and pilot projects like that envisaged by the New Delhi office for training of staff, members and officials of primary societies.

III (2) Cooperatives as Instruments of Technology Transfer

Purpose of the Study

A technology is essentially a method of exploiting available resources - of moulding the environment to human purposes .

In the developing countries the development process is hampered by two major shortages - lack of capital (including foreign exchange) and lack of managerial and technical skills. Thus the appropriate technology is one which makes the best use of indigenous human resources and raw materials .

The general purpose of the study would be to demonstrate the many ways in which cooperatives serve as instruments for the development and diffusion of appropriate productive techniques and skills adapted to resources locally available and thereby help to overcome the bottlenecks noted above .

The specific objectives of the study would be two-fold:-

- (1) to prepare a document illustrating the above points by means of case studies presented clearly and simply enough to serve as a manual which could be widely distributed to primary and secondary cooperatives in developing countries as a source of ideas for educational and technical programmes .
- (2) to prepare a report which could be the background paper for a series of regional conferences or seminars by cooperative educationalists . The task of the conference would be to identify areas in which technical assistance for educational and technological programmes is required; and to recommend feasibility surveys as a basis for aid requests .

In documenting the contribution of cooperatives to technology transfer the following aspects would be highlighted:-

- The cooperative principle of continuous education and training both of staff and of members helps to bring about basic changes in, and rationalisation of, attitudes on the part of tradition-bound, apathetic and illiterate rural people to the modern world and advanced productive techniques .
- Cooperatives provide the motivation to productive effort and acquisition of skills that is so lacking in the developing countries, because they (a) offer a career structure, and (b) they make possible worker and member participation in the control of and the fruits of enterprises .

- Because cooperatives are at the same time educational and business enterprises, they offer the ideal combination of classroom instruction and on-the-job training; they stress functional training and learning by doing.
- Cooperatives make it possible to identify and encourage leaders because of their democratic structure with opportunity for self-government.
- Because the cooperative approach is a gradual "grass roots" approach building upward from small beginnings, it is ideally suited to the development of local natural and human resources and diffusion of skills, techniques and equipment especially designed for utilising such resources; thus it makes available a cheaper and more appropriate form of technology applicable to a far wider proportion of the population.
- For all the above reasons Cooperatives make a vital contribution to national and international planning. "The unique contribution of the Cooperative is that it is in itself an expression of economic and social planning at the village level. It comes into existence as a result of a felt need and, controlled as it is by the members themselves, it generates resources to meet that need, brings people together in a fight against a common problem, and thus helps to develop the mental resources to find effective solutions to local problems!" (Dr. S.K.Saxena, FAO Conference, Rome, November 1969).

Information Required

Case studies should be selected with a view to illustrating how cooperatives serve as instruments for diffusing technology in terms of

- training for productive skills,
- managerial know-how,
- appropriate machinery and equipment,
- extension services,
- practical research, for example on productive and marketing techniques, product development, new industries, etc,
- exchange of information, and
- centralised services such as accounting, finance, advertising, technical advice, etc.

Sources of Information

Succinct case studies should be prepared based largely on information already available from publications or via correspondence; and

these should be introduced by an analytical comparative study of the principles and techniques illustrated by the cases.

Following is a preliminary listing of interesting cases which have come to our attention; a careful selection should be made from these and others that will emerge:-

- Labour Brigades in Botswana (Patrick von Rensburg)
- Labour Contracting Societies in India
- Sub-contracting by Cooperatives in Japan
- Cooperative Industrial Estates (perhaps Japan)
- Cooperative Extension Services (Comilla in Pakistan)
- Cooperative Study Circles (India)
- Workers' Productives (Mondragon in Spain)
- Israeli Moshavi
- Aided self-build low-cost housing in various countries
- Mutual Assistance Education Groups (Morocco)
- Modern Housewife Centres (Poland)
- Cooperative Education Institutions (Wisconsin, Loughborough, Afro-Asian Institute, USSR, Poland, New Delhi and Moshi Education Centres, National Cooperative Training Institutes e.g. in India, etc.)
- National Cooperative Research Institutions (e.g. Czechoslovakia, Madras)
- Cooperative Enterprise Development Corporations and Cooperative Enterprise Service Centres at secondary level for co-ordinating research and training and promoting actual productive and commercial enterprises (Botswana, Cameroon)

Procedure

Since this project is envisaged as a collation of existing information for purposes of distilling and evaluating certain basic principles and techniques, it could best be done at ICA Headquarters. It is estimated that it would take an experienced researcher approximately two and a half days a week over a period of a year, and this would need to be taken into account in relation to the personnel proposals for the research department.

Finance

The Intermediate Technology Development Group in London has expressed an interest in sponsoring the study as one in a series of brochures which the Ministry of Overseas Development (ODM) is publishing for it; and it is hoping to negotiate funds which it could use for the purpose of a sub-contract to the ICA. In this case the ODM would cover the printing costs and would also secure wide distribution for the study.

Time Table

The brochure might be finished by the summer of 1971. Subsequently a report could be prepared, drawing on material in the brochure, as a basis for a series of regional conferences in the autumn and winter of 1971/1972.

III (3) Cooperative Legislation in Developing Countries

Purpose

A resolution proposed by the National Cooperative Union of India was carried unanimously by the Hamburg Congress following an explanation by the Director that what the Central Committee envisaged was a more general report in selected developing countries, with no intention of undertaking a detailed legal commentary on cooperative legislation.

The resolution reads as follows:

"The 24th Congress of the International Co-operative Alliance

WELCOMES the helpful attitude of the governments in the developing countries towards the cooperative movement as well as their keenness to associate their cooperative movements with the schemes of national development;

FEELS that there is more scope for the cooperative laws in the developing countries to conform progressively to the principles of cooperation as recently adopted by the Alliance; and

REQUESTS the Alliance to undertake a study of the various legislative enactments, rules and bye-laws regulating the cooperative movement in the developing countries and to suggest improvements therein with a view to making them more conducive to the proper and healthy development of the cooperative movement and its leadership."

It is clear that the proposers of the resolution, and most cooperators in the developing countries, are interested in an analysis of cooperative legislation from the viewpoint of its effect on the relationship between cooperatives and governments. Their major concern is the independence of cooperatives and the need to ensure that cooperative legislation does not permit unwarranted, arbitrary and undemocratic encroachment by government officials on the cooperative right of self-government.

In view of rapidly changing circumstances in the developing countries, it is felt that in many instances cooperative legislation is outdated and should be revised to ensure that it conforms to the social and economic objectives of cooperators in developing countries. Such legislative changes would presumably relate primarily to such issues as the powers of the Registrar and government Cooperative Departments in relation to registration, bye-laws, supervision, membership of government officials on boards of management and government participation in share capital.

Changes in legislation ought to be proposed by the cooperators themselves in the country concerned and submitted by them for parliamentary consideration. At the same time, specific proposals for legislative changes should be based on full information as to the experience of other countries, developed and developing, in these particular fields. Moreover they should be drafted with the help of technical experts familiar with the social and economic requirements of the cooperative movements concerned as well as the intricacies of legal language.

Thus the objective of the study should be to prepare the ground for specific proposals for legislative changes in particular countries. It should provide the general analysis and essential information required as a basis for selecting the basic issues relating to cooperative legislation and the countries to be included, and for identifying the technical assistance required for enabling cooperative movements to prepare sound draft legislation for submission to their governments.

Information Required

1. A resumé of
 - a) major provisions in the cooperative laws of selected developing countries relating to powers of Cooperative Departments and Registrars re registration, bye-laws, government supervision, membership of government officials on boards of management and government participation in share capital;
 - b) suggestions currently being mooted for revisions in cooperative legislation in developing countries; and
 - c) illustrations of how these matters are dealt with in developed countries.

2. Assessment - by the investigator, the Advisory Committee (see below) and the Seminar (see below) - of the specific countries and the specific issues which are ripe for action in terms of application for funds to finance technical experts to help in preparation of draft legislation.

Sources of Information

Margaret Digby, Plunkett Foundation (and her various publications)
Laszlo Valko (and his various publications)
Reports from OCA Seminar in Venezuela, November, 1969
CEA Study on Agricultural Cooperatives in Europe
Fernando Chaves, Pan American Union
André Hirschfeld, France
Hans Münkner (studies on Nigeria and Tanzania re cooperative legislation)
ICA Regional Offices
Files of ILO and FAO
Various periodicals

Procedure and Personnel

A preliminary draft outline of the study for discussion purposes should be prepared by the ICA Secretariat and sent for comments, suggestions and additional bibliographical references to a group of people who will be asked to constitute an ad hoc Advisory Committee to operate largely through correspondence. The outline should also be sent to ILO and FAO on an informal, personal basis with requests for comments and reference materials.

A competent researcher should be asked to write up illustrative examples of legislative problems in developing countries as well as relevant information on developed countries. For this purpose he should consult with the Advisory Committee. His report should be prepared by the end of May 1971. It should include recommendations for model legislation on the relevant aspects, perhaps tailored separately for the situations in the three regions of Asia, Africa and Latin America; and it should suggest areas where technical assistance for this purpose is required.

The report should be edited in the ICA Secretariat and prepared for publication by the end of July, 1971.

A Seminar or a series of regional seminars based on consideration of the report could then be arranged. The participants would be small in number (say 30) and representative of the three under-developed continents. They would be people of importance and of legal experience within cooperative movements and/or government Cooperative Departments. The Seminar would be requested to make specific recommendations as to the areas for which technical assistance should be requested.

Finance

The ILO could be asked for a small grant out of their current budget. Failing this, the Technical Assistance Sub-Committee should be asked in June to authorise a grant of £500 from the ICA Development Fund.

Finance for the Seminar should be requested through the Joint Programme (COPAC)

Time Table

May 1970	Completion by Secretary for Research of draft outline of project as a basis for discussion. To be circulated together with request for participation in Advisory Committee to its prospective members; also to ILO and FAO for comments.
May 1970	Researcher asked whether he would undertake the study.
May 1971	Submission of draft report by the researcher.
end July 1971	Publication of report.
before end 1971	Seminar or Seminars.
1972	Proposals for external aid for technical experts to be submitted to international organisations.

III (4) Financing of Cooperatives in Developing Countries

The COPAC has commissioned a study which is already being carried out by the ICA on Ways and Means of International Financing of Cooperative Business Activities.

The purpose of the study is an analysis of business activities of Cooperatives to be financed at the international level, particularly in the fields of investment and foreign trade, with the objective of determining ways and means of financing the processing, supply and marketing operations of cooperative enterprise at the national and international level wherever there is a lack of domestic capital in general or lack of foreign currency for capital equipment and other supplies. The study covers all types of cooperatives, but will mainly concentrate on agricultural, fishermen's, forestry, producers' and artisans', credit, insurance and consumer cooperatives.

III (5) Inter-Cooperative Trade Between Developed and Developing Countries

The 24th Congress of the ICA unanimously adopted a joint proposal of the National Cooperative Union of India and the Cooperative League of the USA to the effect that the Alliance should consider the resolutions "of the second and third Asian Agricultural Cooperative Conferences held at Tokyo and New Delhi, respectively, in 1964 and 1967, and take necessary follow-up action to facilitate international trading between developed and developing countries to their mutual benefit, and

seek funds outside the regular budget and in collaboration with member cooperatives, to develop a general report on the trade taking place between cooperatives in the various countries and between countries. The report should show products or services handled, annual volume, how import or export regulations are handled, problems related to trade, etc., and, if possible, opportunities for further trade and the benefits to cooperative participants from such trade. Experiences of the International Cooperative Petroleum Association (USA) could be used as an example. Such data to be collected by a special ICA Committee formed for this purpose with the results of the survey to be discussed in regional seminars in Europe, Asia, Africa and the Americas."

The Secretariat has made a careful assessment of what would be involved in complete fulfilment of this resolution and has concluded that the minimum cost would be £30,000 or nearly half of the existing Development Fund.

At the time the resolution was passed the general concept of the Decade had not been formulated. In the new situation the trade study needs to be judged in relation to the many other tasks necessary to be done. We feel that all Decade studies should be designed to lead to practical proposals for specific projects of cooperative promotion; and priorities between them should be determined in the light of this criterion.

Already from the Eisenberg study and previous trade conferences we are aware of many serious obstacles to significant expansion of inter-cooperative trade at the present juncture. And it is fairly obvious that the most serious of these relates to the present inability of cooperatives in developing countries to meet the high

standards required in order to be competitive in world export markets. To meet these standards they must first be helped to acquire adequate processing, transport and storage facilities and to achieve quality control, modern techniques of packaging and presentation and much greater know-how and information in the field of marketing.

In terms of priority, therefore, it would seem appropriate to devote current research and project resources more directly to promotion of production, marketing and supply cooperatives in the developing countries and to postpone the full assessment of capacity for international trade to a later stage when export capabilities have been strengthened.

Meanwhile it would be useful to prepare a more modest paper in response to the Congress Resolution. This would be a general report based on existing information rather than comprehensive data obtained from field trips. In particular it would utilise data resulting from the regional cooperative surveys, from the forthcoming ILO World Directory of Cooperatives, from the Eisenberg report and the conclusions of the three Asian conferences on inter-cooperative trade as well as the continuing work of the Trade Officer in the New Delhi office, from surveys now under consideration by OCA in Latin America and IFAP in Africa, from the experience of the ICPA, from the continuing and perhaps expanded work of the CWC (Intercoop) in the trade field, and from detailed questionnaires to national cooperative movements which could be sent out in early 1971.

Our proposal is that in mid-1971 an expert familiar both with cooperatives and with international trade should be employed to pull together these various threads in a general report for the 1972 Congress on Problems and Prospects for International Cooperative Trade. Money for this study might be provided through the Joint Programme Liaison Committee (COPAC).

It would then be for Congress to assess whether and to what extent it wishes this work to be carried forward via

- a) regional conferences,
- b) detailed field surveys by teams of trade experts, and
- c) support for aided-trade projects on the Japanese-Thailand model.

III (6) Collaboration between Cooperatives and Trade Unions in Developing Countries

Purpose

A study to provide the basis for exploration of specific projects for joint collaboration in the developing countries; followed by a Seminar based on the study and designed to produce recommendations for action.

Information Required

Case studies to illustrate various types of possible collaboration, for example:

- trade union recruitment via cooperatives
- trade union extension services via cooperatives
- trade union savings programmes via cooperatives
- trade unionism in cooperatives
- trade union promotion of production, supply, marketing consumer, credit and labour contracting cooperatives
- co-ownership by trade unions and cooperatives
- joint trade union and cooperative research and training facilities.

The need for such a study arises from the growing acknowledgement on the part of trade unions that they are searching for a role in the developing countries; the desire of cooperatives for allies in their development work; and the recognition on both sides that their objectives are closely related.

Sources of Information

Reports on previous ILO Conferences on this subject in Denmark in 1967 and in Kenya in 1969.

The Afro-Asian Institute

Studies by international trade union federations

ILO and FAO files

IFPAAW

ICA Regional Offices, including the ICA-ICFTU Experts Conference on Cooperatives and Trade Unions

Procedure

1. ICA should seek participation in the ILO Regional Seminar on Trade Unions and Cooperatives to be held in September 1970 with 50 participants from Asia and Oceania.
2. A researcher should be appointed to prepare a report based on selected case studies to illustrate various types of collaboration indicated under Information Required, above; and to evaluate the most likely areas, geographically and functionally, for future collaboration. The researcher should consult with appropriate organisations.

3. This report should be circulated as a basis for discussion at a Seminar, possibly under the sponsorship of COPAC, with the objective of drawing up recommendations and guidelines for specific projects.
4. Requests to appropriate governments and/or international organisations for finance for pre-feasibility studies.

Finance

Hopefully an ILO contract for the Study, and money for the Seminar via COPAC and trade union organisations.

Time Table

September 1970	Participation in ILO Seminar
By end of 1970	Outline of study prepared by ICA Secretariat, for circulation to appropriate organisations together with request for their participation.
By end of July 1972	Report finished
Autumn 1972	Seminar

III (7) The Role of the ICA Auxiliaries in the Decade Study Programme

We hope that the auxiliary committees will respond to our suggestion that each of them should start now to plan its own ten-year programme of development activity as a contribution to the Cooperative Development Decade.

These are specialist bodies and it is clear that they are themselves best qualified to work out the objectives, the detailed outlines, the machinery and procedures and the financing for these programmes. Nevertheless in each case there are certain fields of investigation which are obviously appropriate; and for the purpose of the overall perspective of the Decade which we are attempting to outline in this Report, it seems useful to mention them briefly at this point.

It should be stressed that in the interest of co-ordination of Decade plans and operations it would be helpful if the auxiliaries would keep the Decade Planning Committee fully informed on the progress of their activities; and, indeed, if they could at every stage work in close consultation not only with the Decade Planning Committee but also with ICA Headquarters, as well as with the ICA Regional Offices.

The Agricultural Committee

Economic development in lesser developed countries must necessarily build on the base of agricultural activities. It is for this reason that the ICA Agricultural Committee has played such a prominent role in the development activities of the ICA in recent years. And certainly the expanding operations of the Committee and its Fisheries Sub-Committee will constitute a major component of the Cooperative Development Decade programme.

In terms of studies during the initial planning period it would appear that the Committee - in addition to its continuing interest in the Finance Study (part III (4)) and the case studies on Agricultural Processing - might find it necessary to concentrate on at least the following, all in relation to developing countries:-

- Cooperative Farming
- Marketing and Supply Cooperatives
- Fishery Cooperatives
- Multi-Purpose Cooperatives

Housing Committee

The Housing Committee has given expression to its concern for developing countries by setting up the International Cooperative Housing Development Association (ICHDA). In 1969 the Association initiated its activities by taking the first steps towards a major housing project in East Africa. This work is being carried forward, and would well be considered as the first of a series of similar low-cost development housing projects.

Also at the request of the Housing Committee £250 has been allocated from the ICA Development Fund towards the cost of producing, together with the Intermediate Technology Development Group, a manual on Aided Self-Build Low Cost Housing throughout the world; this is expected to be particularly useful in developing countries. This book, which is scheduled for completion by the end of 1971, might be looked on as only the first item in a continuing Information Service on cooperative housing for developing countries.

Workers' Productive and Artisanal Committee

The Chairman of this Committee has frequently spoken and written on the role of workers' productive societies in developing countries and in view of the significance of handicraft and small industrial cooperatives in developing areas it is hoped that the Committee will be disposed to develop a ten-year programme of research and project formulation in this field.

Insurance Committee

The Insurance Development Bureau of the ICA Insurance Committee has long played an important role in cooperative development overseas. Moreover in 1966 the Committee set up ALLNATIONS, a corporate body which operates a Loan Guaranty Fund for the purpose of promoting cooperatives of various kinds in developing countries. The programme of ALLNATIONS constitutes an important component of Decade operations and it is hoped that the Committee will work closely with the Decade Planning Committee in the further evolution of these activities.

Banking Committee

In view of the vital role of finance in the promotion of cooperatives in the developing countries, it is evident that full collaboration by the Banking Committee is vital to the success of Decade plans. The Committee is already playing an important role in the preparation of the Finance Study as is the International Cooperative Bank, whose Managing Director is also Secretary of the Banking Committee. In addition, the International Cooperative Bank has made generous contributions to the ICA Development Fund and has indicated its interest in collaborating with the Joint Programme Liaison Committee on development activities. It would be helpful if these various initiatives could be co-ordinated into a coherent Decade programme by the Banking Committee.

Intercoop

Although the Cooperative Wholesale Committee and the Committee for Retail Distribution, which are now merging into Intercoop, have in past years been primarily oriented to the activities of cooperatives in more advanced countries, their growing concern with international cooperative trade has turned their attention to developing countries. Hence it is largely in this field that Intercoop should be able to make its contribution to the Cooperative Development Decade.

However, once cooperative movements in these countries reach the stage at which they can support consumer cooperatives, it is certain that the advice and assistance of experts from Intercoop would be extremely useful for evolving sound programmes of development.

CUNA International

CUNA's promotional activities for cooperatives in developing countries are already far flung and are rapidly expanding. In these areas cooperative credit acts both as the fuel or power for cooperative development and the cement which holds together the various sectors of the movement in a cohesive whole, often within the framework of multi-purpose societies.

CUNA and the ICA have been working in close collaboration in recent years and it is certain that a continuation of this relationship in the form of a specifically formulated Decade programme for credit cooperatives could do a great deal to underwrite the success of the Decade operations .

Women Cooperators' Advisory Council

The Council is already working on three different projects which have a bearing on Decade activities:-

- 1) A questionnaire survey of the role and status of women in cooperative movements represented in the Council should yield useful information relating to a number of developing countries .
- 2) An ICA Symposium on "The Contribution of the Cooperative Movement to the Integration of Rural Families into Modern Society", initiated by the Women Cooperators' Advisory Council, in consultation with the Agricultural Committee, will be held in Milan on September 16th - 18th, 1970 .
- 3) The Council is looking into the possibility of sponsoring a seminar for women cooperators in West Africa .

It is hoped that the Council will elaborate a co-ordinated plan for intensifying this type of activity over the next two years with a view to developing concrete plans for sponsoring a number of selected projects for promotion of cooperative activities for women in the developing countries .

Consumer Working Party

The Consumer Working Party has a direct interest in developing countries in view of the important contribution which consumer cooperatives can make to development in these areas . This contribution relates to both prices and quality of goods available to the population . On prices, their function is to counter the prevailing tendencies for the price level to be pushed up by a long chain of middlemen, often backed by powerful internationally owned firms . There have been a number of instances in Asia where Governments have used cooperatives as distributive channels for consumer goods in an effort to combat speculative price rises . In relation to quality, cooperative efforts can be particularly important in view of the widespread adulteration practices, general consumer illiteracy and lack of adequate testing facilities in developing countries . Consumer cooperatives can also provide distributive channels for certain farming supplies, staple consumer goods and products of light industry based on local material and labour . In rural areas it is

often possible to pool the resources of consumer cooperatives with those of agricultural supply and marketing cooperatives and of credit societies by making use of the same management, premises and transport facilities in what is essentially a multi-purpose society.

Accordingly, the Consumer Working Party should be prepared to advise the Technical Assistance Sub-Committee on development projects relating to consumer cooperation.

International Cooperative Petroleum Association

The ICPA is no longer an Auxiliary Committee but has now become an individual member of the ICA as an international organisation. In connection with its function of supplying petroleum products and developing petroleum production and distribution among cooperatives, it has made an important contribution to developing countries. In addition, it provides training for personnel and makes available technical information through seminars and group conferences. Since the ICPA has always stressed forward planning, there is reason to hope that it will now formulate a ten-year programme of projects and activities in developing countries.

Working Party of Cooperative Librarians and Documentation Officers

The Working Party should be charged with major responsibilities in connection with the two-year programme of Decade studies, since a great deal of basic cooperative information will be required for the various investigations listed here as well as for Decade publicity. Thus it will probably be necessary to reshape, co-ordinate and expand many of the activities on which the Working Party is already engaged, including accessions lists, bibliographies etc. In addition, its efforts in respect of technical assistance to and promotion of libraries in developing countries should be accelerated.

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