

**INTERNATIONAL CO-OPERATIVE ALLIANCE**

AN ASSESSMENT OF THE WORK  
OF THE  
ICA REGIONAL OFFICE AND EDUCATION CENTRE  
FOR SOUTH-EAST ASIA

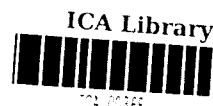
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## ACKNOWLEDGEMENTS

The Assessment of the work of the Regional Office and Education Centre for South-East Asia (ROEC), resulting in this Report, was a complicated exercise concentrated in a short period. It required collaboration by a large number of institutions and individuals. To these the team members wish to express their sincere appreciation and gratitude.

Thanks are due in the first place to the Regional Director for making available all relevant files and documentation at the Centre and also to the entire professional, clerical and maintenance staff of the ROEC for arranging innumerable details which facilitated the work of the Team. The Team members are also grateful to the Director and members of the staff for the open, friendly and co-operative spirit in which the Assessment was accepted as a step towards improving the effectiveness of the ROEC in the future.

Equally essential to the work of the Team were the time, efforts and co-operation of a great many leading co-operative officials in the Region, and of Co-operative Departments and other government ministries, who replied in writing to questionnaires and/or met personally with the Team for detailed discussions and also provided generous hospitality.

In addition former participants of ROEC activities - seminars, conferences, Teachers Exchange Programme, the Fellowship Programme and SCC seminars - from all over the Region submitted written replies to questionnaires. Many participants also met the Team personally for a frank exchange of views about the ROEC activities.

Finally, the Team members wish to record their appreciation of the financial and technical support provided for the Assessment by SIDA and the SCC in Sweden and, in Canada, the Federation des Caisses Populaires Des jardins and the Conseil Canadien de la Cooperation.

Signed in Stockholm, Levis, San Juan, Seoul and London in  
January 1975.

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## INTRODUCTION

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The terms of reference for the Assessment, as agreed by the various parties concerned, are reproduced below.

### Purpose

The Regional Office and Education Centre for South-East Asia was set up in New Delhi in November 1960. Since then it has carried out a wide-ranging programme of activities related to co-operative development; these include seminars and conferences, publications, research, consultative services, maintenance of a library, field projects at local level in co-operative education, a Fellowship Programme, a Teachers Exchange Programme, the work of a Trade Officer and assistance in identifying, preparing, negotiating and implementing project requests and offers of aid.

In keeping with the deliberations of the ICA Council for South-East Asia in October 1973 in Tokyo and of the ICA's Executive Committee at its meeting in February 1974 in London, it is proposed to undertake a broad assessment of the work of the Office. The objective will be to assess the activities of the Office related to education and training, research, information and consultation - in the context of credit, supply, processing, marketing, consumer, housing and insurance co-operatives, co-operative trade and technical assistance for project identification and formulation; and also to assess the factors which bear on the effectiveness of the Office's work and the machinery for communication with member-organisations and with other agencies interested in development.

The focus of the assessment will be on improving the quality and content of future work in order to serve the movements in the Region by (a) changing the emphasis, where necessary, in existing activities and (b) indicating the need for, and the nature of, new activities, keeping in mind the financial implications of current and projected activities.

The criteria for evaluating the relevance and effectiveness of activities (past and projected) will relate to responsiveness to the needs of the co-operative movements in the area and the efficiency of organisation.

## Procedure

The assessment will be undertaken by a small team consisting of two co-operators from within the Region and a maximum of two from outside the Region. Supporting services will be given by the Regional Director, a Secretary/Rapporteur and SIDA. Methods used to collect information will include a study of files, issue of questionnaires, visits to selected countries and discussions with Advisory Councillors, staff members of the Regional Office and other key people in the Region.

The final report of the team will be submitted to the Director of the ICA who will decide on further action. The report will be confidential until declassified by ICA Authorities.

All parties involved agreed in advance that the exercise was intended not as a formal evaluation but rather as an informal, internal assessment by the ICA with assistance from SIDA. The purpose was to look at the efforts of the Office over the past decade and a half and their impact in the Region, as well as at current and projected needs, with a view to determining whether present activities of the Office should be revised and/or new activities added; whether the appropriate balance has been achieved in allocating available resources to the various activities; and whether the machinery for communication between the ICA and its member-organisations needs to be improved.

As indicated in the terms of reference, the team was composed of four co-operators. Two of them - the Chairman, Professor K. F. Svardstrom of Sweden and Mr. Yvon Daneau, Joint Director-General of the Caisses Populaire Desjardins of Canada, were from outside the Region. The other two - Mr. Byung Hang Choi, Manager of the Research Department of the National Agricultural Co-operative Federation of Korea and Mr. Bienvenido P. Faustino who holds a number of top-level posts in the co-operative movement of the Philippines - are both members of the ICA Council for South-East Asia. Supporting services were given by Mr. P. E. Weeraman, the Regional Director of the Regional Office and Education Centre and Mrs. Leonora Stettner of the United Kingdom who acted as Secretary/Rapporteur. In addition advice on various technical aspects of the work was provided by SIDA experts.

The methodology utilised by team members for collecting the required information was threefold; (a) preliminary briefing, (b) questionnaires and (c) personal discussions with leading co-operators in the Region.

(a) Team members were provided, well in advance of the assessment exercise, with informative material on co-operatives in South-East Asia and on the work of the Regional Office and Education Centre. In addition Mrs. Stettner spent three weeks in New Delhi before the team assembled preparing a briefing document for team members based on information in the files of the Office and on returns from questionnaires. This document included standard questions for interviews, a check list of outstanding issues, a number of country studies and a brief historical sketch of the origin, purposes and activities of the Office.

(b) Detailed questionnaires (ten pages) were sent to member-organisations in the Region, with a request for written replies only by those organisations which were not to be visited formally by the Team; for the others it was intended as a guideline to personal interviews.

A similar questionnaire was sent to a large number of leading co-operators in the Region who, it was felt, were in a position to assess the work of the ROEC.

Shorter questionnaires were sent to former participants, during the past five years, of regional seminars and conferences, the Fellowship Programme and the Teachers Exchange Programme. Also a special questionnaire was sent to participants from the Region of the international seminars held in Sweden.

Summaries of the returns from these various questionnaires were, insofar as timing permitted, included in the various briefing papers prepared for the Team members by the Secretary.

(c) A strenuous itinerary of field visits over a period of about a month, from October 27th to November 27th, 1974 - enabled team members to discuss personally with the staff of the ROEC, with all the members of the ICA Council for South-East Asia present at the Council meetings in Sri Lanka from 31st October to 3rd November, and with a large number of co-operative officials and former participants of national and regional seminars and conferences, and the Teachers Exchange Programme, from the four countries visited - Sri Lanka, Malaysia, the Philippines and India.

The full text of the Report was drafted by the Team, with the help of the Secretary/Rapporteur, before it dispersed. Subsequently, copies of the Report were sent to Team members for their final approval.

The structure and activities of the ROEC are briefly described in the Appendix. For ease of reference this description is presented under headings corresponding to those in the body of the Report.

## I. CHANGING NEEDS OF MEMBER -ORGANISATIONS IN THE REGION

In the early stages of economic development towards an integrated and commercialised society, it is relatively easy to transfer knowledge from the more advanced countries of the West, since the knowledge required is fairly general. Increasingly, however, the social, economic and technical advice offered has had to be adapted to the special conditions in the different countries of the Region. There is growing differentiation in the pace and the character of the specific developments in each of the countries, and these differences are reflected in the kinds of assistance which are applicable to each. This very much complicates the task of the Regional Office and Education Centre (ROEC).

At the same time, the member-organisations in the Region have made significant progress in developing and strengthening their co-operative activities. Although this evolution has been in the same general direction for all of them, the precise structures and methods used, and the results achieved, have differed considerably. These differences are not surprising in view of the many factors - physical, economic, sociological and political - which have influenced co-operative development.

Various influences have been at work, including the structural trend towards amalgamation of societies and the emergence of large, more business-oriented co-operative enterprises, the setting up of secondary servicing co-operative organisations, the development of new technologies and the trend towards multi-purpose co-operatives which link credit, production and commercial activities. These developments, in turn, have emphasised the urgency of more specialised education for co-operative members and staff.

Moreover these developments have been taking place in a changing world context. Although the Western world, from which ROEC assistance is drawn, has developed rapidly over the past decade, this trend has been interrupted in the past few years. In the immediate future severe pressures on budgets of the developed countries are likely. Persistent and accelerating inflation is adding to these pressures, as is the energy crisis and its implications for the supply of certain major inputs of co-operatives in the Region, for example, energy for mechanisation and for production of fertilisers and for processing generally.

The world situation has underlined the importance of agricultural production - which is also basic to co-operative development in the Region. In most developing countries population has been growing faster than food production; hence it is obvious that further development of agricultural output and its efficient distribution are crucial.



It is in the light of the change in needs which has taken place against this general background that the Team has formulated its recommendations. These are based also on certain more specific conclusions relating to co-operative development in the Region.

1. It is clear from the investigations made that the work of the ROEC over the past fourteen years has proved to be of real benefit to the member-organisations, even though individually they attach different values to the different aspects of that work.

2. At the same time it is felt that the activities of the ROEC must be adapted to what appear to be certain trends in the future development of co-operation in the Region. For one thing, the work of the ROEC must rely to a greater degree than in the past on the initiatives and activities of the member-organisations, in order to satisfy their differentiated requirements. This is especially the case with co-operative business enterprises which specialise on different products and which require a wide range of skills relating to production techniques, advertising, trade promotion, etc. Also the work of co-operatives is very much influenced by the economic policies of governments and particularly their agricultural policies.

3. In addition, the relations of co-operatives with their governments are becoming more complex and more diverse throughout the Region. Practically all of the governments in the Region regard Co-operation as an important instrument of socio-economic development. However, the extent to which any government actively promotes the co-operative movement depends upon the strength of that movement and its capacity to take over the distributive functions of the economy. Differences in co-operative government relations also stem from differences in the extent to which governments influence agricultural and commercial activities via price controls, marketing regulations, subsidies, trade restrictions, currency regulations and other government policies.

For these reasons the team has concluded that the future activities of the ROEC must be more oriented to the needs of the national movements. Many of the issues with which it is concerned can be more fruitfully discussed at the national level than on a regional basis. The Office must become more responsive to the needs of the member-organisations, and must encourage them to take initiatives in line with their growing maturity and economic viability.

At the same time, of course, the ROEC has an increasingly important role to play not only in assisting the national efforts of member-organisations, but also in stimulating them by introducing new ideas and new techniques derived from an exchange of information and experience throughout the Region - and thereby achieving greater unity with the Region and increased mutual understanding as well as actual economic collaboration.

## II EDUCATION

### Seminars

In response to the situation described above, ROEC seminars are becoming more specialised than in the past, with more responsibility being taken by national member-organisations. For this purpose various resources are available including national co-operative colleges and training centres and the educational and training staff of the member-organisations. It is recommended that closer collaboration should be achieved within national movements to ensure full utilisation of all educational resources.

#### 1. National Seminars

National Seminars have the advantage over regional seminars of being more specialised and more tailored to the specific needs of the member-organisation. Moreover they eliminate the problem of language since the national language can be utilised. Accordingly the ROEC is now giving increased priority to national seminars. The Team recommends that this trend should be accelerated.

There are many ways in which the ROEC can assist member-organisations in holding national seminars:

- by helping them to plan and organise seminar programme;
- by circulating advance information on the seminars throughout the Region;
- by providing background materials;
- by helping recruit resource persons from ROEC staff or from elsewhere; and
- by circulating the reports resulting from the seminars.

#### 2. Sub-Regional Seminars

A few of the ROEC seminars have had a sub-regional character in that they brought together only selected member-organisations on a specialised theme. Various suggestions have been made that this kind of activity should be increased. It is felt that such an approach merits serious consideration. Although it is difficult and probably unnecessary to specify in advance the demarcations between "sub-regions", the distinction is roughly between the eastern and the western part of the Region.

One advantage of such a shift in emphasis would be to facilitate the choice of more specialised subjects, and also the selection of more homogeneous groups of participants. It follows that the member-organisations concerned would have more scope for selecting subjects; by the same token they would have to accept more of the responsibility for success of the seminars. Sub-regional seminars represent a saving on travel costs. In addition it is easier in a sub-regional seminar to overcome the barrier which English as the seminar language poses to certain prospective participants - either through use of simultaneous interpretation or even individual interpreters (whisperers).

The role of the ROEC in assisting sub-regional seminars lies somewhere between its responsibilities in connection with national seminars on the one hand, and with regional seminars on the other.

### 3. Regional Seminars

These seminars have been, and should continue to be, the most important of the activities of the Education Centre. The enquiries of the Team have made it clear that throughout the Region these seminars are considered to be of great benefit to the member-organisations. Their value lies in the broader perspective provided at the regional level; their function as a platform for generation of new ideas both from participants and from experts from outside the Region; the coordination of views; and the rich documentation resulting from the proceedings.

#### a. Selection of Subjects

It is of course difficult to make a choice acceptable to all member-organisations. To ensure that the choice is acceptable to as many as possible, it is necessary that the selection be made in close consultation with member-organisations. Also the choice should be made long enough in advance to allow for adequate preparation of the seminar.

Increasingly the emphasis should be on subjects that are both specific and of interest to participants in the broader perspective of the development problems of the Region. This has been happening but the trend should be accelerated.

Because it is necessary in a regional seminar to generalise the treatment of a subject, the approach may tend at the beginning to be theoretical. This is, however, only the initial approach which then leads on to practical application in particular contexts. Moreover regional seminars can be divided into smaller working groups for detailed discussions of more specific applications.

Any subject can of course be treated in several different ways. Clearly the approach selected for a co-operative seminar must in one way or another relate to the efficiency of co-operative business operations. Subjects suggested to the Team have covered a wide spectrum ranging from equity in returns to members, member recruitment, member education, the implications of structure for decision-making and accounting methods to such specific marketing techniques as quality control, packaging and market research. Although the Team would be inclined to choose topics closer to the head of this list, it feels that in any case the decision must be made in close consultation with member-organisations.

#### b. Selection of Participants

This problem is closely related to the choice of subject; a wrong decision in either can negate the effectiveness of the seminar.

At present the ROEC sets the minimum specifications. However the Team was told that these are not rigidly adhered to. It may be that minimum specifications should be fully implemented and in addition maximum specifications should be indicated. Although the member-organisation must make the selection, the ROEC advises and it can refer back for further consideration those nominations which it feels to be either over-qualified or under-qualified.

The Team recommends that selection of the same candidate for participation in more than one seminar should be avoided so that opportunities for participation can be spread as widely as possible. It also suggests that member-organisations should nominate, in addition to co-operative members and staff and government officials, also teachers from national co-operative colleges and training institutions. There is a need for closer collaboration between these institutions and the co-operative teaching is relevant.

The requirement that seminars must be conducted in English sometimes precludes worthy participants. This difficulty is not easy to overcome in regional seminars; nevertheless certain of the suggestions made in respect of sub-regional seminars might also apply to them.

#### c. Seminar Procedures

The Team recognises that there is always a need for more careful advance preparation. The ROEC should study the backgrounds of individual participants in order to select appropriate teaching techniques and also for the purpose of briefing lecturers. Agenda, country papers and other background materials should be circulated well in advance, as well as instructions on preparation of the country papers to make them more analytical and problem-oriented.

During the Assessment a general preference has been expressed for more group discussion as compared to lecturers, and more field visits to relevant co-operative activities.

It has also been suggested that resource persons from outside the Region should be better briefed on local conditions. It might be desirable to have a mix of lecturers from abroad as a source of new ideas and lecturers from the Region who have more specific knowledge of local problems.

#### 4. International Seminars

The Team noted widespread appreciation throughout the Region of the benefits which have been derived from sending selected co-operative leaders, managers and educators for specialised training in Sweden. Particular value appears to be attached to the opportunity for exposure to new ideas in a new environment as well as for on-the-spot observation of modern productive and commercial techniques - some of which have subsequently been adapted to co-operative operations in the Region.

Accordingly it is recommended that the practice of taking participants from the Region to study co-operative developments in more economically advanced countries should be continued. Sweden appears to be a suitable venue for this purpose in view of the experience and expertise for such training which has been developed among Swedish co-operative organisations and resource persons over the past ten years.

For the first time, in 1974, the SCC seminar was broken into two components, with the first part being held in Japan. It was felt that bringing participants together for initial training in a country of the Region would enable them to assimilate new ideas in a familiar context related to their local circumstances, thus preparing them for the transition to the Western world. The Team recommends that the ROEC should explore with member-organisations and co-operative training centres the possibilities for their collaboration in future arrangements of this kind.

The Team also concluded that certain changes recently introduced on the basis of a decade of experience have been in the right direction. One was the organising of national "pre-seminars" in selected countries of the Region with a view to selecting from these the participants to be sent abroad. For this purpose a team of Swedish resource persons was brought to the Region in advance to enable them to orient themselves to the specific needs of the Region and of the participants, thus improving their teaching both in the pre-seminars and in the international seminar. This also provided them with the opportunity for more direct consultations with the member-organisations on the selection of participants for the Swedish seminar.

An allied feature was the limiting of the pre-seminars to those countries of the Region for which the chosen topic was of immediate concern. This made possible better synchronization of the timing of the seminars with national plans for specific co-operative projects (for example, co-operative supermarkets in Kuala Lumpur and Singapore). It also facilitated more practical, work-oriented training.

The Team suggests that the system of pre-seminars could in the future be broadened to include participation by individuals from countries other than those in which the pre-seminars is held.

#### 5 Follow-Up to Seminars

Written and oral comments from former participants have stressed the importance of "follow-up" in two senses: (a) measures to encourage both participants and their organisations to exploit the knowledge and new ideas gained in the seminars for the benefit of the national movement; and (b) subsequent meetings of participants, after an interval, for discussion on the particular theme at a more advanced level based on their further experience in the movement.

- (a) The Team recommends that the nominating organisations should require participants to submit both written and oral reports and should take the initiative in ensuring that the written reports are disseminated as widely as possible. Moreover where possible nominating organisations should be encouraged to experiment with proven techniques which participants have learned in the course of the seminar.
- (b) In selected cases where the subject of a seminar proves to be of broad and continuing interest within the Region, the Team recommends that a follow-up seminar should be convened after some years for further discussion at a more advanced level. Such follow-up seminars might include, in addition to past participants with relevant experience, some additional co-operators known to be capable of making significant contributions to the discussion.

#### Conference

The Conferences sponsored by the ROEC differ from seminars in that participants should be experts and top-level co-operative leaders who are in a position to influence policy decisions within their movements. Thus the meetings are designed more as platforms for exchange of views than for "training" as such.

Such Conferences are valuable as a forum for discussion, a source of new ideas and attitudes and an opportunity for testing them; and a method of achieving better coordination of co-operative policies on a regional level. Therefore, and particularly since the recommendation of such gatherings have better prospects of implementation in the various member-organisations, the Team feels that the ROEC should where practicable continue to sponsor such events.

### Teaching of Teachers

The Team is convinced that the quality of co-operative teaching is crucial for co-operative development. This is because of the "multiplier" impact of teachers on the promotion of co-operative efficiency. The Team therefore recommends that increased efforts should be made to ensure full utilisation of the teaching resources available both within member-organisations - education departments, education officers and extension workers - and in separate co-operative colleges and training institutions. To this end the Team suggests the following:-

- The ROEC should give more attention to the need for better coordination between the educational activities of national co-operative business organisations and national co-operative colleges and training institutions - with each other, with other movements in the Region and with the ICA Education Centre. In this connection the Team notes that the Council at its 1974 meeting approved in principle a proposal for setting up a specialists' group on co-operative training consisting of the Directors/Principals of national level co-operative training institutions in the Region in order to provide a forum for continued and systematic collaboration between these institutions on the one hand and the ICA Regional Office on the other. Hopefully such a coordinating group would also focus its attention on the need for national co-operative training institutions to maintain close contacts with other co-operative organisations to ensure that their teaching is geared to the operational needs of the movement in both the agricultural and the consumer fields.

- The ROEC should strengthen its services in the field of collating and disseminating - and to a limited extent preparing - teaching manuals, visual aids and other training materials for use by co-operatives in the Region. This should be done in collaboration with the unit on co-operative education materials and techniques which has recently been set up at ICA headquarters in London.

- Further consideration should be given to the possibility of an ROEC-sponsored seminar or training course on participative teaching techniques.

- The Teachers Exchange Programme should be continued on a regular basis. However more emphasis should be given to ways in which the ROEC in collaboration with the member-organisations and institutions concerned can tailor the programme to the needs of individual participants. The emphasis should be not so much on the teaching contribution, which the participant can make to the host institution, but rather the benefit to the participant in terms of new teaching techniques, new ideas and opportunity for further research on topics on which he is currently engaged. Also there should be careful coordination between the nominating organisation and the organisation in the host country to ensure that the appropriate institutions are selected for study. Moreover there is general agreement that the period of the programme should be extended beyond the present five to six weeks.

- At the same time steps should be taken to ensure that participants selected measure up to the necessary qualifications in terms of experience, capability and specific research interests. Also they should be more adequately briefed in advance on what to expect (the nature of the host institution, their programme of field visits, opportunities for research, etc.) and on what is expected of them (teaching obligations, final reports, etc.). In this connection it might be stipulated that participants should be required to submit a final report to their sponsoring organisation as well as to the host institution and to the ROEC.

#### Women and Co-operatives

Work in this sector has only recently started in the ROEC, but it is expected to accelerate in response to a growing number of requests from member-organisations. Because of the present social and cultural attitudes towards women in some of the countries of the Region, it seems necessary to concentrate efforts, at least temporarily, on helping women to form their own co-operatives - industrial co-operatives, housewife buying clubs, etc. However the long-term objective remains that of promoting the integration of women into the mainstream of co-operation as informed members, trained staff members and responsible Board officials. For both types of work education is regarded as the primary requisite.



Accordingly the Team proposes that the efforts of the Regional Office should relate to the organisation of conferences and training seminars for women; preparation and dissemination of information materials for women co-operators; contacts with member-organisations to stimulate their efforts to integrate women into their activities; identification of priority projects for technical assistance; and, in collaboration with the trade and technical assistance officer, efforts to locate prospective donors particularly among co-operative women's groups in developed countries. For this latter purpose the Office might prepare and circulate an informational brochure about the activities of women co-operators in the Region.

The Regional Office could also help to ensure that technical and financial assistance actually reaches intended beneficiaries. This could be done either by pre-screening of projects to be proposed to donors and helping them to monitor the subsequent flow of funds; or by channelling funds from donors to the ROEC for allocation to projects selected by it.

### III TECHNICAL ASSISTANCE

The activities of the ROEC in this field are in pursuance of an ICA Congress recommendation in 1960. They include: identification of projects and processing of requests, finding donors and maintaining contacts during implementation, as well as trying to meet certain special requests for which foreign exchange facilities may not be available.

Obviously this is a very difficult task. ICA resources are limited, and additional contributions from co-operative business organisations in developed countries are often restricted by law as well as by the force of competition. Moreover subscriptions from individual members must compete with many other requests for help, both domestic and international.

The major source of financial and technical assistance has been from governments, bilaterally, and, to a lesser extent, from UN specialised agencies and other international bodies like the World Bank, either multi-bilaterally or multi-laterally). With few exceptions this kind of assistance has to be channelled through the governments in the receiving countries. In such flows the use of the ROEC as an intermediary can be a complicating factor.

The Team is therefore aware that any judgement of results so far must be based on an understanding of the very great difficulties involved. Moreover the difficulties are growing. It is therefore imperative to ensure that as the amount of assistance from governments and intergovernmental bodies increase, the procedures for providing this assistance do not become more formalised and bureaucratic.

This may pose a question as to whether it is useful for the Regional Office to engage in an activity that appears to be so difficult and frustrating. In view, however, of the urgent need of the member-organisations in the Region for financial and technical assistance, the Team concludes that the Office should try to strengthen its technical assistance programme.

First, because of the importance of governments and intergovernmental bodies as sources of assistance, the Regional Office should redouble its efforts to help member organisations to:-

1. keep informed as to the prospects and required procedures for this kind of assistance;
2. identify and describe priority projects for which assistance is needed; and
3. prepare the feasibility studies necessary to demonstrate to the respective governments and inter-governmental that the projects are "bankable".

Second, the ROEC should try to increase its usefulness and stimulus to, and a channel for, direct assistance from co-operatives, other non-governmental organisations and governments. One step to this direction is the current initiative of the Office, in consultation with the Council, to stimulate interest in the proposed formation of an Asian Co-operative Development Bank. This Bank is envisaged as an instrument for mobilising financial resources of the Region by acting as a clearing house for channelling available funds to investment in co-operative projects.

Another major aspect of the Regional Office technical assistance programme is the recruitment of technical experts to advise member-organisations on specific projects for which they require help. The Team strongly recommends that the Office should administer such operational procedures as would facilitate recruitment of technical personnel from all available sources. Where possible, such experts should be seconded from their parent organisations or otherwise financed by non-governmental organisations or governments. It is also suggested that the ROEC should try to maintain a more complete and up-to-date roster of available technical experts.

The Team would like to emphasise that co-operative organisations in developed countries have a special responsibility to help in the recruitment of experts or to make their own experts available, in collaboration with national technical assistance agencies as appropriate.

#### IV CO-OPERATIVE TRADE

This activity too is in pursuance of an ICA Congress recommendation in 1960, as well as other recommendations of the Co-operative Ministers' Conference in 1964, the Third Asian Agricultural Co-operative Conference in 1967, the first and second Conferences on International Co-operative Trade in South-East Asia in 1968 and 1969, the Trade Survey by Walter Eisenberg, etc.

One outcome of the development of co-operative business enterprises in many member movements has been a growing interest in foreign markets and possibilities for economic collaboration between co-operatives of the Region. In recent years the Regional Office has expanded its efforts in this field by collecting and disseminating trade information, helping carry out detailed marketing surveys, trying to establish international trade contacts for member organisations and organising relevant training programmes for co-operative personnel.

Here again the resources of the Regional Office are limited in relation to the need. At the same time, the effort required is clearly worth while if it is remembered that the role of the Office in this field is also limited. If it can help to give the expanding co-operative commercial organisations of the Region initial access to information and training in respect of regional and international marketing, and can arrange initial contacts between co-operative businessmen, a major task will have been accomplished. International trade is by nature very specific to the commodities and the organisations concerned, and as the co-operatives of the Region gain strength and experience they will need to take upon themselves most of the promotional, technical and training aspects of this work. Many co-operatives in the Region have already reached this stage; for others the help of the Regional Office is still required.

The Regional Office has played a key role in initiating efforts to set up an international trade centre, the International Co-operative Trade Organisation (ICTO) in Singapore. The expectation is that, if it is fully supported by member organisations, the ICTO can carry on in a more systematic and comprehensive way the work of the Regional Office in this particular field.

International trade has to conform with rules, regulations and procedures laid down by governments independently or in consultation. For agricultural products this has already become a very comprehensive and detailed framework for the trade, eventually leading to something approximating a world food and agricultural policy with implications also for orientation of domestic production.

It is becoming more and more essential that this development should be closely followed not only by governments but also by organisations co-operative or non-co-operative, which represent the producers. This is possible through the dissemination of the information through governments and appropriate agencies within the Region. However, more informal and up-to-date information can be acquired from within the inter-governmental central organisations working in this line. Here the ROEC and also the ICA headquarters in London have an important role to play. The Team therefore considers it desirable that the flow of information and guidance between the Regional Office and ICA London should be developed.

Also there is still an important role for the ROEC as the co-ordinating agent for bringing about increased economic collaboration between member-organisations of the Region. The objective here is for mutually advantageous "joint ventures" of various kinds involving the pooling of resources such as raw materials, know-how, skills, finance, equipment and other inputs - as well as joint ownership of productive facilities. The Team hopes that the Regional Office will find it possible to initiate more projects of this kind.

The Office could, for example, arrange regional trade meetings or "applied seminars" designed to bring together potential co-operative trade partners in specific commodities for initial contacts with each other in the hope that the contacts would be followed up by the organisations themselves.

Finally, the ROEC can have a useful impact in respect of training for co-operative trade and economic collaboration. It should be possible to co-ordinate the trade efforts and the educational efforts of the Office for this specific purpose. More attention might also be given to specialised, job-oriented training courses especially designed for specific co-operative trade projects or joint ventures. This kind of project-oriented training will, of course, require a greater degree of flexibility in the programme planning of the Education Centre.

## V RESEARCH AND DOCUMENTATION

### Research

With its limited staff and the additional duties proposed by the Team the ROEC as an institution cannot be expected to undertake much research. It can, however, perform an important coordinating function in stimulating research efforts in the Region. The Team recommends that this function should be developed

For one thing the ROEC, in the interest of identifying relevant and worthwhile areas of research, should consult with member-organisations about priority areas for research, provide member-organisations with technical help, make available to them reference materials and bibliographical information and encourage collaboration on joint research projects.

ROEC staff members should also maintain close liaison with co-operative researchers in universities and other research institutions to facilitate their contacts with member-organisations and also to ensure that research undertaken by them and their students is relevant to actual problems and needs of the movements in the Region.

Finally, the Team urges that the ROEC should collaborate fully with the Research Department of ICA headquarters in London in its current project for introducing a Register of Research on Co-operatives in Developing Countries involving publication of a twice yearly Bulletin of Abstracts.

#### Publications

With respect to ROEC publications the Team has noted widespread appreciation of these as a major source of co-operative information and exchange of experience. Particular value is attached to the published proceedings of various seminars and conferences, and it is suggested that these should be distributed more widely throughout the Region.

Various detailed proposals have been received by the Team for improving the appearance and the content of the ROEC publications, and the Team urges the Office to continue its efforts in this direction. It gave particular consideration to a suggestion put forward for setting up an editorial board at the regional level, but concluded that this would not be practicable at the present time.

#### VI THE COUNCIL

The Team is strongly of the view that the ROEC must find ways to achieve closer consultation with member-organisation, to seek their views on the planning of ROEC activities, and to ensure that they are involved in the work of the Office. In part, this can be achieved through more direct contacts of ROEC personnel with member-organisations. In large part, however, the problem is one of tapping the potential of the Council as a link between the ROEC and the member-organisations, as a channel through which they can influence the work of the Office and help in formulating ICA policies.

It is the function of the Council to coordinate the views of the member-organisations in the Region and strive to achieve a consensus; to increase the sense of unity and mutual understanding of each other's problems; to stimulate an exchange of ideas and experience; and to communicate the views of member-organisations, via the Regional Office, to the ICA in London. The Team recommends that systems and procedures should be developed to enable the Council to become more involved in this sense with the work of the Office, and by the same token that it should bear more of the responsibility for the success of that work. To these ends the Team makes the following specific suggestions:-

- The Chairmanship of the Council should be rotated, by country, every two years. In addition, in the interest of continuity, a Vice-Chairman should be elected on the presumption that, ceteris paribus, he would be selected to succeed the outgoing Chairman. It is suggested that whenever practicable the Chairman and Vice-Chairman should be chosen from different sub-regions. Both the Chairman and the Vice-Chairman should attend the quadrennial Congress of the ICA.
- The Chairman and Vice-Chairman should meet with the ROEC in Delhi at least once a year for consultations on: programming the activities of the Office; within existing guidelines identifying priorities and allocating the budgets accordingly; planning for the documentation to be presented to the Council meeting; and outlining instructions for preparation of the country papers to be submitted to the Council by member-organisations with a view to making them more analytical and problem oriented.
- In order to help the Council in the formulation of policies, the Team suggests that it should at each meeting select substantive themes to be discussed at future meetings. The themes should of course relate to important regional problems affecting ROEC policy, and views should be solicited around the table. Where appropriate, Council recommendations should emerge from this discussion.
- The Team proposes that member-organisations give careful consideration to the selection of their representatives on the Council in respect of their interest in the work of the ROEC, their ability to devote time to Council work and their capacity by virtue of their position in the movement to reflect the thinking of the various sectors and to maintain with them a fruitful two-way flow of information.

The over-riding principle in connection with new appointments must of course be the qualifications of the prospective appointees. Within this limitation, however, a serious effort should be made to ensure as wide a geographic spread as possible with respect to appointments from the various countries of the Region. The Team recognises, however, that a formal quota system is not practical for a small office like the ROEC.

The Team is of the view that the permanent staff of the ROEC does not need to be expanded at this point of time once existing vacancies are filled. The basic functions of the staff are to introduce new ideas, stimulate exchange of information and experience and maintain close contacts with member-organisations. Furthermore, as the member co-operatives in the Region increase in strength and economic viability, they can assume more of the responsibilities, and also the expenses, that have previously rested with the Office.

Another reason for believing that the ROEC permanent staff can be kept quite small relates to the Team's recommendation that the growing demands of member-organisations for more individualised, specialised and job-oriented training and expertise could be met by ROEC efforts to persuade governments, co-operatives in and outside the Region and international institutions to provide specialised technical experts on short-term contracts for this purpose. In this connection it is suggested that insofar as such experts are seconded from their own institutions, these institutions should be requested wherever practicable to give re-employment guarantees. In this way it should be possible to supplement the efforts of the ROEC staff rather than adding to their numbers.

At the same time the Team suggests that because of the size of the Region consideration might be given to the posting of a ROEC staff member in the Eastern part of the Region for purposes of liaison, preferably in a place central enough for purposes of accessibility, communication and trade. The functions of the liaison officer would be to facilitate a two-way flow of co-operative information and ideas between the two parts of the Region, and to ensure that the ROEC responds fully to the specialised needs of the Eastern group of countries.

#### VIII CONCLUDING OBSERVATIONS

The Team has found much evidence of the extremely valuable work of the ROEC since its inception, and of its impact on co-operative development in the Region. Appreciation of its services has been freely and widely expressed.

At the same time, however, it is clear that the needs of the member-organisations in the Region are changing as these organisations develop in *strength and economic viability*. In particular, their needs are becoming more technical and specialised; also they are multiplying rapidly.

Meanwhile the resources of the ROEC have not increased to meet these growing demands, and there is no immediate prospect that they will. Therefore, certain major shifts in emphasis in the work of the ROEC are inevitable to enable it to cope. The only viable approach is to redefine the functions of the ROEC in such a way as to enable them to be carried out by a relatively small staff.

In indicating new directions which the ROEC could take, the Team were motivated by their desire to see ROEC able to respond to the changing needs of the member-organisations in the Region with the same dynamism which has characterised its activities in the past decade. Prominent in this new perspective would be its primary role in coordinating co-operative activities within the Region, dissemination of information, and last but not least, in acting as a catalyst for new ideas.

A corollary to this shift in emphasis is that increasingly member-organisations - stimulated, guided and advised by the ROEC - are in a position to assume more of the responsibility, and a greater share of the costs, for co-operative development in the Region. This has been happening as evidenced by the many concrete instances cited earlier. Nevertheless, the pace of this development will have to be accelerated. It is in this context that the Team recommendations outlined in the body of this report should be viewed.

This report should not end on this regional note, however, since in the last analysis co-operative development is not just a regional affair. Co-operatives in other parts of the world have as much stake in this development as those within the Region. If the report is regarded as sounding a note of appeal to the more advanced movements, this would certainly not be too far off the mark.



## APPENDIX

The ICA Regional Office and Education Centre for South-East Asia was inaugurated by Jawaharlal Nehru, then Prime Minister of India, on November 14, 1960.

At first the Regional Office and the Education Centre were distinct entities under a Regional Officer and a Director respectively. In 1963 they were merged into one organisation under the Regional Officer, whose designation was changed to Regional Director in 1971.

The overall objectives of the Regional Office and Education Centre (ROEC) are to propagate Co-operative principles, methods and practices; to promote mutual understanding and collaboration among the Co-operative movements of the Region; to carry out educational activities such as conferences, seminars and other technical meetings; to channel technical assistance from developed movements to developing movements of the Region; and to promote international co-operative trade.

The ROEC serves the national co-operative movements of fourteen countries of the South-East Asian Region, viz. Australia, Bangladesh, India, Indonesia, Iran, Japan, the Republic of Korea, Malaysia, Nepal, Pakistan, the Philippines, Singapore, Sri Lanka and Thailand.

### EDUCATION

The objectives of the Education Centre were defined in 1960 as facilitating interchange of experiences, especially exchange of knowledge of co-operative practices and business techniques, among the co-operative movements of the Region as well as between the movements in the Region and movements in more developed countries.

In 1966 the objectives of the Education Centre were more narrowly defined. Priority fields were determined to be member education and employee training, with special emphasis on management, in the fields of agricultural and consumer co-operation. It was also decided that greater emphasis should be placed on assisting the member movements in organising national seminars.

In 1970 it was decided that for the purpose of fulfilling its objectives the Education Centre should follow an integrated approach comprising research, educational and training activities, follow-up activities including provision for consultancy services and preparation of educational materials and publications.

The main types of educational programmes organised by the Centre include: -

1. Conferences dealing with Co-operative Development Policy
2. National Seminars
3. Regional Seminars
4. Collaboration with SCC on International Seminars
5. Fellowship Programme
6. Teachers' Exchange Programme
7. Expert Study Assignments and Consultative Services
8. Individual Study Programmes for Top Level Personnel
9. Field Project in Co-operative Education
10. Promotion of Women in Co-operatives

On an average, the Regional Office organises one Conference, two Regional Seminars and three or four National Seminars every year.

Conferences dealing with Co-operative Development Policy may broadly be categorised into two types: (a) Policy-makers' conferences and (b) Experts conferences. At the policy-makers' conferences, participants comprise those who are the leaders and who contribute importantly to formulation of co-operative development policy. Examples of these conferences were the Regional Conference of Ministers of Co-operation held in 1964 and the Top Level Co-operative Leaders Conference held in 1973. \*

Experts' conferences are organised around pertinent co-operative problems. Participants are directly invited by the Centre out of those who have specialised knowledge in the subject chosen for the conference and who have a detached perspective to the problems. These participants include university teachers, individual researchers and leading people from the co-operative movement.

National seminars are held at the request of the national co-operative movements. The Centre assists the member movement by developing suitable programmes, and by providing for resource persons and documentation for the national seminar. The national organisation recruits the participants and also provides most of the lecturers.

Regional seminars are organised by the Centre in collaboration with national movements in the country where the seminar is located. These seminars cover subjects of vital co-operative interest to the movements and are rotated around the countries of the Region. Invitations to nominate participants for regional seminars are extended to the member-organisations.

#### Collaboration with the Swedish Co-operative Centre on International seminars

Over the past decade a number of co-operative movements in the Region have sent trainees to Sweden under the SCC programme of international seminars.

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\* During the current year, the ROEC held in Kuala Lumpur, Malaysia a three-day Open Conference on the subject of Consumer Co-operation. The Conference was organised on a self-financing basis and was attended by 132 co-operators and representatives of intergovernmental organisations.

This work has been coordinated with the activities of the ROEC, and in recent years the Regional Office has made special efforts to interpret the needs of the member movements in the Region and convey them to the SCC. Through mutual discussions the ROEC and the SCC have arrived at a system whereby training in the Region can be integrated with training in Sweden through organising national seminars in the Region to be followed up by an international seminar on the same subject for participants selected from the national "pre-seminars".

The scheme was introduced on an experimental basis in 1972. Four national seminars were organised on the subject of consumer co-operation with special reference to shop planning and retail management, and were followed up by an international seminar on the same subject in Sweden. This made possible a more uniform level of participants, and also permitted the timing of the seminars to be synchronized with the initiation of plans for the establishment of co-operative department stores in Kuala Lumpur and Singapore.

During the current year, three national seminars have been organised in India, Bangladesh and Sri Lanka on agricultural co-operative marketing, and the participants selected from these were taken first for training in Japan and subsequently to Sweden.

The Fellowship Programme was undertaken in order to enable selected co-operators from the Region to undertake advanced co-operative training. Under this programme three Fellows, selected from different countries of the Region, spent three months at the Regional Office in New Delhi. The programme offered was a balanced combination of carefully supervised readings, field investigations and report writing. The Fellows also took an active part in those educational programmes of the Centre which were of particular interest to them. In the first year the programme was for six months and it was called the Research Fellowship Programme. However, since the calibre of the participants was not of a level which would enable them to carry on research on their own, the programme was changed into an advanced training programme of six months up to 1968 and of three months each for the subsequent years.

An attempt was made in 1970 to convert this programme once again to a Research Fellowship Programme. Due to lack of response it had to be dropped.

Under the Teachers Exchange Programme, three teachers are provided an opportunity of undertaking study-cum-teaching assignments for a period of four to eight weeks at a national co-operative college in a country other than their own. The objectives of the programme are as follows:-

1. To enable the teacher to learn about teaching methods, curricula, etc. of the receiving training centres;
2. To enable the teacher to study the co-operative movement in the receiving country in the field of his specialisation; and

3. To contribute to the teaching programme in the receiving training centre on the basis of the teacher's knowledge of the movement in his own country.

Nominations are received by the ROEC from member-organisations and it then assigns the selected teacher to a receiving training institution. Airfare, board and lodging expenses are covered by the ROEC. Participants are required to submit to the ROEC a report on completion of their participation in the Programme, and a copy of this report is sent to the receiving training centre.

The ROEC provides consultative services to member movements by sending its own officers or recruiting on an ad hoc basis an experienced and mature co-operator. Examples of these assignments are (a) consultative services provided by the Specialist in Educational Methods to member-organisations in Malaysia and Singapore (b) conduct of a feasibility study for setting up a co-operative supermarket in Kuala Lumpur by the Specialist in Consumer Co-operation and (c) a study of educational and other technical assistance needs of fishery co-operatives in Bangladesh by a co-operator from Sri Lanka.

The individual study programme for top level co-operative personnel was started in 1970 to provide study programme to newly recruited Registrars of co-operative societies or to managerial personnel from co-operative organisations who have been assigned special project work. The programme could not be carried out due to lack of adequate response from the member movements. However, under this programme an opportunity was provided to six senior co-operators from Bangladesh to study the co-operative movement in India for a period of one month.

A field project in co-operative education has been conducted since 1971 in collaboration with the National Co-operative Union of India in Indore District, Madhya Pradesh State, India. The objectives of the project are to identify effective techniques for co-operative education at the local level, to produce educational material including manuals and audio-visual aids, to demonstrate the value of involving primary societies and secondary business federations in the formulation and implementation of co-operative education programmes, and above all to show that co-operative education can lead to economic results. The project has concentrated its work in ten primary co-operatives comprising forty-four villages.

The project has completed three years and has shown encouraging results during this period. There is now strong local demand to make it a permanent project with local financial support.

The ROEC has been carrying out activities aimed at promoting women's involvement in co-operatives since 1964. The objective of these efforts is two-fold: (a) to develop educational programmes particularly designed for women, and (b) to help in developing women's co-operatives and bringing them within the main stream of the work of national co-operative movements.

The ROEC has published two manuals for women co-operators, Balanced Diet and Key to Household Economy, and these have in a few instances been translated by member movements into their national languages.

Current efforts are directed towards producing and circulating additional study materials and articles, and also assisting member movements with their programmes for women co-operators, especially the production of relevant study materials and the holding of seminars for women co-operators.

The ROEC has conducted up to June 1974 some 112 educational programmes in which a total number of 2958 co-operative personnel participated. A detailed break-down of the various types of educational activities conducted is given in the following table.

Educational Programmes held by the ICA Regional Office & Education Centre  
for South-East Asia from November 1960 to June 1974 in the Region

SUBJECT	Policy-Makers		Experts'		Regional		National		Fellow-ship		Teachers' Exchange		All Educational	
	Confer- ences	No. Parti- cipants	Confer- ences	No. Parti- cipants	Seminars	No. Parti- cipants	Seminars	No. Parti- cipants	Prog- rammes	No. Parti- cipants	Prog- rammes	No. Parti- cipants	Prog- rammes	No. Parti- cipants
Co-operative Development Policy	3	146	1	21	1	24	2	77	...	...	...	...	7	268
Co-operative Education	1	36	3	63	9	151	11	300	5	13	6	16	35	579
Co-operative Management	...	...	...	...	4	107	7	350	...	...	...	...	11	463
Agricultural Co-operation	...	...	4	63	12	327	8	211	3	8	...	...	27	609
Consumer Co-operation	...	...	...	...	5	145	10	310	...	...	...	...	15	455
Co-operative Housing	...	...	...	...	2	57	5	258	...	1	...	...	7	316
Miscellaneous*	...	...	1	19	6	186	3	63	...	...	...	...	10	268
TOTAL	4	182	9	166	39	997	46	1575	8	22	6	16	112	2958

\* Educational programmes on Youth and Co-operation, Women and Co-operation, Press and Publicity, Trade Unions and Co-operatives, Co-operative Insurance, Industrial Co-operatives, are among those included in this category.

The following table gives the country breakdown of participants of Regional Seminars held from 1960 to 1974, the Teachers Exchange Programme from 1968 to 1974, the Fellowship Programme from 1962 to 1971, and national seminars during 1961-74 on which the ROEC collaborated with member-organisations.

	Australia	Bangladesh	India	Indonesia	Iran	Japan	Korea	Malaysia
Regional Seminars	3	17	235	36	20	125	73	214
Teachers' Exchange Programme	1	-	4	1	1	-	1	3
Fellowship Programme	-	-	4	-	1	1	3	2
National Seminars	-	2	13	2	1	-	2	10
<b>TOTAL</b>	<b>4</b>	<b>19</b>	<b>256</b>	<b>39</b>	<b>23</b>	<b>126</b>	<b>79</b>	<b>229</b>

	Nepal	Pakistan	Philippines	Singapore	Sri Lanka	Thailand	TOTAL
Regional Seminars	24	107	105	117	107	77	1260
Teachers' Exchange Programme	1	-	2	-	1	1	16
Fellowship Programme	2	1	2	-	4	2	22
National Seminars	1	5	4	4	5	4	53
<b>TOTAL</b>	<b>28</b>	<b>113</b>	<b>113</b>	<b>121</b>	<b>117</b>	<b>84</b>	<b>1351</b>

#### TECHNICAL ASSISTANCE

The Regional Office has been helping in the coordinating of technical assistance to the movements in the Region. So far it has assisted in establishing a co-operative dairy with funding and technical assistance from the co-operative movement of the Federal Republic of Germany; obtained gifts of books and audio-visual equipment for some member-organisations; and arranged for a grant for co-operative fisheries in Sri Lanka from the ICA Development Fund. It has also assisted member movements in developing projects and conducted feasibility studies.

The ROEC has provided consultative services to member movements through its specialist officers on short assignments in the fields of co-operative education and consumer co-operation, and provided resource persons - cum-lecturers to national seminars and courses organised at co-operative training centres. It has also commissioned outside specialists to carry out studies and give consultative services in selected areas of co-operative activity. In view of its location in India, the ROEC has assigned its officers to serve on special committees or expert groups appointed by the member movement in India.

External funds for co-operative development are not, however, easily available. Meanwhile the needs of the member-organisations for financial and technical support are steadily increasing. Accordingly the Regional Office has recently been emphasising the need for a more intensive effort to mobilise resources from within the Region. It has proposed that joint ventures be established between co-operative movements of different countries in order to attract technical know-how and other inputs from advanced co-operative movements. Also it has been making studies and consulting member-organisations on a proposal for the establishment of an Asian Co-operative Development Bank in order to create a financing agency in the Region for trade and aid.

### TRADE

Following on the recommendation of the Co-operative Ministers' Conference held in Tokyo in 1964, a Trade Survey was conducted by the ICA during 1965-66, by Walter Eisenberg, to investigate the position of co-operative trade in the Region and to initiate measures for its further development. As a result of this Survey the Regional Office has, since 1967, functioned as a clearing house for trade information and promotion. The main objective of this activity is to disseminate information and literature on co-operative organisations involved in foreign trade and to render assistance in developing trade on a bilateral and multilateral basis.

The Regional Office has so far conducted the following activities in the field of trade promotion: -

1.     Compilation and dissemination of information relating to trade
2.     Preparation of documentation on trade such as a Co-operative Trade Directory
3.     Publication of a monthly called "ICA Trade News"

4. Participation in Trade Fairs
5. Holding of co-operative trade conferences
6. Holding of commodity conferences
7. Rendering advice in establishing contacts.

In order to utilise the experience of other international agencies in the field of trade development, the Regional Office keeps in touch with UN and other agencies working in this area. Efforts are also being made to organise joint activities with some of the agencies for the training of managerial personnel.

On the basis of a decision taken by the ICA Council for South-East Asia, the Regional Office has assisted in conducting studies and making preparations for the registration of the International Co-operative Trading Organisation (ICTO) based in Singapore.

The Regional Office provides secretarial services to the ICA Sub-Committee for Agriculture and Trade and to its two sub-groups, the Working Group for Trade Promotion and the Working Group for Co-operative Fisheries.

On the initiative of the Japanese Co-operative Agricultural Movement and with financial assistance from the Japanese Movement and the ICA Development Fund, the Agricultural Sub-Committee decided in 1971 to make a survey of co-operative agricultural marketing projects which the member-organisations could undertake with the assistance of developed movements and aid-giving authorities. The Survey has been carried out in India, Indonesia, Malaysia, Sri Lanka, Thailand, the Republic of Korea, Iran and the Philippines.

The Working Group for Trade Promotion has been established with a view to providing a forum for discussion on problems concerning inter-co-operative trade.

The purpose of the Working Group for Co-operative Fishery is to focus attention on the development of co-operative fishery activities in the Region.

#### RESEARCH AND DOCUMENTATION

The ROEC has issued a large number of publications, the outcome of technical meetings held and of special studies and research. These are listed below.



Economics of Consumer Co-operation - Marian Radetzki  
Co-operation and Small Industries in South-East Asia - J. M. Rana

Farm Guidance in the Co-operative Movement in Japan -  
S. Miyakawa

Co-operative Education, Progress or Perish - P. E. Weeraman

Education for Agricultural Co-operatives in South-East Asia -  
J. M. Rana

Key to Household Economy - Margaret D'Cruz

Balanced Diet - Dr. Bina Poplai

Status of Co-operative and Rural Housing Programmes in  
Bangladesh Today - Lionel Gunawardana and D. D. Naik

The Co-operative Principles - P. E. Weeraman

Multi-Purpose Co-operative Societies in South-East Asia -  
J. M. Rana

Co-operative Education in India - An Approach Manual for  
Study Circle Leaders

Education and Voluntary Movements

Research in Co-operation in India - a Review

Co-operative Education - Report of the International Conference  
(ICA-NCUI-UNESCO)

A Model Co-operative Societies Law - P. E. Weeraman

Co-operative Press in South-East Asia

Directory of Co-operative Organisations in South-East Asia

ICA in South-East Asia - the First Decade - Lionel Gunawardana

Indian Co-operative Laws vis-a-vis Co-operative Principles -  
P. E. Weeraman, R. C. Dwivedi, P. Sheshadri

Readings in Consumer Co-operation

A Study of Personnel Management in Selected Co-operative  
Super Markets in India - R. Arvidsson and K. K. Taimni

- Sale-A Profile: An introduction to Sales Management in Retailing - R. Arvidsson and S. Dandapani
- Business Switch: An introduction to Business Management in Retailing - R. Arvidsson and S. Dandapani
- Distribution of Consumer Goods through Co-operatives in Japan - S. Futagami and R. Arvidsson
- Coordination of the Activities of the Co-operative Movement and the Women's Organisations in South-East Asia - Dr. Shah Zaman
- Consumer Co-operatives in the Republic of the Philippines - R. Arvidsson
- Amalgamation of Primary Co-operatives: The Japanese Experience - L. Gunawardana
- Report on the Co-operative Fishery Movement in Bangladesh - K. S. Ponnuthural
- A Study of Agricultural Co-operative Societies in Indore, with special reference to Educational Needs - Dr. D. Vir
- Report on Interim Evaluation of the ICA/NCUI Co-operative Education Field Project, Indore District, India
- Trading of Co-operatives - South-East Asia: A Trade Survey - W. Eisenberg
- International Co-operative Trade in South-East Asia - M. V. Madane
- Survey of Agricultural Co-operative Marketing Projects in South-East Asia, Part I
- Agricultural Co-operation for South-East Asia - M. V. Madane
- Case Studies on Member Education and Communication:  
(a) Matsuzaka-Nanpo Agricultural Co-operative Society, Matsuzaka City, Mie Prefecture, Japan - Dr. D. Vir  
(b) Kisoake Agricultural Co-operative Society, Kisoake Village, Mie Prefecture, Japan - Dr. D. Vir
- Directory of Co-operative Organisations in South-East Asia

The Regional Office publishes a quarterly called "ICA Regional Bulletin" giving general information about its activities as well as those of its member-organisations. Papers dealing with current developments, problems of the co-operative movement and success stories are also included in the Bulletin.

The Regional Office also published an Annotated Bibliography of all literature published on Co-operation in the Region with notes on each book included in it, as a guide to students of the co-operative movement. A supplement to this Bibliography is issued every six months.

A Quarterly Documentation Bulletin, giving a list of selected articles on Co-operation and allied subjects with annotations and a classified list of new accessions to the library of the Regional Office is also published. Bibliographies relating to special subjects are also prepared and supplied on request.

The library has 12,000 books and 5,000 booklets on different aspects of co-operation, social and economic questions, business management and related subjects; and receives 200 periodicals on co-operation and allied subjects. The library lends books and material to co-operatives and research workers and is used for reference purposes by visitors from various countries. On request, the library makes extracts available from books and journals to co-operators and research workers in the Region.

#### THE COUNCIL

The ICA Council for South-East Asia, on which are represented eminent co-operators nominated by the member movements of the Region, helps the Regional Office shape and guide its educational policies, reviews its educational programme, and recommends to the ICA authorities programmes to be carried out in the following year. The Council meets once a year.

The Honorary Presidentship of the Council has been held since 1960 by Mrs. Indira Gandhi. The Chairman of the Council was at first nominated by the Executive Committee of the ICA, but since 1971 he has been elected by the Council for a period ending with the holding of the ICA Congress next following. Mr. N. A. Kularajah is currently Chairman of the Council, and Mr. P. E. Weeraman, in his capacity as Regional Director of the ROEC, is Secretary of the Council.

#### STAFFING OF THE ROEC

The ROEC is in the charge of the Regional Director. He is assisted by four sectional heads, viz:-

- (a) Director (Education) in charge of the Education Centre
- (b) Joint Director (Technical Assistance and Trade) in charge of coordinating technical assistance and promoting international co-operative trade
- (c) Joint Director (Administration) in charge of administrative matters (currently vacant)
- (d) Joint Director (Publications and Public Relations) in charge of publications, the library and documentation services and public relations work.

There are also a Joint Director (Education) to assist the Director (Education) and an Agricultural Marketing Specialist to assist the Education and Technical Assistance Sections (currently vacant).

Other personnel comprise an Assistant in Education who also handles work in connection with women co-operators; an Assistant for Technical Assistance and Trade; an Assistant for Publications; a Librarian; an Office Manager; an Accountant; a Personal Assistant to the Regional Director; four personal Secretaries and a Telephone Operator.

#### FINANCES

The activities of the Education Centre are mainly financed by voluntary contributions collected by the Swedish Co-operative movement and the funds made available to the latter by the Swedish International Development Authority for technical assistance. Over the years, however, the movements in the Region have been making increasing contributions to the educational programme. For the Regional Seminars, the movements other than the host movement pay half of the travel costs of the participants nominated by them. The host movement takes care of a number of local costs such as costs incurred in connection with the lecturers provided by it, participants nominated by it, study visits, etc. The Japanese Co-operative movement has been contributing, in addition to the normal costs paid for by the other movements, hotel costs for all participants including foreign participants. The ICA Council has recommended that the movements should meet all the local costs including hotel costs, and several movements have agreed to do so. Member movements now contribute about 35 to 40 per cent of the total costs of educational activities excluding overhead costs of the Education Centre.

Other activities of the Regional Office are financed through budgetary allocations by the ICA Head Office.