

REPORT REGIONAL CONFERENCE ON  
THE ROLE OF COOPERATION IN SOCIAL  
& ECONOMIC DEVELOPMENT

(COOPERATIVE MINISTERS CONFERENCE)

HELD AT

ZENKYOKEN BUILDING , TOKYO ( JAPNA )

APRIL 19-26, 1964

334(5)(063)

ICA

ICA Library  
334(5)(063) ICA-R  
ICA 00258

I.C.A.: NEW DELHI

INTERNATIONAL COOPERATIVE ALLIANCE

Regional Office & Education Centre for South-East Asia

Head Office  
11 Upper Grosvenor St.  
London W.1.

Post Box 639  
No. 6 Canning Road  
New Delhi.1

Ref: OMC/Report(dp)64

Dear Cooperator,

1. The International Cooperative Alliance in collaboration with the Japanese Cooperative Movement organised a Top-level Conference on "The Role of Cooperation in Social and Economic Development" in Tokyo between April 19 and 26, 1964. The participants to the Conference included Presidents and General Secretaries of the National Cooperative Unions and apex organisations, Ministers-in-charge of Cooperation and their chief executives, viz., Commissioners of Cooperation, Registrars etc. The Honorary President, the Chairman and members of the ICA Advisory Council for the Regional Office and Education Centre for South-East Asia also participated.
2. The ICA was represented by its President, Dr Mauritz Bonow; its Director, Mr W.G. Alexander; Mr Bertil Mathsson, Head, External Public Relations Department of Kooperativa förbundet, Sweden; Mr Marian Radetzki, Director of the ICA Education Centre and myself. There were also observers, among others, from the Afro-Asian Rural Reconstruction Organisation, United Nations Economic Commission for Asia and the Far East, Food and Agriculture Organisation of the United Nations, International Labour Organisation and the Cooperative League of USA. A list of participants is enclosed at the end of the Report.

### 3. OPENING SESSION

The Conference started out by Dr Mauritz Bonow paying homage to the memory of the late Dr Y. Hasumi, President, Central Union of Agricultural Cooperatives, Japan, and Sir V.T. Krishnamachari, President, National Cooperative Union of India, whose extremely valuable services to the Cooperative Movement were recalled. The Conference stood in silence as a mark of respect to the two deceased. His Excellency Hayato Ikeda, Prime Minister of Japan, sent a cordial message to the Conference. After two welcome addresses by the President of the Central Union of Agricultural Cooperatives, Japan, and the President of the International Cooperative Alliance, the Ministers of Agriculture & Forestry, and Health and Welfare, Government of Japan, also welcomed the participants. The Honorary President of the ICA Advisory Council, Mrs Indira Gandhi, delivered an address and the President of the Alliance outlined the role of the ICA in international development work.

### 4. TECHNIQUES OF THE CONFERENCE

The Conference was envisaged as a Top-level Meeting between voluntary and official Cooperators in South-East Asian countries and also provided an opportunity for leading Cooperators from South-East Asian and European

(ii)

countries to discuss issues from their respective points of view. The programme of the Conference was a combination of lectures and group discussions. Each subject was introduced by two speakers, and the participants were given an opportunity of seeking further clarifications from the speakers. There was then a general discussion. The afternoon sessions were devoted to group discussions and the whole Conference was divided into three groups. The reports of the groups were amalgamated by the Chairman of the particular morning session in collaboration with the principal speakers. The amalgamated group reports were then considered in a Plenary Session and the remarks offered by the delegates were incorporated into a report which was then considered by each National Group. The Final Plenary, held on Saturday, April 25th, heard the national groups' remarks on the report. These are summarized below in para 5.

#### 5. COMMENTS FROM NATIONAL DELEGATIONS

At the final plenary, when comments were invited from the various National delegates, it was clear that most delegates concurred with the views contained in the Report. However, the additional comments made may be divided into the following three:

- 5.1 First, it was felt that there was a need for over-all planning in the field of Cooperation in the various countries of the Region. On the basis of a careful analysis of the needs of those sectors where Cooperatives have a contribution to make, the growth and development of the Cooperative Movement should be planned.
  - 5.2 A second point related to the problem of widespread natural calamities which visit agriculture from time to time in the Region. Such calamities, if not properly counteracted, might knock the bottom out of the development efforts made by the Cooperative Movement. It was suggested that in case of natural disasters, institutional assistance, e.g., the creation of a Rehabilitation Fund, should prove of advantage.
  - 5.3 Finally, the importance of Cooperative Education was underscored and it was pointed out that programmes of continuous education drawn up on the basis of the most effective techniques should be evolved for creating a conscious and articulate membership which would ensure a stable and developing cooperative movement.
6. From the above, it will be seen that the enclosed report contains the discussions held mainly around those topics which formed the subject-matter of the group discussions. The Report, therefore, does not claim to cover all the points made by the various principal speakers and the participants during the course of discussions. However, it may be mentioned that the Alliance is considering the possibility of bringing out as a published document selected background documentation which was produced for the Conference along with the lectures given there. The two, namely, the enclosed Report and the proposed publication will, it is hoped, provide an adequate coverage of the Tokyo Conference.

(iii)

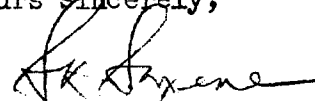
STUDY TRIP

6. A study trip organised mainly for the Ministers of Cooperation provided them with an opportunity of seeing something of the Cooperative activity in Japan at the field level. The practical arrangements and the lavish hospitality arranged for the participants by the Japanese Cooperative Movement were excellent and deeply appreciated by all concerned. The Conference facilities at the "Zenkyoren Building" in Tokyo could hardly be bettered.

7. In view of the importance of the subjects discussed, we sincerely hope that the appended document will receive your earnest attention.

Thanking you,

Yours sincerely,



S.K. Saxena  
Regional Officer.

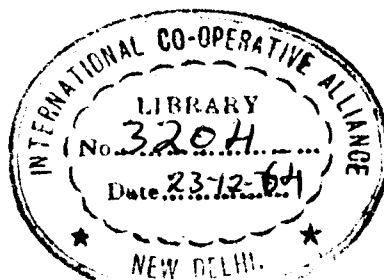
R E P O R T

---

Regional Conference on

"THE ROLE OF COOPERATION IN SOCIAL & ECONOMIC DEVELOPMENT"

(Cooperative Ministers' Conference)



held at

Zenkyoren Building, Tokyo (Japan)

April 19-26, 1964

in collaboration with  
THE JAPANESE COOPERATIVE MOVEMENT

INTERNATIONAL COOPERATIVE ALLIANCE

11 Upper Grosvenor Street  
London W.1.  
(England)

Regional Office & Education Centre  
6 Canning Road, New Delhi-1  
(India)

THE ROLE OF CO-OPERATION IN SOCIAL AND ECONOMIC  
DEVELOPMENT

I N T R O D U C T I O N

The important role of Co-operative Movements in the promotion of social and economic development in countries of South-East Asia is now generally recognised. Most countries in the Region are predominantly agricultural and co-operative organizations are helping farmers to procure finances, market their supplies and obtain consumer goods for household requirements. In several countries, where, as a consequence of measures of land reform, there has been an emergence of small holdings, the production on the farms can be augmented by the organization of Co-operative institutions which could provide the required services to the farmers. While the adequacy of credit is no doubt important, it is recognised that it is the effective utilization of credit which will help to raise productivity in agriculture. A co-ordinated approach to the problems of production, supply, marketing and consumption is important. Besides agriculture, there are also examples in the Region of successful fishery co-operatives which provide technical facilities to the fishermen and enable them to obtain fair prices.

The rapid pace of urbanization in several countries of the Region has brought to the fore problems of rational distribution of consumer goods, and several countries have in hand programmes for the development of consumer co-operatives which could ensure proper quality and prices to the urban dwellers.

Co-operatives are democratic organizations and their successful operation depends upon the intelligent participation of members. This underscores the need for continuous education of members in the principles and techniques of Co-operation, so that the members may be able to exercise effective control over their organisations. In addition, training schemes for employees are also necessary so that the Movement has the necessary supply of skills at its disposal.

In the international context, there is a great need for co-operative trading organizations to undertake increased exports and imports with their counterparts in other countries. Steps are necessary to remove the barriers which impede the growth of international co-operative trade and proper institutional facilities have to be developed to supply market intelligence and proper contact points to the co-operative trading organisations. Another aspect in the field of international co-operative development is the growing importance of Technical Assistance from one Movement to another. Such assistance could take various forms, for example, assistance provided on technical matters by an expert from an advanced Co-operative Movement to its sister Movement in a developing country, the provision of training facilities for Co-operators from the latter countries in the advanced Movements.

The Conference also devoted time to the problems faced by the Western Co-operative Movements, and an effort was made during the discussions to distil the experiences from the advanced Movements which could be relevant to the problems of the Region.

On the basis of the above, the Report has been divided into three sections: (I) Co-operation in South-East Asia Today - Role and Problems; (II) International Co-operative Trade; and (III) International Co-operative Technical Assistance.

## I

CO-OPERATION IN SOUTH-EAST ASIA TODAY - ROLE & PROBLEMS1. The Role of Cooperatives in Land Reform and Land Utilization

One of the consequences of land reform is the emergence of small holdings. The cultivator of the small holding would, therefore, require the assistance of co-operative societies for the provision of credit and for the supply of agricultural requisites, such as fertilizers, insecticides, improved seeds, etc., and for marketing his crops. It is, therefore, necessary that the organisation of co-operatives should be considered from the earliest stage of planning and should take into account all the social and economic factors. The role to be performed by the co-operatives should be well-defined and co-ordinated throughout with all participating agencies. The formation of co-operatives should proceed simultaneously with the implementation of land reforms or there will be a danger of low production or a fall in production due to the absence of facilities for the small holder.

Co-operatives could also assist in the pooling of resources for maximum land utilisation.

The Conference noted that Annexure III to the report of an ILO Meeting of Experts on Agrarian Reform held in Geneva in February 1964 contains conclusions on the role of co-operatives in Agrarian Reform.

2. Supervised Credit with Agricultural Extension Services

In order that credit should be successful, it must be production-oriented and based on the adoption of improved techniques. It is, therefore, necessary that there should be close co-ordination between the co-operative and the extension agencies. Government extension service may gradually be complemented by extension activities of the Co-operative Movement itself.



### 3. Linking up Production, Supply, Marketing and Consumption

Marketing of agricultural produce through the co-operatives is essential to ensure prompt repayment of credit as well as to secure for the cultivator the best possible price for his produce. In countries where Governments procure food-grains, co-operatives could be extensively used to purchase food-grains on behalf of the Government. In doing so, however, it is necessary that the cultivator be assured of a fair price for his produce. Collaboration between producer cooperatives and consumer cooperatives will assist in ensuring a fair price to both cultivator and consumer. In certain cases processing will be a necessary step between the marketing and the sale to consumer organisations or others. In every case the endeavour should be to achieve a co-ordinated and integrated approach to the problems of producer and consumer. Processing may be organised either by the producers or by the consumers co-operatives, or jointly by the two, and whenever both are potentially interested consultation is desirable.

### 4. Co-operative Finance

It is desirable that the co-operatives should try to be self-reliant and increase their own resources by all possible means including, if necessary, provision in the bye-laws for increasing the share capital and/or deposits of the members. Such policies should, however, be supported by adequate economic incentives through suitable rates of interest and by building up the confidence of the members in the societies. In some countries the Governments or the central financing agencies are playing a very important role in providing short-term credit needs of the Co-operative Movement at concessional rates of interest.

Some other means of raising capital are: (a) Government contributions to the share capital; (b) loans from the Government and issue of debentures to be subscribed by the general public and institutions; and (c) deposits from the general public as well as Government and semi-government institutions.

Share capital contributed by the Government, if any, should be retired as soon as the co-operative is able to stand on its own feet.

There should be no hesitation in seeking external assistance through international financial sources for purposes such as the import of machinery.

#### 5. The Role of Government in Co-operative Development

While the importance of the Co-operative Movement as a voluntary Movement cannot be over-emphasized, it would be necessary for the Movement to accept Government assistance especially in the initial stages. The role of the Government should be essentially promotional and the necessary guidance and financial assistance should cease as soon as the Movement is in a position to look after itself but no sooner.

Government policy should be directed to securing fair trading conditions and if the Government itself enters into the field of trading, preference may be given to the use of co-operatives for such operations. The implementation of a fair trading policy requires not only the passing of the requisite laws, but more particularly a proper enforcement of such laws. Any legal hindrances to the development of the Movement, as for example area limitation or inability to trade with non-members, should be removed.

To obtain a co-ordinated approach to co-operative problems, it is most desirable that governments should review their policies for providing machinery for collaboration between different Ministries and Departments, as for example, by establishing joint committees or other satisfactory means of liaison.

## 6. Co-operative Education and Training

If the Co-operative Movement is to develop into a self-supporting and self-reliant democratic Movement, it is necessary that the members and office bearers be provided with necessary education in co-operative ideals and principles. In addition, training will have to be given to the various functionaries employed by the Co-operative Movement, the Government or other supervisory agencies. Once the co-operative idea has been implanted, early consideration should be given to management training or training of staff to ensure an efficient operation while continuing to develop other forms of education at the same time.

In order to inculcate the spirit of Co-operation in the younger generation, it is necessary to introduce co-operative education in schools, etc., by making it a part of the curriculum. International exchange of experience in the field of education should also be encouraged.

## 7. Joint Ventures between Co-operatives and Private Profit Making Enterprises

It is noted that some successful joint ventures between co-operatives and private profit making enterprises exist in the region and it is considered that when such collaboration is attempted the co-operatives should always retain a majority control.

## 8. Member Participation

A general interest in, and appreciation for, co-operative organisation could be promoted by the inclusion of suitable readings in, and some elementary practice of, co-operation in educational institutions.

Once a person has been enlisted as a member, to encourage him to continue to take active interest in the functioning of his co-operative, several steps are necessary. First, he has to be informed of the general principles of Co-operation and of the normal working of the type of institution to which he belongs. The rules and bye-laws which govern the operation of the Co-operative have to be widely made known. Especially, equality of status among members, their opportunity and duty to participate in decision-making, have also to be clearly explained to them. Under good leadership and by a strong tradition it will be possible to create the necessary interest for participation. When a co-operative has established its reputation as a well-run and successful institution, the task of education, participation and keeping up loyalty becomes easier.

Where, on account of long distances, or large size, active participation is rendered difficult, organisational improvements, such as local group meetings at which fuller participation would be usual, followed by representative participation at higher levels, can be promoted as a supplement to direct participation of members at all levels.

Education of members, or generally keeping members informed of, and interested in several services rendered by the society, must be a normal practice of management. The quality of service and the "selling effort" of the management taken together can alone build firm loyalty of members.

In respect, both of participation by, and loyalty of, members the record of countries, such as Japan and Korea, is very encouraging. This result has been helped, apart from the efficiency of operation, by the variety of social and community activities in respect of which co-operatives in these countries help their members. The over-all social impact of a society on the living needs of its members is a great factor in keeping them interested in their society.

As soon as possible, and wherever appropriate, women should be encouraged to be involved in the affairs of cooperative societies. In this connection, it is noted that quality as well as quantity of participation is important and even a small number of interested persons may be very helpful.

### 9. Prospects of Collaboration between Consumer and Producer Co-operatives

The functions of production and of consumer sale may often be combined in one and the same institution, such as a co-operative dairy distributing its own supplies directly to consumers, or a consumer society having its own production units. But where production and consumption are the functions of separate co-operatives, their mutual collaboration is more a matter of appreciation of mutual advantage in particular situations than of evolving a general pattern which may be advantageous in all cases. Collaboration would appear to be most essential between higher or central organisations of the two types. Consumer societies may have access to bulk purchase on fair terms and collecting and selling agencies of producers would have access to a large and constant demand, if a long term agreement, subject to common scrutiny and administration, were to be established between appropriate producers and consumers organisations. Such collaborative arrangements, where mutually advantageous, are also in broader social interest, and, therefore, deserve to be promoted. It should, however, be realised that such collaboration is bound to have more the nature of an inter-institutional agreement, than of an integrated institution. The operations of co-operative financing agencies are also likely to be facilitated by such firm agreements among its members for exchange of goods and services on mutually advantageous terms.

### 10. Remuneration of Elected Directors, Committee Members and Management

The need to provide adequate training and payment of managers is evident and they should then be given proper power as soon as they are sufficiently qualified. Where duties of an executive and continuous character are carried out by elected members of boards and committees, and where the financial position of the cooperative justifies remuneration, suitable payment may be made

until such time as a paid official is trained and appointed for the work. In some cases payment to elected members of boards and committees may be necessary to retain their full time attendance to the affairs of the society in addition to, but not as an alternative to, the paid staff. The tradition of honorary service of fellow members of a cooperative has a high social and organisational value and hasty steps should not be taken to turn membership of functional bodies in cooperatives into a professional service. The financial position of many co-operatives would not justify a salaried or a remunerated group of elected office-bearers.

11. Some Factors which may Contribute to the Success of Consumer Cooperatives in South-East Asia

In most countries of the region the average size of purchases is so small, and the types of goods supplied are so diverse, that any elaborately organised system of acquisition, holding and sale of such goods is likely to be uneconomic, especially in competition with a class of small dealers who are accustomed to rendering personalized services on very elastic terms. The supply of producer needs of farmers, and of selected consumer goods which they are in the habit of purchasing in bulk at stated periods, can be most appropriately arranged by the agricultural co-operatives, as is done in several countries. So that, it is not necessary in many cases to set up both consumers' co-operatives and agricultural co-operatives in rural areas, and the latter may function as consumers' co-operatives in rural areas to supply production materials and consumer goods.

In urban areas, especially in the context of scarcity of goods and high prices, a real need exists for organised cooperative distribution of these goods among the middle class and poorer consumers. For this purpose, wholesale as well as primary cooperative units of distribution, or a combination of both functions in a single co-operative, are necessary. To render this possible and profitable

on a long-term basis, an educative effort among prospective members has to be combined with adequate organisational activity on the part of co-operative leaders. A suitable programme of co-operative education, as well as management training, must also be thought of. In the initial stages these efforts must receive sufficient encouragement from financing and administrative institutions to ensure development to a stage of self-sustaining growth. Efforts on all sides will have to be sufficiently massive and sustained if lasting results are to be obtained.

In a few urban centres, having large populations, genuine consumer co-operatives at primary and wholesale stages, catering to the growing needs of their members for essential food articles, as well as for several conventional goods, should be promoted with adequate financial support, and on progressive standards of business management. Coupled with other improvements in member education and co-operative organisation recommended earlier, such efforts have every chance to succeed. A few successful efforts of this sort will help in further promoting the movement for consumer stores in other areas. Experience of Japanese consumer societies, which aim at meeting as many economic and social needs of their members as possible, is a good example of such efforts.

A constant study of the methods employed by competitors is necessary and when structural changes in cooperatives become desirable, proper information should be disseminated to members and a favourable climate created for the acceptance of the necessary changes.

If the Government makes use of consumer cooperatives or extends certain privileges to them, care should be exercised in the removal of such use or privileges, which may be fundamental to the whole operation of the societies. The remarks already made under paragraph 5 with regard to Government not restricting the activities of cooperatives are of particular importance in the field of consumer cooperation, as also is the enforcement of laws which provide for the standardisation of weights and measures, hygiene regulations, taxation, etc.

## II

INTERNATIONAL CO-OPERATIVE TRADE12. Some Barriers to the Growth of International Co-operative Trade and Possible Co-operative Action for their Elimination

(1) The structural weakness of the national co-operative movements makes it difficult for them to participate in international cooperative trade. This may necessitate in some cases the establishment of national organisations to undertake this specific task and in some others the reorganisation of existing agencies such as national marketing federations, etc.

In any event such organisations would require specially trained staff at different levels in sufficient numbers. Some of this staff may possibly be attracted, through adequate remuneration, from existing organisations. However, a management training programme for the purpose is definitely indicated in the different movements in the region.

National co-operative organisations would also need strengthening in the availability of knowledge on different aspects of co-operative trade amongst the membership of the movement which would have to come from an intensive education programme.

(ii) Further barriers which militate against international cooperative trade are discriminatory regulations mainly emanating from the Government, such as controls, foreign exchange, taxation, quotas, duties, etc. It would not be easy for the national co-operative organisations to overcome these barriers, as such restrictions are mainly the result of Government Policy in the context of the economic conditions in the different countries. It would, however, be possible for the national co-operative movements within the context of existing trade practices to carve out for themselves as large a share of the international



trade as is possible. This would necessitate a careful study by the various national apex organisations of the trade patterns of the countries involved. Furthermore, the Governments should take appropriate measures to encourage movement of trade through co-operative channels.

(iii) The absence of proper grading, quality control, standardization, etc. especially in the case of primary produce and semi-processed items for export, also acts as a barrier in the growth of international co-operative trade. To overcome this, the national apex organisation would have to carry out intensive extension work on the control of production by the member organisations and also take measures for ensuring the quality, grading, etc.

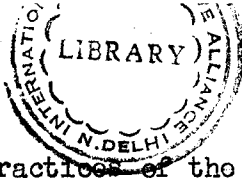
(iv) Lack of marketing information from advanced countries is sometimes a problem acting in restraint of trade development and the ICA Regional Office will endeavour to discover sources of suitable information in answer to individual enquiries until such time as this problem is considered by a suitable trade conference.

(v) In some cases, inexperience in a developing country may be removed if co-operatives with such experience in advanced countries can devise means for passing it on to the developing movements. This need is especially felt in the field of processing.

(vi) In selection of trade partners, other things being equal, priority should be given to the Co-operative Organisations on both sides.

### 13. A Co-operative Trade Conference for South-East Asia

It is considered that co-operative trading beyond national boundaries is sufficiently important to warrant a special meeting to study all the connected problems. It was, however, felt that considerable preliminary work on the gathering of data would be necessary if such a conference or meeting were to be meaningful. There was an insufficiency of data available to the various



national movements on the trade practices of the different countries of the region, consumer demands from advanced countries in other regions, etc. This information would be very necessary for such a conference. It was considered that this work should be undertaken by the International Co-operative Alliance Regional Office as a preliminary to such a conference.

Representation at a trade conference might be drawn from the following sources:

- (a) ICA member organisations in South-East Asia interested in international trade;
- (b) Representatives of the respective Governments both in the cooperative sphere and in the sphere of trade;
- (c) Representatives from international bodies which are interested in the promotion of international trade, particularly the ECAFE; and
- (d) Representatives of ICA member organisations in the more advanced countries outside South-East Asia which have an interest in the trade of this region.

Some topics for the agenda for this conference might be:

- (i) Past and present structure of, and national policies of, export and import trade in the different countries in the region;
- (ii) Feasibility of extending co-operative trade;
- (iii) The national organisations that would need to be created in some countries to undertake international co-operative trade;
- (iv) The staffing of such national organisations and the training of the staff of such organisations;
- (v) Organisational arrangements for making market intelligence available;
- (vi) Study of Government regulations, etc. which hamper international co-operative trade; and
- (vii) Whether an organisation on the lines of the Scandinavian Cooperative Wholesale Society could be organised for this region, and if so, the steps that should be taken towards this end.

#### 14. International Trade Discussion

National co-operative organisations should keep the Governments informed of their requirements in respect of international trading, so that Government representatives may be adequately briefed for any international meetings, such as the annual intra-regional trade consultations held under the auspices of the United Nations ECAFE which are confined only to the member countries of ECAFE from within the Region. These consultations normally take place on a bilateral basis between interested countries and are of a confidential nature.

### III

#### INTERNATIONAL COOPERATIVE TECHNICAL ASSISTANCE

The Conference heard the statements of representatives of the U.N. Agencies on the very considerable co-operative technical assistance being rendered by them to the developing countries in South-East Asia. The views of the co-operatives themselves on international co-operative technical assistance and the part to be played by them in this field were then thoroughly discussed with the following conclusions.

#### 15. The Procedure of Continuous Assessment of a Project from Inception to Completion

In all technical assistance activities there is need for assessment of the various projects at all stages. To begin with, technical assistance projects must be preceded by feasibility studies to determine the need for the project, its scope, requirements in terms of personnel and resources, etc. It is necessary to ensure that formulation of project requests is clear and based upon a realistic appraisal of the actual situation. The responsibility for feasibility studies rests with the organisation which seeks assistance. It should be noted, however, that in most of the South-East Asian countries the national government will have to be consulted in order that proposed schemes may be properly fitted into the total amount of technical assistance available to the country. In order to achieve the best possible results from feasibility studies and also to ensure co-ordination, it is desirable that some kind of expert committee is set up to advise aid-seeking co-operative organisations. Such a committee should have on it both non-governmental and governmental persons and may also include representatives of international co-operative organisations.

and/or other external agencies which might be helpful in the assessment of requirements. In some cases, it might be necessary for the aid-giving agency to provide expertise already at the feasibility study stage to examine in detail the various aspects which are relevant to the eventual implementation of each project.

During the implementation of a project a procedure must be developed which allows for close contacts between the aid-giving organisation, the technical assistance experts from abroad engaged in the project, their counterparts from the aid-receiving organisation, the aid-receiving organisation itself, and the national government. This pre-supposes the setting up of some kind of over-all co-ordinating body under whose auspices such a machinery could be developed. It is noted that unnecessary waste of time, money and personnel may be the result if assessment is made only after the completion of a project. If, on the other hand, assessment is developed as a normal, integral function at each stage of implementation, changes may be introduced in the course of the work which might serve to improve the end results of the projects.

On completion of the project, careful and honest evaluation must be undertaken. It is important that such evaluation is not influenced by various considerations extraneous to the project itself but centres entirely upon the merits of the project.

#### 16. A Better Machinery for Developing Contacts Between Aid-giving and Aid-receiving Cooperative Movements

The need for close contacts between aid-giving and aid-receiving Co-operative Movement arises not only from the practical considerations discussed above. It is required also for the proper conceptualization of technical assistance projects in order that the nature and magnitude of co-operative problems in developing countries may be more clearly understood by those organisations offering technical assistance. It seems clear

that the desirable contacts between aid-giving and aid-receiving organisations can be made considerably more effective if co-ordinating bodies are established by the Co-operative Movements seeking technical assistance. The functions of such agencies would naturally include the collection of data and information relevant to the co-operative situation in the developing countries and such material would be helpful in creating better understanding of the factual position. It should be pointed out that in the absence of an effective system for a continuous flow of information as between the two parties involved, there is a risk both that needed technical assistance may not be extended, and, that assistance offered and extended may not be directed to those areas where it would be most required.

It might be added in this connection that the activities now carried on by the various Co-operative Movements in the advanced countries to enhance the knowledge of problems in developing countries among their membership should be increasingly based upon effective communication with co-operative organisations in developing countries. The information disseminated by the developed movements must accurately portray the nature and magnitude of co-operative problems in the developing countries.

When foreign experts are required, it is obvious that a recent experience of the region is of great advantage. Where such recent local experience does not apply care must be given to a proper orientation of the expert within the region before he starts on the project, no matter how complete has been his preparation before he arrives. In addition to technical competence, experts should be thoroughly familiar with the ideological significance of the Co-operative Movement.

The role of the International Co-operative Alliance and its Regional Office for South-East Asia in providing liaison between the Co-operative Movements in aid-giving and aid-receiving countries is of fundamental importance since Co-operative Movements from both sides collaborate within the Alliance. The resources in terms of money and personnel needed by the Alliance to perform this task efficiently must be placed in the top rank of priorities, and Co-operative Movements from both the aid-receiving and aid-giving countries should be encouraged to use the offices of the Alliance increasingly for the purpose of liaison.

#### 17. Training and Visits Beyond National Boundaries

As regards training programmes and study visits abroad, ways and means must be found by which such activities may be made actually useful to the developing Co-operative Movements. This would involve more careful handling of selection of trainees, accurate description of the training programmes and study tours, follow-up assessment upon the return of the trainees to their own co-operative movements and finding suitable positions for the trainees after the completion of their foreign studies.

Whilst it is probable that the most effective use of the facilities offered by the advanced Co-operative Movements is to send them persons who are actually in a policy-making and decision-making position within the South-East Asian Co-operative Movements, specialists from lower levels may also be sent with advantage. Care must in all cases be taken that the result of the trainee's study abroad is not lost to the Movement, or is at best an indirect one. The improvement of selection procedures is also connected with the description of the training programme offered. Great care should be taken in explaining the exact nature of the programme, the level of the participants expected, etc.

Study visits and training programmes abroad should enable students to understand the historical process of co-operative development leading upto the present co-operative situation in that country. It might be noted that, if the training programmes centre on specific aspects of co-operative development this would help the aid-receiving organisations to find the trainees most likely to benefit from foreign studies. On the job training should be an important aspect of foreign study.

With the ICA and its Regional Office as a liaison body, it should be possible to achieve better co-ordination of the various co-operative training programmes and study tours which are now being offered. This co-ordination should enable the trainees to study in those countries where special achievements in their fields of interest have been made.

---

International Cooperative Alliance  
Regional Office & Education Centre for S-E Asia  
6 Canning Road, New Delhi.1 (India)

Cooperative  
Ministers' Conference  
Tokyo.

April 1964

"THE ROLE OF COOPERATION IN SOCIAL & ECONOMIC DEVELOPMENT"

April 19-26, 1964

"P r o g r a m m e"

Sunday, April 19

Chairman : Dr Mauritz Bonow

9.30-9.40 Greeting of HE Hayato Ikeda, Prime Minister, Japan

9.40-9.50 Welcome by Mr Ryuya Yonekura  
-President, Central Union of Agricultural Cooperatives  
of Japan

9.50-10.00 Welcome by Dr Mauritz Bonow  
-President, International Cooperative Alliance

10.00-11.00 Role of the International Cooperative Alliance in  
the International Development Work.  
Dr Mauritz Bonow

11.00-11.30 Tea

11.30-12.00 HE Munenori Akagi, Minister of Agriculture and  
Forestry, Japan

12.00-12.30 Mrs Indira Gandhi, Honorary President  
International Cooperative Alliance Advisory Council

12.30-1.00 HE Takeji Kobayashi, Minister of Health & Welfare,  
Government of Japan

Afternoon

Statements from Leaders of National Delegations.

Chairman : Dr Mauritz Bonow

2.20-2.30 Techniques of Conference : Explanation by  
Dr S.K.Saxena

2.30-2.45 Ceylon

2.45-3.00 India

3.00-3.15 Korea

3.15-4.00 Tea

4.00-4.15 Malaysia

4.15-4.30 Pakistan

4.30-4.45 Philippines



4.45-5.00 Thailand  
5.00-5.10 Representative of UN/Ecafe  
5.10-5.20 Representative of FAO  
5.20-5.30 Representative of ILO  
5.30-5.40 Representative of the Cooperative League of USA

Monday, April 20

8.20 Ministers leave for study tour from Akasaka Prince Hotel.  
"Cooperation in South-East Asia Today - Role and Problems".  
Chairman : Mr N.E.S. Raghavachari, India  
9.30-10.30 Introduction by : Mr Teruo Ichiraku, Japan  
-Questions and Clarifications  
10.30-11.30 Introduction by : Professor D.G.Karve, India  
-Questions and Clarifications  
11.30-11.45 Tea  
11.45-1.30 Discussion  
3.00-5.00 Group discussion and preparation of group reports.  
(The speakers and chairmen on the respective days will be requested to amalgamate the three group reports prepared on the days of their introduction and the amalgamated group reports from each of the days will be considered on Friday, April 24)

Background Papers Available

1. Role of voluntary organisations in Social and Economic development. Dr M. Bonow  
IFAP
2. Inaugural address delivered at the Bournemouth Congress Dr M. Bonow
3. Social-Economic Factor Underlying Pattern of Leadership Dr D.R.Gadgil
4. Financing of Cooperative Activities Mr Bertil Tronet
5. Cooperation as a method to increase agricultural productivity Prof. U.A. Aziz
6. Role and Activities of ICA in South East Asia Dr S.K.Saxena
7. Findings of the Group of Specialists Appointed by FAO

Tuesday, April 21

"Some Overall Problems Faced by Western Cooperative Movements"

Chairman : Professor D.G.Karve, India

9.30-10.30 Introduction by : Mr W.G.Alexander  
-Questions and clarifications

- |             |   |
|-------------|---|
| 10.30-11.30 | Introduction by : Dr Mauritz Bonow<br>-Questions and clarifications |
| 11.30-11.45 | Tea   |
| 11.45-1.30  | Discussion  |
| 3.00-5.00   | Group discussion and preparation of group reports.                  |

Background Papers Available

- |  |                     |
|--|---------------------|
| 1. Role of voluntary organisations in social and economic development. | Dr M. Bonow<br>IFAP |
| 2. Financing of Cooperative Activities                                 | Mr Bertil Tronet    |
| 3. Inaugural address at the Bournemouth Congress                       | Dr M. Bonow         |
| 4. Main Stages of Cooperative Development in Western Countries.        | Mr Walter Sjölin    |
| 5. The Cooperative Movement - A Period of Trial                        | Dr M. Bonow         |

Wednesday, April 22

"International Cooperative Trade"

Chairman : Mr H.S. Wanasinghe, Ceylon

- |             |  |
|-------------|--|
| 9.30-10.30  | Introduction by : Mr M. Eholm (Mr Eholm's paper read by Mr W.G. Alexander)<br>-Questions and Clarifications/ |
| 10.30-11.30 | Introduction by : Mr Makoto Mihashi, Japan<br>-Questions and Clarifications                                  |
| 11.30-11.45 | Tea  |
| 11.45-1.30  | Discussion   |
| 3.00-5.00   | Group discussion and preparation of group reports.   |

Background Papers Available

- |  |                    |
|--|--------------------|
| 1. Practical Experiences in the field of International Cooperative Trade | Dr G. Keler        |
| 2. South-East Asian Trade Pattern  | Dr Mohinder Singh  |
| 3. Nordisk Andelsforbund   | Mr Thorsten Odhe   |
| 4. Cooperative Production and Trade in South East Asia                   | Mr Makoto Mihashi  |
| 5. Potentialities for development of International Cooperative Trade     | Mr Marian Radetzki |
| 6. Role and activities of the ICA in S-E Asia                            | Dr S.K. Saxena     |

Thursday, April 23

"International Cooperative Technical Assistance"

Chairman : Mr Bertil Mathsson

9.30-10.30 Introduction by : Dr S.K.Saxena  
-Questions and clarifications

10.30-11.30 Panel : Participants, Dr Mauritz Bonow,  
Mr W.G.Alexander and Dr Allie C. Felder

11.30-11.45 Tea

11.45-1.30 Discussion

3.00-5.00 Group discussion and preparation of group reports.

7.30 Ministers return from the study tour to Akasaka  
Prince Hotel.

Background Papers Available

1. Fields of Cooperative Technical Assistance Mr W.P.Watkins
2. Problems of Offering Cooperative Technical Assistance Mr Carl Schumacher
3. Role and Activities of the ICA in S-E Asia Dr S.K.Saxena
4. Problems of Receiving Cooperative Technical Assistance Mr Thanu Satraphai

Friday, April 24

Chairman : Mr W.G.Alexander

9.30-12.30 Considerations on amalgamated group reports.

Afternoon Free  
(Secretariat to work on the final report)

Saturday, April 25

9.30 a.m.-1.00 p.m. National groups meeting in delegation leaders'  
hotel rooms to discuss the report.

Chairman : Dr Mauritz Bonow

2.00-5.00 Plenary Session - comments on the reports by  
the national groups.

---

International Cooperative Alliance  
Regional Office & Education Centre for S-E Asia  
6 Canning Road, New Delhi-1. (India)

Cooperative  
Ministers' Conference  
Tokyo.

April 1964

P a r t i c i p a n t s

1. CEYLON

1. Mr H.S. Wanasinghe  
Commissioner for Cooperative Development  
Government of Ceylon  
Post Box Number 419, Colombo.1 Ceylon
2. Mr Harsha Wickramasinghe  
Assistant Secretary  
Ministry of Agriculture, Food & Cooperatives  
330 Union Place, Post Box Number 569  
Colombo.2 Ceylon
3. Mr D.A.P. Kahawita  
President  
Cooperative Federation of Ceylon  
"Cooperative House"  
455 Galle Road, Colombo.3
4. Mr A.P. Jayasekhara  
General Secretary  
Cooperative Federation of Ceylon  
455 Galle Road, Colombo.3
5. Mr D.E. Hettiarachchi AC  
Vice President  
Cooperative Federation of Ceylon  
455 Galle Road, Colombo.3

2. INDIA

6. His Excellency S.D. Misra  
Deputy Minister, Community Development and  
Cooperation, Government of India  
Krishi Bhavan, New Delhi-1
7. Mr N.E.S. Raghavachari  
Additional Secretary to the Govt of India  
Ministry of Community Development & Cooperation  
Krishi Bhavan, New Delhi.1
8. Mr Brahm Perakash, M.P.  
General Secretary  
National Cooperative Union of India  
72 Jorbagh Nursery, New Delhi.3
9. Mrs Indira Gandhi AC  
Prime Minister's Residence  
Teen Murti, New Delhi (India)

## India (Contd.)

10. Captain H.S. Lather AC  
 Chief Administrative Officer  
 Delhi State Cooperative Bank Limited  
 31 Netaji Subhash Marg,  
 Daryaganj, Delhi-6. India
11. Professor D.G. Karve AC  
 Chairman, ICA Advisory Council  
 "Suyog"  
 899 Shivajinagar, Poona.4 India

## 3. JAPAN

12. His Excellency Munenori Akagi  
 Minister of Agriculture and Forestry  
 Government of Japan, Tokyo
13. Mr Takashi Sakaya  
 Director of Agricultural Policy Bureau  
 Ministry of Agriculture and Forestry  
 Government of Japan, Tokyo
14. Mr Makoto Matsuoka  
 Director of Agricultural Economic Bureau  
 Ministry of Agriculture and Forestry  
 Government of Japan, Tokyo
15. Mr Goichiro Shono  
 Director of Fisheries Agency  
 Ministry of Agriculture and Forestry  
 Government of Japan, Tokyo
16. His Excellency Takeji Kobayashi  
 Minister of Health and Welfare  
 Government of Japan, Tokyo
17. Mr Yoshitome Ushimaru  
 Director of Social Affairs Bureau  
 Ministry of Health and Welfare  
 Government of Japan, Tokyo
18. Mr Ryuya Yonekura  
 President  
 Central Union of Agricultural Cooperatives  
 11, 1-chome, Yurakucho, Chiyoda-ku, Tokyo
19. Mr Teruo Ichiraku  
 Executive Director  
 Central Union of Agricultural Cooperatives  
 11, 1-chome, Yurakucho, Chiyoda-ku, Tokyo
20. Mr Bumon Morikawa, Executive Director  
 Central Union of Agricultural Cooperatives  
 11, 1-chome, Yurakucho, Chiyoda-ku, Tokyo

Japan ( Contd.)

21. Mr Makoto Mihashi  
President, National Purchase Federation  
of Agricultural Cooperatives  
11, 1-chome, Yurakucho, Chiyoda-ku, Tokyo
22. Mr Einosuke Ishii, President  
National Marketing Federation of Agricultural  
Cooperatives  
11, 1-chome, Yurakucho, Chiyoda-ku, Tokyo
23. Mr Bunshiro Okamura  
President, Mutual Insurance Federation of  
Agricultural Cooperatives  
Hirakawa-cho, 2-16, Chiyoda-ku, Tokyo
24. Mr Yoshio Kusumi, President  
Central Cooperative Bank for Agriculture and  
Forestry  
2, 3-chome, Muromachi, Chiyoda-ku, Tokyo
25. Mr Ichiro Miyabe, President  
Ie-No-Hikari Association  
12, Funakawara-cho, Shinjuku-ku, Tokyo
26. Mr Shinkichi Katayanagi, President  
National Federation of Fisheries Cooperatives  
1, Akasaka-tameike-cho, Minato-ku, Tokyo
27. Mr Shunsuke Tanaka, President  
Japanese Consumers Union  
Nakajima 434, Sumiyoshi-machi  
Higashi-Nadaku, KOBE CITY Japan
28. Mr Takeshige Ishiguro, President  
All-Japan Consumers Cooperative Wholesale Fedn.,  
Tanro-kaikan, 9, Ichigaya Kawadacho  
Shinjiku-ku, TOKYO
29. Mr Tsuneo Nanba AC  
Chief, International Department  
Central Union of Agricultural Cooperatives  
11, 1-chome, Yurakucho, Chiyoda-ku, Tokyo
30. Mr Yuzo Suzuki, President, National Press  
and Information Federation of Agricultural Coops  
85 Neribei-cho, Taito-ku, Tokyo
31. Mr Shigeo Tanaka, President  
National Credit Association  
2-3 Marunouchi, Chiyoda-ku, Tokyo
32. Mr Sadao Nakabayashi, Vice-President  
Japanese Consumers Cooperative Union  
2-5 Tamuracho, Shiba, Rokin-kaikan  
Minato-ku, Tokyo

## Japan (Contd)

33. Mr Tadashi Hamada  
Executive Director of National Federation  
of Fishery Cooperatives  
1, Akasaka-tameike-cho, Minato-ku, Tokyo

## 4. KOREA

34. His Excellency Nam Kyu Chung  
Vice Minister, Agriculture and Forestry  
Government of the Republic of Korea  
SEOUL
35. Mr Bok Rae Park, Chief, Credit Department  
National Federation of Agricultural Cooperatives  
75, 1-ka, Choongjong-Ro  
Sedaemoon-ku, SEOUL
36. Mr Bang Hum Moon, President  
National Federation of Agricultural Cooperatives  
75, 1-ka, Choongjong-Ro  
Sadaemoon-ku, Seoul.

## 5. MALAYSIA

37. Mr Ahmed Hourmain b. Dato Hj Esah  
President, Cooperative Union of Malaya  
8 Holland Road, Kuala Lumpur
38. Mr Francis Soosay  
Honorary Secretary  
Cooperative Union of Malaya  
8 Holland Road, Kuala Lumpur
39. Mr Mohd Hussein Ibrahim AC  
Deputy Commissioner for Cooperative Development  
Ministry of Agriculture and Cooperatives  
Swettenham Road, Kuala Lumpur Malaysia

## Singapore

40. Mr N.G. Raju, Chairman  
Singapore Cooperative Union  
Post Box 366, Singapore (Malaysia)
41. Mr Andrew B. Pinto  
Honorary Secretary  
Singapore Cooperative Union  
Post Box 366, Singapore (Malaysia)
42. Mr P. Muthu AC  
55-2 Hillside Drive  
Singapore.19 Malaysia

## 6. NEPAL

43. Mr Narayan Bikram Shah  
Registrar, Cooperative Department  
Ministry of Panchayats, His Majesty's Government  
Singh Durbar, Kathmandu (Nepal)

## 7. PAKISTAN

44. His Excellency Kazi Abdul Kader  
Minister of Cooperation and Agriculture  
Government of East Pakistan, DACCA

## Pakistan (Contd.)

45. Mr Abul Ehsan  
Chairman  
East Pakistan Cooperative Union Ltd  
9/D Motijheel Commercial Area, DACCA.2. AC
46. Mr Muhammad Ashraf, Registrar  
Cooperative Societies, Lahore Region  
LAHORE West Pakistan
47. Mr Muhammad Asad, Secretary  
West Pakistan Cooperative Union  
31 Lower Mall, Lahore.1

## 8. PHILIPPINES

48. Mr Eugenio V. Mendoza  
General Manager  
Central Cooperative Exchange, Inc.  
Sta Mesa, Pureza, MANILA (Philippines)
49. Mr Augusto F. Espiritu  
President  
Philippines National Cooperative Bank  
Boston Street, Port Area, MANILA Philippines
50. Mr Cecilio Montemayor  
Cooperative Administration Office  
Ministry of Commerce and Industry  
MANILA Philippines

## 9. THAILAND

51. His Excellency Phra Prakas Sahakorn  
Deputy Minister for National Development  
Ministry of National Development  
BANGKOK Thailand
52. Mr Thanu Satraphai  
Deputy Under Secretary of State  
Ministry of National Development  
BANGKOK Thailand AC
53. Mr Pramoon Vidhayananda  
Chief, Cooperative Techniques & Promotion Divn  
Ministry of National Development  
BANGKOK Thailand

## OBSERVERS

## 1. AARRO

54. Mr K.D.Sharma  
Secretary General  
Afro Asian Rural Reconstruction Organisation  
E.11, Ring Road, Defence Colony, New Delhi

2. Cooperative League  
of the USA

55. Dr Allie C. Felder, Jr  
Representative in India of the  
Cooperative League of the USA  
AIFACS Building, Rafi Marg, New Delhi.1



## Observers (contd)

3. FAO
56. Dr H.P. Yang  
Rural Sociologist  
Food and Agriculture Organisation of the UN  
Rural Institutions and Services Division  
ROME
4. ILO
57. Mr S.N. Roy  
Chief, Cooperation & Small Scale Industries Divn  
International Labour Organisation  
GENEVA
5. UN/ECAFE
58. Dr Mohinder Singh  
Deputy Chief, Agriculture Division  
UN/Economic Commission for Asia and for the  
Far East  
Sala Santitham, BANGKOK Thailand
- Finland
59. Mr Martti Karppinen  
Toimitusjohataja  
Nayttelijante 4  
Helsinki (Finland)
- USOM
60. Mr Wallace J. Maddock  
Cooperative Advisor,  
US/OM, Korea, SEOUL
- International Coopera-  
tive Alliance
61. Dr Mauritz Bonow  
President  
International Cooperative Alliance  
11 Upper Grosvenor Street, London W.1.
62. Mr W.G. Alexander, Director  
International Cooperative Alliance  
11 Upper Grosvenor Street  
London W.1.
63. Dr S.K. Saxena, Regional Officer  
International Cooperative Alliance  
Regional Office & Education Centre for S-E Asia  
6 Canning Road, New Delhi.1 India
64. Mr Marian Radetzki, Director  
International Cooperative Alliance  
Regional Office & Education Centre for S-E Asia  
6 Canning Road, New Delhi.1 India
65. Mr Bertil Mathsson  
Head, External Public Relations Department  
Kooperativa förbundet  
Fack, Stockholm.15 Sweden.