

MINUTES
OF THE
33RD MEETING
OF
ICAREGIONAL COUNCIL FOR ASIA AND THE PACIFIC
CHIANGMAI, THAILAND
11-12 JUNE, 1991

334: 001.25
ICR - M.



International Co-operative Alliance
Regional Office for Asia and the Pacific
'Bonow House', 43 Friends Colony (East)
New Delhi 110 065, India.

MINUTES OF THE 33RD MEETING OF THE ICA REGIONAL COUNCIL
FOR ASIA & THE PACIFIC HELD CHIANGMAI, THAILAND,
11-12 JUNE 1991

The 33rd Meeting of the ICA Regional Council for Asia & the Pacific was held at Chiangmai, Thailand, on 11-12 June, 1991 under the Chairmanship of Gen A.S. Lozada.

The following were present :

1. Gen A.S. Lozada, Chairman & Member for the Philippines
2. Mr. Ray Ison, Member for Australia
3. Mr. Geoff Ayres, Member for Australia
4. Mr. Liaquat Ali, Member for Bangladesh
5. Mr. Shahid Ullah, Member for Bangladesh
6. Mr. Yang Deshou, Member for China
7. Mr. Liu Xing, Member for China
8. Mr. Eddiwan, Member for Indonesia
9. Mr. Mohammad Reza Bankian Tabrizi, Member for Iran
10. Dr. Mehdi Mahdavi, Member for Iran
11. Mr. Sadayuki Tamoto, Member for Japan
12. Mr. Won Ho Suh, Member for Korea
13. Datuk Hamzah Haji Yatim, Alternate Member for Malaysia
14. Tuan Haji Mohd. yusof bin Mohd. Esa, Alternate Member for Malaysia
15. Mr. Lionel Samarasinghe, Member for Sri Lanka
16. Mr. M.G.S. Silva, Member for Sri Lanka
17. Mr. Anan Chamnankit, Member for Thailand
18. Mr. Alexander Starych, Member for USSR
19. Mr. Alexander Leukhin, Member for USSR

Secretary : Mr. G.K. Sharma, Regional Director, ICA ROAP

ICA Hq. : Mr. Bruce Thordarson, Director, ICA
Mr. Claes Thorselius, Dy. Director, ICA
Mr. J.M. Rana, Sr. Development Adviser

Special Invitees

Mr. Shiro Futagami, Managing Director, IDACA
Mr. Yves Regis, Chairman, CICOPA

Observers

Mr. L. Mohabeer, Mauritius
Mr. R. Seeruttun, Mauritius
Mr. Kazuo Tsukada, Japan
Ms. R. Watarai, Japan
Mr. Narong Marukatut, Thailand
Ms. L. I. Dedicatoria, Philippines

ICA ROAP

Mr. Karl Fogelstrom, Sr. Development Adviser
Mr. M.V. Madane, Project Director-AGMT
Dr. Daman Prakash, Adviser-DPCP
Mr. W.U. Herath, Adviser-HRD
Mr. Pradit Machima, Adviser-CCDP
Mr. Guo Yong Kang, Adviser-ACDP
Mr. Prem Kumar, Manager (Admn)/Executive Secy to
RD

The designation and full address of the participants is attached as Annex.

Agenda Item No. 1 : Inauguration

Mr. Jamnien Sasibutr, the Deputy Governor of Chiangmai Province, welcomed the Regional Councillors and other guests to the meeting. He said: "I would like to take this opportunity to express my sincere thanks to the Cooperative League of Thailand and the International Cooperative Alliance for selecting Chiangmai as the venue of this meeting.

"I am very proud to let you know that the cooperative activity in Chiangmai is quite successful because its services are relevant to the needs of the people. To supplement this statement, Maijaem Land Settlement Cooperative Ltd. in Chiangmai Province just has been awarded by His Majesty the King as the best performance land settlement cooperative for 1991. However, it does not mean that we do not have any problems in our cooperative development effort. We still need guidance and support in order to meet with new challenges. I am very glad to know that you would have a chance to visit some of our cooperatives during this week. I would be very glad to hear any comments or suggestions from all prominent cooperators of this meeting."

Gen. A.S. Lozada, Chairman, ICA Regional Council, said: "The ICA in its mandate that has been transmitted by the Congress in Moscow in 1980 and the Central Committee Meeting to draw up a policy guidelines on cooperative development. We were indeed happy to respond to these policy enunciated by the ICA. We feel in the Regional Council that it will bring about lot of changes which it has done for the past 3-4 years in this region. This shows our capability to respond to this ICA Policy on Cooperative Development without minimizing of course the accomplishments in other fields. In the Regional Council I am happy to report in

the course of time we have lot of developments that would make us proud as a member of the council here. This Council has 4 years term. We should be proud that during this period of time we were able to create awareness among functionaries of the government, among movements and also the international agencies.....On behalf of the Council and on behalf of the delegates here I would express my thanks and gratitude and welcome you to the 33rd Regional Council Meeting."

Mr. Bruce Thordarson, Director, ICA said : "I would like to share with you one or two observations about the current trends and developments within the cooperative movement. It is always difficult to generalize about cooperatives because they are decentralized. Throughout the world, in countries where one had least expected there is a development towards market economy. When we look at the history of cooperatives of last 150 years, I think that the cooperatives are the most successful why they have responded to the wishes of the members. Under conditions of economic liberation and political pluralism. In the world today, I think we must as cooperatives also be aware of the trend to regionalisation of economic activities, including regional trading cooperation. We as a cooperative movement need to be responsive to all these trends.

The next Central Committee Meeting and the Executive Committee would be proposing changes to the ICA's own regional structure. We have, I believe, an efficient, well-structured and strong Regional Office In Asia and Pacific. The Singapore Consultation of 1988, the Sydney Ministerial Conference in early 1990 were the key steps in setting the future direction of the cooperative movement. In the absence of plans of this sort and consensus it is very difficult to martial our forces. Next year in October the ICA would be holding its Congress in Tokyo which is first ever held in Asia. Not only to the cooperative movement of Japan, but to the cooperative movement of all the Asia-Pacific region, this will be an opportunity for cooperative leaders around the world to see for the first time some of the developments that are taking place in this region..."

Mr. G.K. Sharma, Regional Director, said : " In recent years, the ROAP has witnessed a spectacular entry of a variety of Cooperative Movements in its fold e.g., China, Vietnam and the USSR and re-entry of Afghanistan, Iran and Fiji. This provides a good opportunity for the ICA to bring all shades of national economies together and to help the movements to learn from each other.

ICA's endure is to help its member movements in learning from each other's experience. We also want that the movement-government should have a constructive understanding and collaborative relationship so that each other can play a contributory role in promoting socio-economic progress. Convening of Cooperative Ministers Conference periodically is a step in this direction.

As a follow-up of the Sydney Cooperative Ministers Conference, we have planned a number of national workshops to effectively implement the recommendations and the next Ministers Conference will be held in Jakarta in February 1992.

Historically, our development programmes have been supported by Sweden followed by Japan. In recent years, this support has been extended by Canada and Australia also. However, it appears that the financial support from outside the region, which was the major source of funding, may be reduced in the years to come. In fact, even in the current year this contribution has been reduced. This was a matter of concern to us as we were afraid this may affect our development activities. However, fortunately we are getting encouraging response from our member organisations in supporting the development programmes. So far, Singapore, South Korea, China, Australia and India have come forward to sponsor regional activities. In the years to come, we will have to depend more and more on mutual support and cooperation."

Mr. Anan Chamnankit, Chairman, Cooperative League of Thailand, said : " On behalf of the Cooperative League of Thailand and the International Cooperative Alliance, I feel indeed a greatly honoured to have your Excellency Deputy Permanent Secretary, Ministry of Agriculture and Cooperatives to preside over the inauguration ceremony of 33rd Regional Council Meeting of the ICA Regional Office for Asia and Pacific today.

"The CLT has selected Chiangmai as a venue of 33rd meeting. This is not only because Chiangmai is one of the most charming and old cities in Thailand but also the cooperative in the province constitute the major part of the cooperative movement in Thailand with 141 cooperative societies and 115,773 membership covering all types of cooperatives in the country. The Regional Councillors will have an opportunity to visit some of the cooperative on 12th June, 1991."

In his inaugural address, Mr. Boonluen Boonreung, the Deputy Permanent Secretary, Ministry of Agriculture and Cooperatives, said : " First of all, I take great pleasure in welcoming you all to Thailand and especially to Chiangmai, one of the most beautiful cities in Thailand, on my own behalf and on behalf of the Government of Thailand. It is a privilege to be given an opportunity to address this august assemblage and meet with prominent cooperators of Asia and the Pacific.

The government of Thailand believes that cooperatives will enable farmer to help each other in increasing production and quality as well as reduce their marketing problem. Hence, the cooperative sector had been adopted as a strategic tool in our national economic and social development plan to reduce poverty and uplift the standard of living of the poor.

As for the cooperative development in this region, I do believe that cooperatives have played a vital role in socio-economic development of the people of the region. There is also great potential for further development of this sector.

I really appreciate the initiative of the ICA in its role on coordination of cooperative development efforts in this region. The government of Thailand recognizes the role the ICA has played in this regard by organizing the Ministerial conference in Sydney in 1990 in which recommendations on the role of the government were made. Though, I myself, did not attend the conference I can assure you of our continuing supporting to cooperatives and to take necessary steps to implement the recommendations of the Ministerial conference.

It is my own belief that a discussion you are going to have in this juncture, is bound to offer fresh strategies for further development of cooperative movement in this region.

It is indeed a great honour for the Thai cooperative movement to host this significant event in our country. May you all have a pleasant and exciting stay in Chiangmai and I wish you all a very fruitful and successful session.

Mr. Narong Marukatut, Director, Cooperative League of Thailand, extended a vote of thanks to the Chief Guest who inaugurated the meeting, to the Cooperative Promotion Department, the Cooperative Audit Department and Chiangmai Province as well as the cooperatives in Chiangmai for assisting the CLT in organizing this meeting. He also extended special thanks to the Regional Councillors for attending this meeting in Chiangmai.

The Council observed a minute's silence as a mark of respect to the memories of two Regional Councillors, viz. Mr. Agustin Kilyako, Philippines, and Mr. Tapeswar Singh, India. The Council paid special tribute to Mr. Rajiv Gandhi, the former Prime Minister of India, a friend of the cooperative movement and who lost his life while championing the cause of democracy.

The Council welcomed the presence of Mr. Yves Regis, Chairman, CICOPA, and from Mauritius viz. Mr. L. Mohabeer and Mr. R. Seeruttun.

Agenda Item No.2 : Confirmation of the Minutes of the 32nd Meeting

The minutes of the 32nd meeting held at Sydney, Australia, on 7-8 February 1990, which had been circulated earlier, were confirmed.

Agenda Item No. 3 : Letters and reports from non-attending members

The Secretary reported to the meeting about the non-attending members.

Agenda Item No. 4 : Report by Regional Councillors on "Recent Changes, Trends & Developments in the Cooperative Movements".

Australia

- Cooptrade Australia has successfully searched rural hardware products for a consumer co-op in New Zealand, arranged the supply of sporting goods to a customer in Malaysia after an introduction by Cooptrade Malaysia, handled the distribution and agency for a Tongan manufactured Light Emitting Diode device, and acted as a sourcing agent for several other co-operatives.

- The Government Minister responsible for co-operatives in the State of New South Wales has been especially supportive of cooperative development and is encouraging the determination of a strategy that will focus on all issues relevant to cooperative development, but will pay particular attention to the following areas:

- the need for much greater education of the community generally about the benefits of cooperation.

the development of strategies designed to increase the volume and extent of value added production carried out by cooperatives in NSW.

- the opportunities for much greater international trade between Australian and overseas cooperatives, particularly in the Asia Pacific region.
- the opportunities for cooperative banks, both within Australia and the Asia/Pacific region.
- the possibilities for strategic cooperative formations as a result of the reviews into statutory marketing authorities and other Government enterprises.
- The Asia Pacific Co-operative Research, Training & Development Centre Limited held its formation meeting on January 10, 1991. Its mission is to sponsor institutions to undertake research, education, training and development activities for the advancement and development of cooperatives in Australia, the South Pacific and Asia to achieve the goals of their business and social activities, on the basis of the sixth cooperative principals of the International Cooperative Alliance.
- With the assistance of a grant from the New South Wales Education and Training Foundation, the AAC, in conjunction with the University of Western Sydney, is about to develop the curriculum for the Australian Co-operative Management Certificate Course. The course will consist of four strands, Legal, Financial, Marketing and Administration and each strand will consist of three subjects. The course will be offered from early 1992 and will have accreditation from the University of Western Sydney."
- There is no national legislation for cooperatives in Australia. Each of the six States have independent laws governing cooperatives. In the last report to Regional Councillors, advice was given of legislative changes in New South Wales and Victoria. This report is now occurring in all States. AAC has been invited to participate in a working party of Attorneys General to assist with the development of common legislation that will apply in all States of Australia.
- The National Board of AAC has decided October 2, 1991, will be promulgated as Cooperative Day in Australia.

Bangladesh

- Number of societies has been decreased including one national society, ten central (secondary) level and 7,463 in primary societies. The main reason for decrease in number of societies is cancellation of registration of non-functioning societies by the government.
- Membership in primary societies has been decreased to the tune of 265,286. This happened mainly due to cancellation of registration of the societies with their members.
- Share capitals have been increased at all the 3 levels; at the national level to an extent of Tk 66.65 lacs at the central level at Tk. 318.59 lacs and at the primary level to Tk 806.82 lacs.
- Savings deposits have also been increased; at national level to an extent of Tk. 818.87 lacs., at central to Tk. 746.35 and at primary level to Tk. 1058.28 lacs.
- Reserve fund have been increased at national level to an extent of Tk. 450.83 lacs and at central level to Tk 300.63 lacs but at the primary level the reserve funds has gradually decreased to an extent of Tk. 609.88 lacs.
- Total assets of the cooperatives have been increased to an extent of Tk. 322.20 lacs.
- The Government reconstituted the committee for administration of Cooperative Development Fund excluding the representation of BJSU. the BJSU protested the action of the Government. The Government then revised the reconstitution and included the BJSU in the committee.
- New Government decided to exempt the farmers from repayment agricultural loan to an extent of Tk 5000/- each including the interest accrued. This will of course, relieve many of the agricultural coop. members from payment of loan to their societies but the societies will suffer from the decision if not compensated by the Government.
- BJSU made an appeal to ICA to come forward to support the BJSU for survival at the event of its ongoing financial constraints.
- The BJSU has made another appeal to ICA and through ICA to all its members movements to come in aid to the victims of unprecedented cyclone of April 29, 1991.

China

- Primary marketing cooperatives are developing very smoothly. Turnover of the marketing cooperatives in 1990-91 is about 73 billion US Dollars. Supply & Marketing Cooperatives of China exported commodities worth 1.3 billion US Dollars. Share capital 10 billion Us Dollars. Last year, achieved sales net profit 300 million US Dollars. Compared with other years, last year's sales is not enough.
- High interest of the bank and because of the transportation
 - taxation from the government - 1 billion US Dollars
 - government interest on loan and transportation would be lower- economic development is not balanced in the certain part of China. Policy to support local cooperatives. At present there are 32,000 primary marketing cooperatives.
- Primary cooperatives are responsible for the service to 7,000 farmers. It is very difficult for the primary cooperative to deliver service in each village and to give guidance to the farm households.
- In the next 2-3 years service centers would be established throughout every village - 100 million dollars to support this proposal. International collaboration between China and other countries is being encouraged.
- Supply and Marketing Cooperative has established more than 100 joint ventures. Unfortunately upto now joint venture collaboration are with foreign partners are with private companies. Collaboration with USSR and Vietnam on border areas is taking place.
- April this year, All-China Federation organized a Trade Fair in Shenzeng and signed contracts with private companies worth 80 million U.S. Dollars. It was a successful exhibition.
- Any project from the region seeking support, the ACMSF will extend its full support. It is not clear as to what kind of support is needed from us. We invite delegates to visit China. Asia-Pacific region belongs to developing countries. Economic development level is same in most of the cases.

- ACMSF is willing to support the Waste Recycling Project in the Philippines with economic and equipment support for this project. The total cost of the project is U.S. Dollars 500,000. ACMSF is willing to give 50% support i.e. U.S. Dollars 250,000 with matching contribution from the Philippines.

Indonesia

- In 1990-91 cooperatives also were stimulated to operate cooperative credit banks (KBPR) beside the private credit banks (Bank Perkreditan Rakyat, BPR) that have flourished earlier.
- In 1990 the Government issued a policy to compulse banks to issue at least 20% of its extending loans to small business (including cooperatives). Results of this policy as for 1990-91 were still below the expectations."
- Early 1991, the Parliament of Indonesia announced a draft on a new law on banking and also a new law on insurance. The Indonesian Cooperative Council has composed 2 (two) special teams to formulate proposals for inputs to these 2 drafts.
- The Cooperative Bank of Indonesia (BUKOPIN) has to face serious problem since early 1991, since 80% of delinquency loans were in hands of private business.
- The DEKOPIN has instructed its 27 branches all over Indonesia to monitor the numbers of agricultural cooperatives (KUD), their farmer members and their real need of fertilizers to avoid failures.
- The Ministry of Education and Culture has issued an instruction to teach cooperation in schools, colleges and universities.
- School, College and University Cooperatives have organized themselves into a national youth cooperative : The Koperasi Pemuda Indonesia (KOPINDO) with 55 primary cooperatives.
- Youth Cooperatives have been organized into a national federation.
- Youth Cooperatives are considered as "practical training institution" for future cooperative leaders, cooperative members, as well as managers.

- The Indonesian Cooperative Council (DEKOPIN) has special arm to promote women participation in cooperatives, known as the Coordinating Body for Women Cooperators (BKWK), at the national as well as at Provincial level.
- In March 1989 the coordinating body of cooperative tours and travel agencies has been developed into Cooperative on Tourism and Travel called BUPARKOPIN (Badan Usaha Pariwisata Koperasi Indonesia).

Iran

- Rural and Agricultural Cooperatives are active in three forms in Iran: Rural Cooperative Societies, Agricultural Cooperative Societies, (in different specialized fields) and their Cooperative Alliance thereof, are under control and supervision of Central Organisation for Rural Cooperative which is affiliated to the Ministry of Agriculture. These cooperatives are covered more than 57,000 villages throughout the country, by their 4000 agricultural and rural cooperatives societies with 4.7 million memberships. The capital and reserves of rural cooperatives and alliances were over than - Rials 123,342,478,771 (about \$ 1,718,645,538) at the beginning of the year 1991 which was increased averagely 17%, in comparison with the last year.
- For the new year (from 1991 March) with the approval of The Economy High Council, a guaranteed price is determined for most of the agricultural products and buying the excess of products which are about 15 kinds is also guaranteed.
- The exportation of agricultural products is another activity of agricultural and Rural Cooperatives, network which is carried on by their Alliances in different provinces and also central Alliance for Rural Cooperative.
- In the training fields, new and significant steps are taken to improve the quality of agricultural cooperatives' activity from the year 1990 by activating two centres for training cooperation in OROMIEH and AHVAZ- (the center of a south and a north west province of the country) in order to train the human force required by the cooperatives- network at the associate of arts level.
- A memorandum is signed between the Islamic Republic of Iran's post office and CORC and the preparation of establishing 400 post offices in the location of consumer cooperative stores of rural cooperative societies are provided.

- The establishment of agricultural bank's branches in rural cooperative companies is predicted for 500 rural cooperatives in this year to take the limit reserves of rural cooperative members and use them in order to give supplementary loans.
- In order to provide credential facilities in this year (1991) the amount of RIALs 173,000,000,000 is specified for fulfilling the goals of agricultural cooperative societies.
- To provide professional and living needs of rural cooperative members, about 10,736 oil, selling centers of rural cooperatives societies are undertaken the main distribution of oil products for the agricultural machinery fuel, water pumps's engine fuel and etc.
- About 50% of all insecticides and 100% of all fertilizers required, by the agricultural sector are distributed by rural cooperatives, the fertilizer "ferro-secosterin" and other kinds of agricultural needs such as : Carbutat-Potas powder, cover paper for citrus and nylon are provided and distributed by rural cooperatives network.
- In order to facilitate the supply of life and professional requirements of the members of the cooperative societies, a union of rural cooperation was gradually organized in all the cities of Iran with membership of all the rural cooperative societies of that city, which provided the entire requirements, goods and services, of the members of rural cooperative societies. At present 189 unions of rural cooperative societies are rendering services all over Iran.
- One of the actions taken under the coverage of rural cooperative companies was formation of production assisting groups which began its work with the aim of lowering the production expenses and in agriculture and animal husbandry, and rendering services and presentation of the facilities of public sector to these groups have priority.

Japan

- Wholesale market of rice under control of the government started.
- Influence of the liberalization on beef and orange since this April.

- The U.S. hardliners against Japan and Japanese export industries to the U.S. made rice a symbol of trade friction between Japan and the U.S.
- Japanese agricultural cooperative movement is maintaining the stance of a stop rice import firmly and requesting it to the Diet and the government more strongly.
- To promote the reform of agricultural cooperative structure towards the 21st century, the draft resolution of the 19th National Congress is now being prepared. The following three pillars are being considered : (a) Innovation of agricultural production, (b) Restructure of 3 level organizational system, (c) Promotion of changes in the consciousness of cooperative officers.
- The policy of "reduction of production cost" and "promotion of 3H agriculture, healthy, high-quality and high-technology" worked out in the 18th Congress. The policy on promotion of "agriculture which can conserve national environment" and "organic farming and less/no pesticide farming" will be much more emphasized.
- The target of amalgamation is to be 1,000 agricultural cooperatives in the year 2000. Now, there are some 3,500.
- Japan's agricultural cooperative organisation has now 3 levels as primary, prefectural and national level. However, it is being considered that prefectural federations would be abolished and 2 levels system as primary and national level be made in the future. Though, prefectural unions would be retained.
- Re-establishment of corporate identity on cooperative movement will be carried out. The movement will be called JA for short. It means Japan's Agriculture.
- The Central Cooperative College is now a specialized college, which is not registered at the Ministry of Education. It will be registered and renamed to International Cooperative College, which name be tentative for the time being. An acceptance of students from overseas countries is being considered.

- The ICA Congress, which will be held in Asia for the first time, will be held at Shinjuku Keio Plaza Hotel in Tokyo from October 27 to 30, 1992. The number of participants including foreigners is expected at 1,000.
- ICA Training Course for "Strengthening Management of Agricultural Cooperative Movement" which was started in 1986 as a five years programme is scheduled to finish in 1990. However, ZENCHU had requested the MAFF of Japan to extend this programme. As a result, the Ministry approved to continue it.
- ZENCHU had made approaches to the Ministry to provide a training course for rural women in Asia. As a result, the Ministry agreed to provide fund for special ICA Project starting in 1991.

South Korea

- Dr. Ho-Sun Han became the first Chairman & President of NACF in its history for four years tenure through the direct vote by 1470 presidents of member cooperatives according to the amendment of Agricultural Cooperative Law.
- Adoption of counter-measures to cope with Agricultural Import Liberalization.
- Establishment of the Korea Coop Trading Co. Ltd. on 7th July, 1990.
- Establishment of the Agricultural Technology Cooperation Co. on 7th May, 1991.
- Formulation of the Agro-Processing Business Development Plan.
- Taking over of Namhae Chemical Corp. shares to give member farmers better services including lowering the price of fertilizers, ensuring a stable supply of fertilizers and returning the profits to member farmers by joining the management of the corporation.
- Opening of the Rice-Cake Sales Centre on 10th February 1990 to expand the rice consumption and to regenerate the traditional dietary life culture.

Malaysia

- Revalue of Cooperative Investment in CCB - revaluation has been done over certain period of years determined by the Cooperative Development Department.
- Amendments of the Cooperative Act 1948 - The new Act (the Cooperative Act 1990) will be tabled in Parliament in June.
- The Government after considering the views and suggestions from the National Consultative Economic Council is now preparing another Economic Plan to replace the MEP.

Philippines

- The most significant events of the century were the enshrinement of cooperatives in the Constitution, the signing into law by the President of the Omnibus Cooperative Code of the Philippines, under Republic Act 6938 and Republic Act 6939 creating the Cooperative Development Authority (CDA) on March 10, 1990. The CDA commenced operations on August 1, 1990 after 7 cooperative leaders from different parts of the country were appointed to the Board of Administrators of the CDA.
- First Anniversary Celebration of the signing of the Cooperative Laws.
- National Partnership for Cooperative Development - The tri-sectoral team involving the government, the cooperative sector and non-government organisations organized on 5th February 1991 has been active in addressing various issues on cooperative development.
- Organisation of the Cooperative Trade International Philippines, Inc. or CTIP under the auspices of ICA Cooptrade Project.
- The Central Bank of the Philippines and the CDA have given the go signal for the organisation of 15 more cooperative banks in the provinces.
- The Central Cooperative Distribution Centre Project of the Metro Manila Federation of Consumers Cooperatives, Inc. has commenced operations. Despite low operating capital, the CCDC has been doing small scale buying-selling activities of basic consumer goods such as rice, sugar, flour and cooking oil. The MMAFECCO membership has also expanded to 19 from its original 15 member cooperatives.

- Linkage of CUP and the Bureau of Agricultural Statistics (BAS) on Dissemination of Marketing Information.
- Establishment of the Technology Transfer Programme for Cooperatives (TTPC).
- A memorandum of agreement tapping the CUP in the transfer of technology to the rural folk was formally signed at Malacanang between CUP officials and key representatives of five government agencies and an inventors' group.

Singapore (as circulated)

- From 1990, SNCF in conjunction with ICA has offered technical assistance to cooperative movements in the developing countries in the Asian, Pacific and African regions under the Singapore International Cooperative Technical Assistance Programme (SINCOTAP).
- SNCF noted a remarkable increased of approximately 80% of SNCF individual membership from 248,000 in 1987 to 480,000 in 1990. SNCF has also increased its affiliates from 54 in 1987 to the present 58.
- SNCF played a significant role in cooperative development as it spearheaded the formation of 5 cooperatives for the period 1987 to 1990, viz. computer cooperative, a travel cooperative, two school cooperatives and a credit cooperative league.
- SNCF will be spearheading cooperative welfare projects to care for the elderly, retirees and the disabled.

Sri Lanka

- The Ministry of Food and Cooperatives has drafted the National policies of the cooperative sector in Sri Lanka and these policies were explained to the Presidents and Boards of all eight apex unions and 284 Multipurpose Cooperative Societies at a general meeting.
- Special emphasis is laid on development of knowledge and participation of youth and school children in the cooperative activities of the country.

- The National Co-operative Council with assistance from the Canadian Cooperative Association is taking a keen interest to develop a national level Cooperative Women's Organisation inclusive of women representatives from all sectors of cooperatives in the country.
- The restructuring of the National Cooperative Council, the apex cooperative union in Sri Lanka is now completed.
- The COOPTRADE Project has opened a new sales centre within the premises of the head office of the NCC.

Thailand

- As of January 1, 1991, there were total 3,163 primary cooperatives with a total membership of 3,309,075 families.
- In addition there are 11 national Cooperative Federations with membership of 1,020 cooperative societies and 74 Provincial Cooperative Federations with total membership of 1,060 cooperative societies.
- Recently the Ministry of Finance had increased from 19.50% the Interest rate charged on loan of the financial institution from 19.50% to 21% and the interest rate on deposit increased from 16% to 18%.
- The Cooperative Promotion Department CPD has been trying to promote the establishment of cooperatives among the people of various sectors according to the needs of the group of people who shared common interest, especially the establishment of single purpose cooperatives such as dairy cooperatives in order to serve the government policy in promoting nutrition food of the people. This type of cooperative has a bright prospect due to the increasing market demand.
- The Cooperative Auditing Department (CAD) has completed its plan for setting up its own provincial auditing offices. Besides the auditing services to the cooperative and farmer groups, the CAD also provided training courses relevant to financial management and book keeping for the cooperative staff.
- The bank for Agriculture and Agricultural Cooperatives (BAAC) has started its plan to give loans through only the farmer institutions. A pilot project is now launched in Chiangmai province to group the BAAC direct clients and register as a multipurpose Cooperative.

- The Cooperative League of Thailand (CLT) has prepared its first 6 years perspective plan for the development of CLT 1991-1996 in which the roles of the national cooperative organisation has been included. One of the most important strategies of this plan is the establishment of CLT branch offices.

USSR

- The Soviet consumer cooperatives of today present in fact multipurpose cooperation engaged in trade, public catering, purveyance of agricultural products, processing of foodstuffs, etc. Consumer cooperatives united in Centrosoyus account for about 27% of the countrywide commodity turnover 35% of the bread and baking output, considerable share of potatoes and other vegetables laid in around the country and wild fruits and berries.
- Restructuring going on in the USSR provoked certain interest and attention of government bodies to the capabilities of cooperation.
- One of the main problems being faced is the transformation of enterprises owned by consumer cooperatives into truly independent organisations which perform their activities not to the satisfaction of management hierarchy but to the benefit of cooperative members.
- The most significant steps taken to solidify the financial status of the consumer cooperative organisations include enhancement of the turnover of their activity resulting in the augment of the income, increase of the self generated circulating assets, imposing of rigid measures to cut the spending, attracting of surplus resources through the share holders payment intended for predetermined purposes, issue of shares and other securities etc.
- The new economic and social environment promotes us to rearrange the organizational structure of the consumer cooperative system first and foremost in vertical direction. It is appropriate to note in this connection that the process of decentralization initiated by grassroots cooperative structures in the interests of their shareholders met with Centrosoyus approval.
- Centrosoyus encouraged establishing of relations with our foreign counterparts in the mutual exchange of experience and professionals, in organisation of training courses for Centrosoyus employees in cooperative system bodies abroad, promotion of cooperative trade and tourism.

Mauritius

- There are about 675 Co-operative Societies of various types operating in Mauritius, ever since the Movement started in 1913 covering activities in both the agricultural and non-agricultural sectors.
- In the Agricultural Sector, small planters and breeders, fishermen have grouped themselves in Co-operatives and carry out activities in the sugar cane, tea, fish, Horticultural and Apiculture Sectors. These cooperatives cater for the majority of producers and are responsible for the bulk production in Mauritius and Rodrigues namely in the Tea Industry, Pig Industry, Fishing Industry, Onions, Potatoes, Vegetables, Bee-keeping.
- In the non agricultural sector, Consumer Cooperatives, Handicraft Cooperatives, Transport Cooperatives, Housing and other types of service oriented cooperatives operate. In the field of Thrift and Savings, manual and intellectual workers, rural and urban dwellers have joined forces in Credit Unions and Saving Societies to mop up savings and provide members with short term and medium term finance thus removing them from the grips of unscrupulous money lenders.
- The Mauritius Co-operative Fish Federation Limited provides for cold storage facilities for the pelagic fish and market the whole catches of the primaries.
- The Mauritius Pig Marketing Federation Ltd besides responsible for providing credit, animal feed, piglets to breeders, buy their members produce and operate a meat processing plant and canning chain at Terre Rouge.
- The Mauritius Agricultural Federation acts as fertilizer suppliers for all cooperatives. It also sells minor tools and equipment.
- The Mauritius Cooperative Agricultural Marketing Federation acts as an agency for sale of produce of Marketing Cooperatives, provide them with pesticide, herbicide etc, seeds besides looking for land from sugar estate for growers to plant potatoes.

Recently the MCU has diversified its activities by undertaking some income generating activities in order not to rely too much on Government in years to come.

Agenda Item No. 5 : Changes in Regional Membership &
Administration

The Regional Council welcomed the new members to the ICA viz. the Sindh Government Employees Cooperative Housing Society Ltd of Pakistan and the Central Union of Rural Cooperatives of Iran and noted the staff changes at ROAP.

Mr. Won Ho Suh, Member for Korea, enquired about the absence of North Korean delegate to the meeting as the Chairman of NACF wanted to discuss cooperative trade with them. He said some measures should be worked out to induce and encourage active participation by member organisation from North Korea.

The Chairman wanted to know the reasons from North Korea as to why they are not attending the RC meetings. The Secretary said they have not given any reasons. The ICA ROAP had discussed with them more than once and their Chairman assured to attend the RC meeting. However, they could not make it this time also. Perhaps our friends from USSR and China can persuade them to attend the RC meetings. It was hoped they would be able to attend the next RC meeting.

Agenda Item No. 6 : Reports on the activities of the Specialized
Committees

The information given in the Agenda Notes was noted by the Council.

The Secretary of each Specialized Committee gave a brief resume of the meetings held since the holding of the last RC meeting.

Mr. Yves Regis, Chairman, CICOPA, explained that it is a specialised committee of the ICA consisting of workers and artisans cooperative and requested the Regional Council to consider setting up a Regional Committee for Artisans and Workers Cooperatives as the ICA ROAP does not have a Regional CICOPA.

The RD said at present we have some CICOPA activities at the initiative of the main CICOPA, but that is at the Initiative of Chairman of main CICOPA. We do not have a committee for artisans and workers of cooperatives established by the Regional Council. The Regional Council may, therefore, consider desirability of having a regional CICOPA committee. Main CICOPA is one of the 14 specialized committees of ICA.

The Council members discussed at length the proposal of having a regional CICOPA committee. It was decided that as members of the CICOPA committee would mainly be the representatives of the artisans and workers cooperatives, the members may on their return discuss and find out the support expected from workers and artisans cooperatives in their respective countries. In case there is a good response from such cooperatives, the proposal of creating such a committee may be taken up at the next Regional Council Meeting. The ROAP may ascertain the position from members in this regard and place it as a separate agenda item at the next Regional Council Meeting.

Agenda Item No. 7 : Report on IDACA activities

The information given in the Agenda Note was noted by the Council.

Mr. Shiro Futagami, Managing Director, Institute for the Development of Agricultural Cooperation in Asia, gave some additional information about the training programmes planned for 1991-92.

1. The Training Course for Counterparts on the Agricultural Cooperative Development Project in Thailand has been cancelled as the agreement between Thailand and Japan is going to be over in July this year.
2. Instead of the above course, the Japanese Government, JICA and IDACA will organize a one month training programme for 10 persons from China. This is in accordance with the Japanese Government agreement. Participants are coming from government institutions.
3. 6th ICA Training Course for Strengthening Management of Agricultural Cooperatives in Asia : The Japanese Government has approved the holding of the 6th ICA Training Course.
4. The Japanese Government has also approved additional funds to the ICA to organize a training programme for rural women leaders for a period of one month for six persons. Details of the countries to be invited and other details are yet to be finalised between ICA, MAFF and CUAC.
5. The next IDACA Reunion and follow-up programme of ex-participants of IDACA will be held in India in 1992.

Agenda Item No. 8 : Report on project activities carried out since last Regional Council Meeting

Agenda Item No.10 : Three Year Development Plan 1991-94

- The agenda items 8 & 10 were taken together.

Mr Karl Fogelstrom, Senior Development Advisor, informed the Council that a three-year Cooperative Development Plan (1991-1994) has been developed taking into consideration the following:

- i) discussions at the Regional Council meetings,
- ii) suggestions given by the member organisations,
- iii) discussions held at the various national cooperative conventions in the Region,
- iv) the recommendations of the Sydney Conference of Cooperative Ministers and
- v) the experience and observations of the technical officers of the Regional Council. The main focus is on creating a favourable environment for cooperatives and governments working together to achieve a uniform and balanced development of cooperatives.

Each Project Adviser then gave a brief resume of the activities carried out by their projects since the last RC meeting, which was noted by the Council.

Agenda Item No. 9 : Evaluation of ICA and ROAP activities

The information given in the Agenda Note was noted by the Council.

The Secretary gave a brief background of the two evaluations carried out on the ICA Cooptrade Project. He also pointed out one of the recommendation that is the funding for Asia Pacific region should be reduced. SCC level should remain the same and the money should be diverted to other region. However, there is a heartening news from Geneva that there is slight change in the attitude of SCC/SIDA and they are again taking more interest in the Asian region.

The second important recommendation was to examine the possibility of associating all members in the RC activities.

Mr. Bruce Thordarson, Director, ICA, informed that there will be some changes proposed at the Berlin Central Committee meeting which will affect the ICA structure. The ICA Executive Committee has established a Structure Committee to examine the overall functions of the ICA and at its meeting held only a month ago, the EC has approved the general direction of the Structure Committee Report. Promotion of greater regionalisation over the structure and the activities would be done. What we are going to propose to the next Central Committee and then to the Tokyo Congress is a change in the ICA meetings structure so that the current Central Committee will meet not every year but rather every second year, and that in the intervening years there will be a new body created which would be called a Regional Assembly. The name of the Central Committee will be changed to General Assembly which will be highest control body of the ICA and will replace the Congress.

This new body called the Regional Assembly would in effect be a part of the ICA governing structure. The current Regional Council is only a advisory body to the RD. It was constituted under the ICA Rules, but what we are proposing is a new Regional Assembly with decision-making authority within the ICA structure, to make recommendations and pass resolutions for consideration of the General Assembly. It would ultimately be responsible for approving the work programme and priorities in the region.

We are proposing that each Regional Assembly would nominate one Vice President to the ICA in order to ensure that at the central control level i.e. Executive Committee or Board of Directors, each of the regions of the ICA is strongly represented at the top policy level. It seems logical that cooperative movement should respond to this worldwide trend towards regionalisation.

If these proposals are accepted at the Berlin Central Committee, then at the October 1992 Tokyo Congress it would of course mean that new rules would have to be drafted for the new assembly and to consider whether RC would continue to exist in its present form or in a different form. These decisions, the Structure Committee says, should essentially be made by cooperatives in the region. There will be four regions - Asia-Pacific, Africa, the Americas and Europe. The Asia-Pacific region will remain as it is. I wanted to make members of the RC aware of these forthcoming changes because they could have significant effect on the way the region operates. We hope there will be opportunity to all members to contribute on this matter at the Central Committee Meeting and that a final decision on the structure of the ICA would be made at the Tokyo Congress.

Mr. Geoff Ayres, Member for Australia, gave a brief account on the recommendations of the Cooptrade Evaluation Team, of which he was one of the members.

Agenda Item No 11: Follow-up of the Sydney Conference, 1990 and Progress Regarding Cooperative Ministers Conference, 1992.

Dr. Daman Prakash, Adviser-DPCP, reported to the Council on the follow-up of the Sydney Conference, 1990 and the progress regarding the Cooperative Ministers Conference to be held in Indonesia in February, 1992, which was noted by the Council.

It is expected that the President of the Republic of Indonesia will inaugurate the Ministers' Conference.

A brief description was given to Council on the organisation of a follow-up workshop in the Philippines. Of special interest is the organisation of a central cooperative agency, called the Cooperative Development Authority, in the office of the President of the Philippines. The main objective of the CDA is to centralize the registration and development of cooperative institutions in the country, which were until recently placed under various departments and ministries. The CDA has three main functions: regulatory functions, developmental functions and quasi-judicial functions.

Four- to- five such national follow-up workshops will be held before the holding of a regional consultation meeting which will prepare for the February 1992 Ministers Conference.

Agenda Item No. 12: Cooperatives and Environment

The information given in the Agenda Notes was noted by the Council.

Dr. Daman Prakash, Adviser-DPCP, introduced the subject of Cooperatives and Environment to the meeting.

It has been decided to carry out an intensive research study on the subject in five countries of the region, namely, China, India, Indonesia, Japan, Philippines and Thailand. The principal objective of the study is to document the areas in which cooperatives have played their role in increasing pollution, in which way the cooperatives are the culprits, areas in which cooperatives have played a good role and to make out some kind of recommendations and plan of action for implementation at the local level as well as national level. The five national consultants or short-term consultants will be recruited to write comprehensive documentation for each country. The documentation will then be analyzed by the Regional Consultant and combined into one study which will be called Regional Study on this subject.

The idea is to come out with a preliminary report by the end of January '92 for the February 1992 Ministers' Conference. The result of the study will also be a contributory material for the ICA Congress to be held in Tokyo in October 1992.

Agenda Item No. 13 : Report on ICA Domus Trust

The information given in the Agenda Notes was noted by the Council.

It was proposed that, the Trust may also help the authors in publishing their books on Cooperation.

Agenda Item No. 14 : Regional Council, Specialized Committees and their working

The Council members discussed at length the proposal in the Agenda Notes. While many members supported the proposal, it was also expressed that this may also result in non-participation by professionals who are expected to be the members of the specialized committees.

As the ICA is considering structural changes, it was decided that this may be taken up at the Regional Council Meeting after the structural changes are considered at the Tokyo Congress in 1992.

Agenda Item No. 15 : Relations with international organisations

The information given in the agenda notes was noted by the Council.

Agenda Item No. 16 : Venue and date of next meeting

It was decided to hold the 34th meeting of the Council along with the Cooperative Ministers' Conference in Indonesia in February 1992.

Agenda Item No. 17 : Any other matter with the permission of the Chair

1. Creation of a Regional Cooperative Development Fund

The Secretary explained to the members that at present the preparatory work in connection with the Cooperative Ministers' Conference is being financed out of the resources of the SCC, CCA etc. However, in the long run it cannot be taken for granted that these funds would be available. It was, therefore, desirable to explore the possibility of creating some fund out of which preparations for the Ministers' Conference can be financed. That is the reason why this proposal has been mooted.

While appreciating the need for such a fund some members expressed that members are already contributing resources towards the activities of the ROAP and therefore it may not be necessary for creation of a separate fund. Further, they were not sure whether the governments will be coming forward to contribute to the fund.


The Council agreed that the proposal may be included in the agenda of the forthcoming Consultation to be held in Manila in November 1991 and depending on the response indicated by the participants, particularly the governments, further follow-up action may be taken.

The Chairman then brought the following topics for discussion at the meeting :

1. How to deal with Pseudo Cooperatives.
2. How to deal with the International Donors whose member organisations and activities are contravening to the policies of the movements and also the government.
3. Policy on simple form of protocol.

The meeting terminated with a vote of thanks to the Chair as well as to the host.

New Delhi
18 June, 1991



G.K. Sharma
Secretary/Regional
Director, ICA ROAP

ICA REGIONAL COUNCIL FOR ASIA & THE PACIFIC,
CHIANGMAI, JUNE, 1991
LIST OF PARTICIPANTS

AUSTRALIA

1. Mr. Ray Ison
Chairman
Australian Association of Cooperatives Ltd.
26, Ross Street, P.O. Box 2257,
North Parramatta, NSW 2151, Vic.
Australia
2. Mr. Geoff Ayres
General Manager
Australian Association of Cooperatives
26, Ross Street, P.O. Box 2257,
North Parramatta, NSW 2151, Vic.
Australia

BANGLADESH

3. Mr. Liaquat Ali
Chairman
Bangladesh Jatiya Samabaya Union
9/D, Motijheel Commercial Area
Dhaka 2, Bangladesh
4. Mr. Shahid Ullah
General Secretary
Bangladesh Jatiya Samabaya Union
9/D, Motijheel Commercial Area
Dhaka 2, Bangladesh

CHINA

5. Mr. Yang Deshou
Secretary General
All China Federation of Supply & Marketing Coops
.45, Fu Xing Men Nei Street
Beijing, China
6. Mr. Liu Xing
Deputy Chief, International Department
All China Federation of Supply & Marketing Coops
45, Fu Xing Men Nei Street
Beijing, China

INDONESIA

7. Mr. Eddiwan
Dewan Koperasi Indonesia
Letjen S. Parman Kav. 80
(WISMA KOPERASIA)
Jakarta 11420, Indonesia

IRAN

8. Mr. Mohammad Reza Bankian Tabrizi
Central Organisation for Rural Coops in Iran
753, Valli-e-asr
Tehran, Iran
9. Dr. Mehdi Mahdavi
Central Organisation for Rural Coops in Iran
753, Valli-e-asr
Tehran, Iran

JAPAN

10. Mr Sadayuki Tamoto
Executive Director
Central Union of Agricultural Cooperatives
8-3, 1-chome, Otemachi
Chiyoda-ku
Tokyo, Japan

KOREA

11. Mr. Won Ho Suh
Director General, International Cooperation Dept,
National Agricultural Cooperative Federation
75, 1-ka, Choongjong-Ro
Jung-Ku
Seoul, Rep. of Korea

MALAYSIA

12. Datuk Hamzah Hj. Yatim
ANGKASA
No. 2,4, & 6, Jalan 222
Petaling Jaya, Malaysia
13. Tuan Hj. Mohd. Yusof bin Mohd
ANGKASA
No. 2,4, & 6, Jalan 222
Petaling Jaya, Malaysia

PHILIPPINES

14. Gen A.S. Lozada
Secretary General
Cooperative Union of the Philippines
CUP Bldg., Roces Avenue Corner
Mother Ignacia Street,
Quezon City, Philippines

SRI LANKA

15. Mr. Lionel Samarasinghe
President
National Cooperative Council of Sri Lanka
455 Galle Road
Colombo 3, Sri Lanka
16. Mr. M.G.S. Silva
General Secretary
National Coop Council of Sri Lanka
455 Galle Road
Colombo 3, Sri Lanka

THAILAND

17. Mr. Anan Channankit
Chairman
Cooperative League of Thailand
4, Pichai Road, Dusit,
Bangkok, Thailand

USSR

18. Mr. Alexander Starych
Vice President
CENTROSOYUS
Ilyinka B Tcherkassky Pereulok 15/17
103626 Moscow, USSR
19. Mr. Alexander Leukhin
CENTROSOYUS
Ilyinka B Tcherkassky Pereulok 15/17
103626 Moscow, USSR

Special Invitees

20. Mr. Shiro Futagami
Managing Director
IDACA
4771, Aihara-cho
Machida-shi
Tokyo, Japan
21. Mr. Yves Regis
Chairman, CICOPA
Confederation Generale Des Scop
37 Rue Jean-Leclaire, 75017 Paris
France

Observers

22. Mr.L. Mohabeer
Secretary General
Mauritius Cooperative Union
Cooperation House
Dumas Street
Port Louis, Mauritius
23. Mr. R. Seeruttun
Mauritius Cooperative Union
Cooperative House, Dumus Street,
Port Louis, Mauritius
24. Mr. Kazuo Tsukada
Central Union of Agricultural Coops
International Department,
8-3, 1-chome, Otemachi
Chiyoda-ku, Tokyo (Japan)
25. Ms. R. Watarai
Central Union of Agricultural Coops
International Department,
8-3, 1-chome, Otemachi
Chiyoda-ku, Tokyo (Japan)
26. Mr. Narong Marukatut
Director
Cooperative League of Thailand
4 Pichai Road, Dusit
Bangkok, Thailand
27. Ms. L.I. Dedicatoria
Land Bank of the Philippines
Quezon City, Philippines

ICA HQ. (15 Morillons, 1218 GD-SACONNEX, Geneva)

1. Mr. Bruce Thordarson
Director
2. Mr. Claes Thorselius
Deputy Director
3. Mr. J.M. Rana
Sr. Development Adviser

ICA ROAP (43 Friends Colony, New Delhi 65)

1. Mr. G.K. Sharma
Regional Director
2. Mr. Karl Fogelstrom
Senior Development Adviser
3. Mr. M.V. Madane
Project Director- AGMT
4. Dr. Daman Prakash,
Adviser- DPCP
5. Mr. W.U. Herath,
Adviser-HRD
6. Mr. Pradit Machima
Adviser-ACDP
7. Mr. Guo Yong Kang,
Adviser-ACDP
8. Mr. Prem Kumar
Manager (Admn)/Executive Secretary to RD.

33RD REGIONAL COUNCIL MEETING

Chiangmai, Thailand

June 10-14, 1991

AGENDA NOTES

**International Co-operative Alliance
Regional Office for Asia and the Pacific
'Bonow House'
43 Friends Colony (East), New Delhi 110 0065, India**

AGENDA FOR THE 33RD REGIONAL COUNCIL MEETING,

Chiangmai, Thailand

June 10-14, 1991

Page No

1.	Inauguration	2
2.	Confirmation of the minutes of the 32nd Meeting	3
3.	Letters and Reports from Non-Attending members.	4
4.	Report by Regional Councillors on "Recent changes, trends and developments in the Cooperative Movements."	5
5.	Changes in Regional Membership & Administration.	6
6.	Reports on the activities of the Specialized Committees.	8
7.	Report on IDACA Activities	10
8.	Report on project activities carried out since last Regional Council Meeting	16
9.	Evaluation of ICA and ROAP activities	32
10.	Three year development plan 1991-94.	40
11.	Follow-up of Sydney Conference 1990 and progress regarding Cooperative Ministers' Conference 1992.	41
12.	Cooperatives and Environment	45
13.	Report on ICA Domus Trust	47
14.	Regional Council, Specialized Committees and their working	49
15.	Relations with International Organisations	52
16.	Venue and date of next meeting	53
17.	Any other matter with the permission of the Chair	54

AGENDA FOR 33RD REGIONAL COUNCIL MEETING

Chiangmai, Thailand

June 10-14, 1991

Agenda Item No. 1 : INAUGURATION

- i. Welcome on behalf of host movement
- ii. Introductory Remarks

Agenda Item No. 2 : Confirmation of the Minutes of the 32nd Meeting

The minutes of the 32nd Meeting held at Sydney, Australia, on 7-8 February, 1990 were circulated among the members by ICA ROAP on 5th March, 1990 (copy enclosed - see pages 55-71).

The minutes may be confirmed.

Agenda Item No. 3 : Letters and Reports from Non-attending
members

The Secretary will table letters and reports, if any, received from Councillors who are unable to attend the meeting.

Agenda Item No. 4 : Report by Regional Councillors on "Recent Changes, Trends and Developments in the Cooperative Movements"

Each Regional Councillor is requested to table a written report on the recent changes, trends and developments in their cooperative movement.

(It is suggested that Councillors bring with them 50 copies of the written statement for circulation)

Agenda Item No. 5 : Changes in Regional Membership & Administration

New Member of ICA in Asia

The Executive Committee of the ICA admitted Sindh Government Employees Cooperative Housing Society Ltd. (Pakistan) as its member at its meeting held at Strasbourg (France) on 18-20 June, 1990.

Withdrawal from ICA Membership

The following organisations ceased to be member of the ICA:

- (1) Singapore Amalgamated Services Cooperative Organisation Ltd., (SASCO), Singapore
- (2) National Federation of Industrial Cooperatives Ltd., (NFIC), India
- (3) Malaysian Cooperative Printing Press Society, Malaysia.

Staff Changes

1. Mr. Guo Yong Kang

Mr. Guo Yong Kang (China), Agricultural Cooperative Development Adviser, who joined the ICA on 1st April, 1989 and was operating from Shanghai, has now started operating from ICA ROAP, New Delhi, from 3rd May, 1990 to look after the Agricultural Cooperative Development Project. Mr. Guo has been working in Shanghai Federation of Supply and Marketing Cooperatives as Deputy Chief of International Department since 1973. Mr. Guo is an economist of Agricultural Management and Marketing.

2. Dr. Daman Prakash

With effect from July 1990, Dr. Daman Prakash has been appointed by the International Cooperative Alliance to work at the ICA ROAP, New Delhi as Development Planning and Coordination Advisor.

Dr. Prakash had served the ICA Regional Office since 1962 as its Publication Officer and Cooperative Education Officer. He had also worked as Technical Advisor with the ICA/SCC/NCC Cooperative Teachers' Training Project in Sri Lanka for three years. He was the Chief Technical Advisor of the ILO/SWISS Cooperative

Management Training Project in Indonesia. During 1989-90 he was

recruited by the UNDP/TCDC (SU) and his services were placed at the disposal of the ICA ROAP to run the project "ICA/TCDC (UNDP) Programming in Cooperatives in Asia."

3. Mr.Rajiv I.D. Mehta

Mr. Rajiv I.D. Mehta, an ex-participant of 2nd ICA Training Course on "Strengthening the Agricultural Cooperatives in Asia" has been appointed as Technical Officer for a period of one year w.e.f. 1st March, 1990 to assist the Regional Director in the implementation of the Cooptrade Project.

Concessions of the Government of India

The foreign experts attached to ROAP continue to enjoy income tax and import duty concessions from the Government of India. We express our sincere thanks and appreciation to our host government for the encouragement and continuing support provided.

Agenda No. 6 Reports on the activities of the Specialized Committees.

ICA Committee on Agriculture

The 24th Meeting of the ICA Committee on Agriculture for Asia and the Pacific was held in Dhaka, Bangladesh, on 13-14 November 1990. The meeting was inaugurated by Mr. Md. Naziur Rahman, Hon'ble Minister for Local Government, Rural Development and Cooperatives, Government of Bangladesh. 12 members from 7 countries, i.e. Afghanistan, Bangladesh, China, Indonesia, Japan, Rep. of Korea, and Vietnam and one observer from BJSU attended the meeting.

The Committee approved the 3-year plan of Agricultural Cooperative Development Project prepared by the Agricultural Cooperative Development Advisor. The Committee also approved a Resolution on the Uruguay Round of Multilateral Trade Negotiations. The Central Union of Agricultural Cooperatives (CUAC) provided financial assistance towards travel costs, as a special case, to three members from Vietnam and Indonesia.

ICA Committee on Consumer Cooperation:

Two meetings of the above committee were held last year. One was at Manila, the Philippines, on 7 May 1990, wherein twelve participants from 10 countries attended the meeting. The other was held in Yogyakarta, Indonesia on 21 - 23 November 1990. The meeting was jointly organized by the Cooptrade Committee and Consumer Committee at the same time because some representatives were members of both the committees. Five delegates from Indonesia, Japan, South Korea, Malaysia and the Philippines attended the meeting. It was a very good starting point that two ICA Committees had arranged a joint meeting at the same time successfully.

HRD Committee

The 3rd meeting of the ICA Committee on Human Resource Development for Asia and the Pacific was held on 6th April, 1990 in Singapore. 9 members from Bangladesh, India, Indonesia, Malaysia, Philippines, Singapore, Sri Lanka and Thailand attended the meeting.

At the meeting, the location of HRD activities during 1990/91 were decided.

Another important decision was the election of the Chairman

of the committee. As the previous Chairman Dr.L.Rola of Philippines has ceased to be a member from Philippines, the committee elected Royal Professor Ungku Aziz, member from Malaysia as the Chairman. Dr.M.P.Saxena, member from India continues to be the Vice Chairman of the Committee.

The Committee adopted a policy on HRD for the Region. A copy of the adopted statement is attached. (Annex-2 - see pages 72-80)

The Committee also decided to have the next meeting in Indonesia during early 1991.

ICA Committee for Trade & Industry

A joint meeting of the Committee on Trade & Industry and Consumer Committee was held in Yogyakarta, Indonesia from 21st to 24th November, 1990. The meeting was inaugurated by Hon'ble Bustanil Arifin, Minister of Cooperatives, Government of Indonesia.

The CTI meeting was attended by delegates from six member countries namely Australia, Japan, South Korea, Malaysia, Philippines and Indonesia. Delegates from USSR could not attend due to visa problems.

The deliberations of the meeting resulted in an effective exchange of ideas on the possibilities of Intra Regional Cooperative Trade and strengthening the concept of Network offices to facilitate competitive international and international trade inter area promoting the cooperatives with trade potential and flair.

Agenda item No.7 : Report on IDACA Activities

I. TRAINING PROGRAMME COMPLETED IN F.Y. 1990/91

1. General Course in Agricultural Cooperatives (formerly known as Colombo Plan Course)

Period : May 21-July 14, 1990

No of Participants : 19 Participants from 14 countries (Bangladesh, Brazil, Colombia, Ghana, Indonesia, Kenya, Malaysia, Nepal, Mexico, Sri Lanka, Thailand, Tanzania, Uganda and Zambia)

Places of Study Visit : Yamanashi and Iwate Prefectures

2. ICA/CUAC/IDACA Regional Seminar

Period : July 22 - August 11, 1990

Theme : Member Participation in Agricultural Cooperatives and its Method

No. of participants : 20 participants from 10 ICA member countries (Afghanistan, Bangladesh, China, Fiji, India Korea, Malaysia, Philippines, Sri Lanka and Thailand)

Special Participant : Philippines 1

Place of Study Visit: Miyagi Prefecture

3. 16th RECA Seminar

Period : August 26 - September 12, 1990

No of Participants : 15 participants from 12 countries (Egypt, Ethiopia, Ghana, India, Jordan, Malaysia, Mauritius, Oman, Philippines, Syria, Taiwan and Yemen)

Theme : Role of Agricultural Cooperatives in Agricultural Development in Japan with special reference to supply and marketing of agricultural produces.

Place of Study Visit : Wakayama Prefecture

4. Training Course for the Cooperators from Selected Countries

Period : September 25 - October 25, 1990

No of participants : 13 participants from two countries (Malaysia & Sri Lanka)

Places of Study Visit : Tottori Prefecture

5. Training Course for Counter-Parts on the Agricultural Cooperative Development Project in Thailand

Period : September 25 - October 23, 1990

No of participants : 4 participants

Places of Study Visit : Tottori & Kanagawa Prefectures

6. Training Programme for the Staff of the National Agricultural Cooperative Federation of Korea (NACF)

Period : November 5 -16, 1990

No of participants : 11 participants

Places of Study Visit : Hyogo Prefecture

II. TRAINING PROGRAMME TO BE IMPLEMENTED IN F.Y.1990/91.

1. 5th ICA Training Course for Strengthening Management in Agricultural Cooperatives in Asia

This is the training course commissioned by ICA Regional Office in New Delhi as part II of Training Project for the purpose of strengthening and improving management of agricultural cooperatives in Asia with the financial contribution of the Japanese government.

Period : March 1 - April 24, 1991
No. of participants : 15 participants from 9 countries
Places of Study Visit : Miyazaki and Aichi Prefectures

2. Training course for Leaders of Cooperativa Agricola de Cotia Cooperativa Central (CACCC) and Cooperativa Agricola Sul Brazil

According to an agreement between the presidents of CUAC and Brazilian Cooperatives, one month course is to be organized annually.

Period : March 30 - April 26, 1991
No of participants : 7 (5 from CACCC and 2 from Sul Brazil)
Place of Study Visit : Okayama Prefecture

3. Reunion and follow-up programme is to be held in Bangladesh from January 31- February 9, 1991

III TRAINING PROGRAMME PLANNED FOR 1991 JUNE - 1992 MAY.

Details on the training programmes are tentative at this stage and thus are yet to be finalised at the Board of Directors Meeting of IDACA in March 1991.

1. General Course in Agricultural Cooperatives

This an annual training course sponsored by the Japanese government. IDACA has been commissioned to implement the course by the government through Japan International Cooperation Agency (JICA).

Period : May 20 - July 11, 1991
No of participants : 20 from Asia and South American countries
Theme : Agricultural Production and Marketing
Place of Study Visit : Yet to be decided

2. ICA/CUAC/IDACA Regional Seminar

This is the seminar that IDACA has conducted since 1965 with a view to stepping up its ties with ICA ROAP and its member cooperative organisations. It is to be held annually for the period of three weeks under the different theme for participants from member countries in Asia.

Period : July 26 - August 13, 1991
No. of Participants : 20 from member organisations of ICAROAP
Theme : Perspective Planning for Regional Development by Agricultural Cooperatives with special reference to Japanese experience.
Place of Study Visit : Yet to be decided

3. Training Course for Cooperators from Selected Countries

This is a training course funded directly by the Ministry of Agriculture, Forestry and Fisheries of Japan. Participants are to be invited from two countries in the Asian Region. The course is designed primarily for those who are engaged in cooperative development at different levels of cooperative institutions.

Period : September 30 - October 29, 1991

No of Participants : 13 (Malaysia and Sri Lanka)

Place of Study Visit : Yet to be decided

4. Training Course for Counter Parts of Agricultural Cooperative Development project in Thailand

This Thai Counter-Parts Course is a project training commissioned by JICA aiming at assisting the Thai government in fostering and promoting agricultural cooperative movement in Thailand.

Period : Yet to be decided (one month)

No of participants : Yet to be decided

Place of Study Visit : Yet to be decided

5. Training Programme for the Staff of the NACF (Korea)

According to a memorandum signed by the presidents of CUAC and NACF, this programme is organized annually.

Period : November for about 1.5 weeks

No. of Participants : Yet to be decided

Place of Study Visit : Yet to be decided

6. 6th ICA Training Course for Strengthening Management of Agricultural Cooperatives in Asia (Subject to the approval of the fund by the Japanese Government)

Period : February - April, 1992
No. of Participants : 15 from member countries of ICAROAP.
Theme : Method of Strengthening Management of Agricultural Cooperatives
Place of Study Visit : Yet to be decided

7. Training Course for Cooperativa Agricola de Cotia Cooperativa central & Cooperativa Central Agricola Sul Brazil

Period : April for one month
No of Participants : 7
Place of Study Visit : Yet to be decided

Agenda Item No 8. Report on project activities carried out since last Regional Council Meeting

DEVELOPMENT PLANNING AND COORDINATION PROJECT (DPCP)

1. Dr. Daman Prakash has been appointed as Development Planning and Coordination Project Advisor since 1st July 1990.
2. The DPCP continued to play a coordinating role vis-a-vis various projects of the ROAP and development activities in the Region. In this regard its work comprised submission of quarterly reports and plans to headquarters and maintaining inter-action with development support agencies such as SCC, CCA, JCCU, FAO, ILO, etc.
3. The DPCP continued to monitor and backstop the CCA-assisted Prawn Breeding Project in Ranode District, Thailand. The project has been evaluated. The evaluation mission concluded that due to lack of commitment from the prawn fishermen to which the heavy floods undoubtedly contributed, the project should be terminated. This was subsequently agreed upon in a meeting in Chiangmai, Thailand, by the CLT, CCA, CPD and ICA. Discussions are going on in Thailand to identify a new project. Since the CCA is now having its own resident representative in Thailand, ICA's involvement will be reduced.
4. The DPCP conducted the following CCA/SDID supported studies with the help of external consultants : (i) Women in Development Through Fishery Cooperatives in Bangladesh, Philippines and India and (ii) Facilitation of Cooperative Legislation in Asia. Reports of both the studies have been brought out in printed form and supplied to all concerned.
- 5.1 The Conference of Cooperative Ministers of Asia and the Pacific countries was organized by the International Cooperative Alliance, Regional Office for Asia and the Pacific from 8th to 11th February 1990 at Sydney, Australia, with the active support of the Australian Association of Cooperatives (AAC) and the Federal Government of Australia. The Conference had commanded encouraging response, as nearly 100 participants, including ministers, cooperative leaders, international organizations, senior government officers, President and Director of ICA and the staff of the Regional Office, took part in the four-day deliberations.

- 5.2 The Agenda of the Conference included, inter-alia, Cooperative-Government Collaborative Strategies for Cooperative Development, Cooperatives during 1990s, recommendations of the Regional Consultation of the permanent secretaries of cooperatives held at Singapore in 1988, development of inter-cooperative trade, etc.
- 5.3 The Conference was in a series of measures initiated by the ICA to implement its policy of cooperative development which has one of its objects to promote mutual understanding between the cooperatives and the governments, so that a proper and conducive environment would be created for the growth of genuine cooperatives.
- 5.4 In order to follow-up the recommendations of the Sydney Conference an intensive consultative approach to member-organisations and governments concerned has been initiated. Initial discussions with the Bangladesh National Cooperative Union had taken place to conduct a national level workshop to discuss the recommendations of the Ministers Conference. Other member-movements have been requested to inform the Regional Office if they needed any assistance from the ICA to follow-up the recommendations before the 1992 Conference.
- 5.5 Initial preparatory discussions have been initiated with the Hon'ble Minister of Cooperatives, Government of Indonesia and the national level cooperative organisations in Indonesia. The next Ministers Conference is now planned to be held during February 1992 in Indonesia.
6. The Senior Development Adviser participated in a Regional Conference on "Sustainable Cooperative Development" organized by the Canadian Cooperative Association in Chiang Mai, Thailand, 14-18 May 1990.
7. A Bilateral Discussions Meeting under the ICA/TCDC(UNDP) Programming in Cooperatives in Asia was held at the ICA Regional Office in New Delhi from 21-25 May 1990. The Meeting was attended by 33 participants representing the Cooperative Movements and the Governments in 10 countries of the Region. The object was to concretise provisional project proposals, as a culminating point of the Programme. Out of 82 provisional project proposals the participants of the Bilateral Discussions Meeting were able to approve 59 cooperative projects for implementation. The ICA/ROAP (TCDC Unit) had earlier prepared a comprehensive compendium on the basis of responses to a detailed questionnaire by the member organisations.

8. A joint FAO/ICA meeting on the establishment of a Regional Network for Development of Agricultural Cooperatives in Asia and the Pacific (NEDAC) was held in Bangkok from 26-29 June 1990. A draft constitution for NEDAC was discussed and agreed upon. The report of the meeting has been prepared and distributed in the region among all the concerned parties.
- 9.1 ICA ROAP Annual Planning Meeting would be held at the ICA Regional Office in New Delhi from 10-14 December 1990. The meeting will review the activities of the Regional Office for 1990-91 and discuss the work programme to be carried out in the Asian Pacific region in 1991-92. The meeting will be attended by all the Advisors of the Regional Office besides the representatives of the donor organisations, e.g. the Swedish Cooperative Centre, the Canadian Cooperative Association and the Japanese Consumers Cooperative Union. The Dy. Director and Senior Development Advisor of the ICA hqs. will also attend the meeting. The meeting will also discuss the 3-year (1991-94) development plan prepared for the Regional Office.
- 9.2 At present the library has over 19,000 books. It receives about 150 journals on subscription and complimentary basis. In order to provide efficient reference and information services to member organisations and other users, library collection is being computerized. The relevant library staff have been trained and data entry sheets for 1200 books have been fed into the computer. A computerized list of books is being issued. A programme of discarding old and irrelevant publications from the library has also been undertaken.
10. Ms. Aline Pawlowska, Information Officer of the ICA hqs. visited from 5th to 10th August the ICA ROAP library and discussed with the ROAP Librarian and other officials on the further development of the Regional Office library. Several recommendations have been made by her which are now being considered for implementation.
11. During the period 4 regular issues and one special issue of the "Asian Coop News" were brought out for providing information about on-going developments in the member movements in the region, ICA activities and significant development in other parts of the world.

12. The Senior Development Advisor participated in the 9th Annual General Meeting of Asian Confederation of Credit Unions (ACCU) as a panelist on the topic "The Challenges and Opportunity related to Credit Unions Development" the 9th Annual General Meeting of Asian Confederation of Credit Unions (ACCU) which was held in Colombo, Sri Lanka, from 1-3 August 1990.
13. A team of three officers (Mr. Karl Fogelstrom, SDA; Mr. Pradit Machima, CCDA and Mr. Guo Yong Kang, ACDA) from the ROAP visited Vietnam from 1-12 October 1990. The purpose of the visit was to identify areas of possible future collaboration between ICA, its member organisations and the Vietnamese Cooperative Movement. The visit was also a follow-up of earlier visits by the President of the ICA, Mr. Lars Marcus; ROAP Regional Director, Mr. G.K. Sharma; and other ICA representatives. The ICA ROAP has been approached by the SCC to assist in investigating the role and development of the cooperatives in Vietnam and to assess the development needs of the movement. For the sake of information and as a basis for possible funding of SCC support to the Vietnamese Cooperative Movement through the ICA ROAP, a preliminary and very summarized report on the cooperative situation and the areas for future support has been prepared and sent to SCC. The full report of the mission is under preparation.
14. The Senior Development Advisor together with the agricultural Cooperative Development Advisor visited China from 25th October to 10th November 1990 as a follow-up of the Perspective Planning Mission carried out in 1989.
15. The Senior Development Advisor attended the Central Committee Meeting in Spain, Madrid, in September 1990. He also attended a meeting arranged by ICA HO in Madrid on the basic approach regarding the establishment of Data Banks in ICA Head Office and other Regional Offices.
16. The ICA Regional Office was invited to participate in the national workshop on Women and Cooperatives which was organized by the SEWA (Self-Employed Women's Association), Ahmedabad. The ICA was represented by Mr. J.M. Mulani, former Chief Executive of the Gujarat State Cooperative Union. The workshop was held at Ahmedabad from 13th to 15th October 1990. The workshop report is not yet available.
- 17.1 A three-year development plan (1991-92 to 1993-94) and work plan and budget for 1991-92 has been prepared and made available to donor agencies.

- 17.2 The ICA hqs. constituted an evaluation to appraise and evaluate the SCC-funded ICA Development Programmes. The general objective of the evaluation was "to determine the effects and impact of the ICA Development Programmes supported by the Swedish Cooperative Centre, and to recommend the nature of future SCC support to the ICA Development Programme". The evaluation mission was expected to analyse the following main areas : (a) to analyse the extent to which the programme proceeded according to design and plan including the organisation and management of the development programme; (b) to analyse the effect and impact on the target groups as per agreed objectives and strategies of the ICA Development Programme bearing in mind that women's involvement is one of the objectives; (c) to determine to what extent the programme has attracted funding from other development organisations; and (d) to identify obstacles to the successful implementation of the programme.
- 17.3 A team of evaluators consisting of Dr. Lennart Skaaret (Team Leader) and Mr. Manuel F. Verzosa visited the ICA Regional Office for Asia and the Pacific and other cooperative organisations in the region during the period 25th August to 7th September 1990.
18. The ICA Regional Office was invited by the ILO to participate in the national seminar on Cooperative Development Policies in Pakistan, 24-28 September 1990. The seminar was jointly organized by the International Labour Office and the Government of Pakistan in the Ministry of Agriculture and Cooperatives. A paper entitled Cooperative Development in Pakistan and the International Cooperative Alliance was prepared by Mr. Daman Prakash, DPCA. However, due to non-availability of visa, it was not possible for Mr. Prakash to participate in the seminar. A report of the seminar is awaited from the ILO.
19. A special management training fellowship was offered to Mr. Nguyen Quoc Tuy, an official of the Central Council of Supply and Marketing Cooperatives of Vietnam, to visit India and study the functioning of the ICA and the Indian Cooperative Movement. Mr. Tuy's training programme was looked after by Mr. Daman Prakash. Besides his studies in India, Mr. Tuy was also given an opportunity to study the Cooperative Movement in Thailand and develop working contacts with cooperative leaders there. The fellowship was of three months duration : April - June 1990.

20. The ICA ROAP continued to follow-up with the National Cooperative Union of India regarding the clearance of the management training programme offered by CICOPA for India. A project proposal was submitted by the CICOPA to the Indian Cooperative Movement which still awaits clearance from the Government of India. CICOPA has offered to obtain funding for the project from the EEC. Under the proposed project 90 artisans and managers of artisan cooperatives in India are to be trained in management and marketing techniques over a period of three years.

AGRICULTURAL COOPERATIVE DEVELOPMENT PROJECT

1. Mr. Guo Yong Kang, Agricultural Cooperative Development Advisor (ACDA), started operating from New Delhi on 3rd May 1990.
- 2.1 A Regional Seminar on Enhancing Member Participation in Agricultural Cooperatives was conducted in collaboration with the Central Union of Agricultural Cooperatives (CUAC) and the Institute for the Development of Agricultural Cooperation in Asia (IDACA) from 22nd July to 11th August 1990. Mr. Guo Yong Kang, Agricultural Cooperative Development Advisor, ICA ROAP, coordinated the seminar. 21 participants from 10 countries, i.e. Afghanistan, Bangladesh, China, Fiji, India, Rep. of Korea, Malaysia, Philippines, Sri Lanka and Thailand, attended the seminar. All the participants presented country position papers, giving the present position of member participation in their respective countries and visited agricultural cooperatives in Miyagi Prefecture.
- 2.2 The participants studied business planning and management based on the needs of member farmers and formulated action plans with their specific country situations and requirements with Japanese experience gained from the seminar, for implementation once they are back in their countries. On the evaluation meeting, the participants felt that the aim of the seminar was sufficient and requested ICA ROAP to assist their implementation of action plans by country visits.
3. ACDA discussed with Central Union of Agricultural Cooperatives (CUAC) and the Institute for the Development of Agricultural Cooperation in Asia (IDACA) regarding the "Regional Seminar on Perspective Planning for Regional Development by Agricultural Cooperatives with special reference to Japanese Experience" for next three years (1991-93) during his visit to Japan. They have agreed to finance the seminar for the next three years.

ACDA held a workshop in Gansu Province (China) to train cooperative managers on project feasibility study. 30 participants attended the workshop and formulated 4 project plans. The project plans have been sent to donor agencies for funding. ACDA also discussed with ACFSMC in China and formulated a waste recycling project proposal to Cooperative Union of the Philippines.

5. ACDA together with Senior Development Advisor visited China from 25th October to 10th November 1990 as a follow-up of the Perspective Planning Mission carried out in 1989. The mission report and the plan for follow-up were discussed with Gansu Cooperative Union and the All China Federation of Supply and Marketing Cooperatives (ACFSMC).
6. ACDA in collaboration with the National Cooperative Council of Sri Lanka held an ICA/IDACA seminar ex-participants meeting in Sri Lanka to discuss follow-up implementation of participants action plans and organize an Alumni Association in Sri Lanka for ex-participants to be the Advisory Body on agricultural cooperation to the movement.
7. ACDA discussed with National Agricultural Cooperative Federation (NACF) of Republic of Korea to jointly organize a regional seminar on Agricultural Cooperative Marketing in Korea for next three years (1991-93). The NACF has agreed to finance the seminar for the next three years.
8. ACDA discussed with All China Federation of Supply and Marketing Cooperatives (ACFSMC) to organize a regional seminar on Agro Processing in China to introduce knowledge of Agro Processing to agricultural cooperative movements in the region. ACFSMC has agreed to host and finance the seminar. The plan of the seminar will be formulated in due course.

CONSUMER COOPERATIVE DEVELOPMENT PROJECT

1. Study on Consumer Cooperatives:

Two separate studies on consumer cooperatives were made. One was on the "self-service consumer cooperatives" in West Bengal & Tamil Nadu, India between July and September, 1990, and the other was on "consumer cooperative movement in West Malaysia", Malaysia from July 1990. The findings of the two studies will be used for future planning on consumer cooperative development in certain parts of India and in West Malaysia. The draft report from India has been submitted to ICA but not yet received from Malaysia.

2. Consultancy services:

Consultancy was provided to two member-organizations during May and September 1990. One was a newly formed national federation of consumer cooperatives of Sri Lanka in May 1990 by Mr. Karl Fogelstrom, Senior Development Advisor and the other was in Thailand where consultancy was given to two big department consumer cooperative stores in September 1990 by 3 Japanese experts from JCCU and a consumer advisor from ICA ROAP. One of the department stores was in Bangkok and the other in Chiang Mai, Thailand. Reports of the two consultancy works were already submitted to the ICA.

3. Orientation seminar on University Consumer Cooperatives in the Philippines and India:

Two orientation seminars on University Consumer Cooperatives were conducted in the region. One was in Manila, the Philippines during 7 & 9 March 1990, wherein seventeen participants from 9 regions attended the seminar. The other was held at the Vaikunth Mehta National Institute of Cooperative Management (VMNICM), Pune, India, between 5 & 7 November 1990. Twenty-one participants from 8 states attended the seminar. The seminars were assisted by the team of experts from National Federation of University Cooperative Association (NFUCA), Japan. The main objective of the seminars was to enhance the role of university cooperatives in promoting better education, better eating and better living among university students etc. The two seminars were jointly organized by member-organizations, ICA ROAP and NFUCA. The results were very good and enthusiastic. It is expected that some concrete work on improvement of university cooperative operations in the two countries are being made. The reports of the two seminars were also submitted to the ICA.

4. Workshop:

A follow-up workshop for development of consumer cooperatives in Bangladesh was held in Dhaka between 25 and 27 of June 1990. The workshop was jointly organized by the ICA ROAP and the Bangladesh Jatiya Samabaya Union (National Cooperative Council) on the cost sharing basis - 70% by ICA ROAP and 30% by the National Cooperative Council. Twenty-seven participants attended the workshop. The results were very effective. It was reported that many societies who sent their representatives to attend this workshop, have started to re-organize their organizations and their business activities including income generating activities in some societies. The report made out is going to be published soon.

5. Missions and field visits to member-organizations:

Several missions and field visits to member-organizations were made by the Chairman of ICA Committee on Consumer Cooperation, Senior Development Advisor and Project Advisor. The purposes of the visits vary from one country to other depending on the objectives and types of work. But mainly to find ways and means to improve consumer cooperative organizations and operations in member-countries including preparation of ground work for the meeting, seminar and workshop as well as to prepare project proposals for cooperative development in certain countries etc.

The countries visited during the past 10 months (February-November'90) were Bangladesh, Fiji, India, Indonesia, Japan, Laos, Malaysia, the Philippines, Sri Lanka, Thailand and Vietnam.

6. Exchange Programme:

The consumer cooperative development project (CCDP) has developed a programme for exchanging women cooperative leaders among member-organizations within the region. In last July, 5 women cooperative leaders from India had visited Japan for 10 days. They visited JCCU and consumer cooperative societies in Tokyo and Kobe. They had learned a lot about the philosophy, objectives, strategy and methods and techniques of organizing and managing consumer cooperatives in Japan. The study team has submitted the report to the ICA ROAP.

7. Training of Managers of Consumer Cooperatives on super-market operations in Japan and Singapore:

Two training programmes on super-market operations for Managers of Consumer Cooperatives from member-countries were organized. One was held in Japan in August, 1990 and the other was held in Singapore in late October and early November 1990.

In Japan the training programme was organized by the JCCU. Four participants - 2 each from Indonesia and South Korea, participated in the training.

In Singapore, the training programme was held between 29 October and 6 November 1990. The participants were exposed to the organisation and functioning of FAIRPRICE Cooperatives. Six participants - 2 each from Malaysia, Sri Lanka and Thailand attended the training. The programme was initiated by the Human Resource Development Advisor, ICA ROAP with the cooperation of the Singapore National Cooperative Federation Ltd. (SNCF) under the Singapore International Co-operative Technical Assistance Programme (SINCOTAP). Under this programme, Singapore meets all local costs (board and lodging and transportation) of the participants during the 10-day training programme and the ICA ROAP provides half-way round-trip air-fare to the participants. The training results were also very good.

8. Technical assistance to newly formed national federation of consumer cooperatives in Fiji, India, Philippines and Sri Lanka:

During 3-11 December, 1990, seven cooperative leaders from national federations of consumer cooperatives from Fiji, India, the Philippines and Sri Lanka attended the 9-day training programme-cum-study visit on consumer cooperative movement in Japan. The purpose of such a programme was to provide technical assistance on cooperative organization, business administration and management of consumer cooperatives to leaders of national federations of consumer cooperatives in respective countries in the region. This can help equip them with new ideas, right attitudes and right steps in re-structuring and re-arranging consumer cooperative business in their own countries. The experience was of a great value.

9. Publication of Asian Consumer Co-operative News:

Two issues of Asian Consumer Cooperative News were published. One was published in April 1990 and the other in November 1990. The news covered important activities of consumer cooperatives within the region.

HUMAN RESOURCES DEVELOPMENT PROJECT

01. Enhancement of Member participation in co-operatives

The HRD Project was able to produce a manual on member participation methodology which was tested and validated at a test seminar in the Philippines. The manual has been printed and issued to member organisations. It is now available for sale.

National seminars on member participation methodology in order to train selected facilitators were held during the period as follows:

Sri Lanka	May, 1990	-	35 facilitators trained
Bangladesh	August, 1990	-	24 facilitators trained

Validated versions of the manual were translated into local languages in Sri Lanka and Bangladesh.

Many self-help projects have been identified and implemented by co-operatives in the Philippines, Bangladesh and Sri Lanka. The Project Advisor was able to visit 2 such projects in Philippines, i.e. Tondo T.B. Patients Co-operative Projects and Silio Veterans Co-operative projects.

The Project Advisor is making arrangements to conduct 2 more national seminars in Malaysia and Indonesia during the next few months.

02. Introducing New Technology for HRD activities

A Regional Seminar was held in Singapore during April, 1990 where 25 policy level delegates from Bangladesh, China, India, Indonesia, Philippines, Sri Lanka, Singapore and Thailand participated.

The areas which could be improved through computer-based technology were identified by the delegates and project concepts were submitted by them.

The HRD project is now taking follow-up activities in India, Philippines and Sri Lanka.

03. Consultancy Activities

The HRD project assisted NCUI (National Co-operative Union of India) to set up a model class room with new electronic and computer-based technology.

The project is engaged at present in assisting to launch a project in improving training systems and facilities at VMNICM (Vaikunth Mehta National Institute of Co-operative Management) in Pune.

The Project Advisor conducted a trainers' training programme in participatory techniques of training in National Co-operative College in Sri Lanka.

The Project Advisor participated in a study mission to Fiji with the Consumer Advisor in order to explore the possibility of future collaboration.

04. Resource Mobilization for Activities

Negotiations were made with SNCF of Singapore to launch a technical assistance programme since 1989 which was accomplished in October-November, 1990. 9 trainees from Malaysia, Philippines, Sri Lanka and Thailand were trained in Singapore on Consumer operations and taxi co-operatives. The local costs and training arrangements were borne by SNCF and the travel costs were shared by the ICA ROAP and participating organisations.

The Project Advisor co-ordinated 2 training opportunities provided to the region by ICA/CIDA awards programme and St. Francis Xavier University in Canada.

05. Collaboration with other projects

The Project Advisor continued to serve as a member of the library committee of the ICA ROAP.

The HRD Project continues to collaborate in perspective planning and project formulation in various fields initiated by the other projects.

The Project Advisor participated at a global meeting of the ICA HRD Projects in Abidjan, where an HRD policy for the ICA was formulated.

The Project Advisor continued to have close collaboration with other international agencies working in the HRD field such as ILO, ESCAP and COPAC. He participated at the COPAC meeting and Education Conference held in October 1990 in Manila.

06. HRD Committee for Asia and the Pacific

The Project Advisor continued to function as the Secretary of the ICA Committee on HRD for Asia and the Pacific. The Committee had a meeting in April, 1990 where an ICA Policy on HRD for Asia and the Pacific was adapted.

07. Desk Top Publishing Work

The project continue to assist other projects in the office to bring out their publications. So far about 20 publications have been undertaken.

ICA/JAPAN TRAINING PROJECT FOR STRENGTHENING MANAGEMENT OF AGRICULTURAL COOPERATIVES IN ASIA

The Project activities coordinated yearly on the basis of implementation plans prepared by the ICAROAP in consultation with concerned cooperative agencies and government departments. The programme cycle is synchronised with the budgetary time frame and financial year of the Government of Japan.

The Project completed the fourth year's activities 30th June 1990 and the fifth year's project activities started on 1st July 1990. During the period under review, i.e. February to December 1990, the Project completed the remaining part of the Second Part of the 4th ICA /Japan Training Course for Strengthening Management of Agricultural Cooperatives in Asia in Japan and Korea. 15 participants from nine countries, i.e. Bangladesh, China, India, Korea, Malaysia, Pakistan, the Philippines, Sri Lanka and Thailand participated in the course. The Fourth course spread over in India, Thailand, Japan and Korea ended on 10th May 1990 and the Report of the Course was submitted to the Ministry, through the ICA Headquarters in Geneva.

Fifth Course:

The Fifth Training Course commenced in New Delhi on 22nd October 1990, with 15 participants from the same nine countries. The Indonesian and Vietnamese Cooperative Movements did not nominate candidates for the Course due to language difficulties. The Course was inaugurated by Mr Matiul Islam, UNIDO Country Director, with UNDP, India.

Part I of the Course was held in India from 22nd October to 24th December 1990. Study visits to agricultural cooperative societies were conducted in Maharashtra and Gujarat States. The campus facilities at the Vaikunth Mehta National Institute of Cooperative Management, Pune and the Indian Institute of Management, Ahmedabad, were availed of for conduct of a workshop and the Project Preparation Module.

During the current year, which is the last year of the current phase of this Project, a slight deviation has been attempted to get maximum advantage of participation of experts from UN and donor agencies many of which have regional offices or representatives in Thailand. The Project Appraisal Session will be held in Bangkok, Thailand, for a period of eight days after the usual study visits in Thailand. The participants would return to their respective home countries after the First Part of Training in India and reassemble in Thailand for the study visits and the Project Appraisal Sessions. Thereafter the group will proceed to Japan to participate in the Second Part of the Course to be held in IDACA, Tokyo, Japan followed by two weeks study visits in Korea.

Second Phase of Project:

Discussions with the Government of Japan for extending the Project beyond the present five year period are at an advanced stage and it is hoped that the formal approval of the Government of Japan may be known to the ICA well in advance of the expiry of the current phase.

COOPTRADE PROJECT

Cooptrade Project initially started as ILO/SIDA venture in 1978 has undergone tremendous phases and at present entrusted to ICA with the following thrust areas in its third phase i.e. 1987-88 to 1990-91:-

- i. To establish a policy framework by which cooperatives in the Asia-Pacific Region are enabled to expand the industrial and international activities.
- ii. To establish an operational framework (among cooperatives) for international trade of participating countries in the Asia-Pacific Region.
- iii. To develop the technical expertise for selected cooperatives to enable them to enter and sustain viable international trade operations.
- iv. To deliver a result-oriented project supported by cost efficient project administration

During the year 1990, the following major activities were undertaken:

1. Holding of the meeting of Committee on Trade & Industry in Sydney, Australia, in February 1990 followed by an exhibition of the cooperative products from Asia-Pacific region. The CTI meeting provides a forum for discussions of both trade policies and trade opportunities and facilitates establishment of better trade ties and mechanisms among the ICA Asia-Pacific member countries.

The CTI meeting has resulted signing of Joint Ventures for prawn and fish processing between Cooptrade Japan and counterpart organisations in Indonesia and Thailand. These ventures represent major achievements which together may generate trade with 3 million USD in 1990 and eventually employ 500-1000 workers in the processing operations alone.

2. The most significant measure towards the development of an operational trade framework is the establishment of the Cooperative Trade Network concept. Although, the response from member organisations has been rather poor but attempts are being made to further refine the concept of Cooperative Trade Network so that some of the member countries could make their network offices operational at the national and international levels with the help of some external support. So far Japan and Australia have sent their acceptance for the pact. Philippines, India and Thailand have also indicated their support. However, SNCF Singapore has informed that they would not be signatory to the pact. This idea is likely to gain momentum in Jakarta, Indonesia in CTI Meeting from 21 November, 1990.
3. Concerted efforts are being made in the direction of publishing a trade directory of the cooperatives involved in international trade and also likely to enter in international trade in Asia Pacific region of the ICA. Since most of the apex cooperatives in Asia Pacific region donot have an organized data base, it has been difficult to come out with COOPTRADE revised director. However, to enlighten the members of the ICA ROAP, the Cooptrade Project cell has published general trade profile of the countries in Asia Pacific region of ICA and should be useful in ascertaining the destinations of exports from the coops in this region.
4. An indepth evaluation of the COOPTRADE Project was done in the month of August, 1990 and following priorities have been recommended:-
 - a) The areas where no assistance has been provided will be given priority in case concrete proposals for international trade collaborations are received.
 - b) The areas where substantial assistance has already been provided, will be reviewed and the efforts will be made to provide selective assistance to the cooperatives which show continuity in their efforts for promoting trade/collaboration.
 - c) Concentrate the support to commodities and goods with good market prospects in the form of potential institutional buyers.
 - d) Limiting the direct support to input that would benefit as many cooperatives as possible.

The SCC funding of the Cooptrade Project has been considerably reduced as could be seen from the following figures:

<u>YEAR</u>	<u>ORIGINALLY PLANNED FUNDS BY SCC</u>	<u>REVISED FUNDS PROVIDED</u>
	<u>SFR</u>	<u>SFR</u>
1988-89	259,000	259,000
1989-90	279,000	176,000
1990-91	300,000	108,000

Also, during the year, there was no full-time Cooptrade Adviser and the work is being looked after the Regional Director and assisted by a Technical Officer.

SCC's view had been that Cooptrade Project should come to an end that trade activities should be carried out under normal activities of the ICA. Thus the financial resources which will be made available from the SCC during the next phase of the planning in view of the positive recommendations of the Evaluation Team would be at much reduced level.

An evaluation to appraise and evaluate the SCC funded ICA Development Programmes was undertaken in August/September 1990. The general objective of the evaluation was "to determine the effects and impact of the ICA Development Programmes supported by the Swedish Cooperative Centre, and to recommend the nature of future SCC support to the ICA Development programme."

The evaluation mission was expected to analyze the following main area: (a) to analyze the extent to which the programme proceeded according to design and plan including the organisation and management of the development programme; (b) to analyze the effect and impact on the target groups as per agreed objectives and strategies of the ICA Development Programme bearing in mind that women's involvement is one of the objectives; (c) to determine to what extent the programme has attracted funding from other development organisations and ICA member-organisations in the regions as well as in the industrialized countries; and (d) to identify obstacles to the successful implementation of the programme.

A team of evaluators consisting of Dr. Lennart Skarret (Team Leader) and Mr. Manuel F. Versoza visited the ICA Regional office for Asia and the Pacific and other cooperatives organisations in the region during the period August 25-September 7, 1990. The recommendations of the mission are as under :

Summary of Recommendations

The mission recommends that

SCC-ICA Collaboration

1. In order to create co-ordination and complementarily between the SCC-supported ICA Development Programme and other SCC-programmes and projects, institutionalized linkages ought to be established, e.g.
 - a) ICA's desk officer at the SCC ought to be involved in the planning of SCC field projects
 - b) produces of SCC field projects ought to be sent to the ICA HO and ROs for information and action
 - c) SCC field project officers ought to visit ICA HO and/or RO en route to duty station for briefing and
 - d) project officers from ICA RO ought to visit SCC field projects to offer their services;

The mission recommends that

ICA HO, Development Section, and the ROs

2. The next Senior Development Advisor/HRD Officer at the HO should be a woman and that a special post for the involvement of women in cooperatives be established at ICA HO, and a special woman project at ROAP (as at ROECSA) with the purpose to promote both special projects for women and the "integrated approach".
3. The ICA HO should negotiate a partnership with the ILO with the purpose of integrating the MATCOM services with the HRD Projects of the ROs, when the present MATCOM ceases to exist in 1991. In this connection, the possibility of the ICA integrating ILO associate experts with ICA development programmes should be explored.
4. In order to give an even more distinct profile to the leadership functions of the ICA HO, the Development Director should introduce an annual in-depth performance appraisal system through which the RDs will be appraised by the DD and the project officers/managers by the RDs. This will provide necessary feed back to the RDs/Project officers on how well they are performing.
5. Comprehensive personnel policies with a attractive compensation schemes and employee benefits should be worked out and adopted to enable the development section to recruit, motivate, retain and make use of highly qualified professionals.
6. A manual on project design should be written for the use of the ICA Development Programme in order to ensure a more professional design of an approach to development work, and that applicable ICA Staff should be trained on how to apply the manual in practice;
7. An overall strategy ought to be worked out regarding the collaboration of the ROs with their member countries and organisations in order to ensure optimal efficiency in the development work;
8. The backstopping work should be intensified from the ICA HO and that the HO should more than hitherto initiate and encourage collaboration between the projects of the various ROs:
9. The Finance and Administration Manager look into those problems of the financial system reported from Gaborone and Delhi in order to further refine and improve the system;

10. A corporate plan be developed for the ICA in order to optimize its resources and opportunities; such a plan will inter alia, clearly reveal the need for more staff at the ICA HO;
11. All efforts should be made to find a new and more suitable location for ROECSA in order to move the office as soon as possible for increased efficiency;
12. SCC should at least maintain its present support, but preferably increase the same, and at least redirect the present support according to proposals under 2.2.9 below. Savings will be made at the HO, when the salary of the present Financial Manager will be paid from the regular budget of the ICA and a plan should be made for a gradual decrease of the contributions to ROAP. The savings this achieved plus necessary additional funds should be allocated to ROECSA in order to strengthen the development work at this office and 10,000 SFRS are proposed to be allocated to all SCC-supported projects in both regions in order to make its practically possible for women to participate in the project activities;
13. Joint efforts should be made by the ICA HO and ROECSA to improve the arrangements of the Ministerial Conferences in the region and to strengthen the profile of the movements in these conferences; in order to ensure more efficient follow-ups of these conferences the mission recommends that ROECSA should have funds to conduct national follow-up workshops with leading cooperative policy-makers from the movement and the government.
14. The RDs of both ROs should make all efforts to reform the RC meetings in order to make them more dynamic and, at least partly, more workshop-like; the members must be actively involved in shaping policies and be trained to become strong spokespersons for their movements;
15. ROAP with 53 member organisations should take action to allow all members to participate in the RC meetings in order to create an even stronger resource base for its work than now;
16. ROECSA should make all efforts to allow national commercial cooperative organisations to become members and allow them to participate in the RC-meetings with the same purpose as above;

17. Efforts should be made to ensure early recruitment of needed professionals and at least short overlapping periods between outgoing and incoming professionals; the problems of getting work permits and visas must be considered in connection with recruitment procedures;
18. ROAP tries to link up its development programme with ARIP (the Asian Regional Insurance Programme) and SINCOTAP (Singapore Co-operative Technical Assistance Programme) according to proposal;

Cooptrade Evaluation

An indepth evaluation of the Cooptrade Project was also conducted from 20th August 90 to 4th September 90 by Mr. Jan Ericson of SCC and Mr. Geoff Ayres of ACC. The evaluation team arrived in Delhi on 18th August 90 and had detailed discussions with the Regional Director and other concerned officers in ICA ROAP on 20th and 21st August 90. The members of the evaluation team visited Singapore, Indonesia, Philippines and Thailand to assess the impact of Cooptrade activities on International Trade.

Term of Reference for the Evaluation of the Cooperative Trade Project at the ICA/ROAP were as under: (1) Analyze to what extent the Coop Trade Project has been able to achieve the objectives for the period 1987-88 - 1988-90 (2) Assess the impact on the target groups i.e. the cooperative business organizations in the Region. (3) Assess the strategy for the Coop Trade Project 1990/91 based on resources available considering the possible termination of the Project by June 1991. (4) Assess the organisation and management of the Project from 1987/88. (5) Assess the need for a Cooperative Trade Project for the purpose of facilitating trade development by cooperatives including trade between cooperatives in the Region. (6) Discuss ways of institutionalize trade activities in the member organisations of the region to make trade facilitation for and between cooperative organisations self supporting in a two three years perspective; and (7) Discuss the role of funding agencies in future possible cooperative trade facilitation in the region. The recommendation of the Evaluation Team under:-

Recommendations

However, the faculties of ICA ROAP need to be supplemented with knowledge about the major market factors for individual products to make it possible to identify the right institutional buyers and to identify suppliers of equipment and machinery. In addition, ROAP would require the backstopping of an experienced technical consultant with a broad background in tropical agro based products.

Proposed Tasks and Responsibilities

Facilitation of Trade Investment Projects.

The work methodology of a trade promotion office should conform with the following procedure:

- (a) Identification of cooperative products with a high trade/development potential as manifested by low price and growing market demand (through consultancy surveys);
- (b) Identification of cooperative producers in Asia Pacific region in accordance with specified criteria (through national apex organisations);
- (c) Identification and selection of suitable buying/marketing partners (through renewed efforts to establish a trade forum for ROAP members and purchasing cooperatives in Europe and North America and through institutional consultants);
- (d) Initiation of pre-feasibility and feasibility studies;
- (e) Supervision of the preparation of detailed project proposals;
- (f) Initiation of contacts between the producer, buyer, equipment suppliers and financing institutions (at this point, the trade promotion office may withdraw its attention in favour of direct contacts between the concerned parties).

Parallel Activities

The proposed change of approach should be complemented with two other main activities:

- (a) SCTI/Cooperative Trade Development Pact/Cooptrade Network:
 - i) Continued institution-building (through consultancy services, training, study tours and an advisory panel to assist SCTI) at apex organisations in countries with potential trade opportunities that do not require sustained technical and financial support (business contacts to be initiated and maintained directly between the Cooptrade Offices); and
 - ii) Commitment to the dual concept of "solidarity" and "independence";

- (b) Priming" of new ICA ROAP members (e.g Afghanistan, North Korea, USSR and Vietnam) by:
- i) Introduction to the workings of capitalist markets; and
 - ii) Basic training in international trading to be followed up with production/adaptation of training manuals.

Proposed Institutional Framework

It would be perfectly feasible to run the new activities under the same project concept as in the past. However, the long implementation record of the Cooptrade Project may merit that the planning and implementing mechanisms become more firmly institutionalized. A trade promotion programme could thus be advantageously vested with a Permanent Secretariat to SCTI. The Secretariat may be manned with personnel who are permanently employed by ROAP or engaged on a contract basis.

A permanent Secretariat to SCTI would have the following duties in relation to a trade promotion programme:

- (a) Identification of dynamic and cohesive producer cooperatives in the Asia Pacific region according to pre-established criteria;
- (b) Identification of strong buying organizations with established market positions and within and outside the Asia Pacific region;
- (c) Identification and liaison with technical expertise and sources of finance (United Nations organisations, including UNDP TCDC and the International Trade Centre (ITC) in Geneva, international cooperative purchasing organizations, bilateral donors, technical and economic consultants and commercial subsector data bases);
- (d) Coordination of technical and financial inputs on behalf of the producing cooperative organisation;
- (e) Supervision of planning and implementation activities;
- (f) Coordination and supervision of staff training and study visits within and outside the cooperative sector;
- (g) Control of consultancy fund to be used for pre-feasibility studies aimed at quickly establishing the viability of new project proposals; and

- (h) Compilation of rosters on consultants, training institutions and technical and financing donor agencies.

Financing

A trade promotion programme would have few means of financing extensive inputs by technical experts for feasibility studies or the training that is required to train staff in operating new facilities. Neither would a trade promotion programme have any investment funds to assist in the financing of new building, machinery or equipment.

However, given a different orientation of the trade promotion programme, it should be possible to attract funds for consultancies as well as investments from donor agencies on favourable terms. Many bilateral donors would welcome well prepared proposals by cooperatives to undertake new processing operations within the agricultural, agricultural and forestry subsectors or to expand on the present activities.

A cooperative trade promotion programme may thus benefit from four sources of finance:

- (a) Revenue accrued as direct payment for supplied services, i.e. training programmes and consultancies;
- (b) Amortized payments for services received by cooperative organisations that have entered into profitable trading ventures (there may be no immediate prospect of recovering the costs for inputs provided through the trade promotion programme. However, a profitable trade project would facilitate arrangement between the programme and the benefiting cooperative organisation for part or the total cost to be reimbursed when the project operations have reached a profitable level);
- (c) Regular contributions from the ROAP member organisations to the managerial and administrative costs for the trade promotion programme; and
- (d) Funds from donor agencies within and outside the cooperative sector.

At least two different financing arrangements may be discerned:

- (a) A pool arrangement where several donors would finance the combined activities of a trade promotion programme with the detailed application of funds to be determined by the programme management; and

- (b) Introduction of several permanent sub-programmes that could be financed by individual donor organisations.

Outstanding Issues

The following issues merit attention prior to implementation of the recommended actions:

1. Development of procedures/institutional forum for identifying important organisations and making them interested in establishing close links with the producing cooperative in the form of joint ventures or other cooperation arrangements;
2. Formulation of criteria for selecting cooperatively produced or processed products with good long term market prospects;
3. Establishment of criteria for identifying cooperatives that have the capability to become reliable and successful trading partners.

Agenda Item No.10. Three year development plan 1991-94

A three year Development Plan covering 1991-92 to 1993-94 is enclosed. The plan is based upon the ICA Policy for Cooperative Development, ICA Congress Resolution, the conclusion of the Cooperative Ministers Conference held in Sydney, Australia, in February, 1990 and on the expressed needs of the member organizations through the Regional Council and specialized ICA ROAP Committees, as well as on continuous contacts and interactions between the ICA ROAP and the member organisations.

The planned areas of activities and priorities are directly linked to the current plan in order to maintain continuity of ICA ROAP activities. The achievement of self-reliance through self-help is an important guiding principle.

It is assumed that the resources for ICA ROAP's development programme would be moderately increased or at least at par with the current level. The evaluation by the Swedish Cooperative Centre in August-September 1990 has suggested a gradual reduction in Swedish support to ICA ROAP, a recommendation that has already been effected in the budget year 1991-92 where the Swedish support is reduced by 25%. In order to maintain the present level of activities a more diversified pattern of donors is required to emerge.

Increased member organisation contributions will be also be required as the inputs by ICA ROAP should primarily supplement the resources mobilized from within the national cooperative organisation. The work plan and budget for 1991-92 is consequently reflecting a significant increase of M.O contributions up from 27.8% 1990-91 to 34.9% in 1991-92.

The total budget for 1991-92, the first year of the plan period, is 2.8 million Swiss Francs and the indicative figures for the two subsequent years, 1992-93 and 1993-94 are 3 million SFR and 3.2 million SFR respectively.

The Council may peruse the 3 year Development Plan which is enclosed.

Agenda Item No 11. Follow-up of Sydney Conference 1990 and progress regarding Cooperative Ministers' Conference 1992.

The ICAs current official policy for cooperative development was approved by the Central Committee in 1982, following a request by the 27th Congress in Moscow 1980 that the ICA formulate a policy to assist cooperative development efforts in the Third World. According to this policy, ICA has three basic objectives in its support to cooperative development:

1. The establishment and growth of independent democratic and viable cooperative organisations... capable of serving their members efficiently and contributing to economic growth and social equity....;
2. Strengthening collaboration between cooperative organisations of various types and in different countries, thereby promoting the growth of international solidarity, which is the foundation of a constructive peace;
3. To influence public opinion, national authorities and international organisations in order to stimulate the growth of a favourable atmosphere for cooperation, promoting the enactment of appropriate cooperative legislation and enlist the support of governments and international organisations for the development of cooperative movements.

Most countries of Asia and Pacific region of ICA are dominated by agricultural cooperatives with the exception of Soviet Union and Singapore. In the countries of Asia and the Pacific, governments are closely associated with the cooperatives. They play an important role in promotion, development and working of cooperatives. While on the one hand, it has helped to accelerate the growth of cooperatives as also their activities, in many cases, governments role has gone beyond that of support and guidance, which changes their basic character. However, no one denies the fact either in the government or outside that cooperatives should develop as autonomous, self reliant institutions and the government and cooperatives are supplementary to each other efforts and they must develop a healthy relationship.

With this objective in view, the ICA had arranged a Consultation of Permanent Secretaries and top cooperative officials in Singapore in 1987 followed by the Cooperative Ministers Conference and Trade Exhibition in Sydney, in February, 1990. The recommendations of the conference has laid down specific roles expected from the cooperatives, national cooperative organisations, governments, international bodies and ICA. Also the conference has recommended an Action Plan for 1990s. The real success of the Conference will depend on how seriously the

recommendations are followed by all concerned. While the ICA will try to pursue the recommendations to the best of its ability, it is hoped that the governments, national level cooperative organisations and others will also take necessary steps to implement the recommendations of the conference.

The Conference also adopted unanimously a declaration called the "Sydney Cooperative Ministers Conference Declaration 1990" which is reproduced below :

"Declaration

The Conference declares the following:

Noting the constructive development role played by the cooperatives and their healthy and wholesome impact on the communities as a whole in the ASian and the Pacific countries;

Recognizing the vast potential of Cooperation as a self-help and mutual-aid movement in transforming economic and social condition of the people for a better and happier society based on democratic and moral values, social justice and peace;

Accepting the suitability and essentiality of cooperatives as one of the most appropriate agencies for accelerating economic development and social advancement, and in meeting the aspirations of the peoples;

Taking into Account government assistance as an important factor in the development of cooperatives;

Affirms governments continuing support :

- i. to cooperatives to grow as a vital instrument of socio-economic change through developmental plans and programmes based on self-help and mutual-aid,
- ii. to facilitate their development and functioning of cooperatives in accordance with the ICA Cooperative Principles.

and further

Requests the national governments to take necessary steps for the implementation of recommendations of the Conference; and

Appreciating the activities and contribution of the ICA in assisting the governments and cooperatives;

Solicits further continuance of the ICA assistance in all possible ways in the growth of genuine and strong cooperatives.

to be known as "Sydney Cooperative Ministers Conference Declaration 1990".

In order to assist the cooperative organisations and governments in the ICA Region, the ICA ROAP has adopted a vigorous plan of follow-up activities which among others, includes : assistance in the organisation of at least 5 national level follow-up workshops, one regional consultation meeting, and ultimately as discussed with the Indonesian officials and Dekopin the Ministers Conference. As discussed with Indonesian officials and Dekopin the Minister's Conference is scheduled to be held in Jakarta, Indonesia in February 1992. It may be recalled, the Hon'ble Minister of Cooperatives of the Government of Republic of Indonesia, while in Sydney, extended an invitation to the ICA to hold the next meeting in Indonesia.

Preparations for the conference as well as the related supporting activities have already commenced. Initial formal discussions have been carried out in November 1990 by the ICA ROAP officials with the Indonesian authorities on the holding of the conference. Member-organisations in the Region have been invited to organize national level follow-up workshops. The ICA ROAP is willing to extend necessary support to its member-organisations in the organisation of such activities. The regional consultation meeting has been planned for November 1991 to be held in India. Discussions have been initiated with the Bangladesh National Cooperative Union on the organisation of a national follow-up workshop. One such workshop is planned to be held in India before June 1991.

The follow-up of recommendations made by the Sydney Conference has been encouraging. Some achievements have been noticed, notably, among them are, revision of the Cooperative Legislation in India under which greater freedom is to be given to cooperative institutions by relaxing the State control over cooperatives; Vietnam has requested for a study on cooperative legislation; Sri Lanka Cooperative Legislation is being readjusted; discussions have been initiated in Bangladesh between the cooperatives and the government on revision of cooperative legislation; revamping of cooperative legislation in Pakistan was discussed at the ILO cooperative workshop held in Peshawar 1990; establishment of a Cooperative Development Authority in the Philippines thereby granting autonomy and freedom to

cooperatives etc. During the year 1991 the ICA ROAP, with the collaboration and cooperation of its member-organisations and governments, will try to improve further the relationship between the cooperatives and the State, so that the two work together as equal partners in the process of development and for the betterment of cooperative members.

It may be noted here that the ICA Congress will be held in Tokyo during 1992, for the first time in Asia. Taking into account the involvement of highest cooperative leadership and governments in this Region in this Conference and the topics covered, it would be appropriate if a report on this activity is also presented to the ICA Congress.

The Regional Council may take note of these development and encourage the member-organisations of the ICA ROAP to develop their activities in such a way that the spirit behind the 1990 Sydney Conference recommendations is well-understood. The ICA ROAP would be willing to extend support to member-organisations and concerned governments in launching follow-up workshops and other related services

Agenda Item No 12: Cooperatives and Environment

Role of Cooperatives in Protection of Environment

The deteriorating condition of environment and ecology is engaging the attention of all human beings and the national governments, non-governmental organisations and international organisations are launching a number of projects thereby trying to protect environment. The matter was discussed at considerable length at the Central Committee of the ICA held in Madrid in September 1990. The committee adopted the following resolution in this context:

ENVIRONMENT AND DEVELOPMENT

" The Central Committee of the ICA at its meeting in Madrid in September, 1990:

DEEPLY CONCERNED by the critical state of the environment in which we live and the economic, social and political policies that perpetuate and further aggravate these conditions,

NOTING that the major cause of the continuing deterioration of the global environment is the unsustainable pattern of production and consumption which has resulted in the depletion of the ozone layer, the greenhouse effect, the contamination of air and water, the degradation of land resources, etc.,

RECOGNIZING the interrelated nature of development and environment necessitates that environmental protection be viewed and an integral part of the development process and that economic policies be reviewed on issues including debt,

RECOGNIZING ALSO that unless action is taken in the immediate future at the local, national, regional and international level, human survival may be endangered,

STRESSES the need for education campaigns, conservation measures and policy changes in all sectors of the economy and at all levels to be made,

URGES

ICA member organisations to join in local, national, regional and international efforts to address the issues of environment and development and take measures to stop the degradation of the human and natural environment."

In its message issued in conjunction with the 68th International Cooperative Day (1990), the International Cooperative Alliance, a world confederation of Cooperative Movement, called on its 600 million individual members "to continue the battle to protect the environment, by supporting their societies' environmental campaigns and sustainable development programmes, lobbying local governments to adopt environmentally-friendly policies, boycotting products which are harmful to the environment, recycling reusable items and informing themselves and educating their children about nutrition and the environment".

Being aware of the harmful effects to mankind through pollution, the ICA Regional office for Asia and the Pacific, undertook to develop and launch modest programmes for its member organisations in the Region, by way of developing awareness materials. A small brochure - A PLACE TO LIVE - issued by the Regional office in November 1990, is a modest attempt of the ICA ROAP in generating awareness among the cooperative populace and to create situations where all members of the cooperative world stand together to participate in this most important activity of our life-time-protecting the environment. Two thousand copies of this have been sent to all member organisations of the ICA in the Asia Pacific Region, and to all the readers of the Asian Cooperative News. Member organisations have been requested to give widest possible publicity to the material by reproducing it or by undertaking translations. Already in this region some positive steps have been taken by some movements notably, the Japanese Consumers' Cooperative Union. During the year 1991-92, the Regional Office also proposes to undertake a comprehensive regional study leading to identification of causes of imbalances in eco-system. The study is also aimed at developing suitable recommendations and national plans of the benefit of the member organisations in the Region.

The ICA ROAP is planning also to develop collaborative programmes with some donor agencies and its member-organisations in this area of interest.

The ICA Regional Council might consider this programme and provide the ICA ROAP with some suitable suggestions to make the programme effective and useful.

Agenda Item No.13 : Report on ICA Domus Trust

The ICA Domus Trust was registered on 3rd November, 1988. Thereafter an application was made to the income-tax authorities for the grant of tax exemption under Section 80-G. This exemption was granted by the concerned authorities on 19th September, 1989 for the period 1.1. 1989 to 31.1. 1990. On the expiry of this period, the income-tax authorities were again approached for the grant of exemption of income-tax which has been received on 6th July, 1990 for the period 1.2. 1990 to 31.3. 1991.

The ICA Domus Trust has received a sum of Rs.60,000 as a contribution to the corpus of the Trust. The ICA ROAP also gives 100 copies each of its publications, the sale proceed of which will be used by the Trust for the creation of corpus of the Trust. As on 30th September 1990, the Trust has corpus fund of Rs 212,000.

The ICA Domus Ltd. had decided to transfer the Bonow House building to the Trust. Under the stamp duty and transfer of property act, 3% stamp duty and 5% transfer duty is applicable on transfer of any title of property. As the value of the property had already been declared to the income-tax authorities as Rs.21 million, the amount of stamp duty and transfer charges was estimated at Rs.1.7 million. The government authorities were, therefore, approached to exempt the trust from payment of stamp duty which was accorded by the Delhi Administration vide their order No.F.2(12)/90-Fin(G) dated 7th June, 1990. The matter was discussed with the experts and it was decided to transfer the property by way of settlement deed in which case no transfer duty is applicable and only stamp duty is applicable. As the stamp duty was already exempted to the Trust, the Settlement Deed has been registered without any stamp duty or transfer duty on 31st July, 1990.

From 1st August, 1990, Bonow House stands transferred to ICA Domus Trust and accordingly steps have been taken to get the titles transferred in favour of ICA Domus Trust in respect of municipal, electricity, water charges etc. Fresh rent agreement has also been entered between ICA ROAP and the Trust on Bonow House.

The Trust has to undertake certain activities to make it effectively operational. This is also necessary from the angle of getting extension of the permission from the income-tax authorities for tax exemption. To start with, it is proposed to undertake two programmes as under :

1. Correspondence Course in " Orientation of the Fundamentals of Cooperation".
2. Computer Training Programme for Managers and Accountants. Draft proposals have been attached herewith as annexure.

The two programmes have been agreed in principle by the Trustees. While finalization of the programme "Orientation in Cooperation", it is proposed to utilize the expert advice of three professionals, one from South-East Asia, one from ASEAN countries and one from Japan or South Korea. In case of Computer Programme, efforts will be made to make full use of the expertise of the Premier Computer Cooperatives in Singapore, Japanese/South Korean experience as also experience gained in ICA Data Bank Project in NCUI, India, will be utilized.

The Council may like to make suggestions on the two proposed programmes.

Agenda Item No.14 Regional Council, Specialized Committees and their working

Article 34 of Rules and Standing Order of the ICA deals with Regional Council and Sub-Committees as follows :

" Regional Councils for particular regions shall be set up to assist and advise the Regional Office of the region in:

- a) Formulating the overall policy concerning the activities of the Regional Office.
- b) Reviewing the results of the activities of the Regional Office.
- c) Serving as a permanent contact organ between the national cooperative movements in the region and the Regional Office.

The Councils shall consist of two members from each of the countries served by the Regional Office, who shall hold office for a Congress period.

Each Council shall elect a Chairman, Vice Chairman and not more than four members who shall constitute an Executive organ to assist and advise the Regional Director between the meetings of the Council. They shall hold office for a Congress period.

The Councils may be set up such Sub-Committees as may be desirable for the functioning of the Councils.

The Councils shall meet annually.

The Regional Director shall be Secretary of the Council and its Executive organ and shall ensure that any constitutional matters are submitted to the ICA Executive Committee for approval".

At present we have the following committees :

1. ICA ROAP Committee for Agriculture
2. ICA ROAP Committee for Consumer
3. ICA ROAP Committee for Trade & Industry
4. ICA ROAP Committee for Coop Finance
5. ICA ROAP Committee for Human Resource Development
6. ICA ROAP Committee for Fisheries

These committees have their own constitutions which have been approved by the Regional Council. A statement of meetings held from 1988 onwards is given below :

1.	Trade & Industry	Kuala Lumpur Malaysia	10-13 April, 1988
2.	Education	Bangkok Thailand	27-29 May, 1988
3.	Consumer	Chiangmai Thailand	30-31 May, 1988
4.	Trade & Industry	Chiangmai Thailand	21-23 Oct, 1988
5.	Fisheries	New Delhi India	25-26 Nov, 1988
6.	Consumer	Kuala Lumpur Malaysia	10th Dec., 1988
7.	Consumer	Yokohama Japan	11th May, 1989
8.	Agriculture	Seoul South Korea	17th May, 1989
9.	Coop Finance	Seoul South Korea	18th May, 1989
10.	Human Resources Dev.	Los Banos Philippines	9th June, 1989
11.	Consumer	New Delhi India	3rd October, 1989
12.	Consumer	Philippines	17th May, 1990
13.	Agriculture	Dhaka Bangladesh	13-14 Nov, 1990
14.	Consumer & Trade	Yogyakarta Indonesia	21-24 Nov, 1990

It would be observed from the above that while Consumer and Trade committees have met twice a year, Agriculture, HRD, Coop Finance, have met once a year. The Fisheries Committee is

meeting only once in two years. We have no specialized committees on subject like Housing, Insurance, Artisans and Workers Cooperatives etc. It has been expressed by some members that the duration of the Regional Council for two days is too short and they are not able to take benefit of knowing more about the movement of the host country. Also, in countries where one apex cooperative represents the various sectors, it is difficult for them to attend all the committee meetings. It has, therefore, been suggested by some members that we may also follow the same pattern as is being followed by ICA Geneva i.e. we may have the Regional Council Meeting for four days in the forenoons and after lunch we may have the meetings of the various specialized committees. For the first three days the council may have its regular agenda on the fourth day, the Chairmen of the various committees may report to the Regional Council on the deliberations of the committee meetings. However, such committees which wants to meet more than once may do so as is being done by consumer committee and trade & industry committee. The pattern being followed before 1984 in the region was that first committee meetings were held followed by Regional Council.

The members may like to give a thought to the above proposal.

There is also a proposal at the ICA Hqs level to bring some reforms in the present set-up of the ICA under which once in two years all the members of the region may meet and the Central Committee may meet alternatively once in two years. However, the Regional Council may continue to meet once a year as at present. These changes are expected to be finalised in the Tokyo Congress.

It is for consideration whether the proposed suggestion to have committees and Regional Council meetings together may be implemented if agreed henceforth or we should wait till the ICA Congress in Tokyo in October 1992.

Agenda Item No. 15. Relations with International Organisations

46th UN/ESCAP Session

1. Mr. G.K. Sharma, Regional Director, ICA Regional Office for Asia and the Pacific attended the 46th session of the United Nations Economic Commission for Asia and the Pacific (UN/ESCAP) held at Bangkok, Thailand, from 4th to 13th June 1990.
2. Representatives of the Japanese Consumers Cooperative Union (JCCU) attended a Regional NGO/Media Symposium on Communication for Environment in Bangkok from 10th to 16th October, 1990.

FAO

The Regional Director and Mr. Karl Fogelstrom attended the meeting of the Expert Consultation on Formation of a Regional Network for Development of Agricultural Coops in Asia & the Pacific (NEDAC) from 26 -29th June, 1990.

ACCU

Mr. Karl Fogelstrom, Senior Development Adviser, ICA ROAP, participated in the meeting of Credit Union Leaders for Asia, held at Colombo, Sri Lanka, from 2nd to 4th August, 1990.

COPAC

Mr. W.U. Herath, HRD Adviser, together with Mr. J.M. Rana, Senior Development Adviser, ICA, attended the COPAC Meeting held in Manila, Philippines, on 22nd October, 1990, followed by a three-day Seminar on "Cooperative Education & Training".

Agenda Item No. 16 : Venue and Date of the next meeting

The Council may decide as to the venue and date of the next meeting.

Agenda Item No. 17 : Any other matter with the permission of
the Chair

MINUTES OF THE 32ND MEETING OF THE ICA REGIONAL COUNCIL FOR ASIA & THE PACIFIC HELD AT SYDNEY, AUSTRALIA, 7-8 FEB. 1990

The 32nd Meeting of the ICA Regional Council for Asia & the Pacific was held at Convention Centre, Darling Harbour, Sydney, Australia, on 7-8 February, 1990 under the Chairmanship of Gen A.S. Lozada.

The following were present :

1. Gen A.S. Lozada, Chairman & Member for Philippines
2. Mr. Ray Ison, Member for Australia
3. Mr. Geoff Ayres, Member for Australia
4. Mr. Liaquat Ali, Member for Bangladesh
5. Mr. Shahid Ullah, Member for Bangladesh
6. Mr. Yang Deshou, Member for China
7. Mr. K.B. Matalau, Member for Fiji
8. Mr. D.S. Bhuria, Member for India
9. Mr. Eddiwan, Member for Indonesia
10. Mr. Mohammad Reza Bankian Tabrizi, Member for Iran
11. Dr. Mehdi Mahdavi, Member for Iran
12. Mr. Y. Nakaoka, Alternate Member for Japan
13. Mr. M. Ohya, Member for Japan
14. Mr. Won Ho Suh, Member for Korea
15. Mr. Syed Azman, Alternate Member for Malaysia
16. Mr. Glicerio E. Lorejo, Sr. Alternate Member for Philippines
17. Mr. A.A. David, Member for Singapore
18. Mr. P.A. Kiriwandeniya, Member for Sri Lanka
19. Col. Surin Cholpraserd, Member for Thailand
20. Mr. Alexander Starych, Member for USSR
21. Mr. Alexander Leukhin, Member for USSR
22. Mr. Vu Van Luu, Member for Vietnam

Secretary : Mr. G.K. Sharma,
Regional Director, ICA ROAP

ICA Hq. : Mr. Lars Marcus, President
Mr. Bruce Thordarson, Director
Mr. J.M. Rana, Sr. Development Adviser

Special Invitees

1. Mr. Shiro Futagami, MD, IDACA, Japan
2. Mr. K.H. Patil, Chairman, CICOPA-Asia
3. Mr. M.M. Vyas, Chairman, ICA Regional Coop Finance Committee

Observers

1. Mr. Ray Everingham, Australia
2. Mr. N.M. Thong, Vietnam
3. Mr. Rong Jun, China

ICA ROAP

1. Mr. Karl Fogelstrom, Senior Development Adviser
2. Mr. M.V. Madane, Project Director-AGMT
3. Mr. W.U. Herath, HRD Adviser
4. Mr. Guo Yong Kang, Agriculture Adviser
5. Mr. Pradit Machima, Consumer Adviser
6. Mr. Prem Kumar, Manager (Admn)/Executive Secy to RD

Agenda Item No. 1 : Welcome

Mr. Ray Everingham, Chairman, Australian Association of Cooperatives, welcomed the members on behalf of the Australian Cooperatives. He hoped that the deliberations would be successful.

Mr. Lars Marcus, President, ICA, said : I think you should permit me to express the joy we feel to come to your country and your continent and to have some meetings of the ICA ROAP. The membership of the ICA in this part of the world has increased considerably during the last two years and I see some cooperatives represented here are new members of the ICA and they witnessed the fact of the vast cooperative expansion. I can see also considerable opportunities for cooperation between cooperatives. Also in the commercial sense, I think ICA as such represents more moral, the ideological heritage, but it will not survive if there is no commercial and economic links between the members. I hope that your meeting here will be fruitful for the movements. We thank you very much for all the care you have given to this occasion.

Agenda Item No. 2 : Confirmation of the minutes of the 31st Meeting

The minutes of the 31st Meeting of the Regional Council held at Seoul, Korea, on 15-16 May, 1989, which had been circulated earlier, were confirmed.

Agenda Item No. 3 : Letters and reports from non-attending members

The Secretary informed the meeting that Regional Councillors from NFFC of Rep. of Korea, DPR Korea, Pakistan and Sugar Cooperatives Development Institute of the Philippines were unable to attend the meeting due to various exigencies.

Agenda Item No. 4 : Report by Regional Councillors on "Recent Changes, Trends & Developments in the Cooperative Movements".

Australia

- AAC's membership development in Victoria and New South Wales resulted in new members.
- A new division was opened in the State of Queensland.
- Business turnover of the membership of AAC and AAC's own commercial activities are not available due to the early meeting of the Council.
- AAC held a successful conference end of July 1989 addressed by the Minister of Primary Industries, Mr. John Kerin, who elaborated on the continuing effort of the Federal Government to have uniform cooperative laws throughout the States.
- AAC continues to take up issues related to tax exemptions with the Federal Government.
- At the States level, AAC continues to hold discussion with the NSW and Victorian Governments over legislative changes.
- The NSW Government transferred the W.E.C. to the AAC C.D.U. to manage and promote cooperative development in the State.
- The AAC was instrumental in negotiating the establishment of a cooperative to take over the marketing activities of the Egg Producers' Statutory Marketing Board.
- Establishment of a Fiji Australia Coop. Consumer Store in Sydney to cater to the needs of Fijian in Sydney with produce imported from Fiji.

AAC has joined the Australian Federation of Credit Unions Ltd., the ICA and the Chairman of the Ministerial Advisory Committee on Cooperation to initiate the establishment of an Asia Pacific Centre for Cooperative Research, Training and Development to be based in Melbourne with the support of the Federal and State Governments.

Bangladesh

- The Government of Bangladesh has announced the National Policy on Cooperatives in January 1990.
- The Hon'ble President of Bangladesh has authorized Bangladesh National Cooperative Council of which BJSU is a member, to act as National Committee for preparation of National Cooperative Work Plan to ensure implementation of the National Cooperative Policies '89.
- The government has introduced a new Cooperative Act 1984 and Cooperative Rules 1987 by abolishing the colonial Cooperative Act 1940 and Cooperative Rules 1942.
- The government has taken initiative to reorganize the National Cooperative Bank as a commercial bank and utilize the Central Cooperative Banks as its branches and Upzila level central cooperative organisations as its sub-branches to provide credit and banking services directly to the grower members through their primary cooperative societies.

India

- The Seventh Five Year Plan is concluding in March 1990 and the 8th Plan will commence from April 1990. The Government has appointed a Working Group on Cooperation for inclusion in the 8th Five Year Plan. The 8th Five Year Plan will be oriented towards elimination of poverty and diversification of cooperative activities to benefit the weaker sections of the community.
- The NCUI has taken measures to strengthen international cooperative relations, information system, improve managerial efficiency and to develop cooperative international trade.

China

- Membership in 1989 has not changed very much.
- Share capital of the members have increased upto 4.8 billion.
- For the purpose of business, we have reduced the number of primary cooperative societies. Until the end of 1989, the number of primary cooperatives has been reduced to 30,000. According to the changed circumstances, we are also planning to reduce this number as well. In 5 years we would like to reduce the number of primary cooperative societies to 25,000.
- The turnover of Supply & Marketing Federation has increased to Yuan 220 billion, increase rate is 7% in comparison to last year. If we take away the element of inflation from this, the development of turnover is actually reduced by 5% in comparison to last year. The profit has been reduced by 20% during the last year.
- The bank rate of our country has increased last year.
- The export volume of cooperative societies last year was 10 billion.
- Cooperative Societies in China have experienced good development last year. According to the present situation in China, it has been decided to give high priority to agricultural production during the period 1990-99.
- Consumption of chemical fertilizer in China is very high. Last year the volume was 90-100 million tons. All chemical fertilizer business is monopolized by cooperative societies.

Indonesia

- The Indonesian Cooperative Council is engaged, among others, in coordinating and improving the cooperative business network in cooperation with Canadian Cooperative Association and the Cooperative Centre of Denmark.
- The Village Unit Cooperatives (KUD) underwent managerial reorganization especially at the apex level. KUDs are active in the supply of agricultural inputs and the marketing of agricultural produce. 100% of the supply of Public Enterprise - produced fertilizers are channelled through cooperatives.
- The name of the Cooperative Bank has been changed to Bank Bukopin.

Iran

- Articles 43 & 44 of the Constitution of the Islamic Republic of Iran specified the place of the cooperative societies in the economic and social activities of the country.
- Expansion of cooperative societies in rural and urban areas.
- Special attention paid to production cooperatives.
- At present, eight organisations and departments of public sector have taken leading role of supervision of cooperative societies.
- At present, there is one training centre in Teheran for urban cooperatives and three cooperative training centres have been established in three different provinces for rural cooperatives.
- The Act of Cooperation which was under study by a Special Committee in the Islamic Parliament was approved and sent to "Negahban Council", the higher authority, for confirmation.

Japan

Agriculture

- The Lower House elections are being held just now and the influence of farmers' criticism and election returns will be widely noteworthy.
- The GATT Uruguay Round negotiations will be concluded by the end of this year. The final agreement on international agricultural trade is expected to be finalised taking into account factors other than trade such as the importance of domestic food security and the non-economic role of agriculture i.e. conservation of national and natural environments.
- The Presidents of Zenchu, NACF Korea and NFU Taiwan met for the first time in Tokyo last year to discuss matters of common concern such as shortage of successors to agriculture, the aging of the farm households, price stagnation of agricultural products, increase of part-time farm households and ever-increasing international pressure toward trade liberalisation of the agricultural market.
- The merger scheme of agricultural cooperatives at village level - the number of those cooperatives has been reduced to 3700 at the end of March this year.
- The 1992 ICA Congress will be held in Tokyo. A Secretariat Committee consisting of JJC members will be set up soon.
- ZENCHU has registered formally as an organ of "ODA Development Survey" (consultancy and feasibility study to agricultural cooperative promotion in developing countries) to JICA (Japan International Cooperation Agency).

Consumer

- In April 1989, the corporate income tax rate for large-scale coops was raised to 30% from 28%.
- In December 1989, a bill to amend the Consumer Coop Law was submitted to the Diet and the deliberation of the bill was carried over to the next session.
- Keeping household accounts is one of the major members' activities in the Japanese Movement. JCCU produces its own housekeeping book and 418,000 copies are used by the members per year.

- In 1988 the JCCU formulated a "Five-Year Plan for Strengthening Medical Co-ops and their Movement". This plan indicates the overall goals of the medical co-ops and based on this many member medical coops are working out their own five-year plans.

Korea

- In 1989, the average business turnover per cooperative reached 19 billion won (USD 28 million).
- According to the amended Agricultural Cooperative Law effective April 1, 1989, 675 agricultural cooperatives elected their new Presidents through direct voting by member-farmers as of December 31, 1989. All member-cooperatives of NACF, numbering 1475, will have new Presidents by March 1990 through direct elections involving two million member-farmers in Korea. Also, the Chairman & President of NACF shall be elected directly by the Presidents of member-cooperatives by April 1990 according to new law.
- NACF launched campaign to patronize domestic farm products.
- NACF installed another main computer which is able to make nationwide network for 1738 member-cooperatives and their branch offices with an on-line system on August 15, 1989.

Malaysia

- As a result of the appointment and take over of the management and control by the Receivers for the Central Cooperative Bank (CCB), all cooperative societies which had invested in the share equity of the bank, were directed by the Registrar of Cooperative Societies, Malaysia, to revalue their total investment (irrespective of the amount) to the value of Malaysian Ringgit one (M\$1/-) only. This directive was effective from the respective cooperative societies 1988 account.
- The Government of Malaysia has taken steps to amend certain provisions of the Cooperative Laws of 1948 and amendments made thereafter.
- The Fifth Malaysia Economic Plan has come to an end by 1989. The Government in its endeavour to obtain feedbacks and relevant information has formed a National Consultative Economic Council and has appointed Royal Prof. Ungku Aziz to be representative for the cooperative movement.

- The Government of Malaysia has declared the year 1990 as the 'Visit Malaysia Year'.

During the course of his statement, the Malaysian delegate enquired about the employment status of Mr. Mathimugan in ICA. It was clarified by the Director, ICA, that he is working as a Special Adviser for Cooperative Development & Training in Australia on behalf of the AAC and ICA. The Bangladesh delegate desired to have specific details from the Malaysian delegate as this point had been raised in the last Council Meeting also. The Sri Lankan delegate stated that this issue has been raised in the Regional Council Meetings in Seoul as well as Singapore and no purpose is served by raising this issue again and again. It was concluded that as this matter has already been discussed many a times, no further discussions be allowed on this issue in the future.

Philippines

- The representatives of the cooperative movement, the non-government organisations and the government is forming a tripartite partnership for cooperative development.
- There has been an intensified promotion of intertrade between Philippine cooperative federations with a view to linking the rural-based producers' cooperatives with consumers and market vendors cooperatives in the urban areas.
- The formal legal requirements for the registration of cooperatives have been recently reduced and simplified by the registering agency for cooperatives, the Bureau of Agricultural Cooperatives Development (BCOD).
- The Philippine Cooperative Movement has asked the Italian Confederation of Cooperatives to assist in the development and institutionalization of auditing cooperatives in the Philippines.

Singapore

- The SNCF has set its focus on the development of special purpose cooperative projects to cater to the changing needs of the rapidly changing socio-economic environment in the country.
- Registration of a Premier Travel Cooperative to cater to the travel needs of members, the Industrial and Services Cooperative Society to cater to the training and employment needs of ex-inmates of penal and drug rehabilitative centres, the Sate Inn Foods Cooperative Society, which runs a successful ethnic gourmet restaurant, and the Le Meridien Singapour Cooperative Thrift and Loan Society, which caters to the needs of the employees of the Meridien Hotel.
- The new Cooperative Societies Act, a departure from the restrictive old Act, provides a sound legal basis for the development of Cooperatives in Singapore.

Sri Lanka

- With the intention of strengthening the NCC to be a dynamic and effective National Organisation, the structure of the NCC was changed, and its By-Law amended in keeping with the government policy of decentralisation of state administration and devolution of powers.
- A National Cooperative Development Plan has been drafted and negotiations are being made to request the Ministry of Cooperatives to include it in the coming budget.
- The present Cooperative Law enacted in 1972 is to be amended to suit the present trends of the socio-economic development of the country.
- A Consumer Cooperative Apex Union was recently established at the initiation of the NCC.
- The poverty alleviation programme of the government "Janasaviya" is being launched through the media of cooperatives.

Thailand

- The Agricultural Cooperative Federation of Thailand (ACFT), which is a national organisation for marketing of agricultural and land settlement cooperatives, has been reorganised in order to improve its efficiency to serve its member cooperative.
- The Bank for Agriculture and Agricultural Cooperatives (BAAC) has increased its agricultural credit operation through the farmer institutions.
- The Consumer Cooperative Federation of Thailand (CCFT) is also strengthening its business operation to serve their own members by supplying some selected items such as rice, cooking oil, washing powder, soap etc.
- The movement is proposing an amendment in the present Cooperative Law which was promulgated in 1968 in order to pave the way for the establishment of a National Cooperative Development Committee and to enable the cooperatives to receive associate members.

Vietnam

- The membership of the cooperatives stands at 20 million, i.e. one-third of the population of the country.
- A separate entity called Vina Coop has been floated to enter into business deals with other cooperative organisations.
- The government is gradually encouraging private trading activity in the country, thus enabling the private enterprises to enter into business deals directly.
- The provincial level cooperative federations can enter into business deals directly on their own.

USSR

- The Soviet Union is now the venue of the drastic political and economic changes. The economic situation in the country is now facing constraints. Inflation rate is skyrocketing. Inflation badly affected the consumer market. It certainly affected the development of consumer cooperatives in the country.
- In 1988, the first Cooperative Law was adopted in Soviet Union. The Cooperative Law was created by the government officials with the aim to put pressure on the cooperatives. The Cooperative Law was not very beneficial to new cooperatives which were rapidly developing in the Soviet Union. The new cooperatives are private enterprises and their very existence under the cooperative banner or under the cooperative roof is not quite beneficial to the traditional cooperative movement.
- There is a marked progress in the development of consumer cooperatives. In the last five years, we have highest growth rate and the financial situation of the consumer cooperatives is quite stable.
- Creation of a legislative body in the country and the Centrosoyus was able to depute 40 of its representatives to this body.
- Creation of a Cooperative Bank under the Centrosoyus.
- In the consumer cooperatives recently there have been great changes in the leadership. Out of 200, 150 were changed. The new leaders were elected from among the cooperative employees with a good experience of cooperatives.
- We have most successful trade development with the cooperatives of the People's Republic of China. There are more than 60 Regional Cooperative Unions and Societies in Soviet Union having business relationship with cooperatives of China. We have good relationship with Vietnam, NACF of Korea. We are formulating policy of further expansion of our relations with cooperatives of the Asia and Pacific Region that will be beneficial to all of us. There are more than 50 regional cooperative unions in the Soviet Union situated in the Asian part of the country.

Fiji

- The Government has restructured cooperatives by bringing agriculture and marketing to the Ministry of Cooperatives.
- The Cooperative Association in Fiji has started organising trade with Australian Association of Cooperatives.
- The Cooperative Association has had setbacks in the past due to accumulated losses from which they are now recovering.
- The Cooperative Association expects to be viable very soon.

Asia-Pacific Centre for Cooperative Research, Training & Development, Australia

Presentation by Mr. Race Mathews, Chairman, Parliamentary Committee on Cooperatives in Victoria, Australia :

The need to improve training for cooperative members, directors and staff is widely recognised by cooperative organisations in Australia. It is also widely recognised that the cooperative movement is not going to be able to grow at the ideal pace until support structure for cooperative research, training and development is available here. It is for that reason that the initiative has been taken to get off the ground an Asia-Pacific Centre for Cooperative Research, Training & Development which would have four broad functions : (i) to conduct research into forms of organisation along with cooperative lines which meet the needs of Australia and other Asia-Pacific nations; (ii) to promote community awareness of the benefits of the cooperative approach and enlarge the cooperative sector through support for the establishment of demonstration cooperatives and to exchange and dissemination of information and cooperative principles and practice; (iii) to design and implement courses of training for members, directors and staff of cooperatives, in Australia and other Asia-Pacific Region nations; and (iv) to facilitate development aid support for cooperatives in the Asia-Pacific Region, in conjunction with the ICA Development Programme. The project being carried forward with the support of the Australian Association of Cooperatives, the Australian Federation of Credit Unions Limited and the International Cooperative Alliance. This realistic proposal carries with it a lot of hope for the future of the movements in this region with whom we look forward to cooperating in the years ahead, and your support and endorsement to this proposal, I have no doubt, would be helpful.

The Council welcomed the initiative for the establishment of the proposed Asia and Pacific Centre and expressed its full support.

Agenda Item No. 5 : Changes in Regional Membership & Administration

The Regional Council welcomed the new members to the ICA ROAP and noted the staff changes at the ROAP.

Agenda Item No. 6 : Report on the activities of the Specialised Committees

The information given in the agenda notes was noted by the Council.

Mr. K.H. Patil, Chairman, CICOPA-ASIA, also introduced International Committee for Industrial Artisanal Cooperatives (CICOPA) and its scope in the Asian Region and appealed to the member countries of the ICA to become members of CICOPA-ASIA.

A representative of the Asian Confederation of Credit Unions (ACCU) made a brief statement on the activities of ACCU.

The Regional Director informed the meeting that the Committee on Trade & Industry had agreed to adopt a Cooperative Trade Development Pact between Network of cooperatives in the Region. The draft of the Pact was circulated. The Council supported the proposed 'Pact'.

Agenda Item No. 7 : Report on the activities carried out during 1989-90

The agenda items 7 & 8 were taken together. Mr. Fogelstrom, Senior Development Adviser, briefed on the important ICA project activities.

The information given in the agenda notes was noted by the Council.

Agenda Item No. 8 : Planned Project Activities 1990-91

A note on the planned project activities and budget for the period 1990-91, which was circulated at the meeting, was noted by the Council.

The Regional Director informed the meeting that the development programmes of the ROAP which were started from 1985 have gone very well. The important feature is that in the past about 95% of the ICA's budget was provided by SCC. Today it is about one-third from SCC, one-third from Japan, 25% from members organisations and about 7% from other donors like Australia and Canada. We hope in the coming years this will be much more diversified. This year an evaluation of the SCC-supported projects including Cooptrade Project would be undertaken and the future Cooptrade programme will depend on the result of evaluation.

Agenda Item No. 9 : Report on IDACA Activities

The information given in the agenda note was noted by the Council.

Mr. Shiro Futagami, MD, IDACA, reported on the training programmes after the last Council Meeting in F.Y. 1989-90. He mentioned that the following training programmes have been planned for F.Y. June 1990 - May 1991 :

1. General Course in Agricultural Cooperatives, May 21-July 14, 1990.
2. ICA/CUAC/IDACA Regional Seminar, July 22-August 11, 1990
3. 16th RECA Seminar, August 26-September 12, 1990
4. Training Course for Cooperators from Selected Countries September 24-October 25, 1990
5. Training Course for Counterparts of Agricultural Cooperative Promotion Project in Thailand, September 25-October 23, 1990
6. Training Programme for staff of NACF, Korea, November 1990 for two weeks
7. Fifth ICA Training Course for Strengthening Management of Agricultural Cooperatives in Asia, February-April 1991.
8. Training Course for Cooperativa Agricola De Cotia Cooperativa Central Agricola Sul Brasil, April 1991 for one month.

Mr. Futagami also reported on the IDACA Reunion Programme held in Sri Lanka from January 24 to February 2, 1990 in collaboration with the National Cooperative Council of Sri Lanka. He said that "we were very much satisfied with the ex-participants positive attitude towards implementing their experiences".

Agenda Item No. 10 : Change in Nomenclature of Regional Office

The Council noted the change in the nomenclature of the Regional Office to 'ICA Regional Office for Asia & the Pacific'.

Agenda Item No. 11 : Report on progress of TCDC Project

The information given in the agenda note was noted by the Council.

The Regional Director informed the meeting that as reported in the last meeting, this project is being developed in collaboration with UNDP. A Regional Compendium on the "Needs and Capacities of Cooperative Organisations in the Developing Countries of the Asian Region" has been prepared. This is fairly exhaustive information, based on which a Workshop will be held in May 1990 in New Delhi.

Agenda Item No. 12 : ICA Central Committee Meeting in New Delhi

The information given in the agenda note was noted by the Council.

Agenda Item No. 13 : Relations with International Organisations

The information given in the agenda note was noted by the Council.

The Regional Councillor for Sri Lanka, Mr. Kiriwadeniya, wanted ICA ROAP to develop relationship with Asian Development Bank as they are using cooperative movement for funding. The Regional Director said that in the past ADB's approach towards cooperatives was not to our satisfaction. However, we will try to have more closer relations with them and see if we could invite them to the Regional Council Meetings.

Mr. B.D. Sharma, India, said that ICA should try to motivate them.

Agenda Item No. 14 : Venue & Date of the next meeting

The Regional Councillor for Bangladesh once again extended the invitation to the Regional Council to hold its next meeting in Dhaka, Bangladesh, during the second fortnight of January 1991. The Council thanked Mr. Ali, Chairman, BJSU, for the invitation and decided to hold the next meeting in Dhaka. The exact dates will be worked out by the ROAP in consultation with the BJSU.

Agenda Item No. 15 : Any other matter with the permission of
the chair

1. Mr. K.H. Patil, Chairman, CICOPA-ASIA once again requested all the deserving members to become members of the CICOPA in order to strengthen the hands of artisans and producer cooperatives.

2. The Regional Council formally endorsed the recommendations of the Regional Consultation on "Role of Government in Promoting Cooperative Development in Asia" held in Singapore in June 1988.

3. The Regional Council endorsed the initiative of Mr. Geoff Ayres, Member for Australia, to recommend to the ICA Executive Committee in Madrid to : (i) organise and convene an International Conference on Cooperative Trade to discuss the establishment of an International Cooperative Trade Pact among commercial Cooperatives; and (ii) incorporate in its structure of specialised committees a Cooperative Trade Forum representing the global trading interests of Cooperatives.

The meeting terminated with a vote of thanks to the Chair.

G.K. Sharma
Secretary/Regional Director
ICA ROAP

New Delhi
27 February 1990

ICA ROAP POLICY AND STRATEGY FOR HUMAN RESOURCES DEVELOPMENT

01. Preamble

The ICA declaration on the policy for co-operative development and subsequently published strategy document on co-operative development have necessitated an in-depth consideration for a strategy on Human Resources Development. Consequently as a structural arrangement, the ICA created a separate function on Human Resources Development by expanding the Co-operative Education and Training project.

In a later development, the focus on basic values of co-operation became the main theme for the next few years. The ICA Congress held in 1988 underlined the need for co-operatives to re-affirm their specificity and loyalty to the co-operative ethics while adopting to a changing environment, which would stand as a decisive force for a people's movement of more than half a billion members, aimed at achieving a better and safer world. This direction would give an appropriate tone and colour to the activities that have to be undertaken by various projects under the ICA.

The Congress has also resolved to encourage all organisations working in support of co-operative development to emphasize and concentrate efforts in the priority areas of institution building, education and training, women and research in innovations.

In the circumstances, it is an important task for the ICA to formulate a Human Resource Development policy and strategy for future action, in keeping with the frame work of the development policy and the congress resolutions. Accordingly a Consultation was held in Abidjan from 05-09 March, 1990 attended by representatives of Regional Offices of the ICA, specialised committees on 'INCOTEC' and Women's activities and international agencies who are development partners of the ICA. The policy prepared is required to be adapted to suit the conditions of the Region of Asia and the Pacific.

02. Objective of Human Resources Development Policy Statement

The objective of the statement on ICA ROAP Human Resources Development policy is to provide a policy frame and strategy in the field of Human Resources Development for its activities to be carried out by various projects in keeping with the overall ICA Policy of Co-operative development, in order to achieve the broad objectives of co-operative form of organisations as recognized by the ICA.

03. Core concept of Human Resources Development

Human resource in co-operatives is the main factor above capital and other resources in realizing economic and social productivity in the organisations.

A co-operative society is a unique form of human enterprise, which recognizes the individual's identity and equality and also his capacity for creation and innovation. It is also an organisation of a group of people with a commitment for joint action on the basis of democracy and self help, in order to secure a service or economic arrangement i.e. on ways socially desirable and beneficial to all taking part.

The ICA ROAP considers that Human Resources Development is the ultimate objective of development process than only a means of development. Therefore it integrates the means and ends of development. Based on this principle, the Human Resource Development process should be considered as an integrated process incorporating economic and social tools for achieving integrated economic and social goals of co-operatives.

A co-operative society, being a self reliant and self managed group, would require participation in determining development objectives, strategies and activities by all members on equal terms.

04. Objectives of Human Resource Development

The ICA ROAP Policy on Human Resources Development aims at :

- i) helping individuals who participate in co-operative organisation to explore their capability in development and potentialities to become self reliant and self managed persons in achieving their personal needs,

- ii) facilitating the process of integrating individual's goals into collective actions through mobilization of groups of people with common needs, including the marginalised groups such as women and youth.
- iii) creating an organisational environment in which all people, including members, leaders and staff members, who participate in a development process could collectively work towards a commonly agreed goal through identification and demarcation of roles, developing them in their capacity to perform such roles and also introducing changes in keeping with the transient nature of the contemporary society,
- iv) strengthening collaboration among co-operatives of various types and levels to promote human resource development, through sharing of experiences and resources.
- v) influencing the governments and inter-governmental agencies and other international organisations to formulate Human Resources Development policies, programmes and create conditions that may help to strengthen the co-operatives.

05. Strategies for Human Resources Development

a) Strategies

The present global tendencies in co-operatives to become large business organisations through mergers, amalgamations and liquidations has brought about a problem of isolation of members from their organisation. The policy decisions and operational decisions have been more or less vested with professional managers. Hence the members initiative and participation in economic activities have become negative factors instead of positive factors. Therefore, it is vital to identify and introduce institutional models that would bring back the synthesis and evolve methodologies that would ensure participation for the realization of co-operative ideals. Improving individual's perception of the changes and developing skills which would make individuals more productive and creative are vital for the realization of strong co-operative organisations. Institutional arrangements and operational systems for collective actions and group management are equally important for this process. Planning of Human Resources Development at macro and micro levels will ensure the stability and futuristic behaviour to co-operative organisations. Inequality of opportunities in the participation in development process has affected many groups in the society at large as well as many co-operative organisations. Therefore, plans should also involve such disadvantaged groups.

Partnership in joint activities is vital for these groups such as women and youth in order to sustain equal benefits from the development efforts. Strategies and programmes have to be launched to mobilize these groups into group actions and entail participation in the organisation in which they become members. Group strategies as well as individual's self development programmes should be introduced for the purpose. Literacy campaigns, vocational training and community health programmes, etc. could help in this direction.

Changes in technology, behavioural patterns of individuals in the contemporary society and also the functioning of state machinery have experienced more acceleration in the past, which affected the co-operative enterprises too. Institutions, especially economic enterprises continued to become obsolete which cannot keep pace with the changes. Therefore, manpower systems and management systems in co-operatives too should be open for such changes in keeping with these developments. Hitherto adopted supply-focused policies and strategies of human resources have to be changed to demand-oriented policies and strategies. The co-operative training institutions and other Human Resource Development institutions should be re-oriented towards demand-oriented human resource concepts in order to make them integrated into total development plans of co-operative enterprises. Learning systems and methodologies too have to become more job-specific and role-specific, which would ensure appropriate capacities of the job holders to undertake given tasks.

Modern management concepts and systems need to be incorporated into co-operative management environment in order to bring about more productivity at a lesser cost and also to ensure contribution towards self actualization of individuals participating. New technologies in the fields of information and production techniques should be integrated into the management systems as applicable to their operations to maximize the cost effectiveness and output also to optimize the benefits for the participants.

The manpower environment of co-operative enterprises should ensure its ability to maintain mobility. The staff should be able to enrich and progress their careers through various levels utilizing their full potential combined with constant up dating and development. A strategy for ensuring this stability should be adopted through collaboration among various types and levels of co-operative organisations. Formal or informal arrangements to this effect should be introduced. Sharing information on new concepts and innovative practices could also be integrated into a regular system.

At the national and regional levels, participation in decision-making on Human Resource planning and development activities should ensure the involvement by the operatives and beneficiaries in order to become a participatory process. Normally all national human resource strategies with active involvement by the co-operative sector could bring recognition of co-operatives at the macro level human resource planning. Supply of manpower for co-operative demands could be some what facilitated in this process by making potential cadres available. In addition, formulation of policies and legislation conducive to human resource development activities in co-operative contributing towards realization of a proper environment. The ICA and its affiliated organisations should promote this idea with the government authorities working at the national level and regional levels in the field of Human Resources Planning and Development.

b) Mechanisms

As a principle, the ICA ROAP will play the role of a catalyst and co-ordinator on Human Resource Development activities.

The projects should initiate planning exercises in member country as per their identified needs in the field of human resource development and provide facilitating assistance.

The ICA ROAP too would undertake planning its own activities with the active guidance of Human Resource Development committee and the Regional Council.

Human Resources Development projects will also collect and disseminate information on new trends in the human resource development concepts and strategies so as enable member organisations to update their systems.

The projects should also establish Human Resource Data Banks and information systems for the benefit of member organisations in the region.

The ICA ROAP will introduce new concepts and methodologies on human resource development activities wherever relevant.

Maintaining a dialogue with the government authorities in the field of Human Resource Development in order to facilitate the development activities in the co-operative organisations will be another task for the ICA ROAP.

Wherever necessary, the provision of assistance and guidance for the formulation of national level human resources development policies and labour legislation, etc. will be undertaken by the ICA ROAP in this process.

It would become necessary for the ICA ROAP to provide occasional forums through meetings, workshops and seminars to exchange experiences, information and opinions and to discuss collaborative efforts among member countries of the respective regions.

The ICA ROAP should not only help in the identification and formulation of human resource development projects for their member countries, but also should launch pilot projects, which could have vital relevance to the member countries.

Resource mobilization for human resource development activities will be an important function of the ICA ROAP. Formulation of projects and identification of donors should be undertaken under this function. Promotion of movement-to-movement assistance and the promotion of exchanging resources are also possible activities in this direction.

The ICA ROAP will also undertake collaboration with UN agencies and other inter-governmental and non-governmental agencies dealing with Human Resource Development activities in co-operatives.

06. Target Groups

The human resource development activities within the ICA structure would have the following target groups:

Direct Target Groups

- Executives and managers dealing with human resource planning and development functions in national organizations, planners, managers and facilitators of education and training programmes.
- Government policy makers in the field of human resource development.

Actual Target Groups

- Members, prospective members and leaders of co-operative organizations.
- Staff members of co-operative organizations dealing with human resource management function.

- Employees of different categories working at the co-operative organizations.
- Women leaders, women members and youth.

07. Priorities for Action

7.01. Policy & Planning for HRD

- Helping national co-operative organisations to formulate medium-term and long-term human resource development plans.
- Co-ordinate with governments at the national level and inter-governmental agencies (ILO, ESCAP, UNESCO, etc) at Regional level on Human Resources Development policies and planning.
- Facilitate the process of introduction of demand-oriented HRD strategies in the co-operative sector through formulating improved systems in :
 - Human resource planning,
 - Human resource utilization,
 - Human resource development,
 - Human resource information.
- Introduce methodologies for enhancing member participation in co-operatives through:
 - Identification of concepts, methodologies and practices,
 - Orientation of leaders, facilitators and executives on new concepts and methods,
 - Formulating and launching pilot projects on member participation.
- Promote special activities for disadvantaged groups through:
 - Assessing the status of disadvantaged groups through field research,

- Identification of special projects and mobilising resources for implementation,
- Providing technical assistance to implement such projects and programmes.

- Introduce innovative technology for Human Resources development in keeping with developments in :
 - Modern information technology,
 - Communication technology.

7.02. ~~f~~Strengthening for Human Resources Development.

- Provide technical assess for strengthening Human Resources Development institutions,
- Set up formal mechanisms for strengthening Human Resource Development activities:
 - HRD committees at the ICA Regional level,
 - Assist member organisations to set up National Co-ordinating Committees.
- Promote research units at the Regional and National levels.
- Establish indicators of judging performance in HRD institutions.

7.03. Education and Training activities in Human Resources Development.

- Promote literacy campaigns and adult education programmes,
- Promote co-operative education in public schools,
- Assist designing training programmes and training systems, for identified target groups,
- Conduct research on innovative ideas on education and training.

7.04. Human Resources Development Information systems

- Collect, process and disseminate information on Human Resources in co-operative sector in the member countries,
- Establish data banks and information systems on Human Resources Development at the Regional office,
- Help national organisations to set up modern facilities for data collection and processing,
- Coordinate Human Resource information systems to establish a network in order to share necessary information.

7.05. Monitoring and Evaluation of Human Resource Development Projects

- Identify key areas for monitoring and evaluation of Human resource development activities at the national level and regional offices level,
- Formulate techniques, norms, standards and indicators for evaluation of the impact of HRD project activities,
- Undertake field research on evaluating project activities in the member organisations.

**3-YEAR DEVELOPMENT PLAN
OF THE ICA-ROAP
1991/92 - 1993/94**



**International Co-operative Alliance
Regional Office for Asia and the Pacific
New Delhi, India**

ICA Regional Office for Asia and the Pacific 3 Year Development Plan : 1991/92 - 1993/94

Contents

	Page No.
1. Development Programme Outline	1-07
1.1 Introduction	01
1.2 Overall Strategy	02
1.3 Assumptions	03
1.4 Objectives	03
1.5 Priorities	03
1.6 Target Groups	04
1.7 Organisation and Projects	04
1.8 Planning, Monitoring and Evaluation	05
1.9 Budget and Sources of Funds	06
1.10 Staff Projection	06
2. Detailed Description of Projects	8-28
2.1 Development Planning and Coordination Project	08
2.2 Agricultural Coop Development Project	13
2.3 Consumer Cooperative Development Project	17
2.4 Human Resource Development Project	20
2.5 Coop Trade Project (CTP).	24
2.6 Agricultural Management Training Project	27
3. Administration	29
Enclosures	
Annexe-1 : Work Plans for 1991-92.	
Annexe-2 : Source of Funds for 1991-92.	

1. Development Programme Outline

1.1 Introduction

As at the end of 1989, the ICA ROAP covered almost 67% of the world cooperative population in the membership of the ICA. The total individual membership of the Alliance is 648 million while the membership of the cooperative institutions under the coverage of the ICA ROAP is 440 million. There are 192 national cooperative organisations from 76 countries and 10 international cooperative organisations in the membership of the Geneva-based Alliance. The ICA ROAP covers 57 national cooperative organisations from 19 countries.

The participation of cooperative organizations in the activities of the ICA is reflected in the programmes of the ICA ROAP. Since the establishment of the ROAP in 1960, the ICA has been able to bring together the cooperative organisations and leaders in the Asia-Pacific Region, thus enabling the development of a number of horizontal programmes of technical cooperation and mutual assistance and collaboration. In the recent times the pace of technical collaboration has accelerated in view of several positive developments taking place in the area. The ICA has provided technical support in various ways to cooperative movements as and when and where needed or foreseen.

The cooperative organisations in various countries of the Region are engaged in promoting social and economic development of members. The membership of the cooperatives is predominantly persons in the lower income group and the poor persons. Cooperatives have also directed their attention to improve the socio-economic conditions of women by involving them in the process of development.

In Asia, the Cooperative Movement is spread to various categories of people, such as farmers, consumers, salary-earners, craftsmen, construction workers and forest labourers. The range of activities is also very wide and covers production processes, supply of inputs, marketing, agro-processing, distribution of consumer articles, credit, banking, insurance and housing, etc. Some of the salient features of the region are, among others, Organisation and development of dairy cooperatives including processing activities; Fertiliser production and distribution sector; Heavy engineering and petro-chemical sectors; Sugar cooperatives and agro-processing sectors; Human resource development programmes in the Indian Cooperative Movement; Computerisation programmes in Singapore and Rep.of Korea; Savings and thrift, consumer cooperatives, taxi owners' cooperatives of the Singapore Cooperative Movement; Agricultural cooperative marketing and land settlement sectors of Thailand; Rural cooperatives of Indonesia; Management of multipurpose cooperatives, rural banks, rural cooperative hospitals, coconut processing in Sri Lanka; and sectors like rural and cooperative extension, small-scale industries, cooperative housing.

Cooperative movements in the Region also face several organisational problems e.g., strong role played by the State in the governance and development of cooperatives; lack of participation by members in the business and organisational operations of their cooperatives; absence or non-implementation of job descriptions; limitations on the freedom of action on the part of cooperatives; dilution of cooperative principles and disregard of cooperative values, ethics and philosophy.

Level of cooperative development is another salient feature of the Region, which, of course, to a greater extent, provides a good basis for the weaker cooperative movements to learn from the strong and efficient ones.

In the light of many countries opening up their economies thus encouraging the spirit of competition, cooperatives have come under strong pressures to realign and readjust their working methods to survive and to retain their identity. There is, therefore, a strong need for the training and education of a variety of personnel and members in the new methods and techniques of operating their "self-help" cooperative organisations. Reliance on a systematic supply of properly processed information by using the modern methods and techniques is regarded as an essential tool for making good and realistic plans of business development. The use of computers, statistics, and information has thus become necessary.

In the recent years, the ROAP has witnessed a spectacular entry of a variety of Cooperative Movements in its fold e.g., China, and the USSR besides expanding the scope of the Regional Office to cover the Pacific islands. This

provides a good opportunity for the ICA to bring all shades of national economies together and to help the movements to learn from each other.

Keeping in view the developments on cooperative front in the Region, the ICA undertook a series of "core" activities during the last three years which tried to give a fresh and meaningful look to the cooperative way of life. Some of the key activities were, among others, Regional Consultation on "Role of Government in Promoting Cooperative Development in Asia" held in Singapore in June 1988; Cooperative Ministers Conference held in Australia in February 1990; and in-depth study on "Facilitation of Effective Cooperative Legislation in Selected Countries of Asia"; Planning Mission on "Women in Development Through Fishery Cooperatives in Asia", etc.

The Regional Consultation held in Singapore was attended by Permanent Secretaries/Senior Officers responsible for Cooperative Development, Cooperative Leaders, Chief Executives of national cooperative organisations. Besides reviewing the present situation of government's role in promoting cooperative development in various countries, the Consultation discussed the following subjects : (i) cooperative legislation and development, (ii) cooperative principles, philosophy and their application, (iii) cooperative policy and governments promotional, technical and financial support for building genuine and strong cooperative movements, (iv) building cooperative autonomy, (v) role of governments and national cooperative organisations, and (vi) role of international organisations including that of the ICA.

Cooperative Ministers Conference which was held in pursuance of the recommendation of the Singapore Consultation, discussed the theme "Cooperative-Government Collaborative Strategies for the Development of Cooperatives during the 90s". The recommendations of the Conference have laid down specific roles expected from the cooperatives, national cooperative organisations, governments, international bodies and the ICA. The Conference also suggested an Action Plan for 1990s. At the end of the Conference a declaration entitled "Sydney Cooperative Ministers Conference Declaration 1990" was also issued.

Following on the recommendations of the Singapore Consultation, an in-depth study of cooperative legislation was undertaken in the second half of 1989 with the following objectives : (i) to identify constraints to cooperative development, (ii) to identify features which are not in accordance with cooperative principles, and (iii) to suggest additional provisions needed for facilitation of cooperative development. Bangladesh, India, Indonesia, Philippines, Sri Lanka and Thailand were covered. The country study reports were discussed in a regional workshop held in October 1989 in Bangkok.

Though women in Asian countries have been closely involved in the post-harvest activities of fishing, their participation in the management and operations of the fishery cooperatives has been quite inadequate, if not altogether absent. No systematic study, however, had so far been made focussed on the improvement of women through their active participation in fishery cooperatives. In collaboration with the CCA, the ICA fielded a planning mission to "assess the present and possible future involvement of women and to plan short-term and long-term projects to enhance their participation in fishery cooperatives" in the 2nd half of 1989.

In addition to the needs and problems of cooperative movements highlighted in the above activities, the ROAP receives technical feedback from other sources, more prominent being the ICA Regional Council, and its technical subject-matter committees, discussions held at national cooperative congresses or convention and through field missions undertaken by the technical officers of the ICA ROAP.

1.2 Overall Strategy

The Development Programme for the three-year period starting in July 1991 and ending in June 1994 is based upon the ICA Policy for Cooperative Development, ICA Congress Resolutions, the Conclusions of the Cooperative Ministers Conference held in Sydney, Australia, in February 1990 and on the expressed needs of the member organisations through the Regional Council and specialised ICA ROAP Committees, as well as on continuous contacts and interactions between the ICA ROAP and the member organisations.

The major areas of activities, as listed under point 1.7 below, would be directly linked to the current plan period in order to maintain continuity of ICA ROAP's activities. The content, substance and thrust would, however, undergo changes and modifications resulting in a distinct target group orientation and a concentration of the activities to fewer sub-projects and activities. The development programme as presented in this planning document is also a reflection of the resources likely to be at ICA ROAP's disposal during the three-year plan period. The ICA ROAP will endeavour to encourage, promote and carry out development work within the fields

of housing, urban cooperative banks, artisans and workers, tourism, etc. provided additional resources are made available. (A good example of how this can be achieved is the newly launched ICA/CIDB Cooperative Insurance Project).

In the pursuance of its development work the ICA ROAP would endeavour to maintain a professional standard compatible with that of other international development organisations.

The ICA ROAP development programme would to the extent possible within the framework of the development objectives and available resources be of relevance for a majority of member organisations.

The role of the ICA ROAP in the promotion of cooperative development in the region is to function as a catalyst, facilitator and coordinator. The ICA ROAP will, in addition to this, act as an implementor, of innovative projects of a pilot project character and, on a case to case basis of regular cooperative development projects when called upon by a donor agency.

The achievement of self-reliance through help to self-help is an important guiding principle in the ICA ROAP's development work.

1.3 Assumptions

It is presumed that the resources for ICA ROAP's development programme would be moderately increased or at least at par with the level during the current plan period. A more diversified pattern of donors is envisaged to emerge.

The national level cooperative organisations would be the focal point for ICA ROAP's development programme. It is presumed that the concerned national cooperative organisations would respond, associate and contribute their share in carrying out the activities in proportion to the resources at their command as is already being done by several movements in the region.

The inputs by ICA ROAP, financial and otherwise, as well as other external resources which the ICA will assist in mobilising, would be most effective when supplementing the resources mobilised from within the national cooperative organisations.

It is presumed that a positive attitude of concerned governments would be available in carrying out the ICA ROAP activities.

1.4 Objectives

In its development work the ICA ROAP strives to achieve the following objectives :

- i. The establishment and growth of independent, democratic and economically viable cooperative organisations in which men and women participate on equal terms;
- ii. Strengthening of collaboration between cooperative organisations;
- iii. Influence public opinion, governments, international authorities and international organisations on matters pertaining to development of cooperative organisations;
- iv. Enhancement and encouragement of the involvement of the weaker sections of the society as also women and youth in the activities of cooperatives; and
- v. Promoting awareness among the cooperative organisations of the importance of an environmentally sustainable cooperative development.

1.5 Priorities

The priorities for the ICA ROAP activities are as follows :-

- i. To pursue the follow-up of the implementation of the Sydney Recommendations;

- ii. To promote understanding and economic cooperation between cooperatives at regional level;
- iii. To develop Data Bank in ROAP and NCOs for better planning, improved information sharing and assess progress of cooperatives;
- iv. Formation of NCOs where they do not exist and bring the movement under ICA membership from such countries;
- v. To promote and strengthen national cooperative organisations and inculcating among them the concept of “Cooperation among Cooperatives” and “self-reliance”;
- vi. To create an awareness among cooperative members on the protection of environment and encourage the cooperatives to play a positive participatory role; and
- vii. To encourage the participation of women and youth in cooperatives.

1.6 Target Groups

The direct target groups for ROAP’s development work would be :

- i. National level business, and promotional and cooperative training institutions responsible for carrying out the development programmes;
- ii. Cooperative leaders and management personnel responsible for carrying out the cooperative activities; and
- iii. Government ministries and departments responsible for cooperative development so as to ensure that cooperative policies are conducive to sound cooperative development.

The indirect target groups would be :

- i. Cooperative leaders and management staff in secondary and primary level cooperative societies;
- ii. The individual members and their family members being the ultimate beneficiaries of ICA ROAP’s development work; and
- iii. Weaker sections of the society, women and youth.

In development projects where ICA ROAP is the implementing agent the indirect target groups may also be direct target groups.

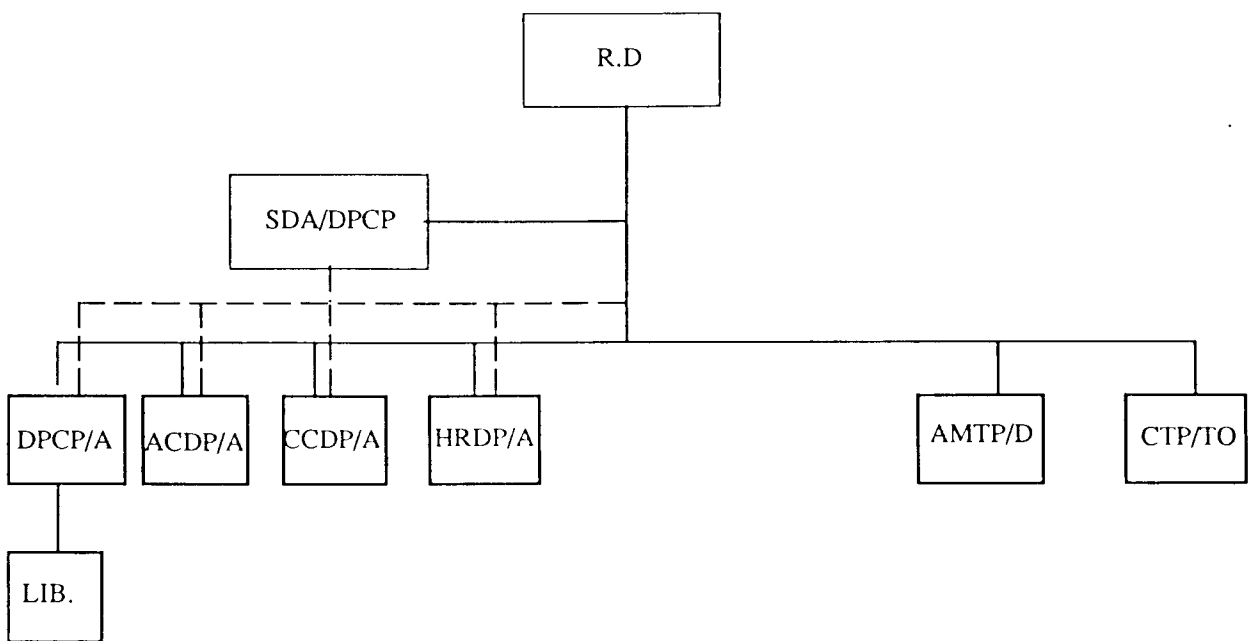
1.7 Organisation and Projects

The ICA ROAP development programme would be carried out through six technical projects:

1. Development Planning and Coordination Project (DPCP);
2. Agricultural Cooperative Development Project (ACDP);
3. Consumer Cooperative Development Project (CCDP);
4. Human Resources Development Project (HRDP);
5. Coop Trade Project (CTP); and
6. Agricultural Management Training Project (AMTP).

The Regional Director has the overall responsibility for the programme.

The development programme activities are organised as shown on the chart below :



The dotted lines from the Senior Development Advisor (SDA) to the Development Planning and Coordination Advisor (DPCA), Agricultural Cooperative Development Advisor (ACDA), Consumer Cooperative Development Advisor (CCDA) and Human Resource Development Advisor (HRDA) and Librarian indicate that the SDA is technically responsible for these projects while all Project Advisors, the Project Director and the Technical Officer are directly responsible to the Regional Director on administrative matters. The Coop Trade Project (CTP) is presently handled by the Regional Director assisted by a Technical Officer (TO).

The SDA and the Development Planning and Coordination Project (DPCP) have a joint budget while all the other projects have their own separate budgets.

The present organisation may be subject to review during the plan period.

1.8 Planning, Monitoring and Evaluation

1.8.1 Planning

The 3 year plan would be the overall guideline for the ICA ROAP development programme outlining objectives, priorities, major fields of activities and the budgetary framework.

In the Annual Work Plan the targets, activities and budget of the 3 year plan would be subject to annual assessments reflecting the experience gained during the preceding year. In the Annual Work Plan the projected activities would be defined in greater detail regarding the content and timing of the activities as well as the cost components.

The annual work plan would be broken down into quarterly work plans and budgets to be prepared before the start of each quarter. The annual work plan and budget are submitted to the ICA Head Office.

1.8.2 Monitoring

The monitoring system would follow the planning procedure with a consolidated annual report and financial report including budget control and quarterly reports and quarterly financial reports. Review and planning meetings are held each quarter. The annual and quarterly reports are submitted to the ICA Head Office.

1.8.3 Evaluation

The monitoring system would allow for a continuous evaluation of the ICA ROAP development programme in accordance with the annual plans and budgets for the projects which contain the activities with predefined target groups and output targets.

The ICA ROAP planning, monitoring and evaluation system thus facilitates future external evaluations and appraisals.

1.9 Budget and Sources of Funds

1991-92

(In thousand SFR)

Project	Total	ICA	MO	SCC	MAFF	JCCU	OTHERS
DPCP-2100	979	0	439	330	0	0	110
ACDP-2200	477	0	292	125	0	0	60
CCDP-2300	244	0	75	37	0	132	0
HRDP-2400	192	0	47	133	0	0	12
CTP -2500	75	0	25	25	0	0	25
AMTP-2600	724	0	10	0	714	0	0
FCDP-2700	30	0	0	0	0	0	30
ADMN-2900	293	50	95	50	(58)	(13)	(27)
Total	2816	50	983	700	714	132	237

Indicative total budget : 1992-93 - SFR 3,000
 1993-94 - SFR 3,200

1.10 Staff Projection

ICA ROAP Present Staff Projection

S.No	Particulars	1991-92	1992-93	1993-94
I. Administration				
	Regional Director	1	1	1
	Finance Officer	1	1	1
	Manager (Admn.)	1	1	1
	Accountant	1	1	1
	Receptionist	1	1	1
	Drivers	2	2	2

S.No.	Particulars	1991-92	1992-93	1993-94
	Messenger	1	1	1
	Office Attendant	1	1	1
	Catering Attendant	1**	1	1
	Gardener	1**	1	1
2.	Development Planning & Coordn.Project			
	Senior Development Advisor	1	1	1
	Devp.Plng & Coordn. Advisor	1	1	1
	Ex.Secretary/Planning Assistant	1*	1	1
	Librarian	1	1	1
	Assistant Librarian	1	1	1
	Library Attendant	1**	1	1
3.	Agri.Coop Development Project			
	Agri.Coop Development Advisor	1	1	1
	Ex.Secretary/Planning Assistant	1*	1	1
4.	Consumer Coop Devp. Project			
	Consumer Coop Devp. Advisor	1	1	1
	Personal Secretary	1	1	1
5.	Human Resource Devp.Project			
	Human Resource Devp. Advisor	1	1	1
	P.Secretary & Desk Top Publisher	1	1	1
6.	Coop Trade Project			
	Technical Officer	1	1	1
	Steno-Typist	1	1	1
7.	Agri.Management Trg.Project			
	Project Director,	1	1	1
	Project Assistant	1	1	1
	Total	26	26	26

** On daily wages

* Same person

Out of 26 staff members, 6 are core staff; 3 are on daily wages; and 17 are on contract basis (1-2 years).

2. Detailed Description of the Projects

2.1 Development Planning and Coordination Project

2.1.1 Background

From the Regional Office technical support to cooperative movements in the region is provided through the office of the Regional Director and six technical projects. The "Development Planning and Coordination Project" is assigned the task of development planning for the movements and coordination among the technical projects.

Although some of the core activities recently carried out helped create a climate of introspection among the cooperative leaders and governments, there is still a great need to make the cooperatives self-reliant, democratic and economically viable so that they are able to provide efficient and timely services to their members. Besides external technical inputs there is need to foster the process of inter-cooperation, collaboration and mutual cooperation among the cooperatives in the Region. The three-year plan of cooperative development is thus intended to bridge this gap and provide the needed support and cooperation.

The project was earlier called the Development Coordination Unit which was until June 1989 headed by Mr. J.M. Rana and supported by Mr. Sten Dahl until November 1989. With a re-organization of tasks and joining of new technical officers, the project is now renamed as "Development Planning and Coordination Project" headed by Mr. Karl Fogelstrom since January 1990 and supported by Mr. Daman Prakash since July 1990.

2.1.2 Strategies and Methods

The development planning and coordination activities are sought to be carried out through the process of planning, evaluation, research, facilitation of implementation of cooperative policies and other development issues, and by instituting, developing and implementing the needed information resource service. The following strategies and methods are to be employed :

- i. Based on the explicit recommendations, suggestions and advice contained in various recommendations of meetings and conferences;
- ii. In accordance with the accepted ICA policies relating to cooperative development;
- iii. In accordance with the consultations held from time to time between the ICA and its member-organisations;
- iv. Taking into consideration the present situation, trends and needs of the cooperative movements in the region;
- v. Taking into consideration the limited resources available with the ICA ROAP;
- vi. Stressing the need for self-improvement based on self-help and self-supporting approaches;
- vii. Identify and formulate priority areas and activities, more specific, need-based and result-oriented;
- viii. Making use of existing human resources e.g., previous participants/trainees of ICA activities, and developing follow-up programmes;
- ix. Enabling the movements/Encouraging member-organisations to take an increasing interest and taking care of additional responsibilities in the implementation of ICA-sponsored activities; and

- x. Taking into consideration the view-points of all other development projects in the ICA ROAP and the views expressed by the Regional Council and other specialised committees.

2.1.3 Objectives

The general objectives of the Development Planning and Coordination Project during the three-year plan are :

- i. To achieve harmony and unity of thought and action among all the technical projects operating under the ICA ROAP so that all the projects aim at achieving the objectives set in the ICA Policy in Cooperative Development;
- ii. To encourage and enable the member organisations in the region to follow-up the recommendations made at the Singapore Consultation and the Ministers Conference in the nearest possible future so that the outcome could be reported at the 1992 Ministers Conference to be held in Indonesia.
- iii. To enable member organisations to carry out field research/ in-depth studies in some of the core areas of vital importance e.g., Weaker sections of the society and cooperatives (employment/income generation among women and youth); Cooperatives and environment; Strengthening the economic base of member-organisations, etc.
- iv. To enable the member organisations to do a realistic planning for themselves and for their members by setting up information resource centres and planning cells;
- v. To provide the member organisations with information, statistics, success stories and literature, the ICA thereby rendering the clearing house services for the member-movements;
- vi. To enable the member-movements to develop their own TCDC programmes and participate in the ICA-FAO NETWORK programme on self-financing basis or through grants provided by the ICA or other agencies;
- vii. To help the member-movements to identify relevant areas of technical collaboration and to provide assistance in developing projects and identifying sources of funding;
- viii. To promote exchange of information and expertise with agencies/institutions engaged in research programmes related to cooperatives;
- ix. To help member organisations to strengthen their communication media e.g., press, radio, etc. with their members; and
- x. To encourage other donor agencies to participate in the process of cooperative development in this part of the world in collaboration with the ICA ROAP.

2.1.4 Priorities

- i. Cooperative Movement-State Relationship;
- ii. Re-alignment of cooperative legislation thereby according due credit to the essence of Principles of Cooperation;
- iii. Research studies on some key areas in some selected countries :
 - Weaker sections and cooperatives (employment/income generation among women and youth),
 - Role of cooperatives in protection of environment (social forestry, drinking water supply, community hygiene, social benefit activities, etc),
 - Democratic control and professional management in cooperatives,
 - Causes of failures and reasons of success in cooperatives,
 - How to strengthen resource base of member-organisations (towards independence and self-reliance),
 - Study of national cooperative development corporations.

- v. Setting up of Information Resource Centres, Planning Cells and Data Banks at the ICA ROAP and at some selected member- organisations;
- v. Production and dissemination of information for the use of member-organisations and general public;
- vi. Support to selected member-organisations to strengthen their communication media channels through print or electronic media;
- vii. Enhancing TCDC programming in the region;
- viii. Support to ICA/FAO NETWORK programme; and
- ix. Increased inter-action with UN and other agencies interested in cooperative development.

2.1.5 Major Activities

In accordance with the organisational structure of the Development Planning and Coordination Project (DPCP) the operational tasks have been grouped as follows :

- i. Planning, Coordination and Evaluation activities.
- ii. Research activities.
- iii. Cooperative Policies and Development Issues.
- iv. Information Resource Services.

The following major activities have been formulated for implementation during the three-year plan period:

i. Planning, Coordination and Evaluation Activities

a. Planning, Coordination and Evaluation.

In order to make the ROAP development plans more cohesive, homogeneous and relevant to the ICA policies and responding to the needs and capacities of member-organisations, it is considered necessary that due attention is paid to the process and methods of planning, and developing, inbuilt monitoring and evaluation systems thereby facilitating external evaluations. This is the core activity of the technical assistance programmes of the ICA ROAP. The following tasks are envisaged :

- Overall planning,
- Constant inter-action with other projects,
- Participation by SDA/DPCA in ICA meetings,
- Visits to member-organisations and government,
- Inter-action with UN and other agencies,
- Providing support and facilities to evaluation missions.

b. Support in Project Identification and Planning Strategies

This activity is aimed at providing assistance to member- organisations in identifying areas in which external assistance is needed and areas where expertise-support is needed. The member-organisations are assisted in developing project proposals from time to time. The member-organisations are also encouraged to establish Planning Cells (Units) in order to develop better planning strategies to facilitate negotiations with donors, etc.

Some of the key components of this activity are :

- Assistance in setting up planning cells.
- Training of personnel in planning methods and techniques, project formulation, and evaluation.

ii. Research

Research studies are planned to be carried in the following areas :

- i. Weaker sections and cooperatives;
- ii. Role of cooperatives in the protection of environment;
- iii. Democratic control and professional management;
- iv. Causes of failure and reasons of success in cooperatives;
- v. How to strengthen resource base of member organisations;
- vi. Study of national cooperative development corporations.

The main purpose is to obtain field studies in order to concretise future strategies.

This activity involves the following elements :

- 2 studies per year - 6 studies in 3 years.
- 6 consultants.
- 6 national level seminars - 1 per study per country.
- Publication of reports and studies.

iii. Cooperative Policies and Development Issues

a. *Cooperative Movement-State Relations (Follow-up of Ministers Conference recommendations)*

Follow-up activities include : holding of national workshops to review cooperative policies and cooperative development since the Sydney Conference; production of status papers jointly by the government and movements; obtaining a national plan of action through national workshops and reporting to the Ministers Conference planned for 1992 in Indonesia.

It is planned to organise 4 national workshops before January 1992 (preferably in Bangladesh, India, Indonesia and the Philippines). 20 participants each representing the government and the movement and the ICA - 4 consultants.

b. *Cooperative Ministers Conference, Indonesia, 1992*

The Conference was invited by the Indonesian Cooperative Minister. Reporting on follow-up of the Sydney Conference recommendations - first, from 4 national workshops, and secondly, from other countries on individual basis, but through the ICA ROAP.

c. *Support to Communication Media*

This activity is aimed at enabling the member-organisations to provide and distribute better and more useful information among its members to enhance their interest, awareness and participation. It is also aimed at providing technical and logistic assistance in upgrading the production techniques/equipment and to enable the concerned personnel to exchange experiences and information. This involves : upgrading of techniques and equipment; on-the-job training/visits for selected cooperative media personnel.

d. *Production and dissemination of information/specialised articles for a wider circulation in order to improve the image of cooperatives.*

It is envisaged to produce 4 articles per year (12 articles in 3 years) on some unique and most successful genuine cooperatives/ cooperative experiments in the region. These articles or success stories are intended to enrich quality cooperative literature and to enable the movements to benefit from successful experiences. Services of eminent journalists would be utilised.

iv. Information Resources Services

a. *Setting up of Information Resources Centre and Data Bank at MOs level.*

It is envisaged to provide technical support to members organisation in the setting up of Information Resource Centres and Data Banks. The main purpose is to enable the selected member-organisations to develop their own information and monitoring systems thereby enabling them to participate in the regional structure, and eventually at the global level. This component includes : library services, documentation services, publication of newsletters, collection and dissemination of information and statistics through the medium of a data bank on the principle of information sharing.

At least 3-4 member organisations would be assisted during the plan period.

Efforts would be made to include those organisations which already have some basic infra-structure of information sharing process e.g., library and the library personnel, computers, telex or telefax, and some operational funds. On-the-job training for the concerned personnel would also be arranged by the ICA ROAP on a cost-sharing basis.

b. *Strengthening Information Resource Centre and Data Bank at the Regional Office, New Delhi.*

Existing infrastructure is sought to be expanded and strengthened. An operational frame for a data bank is sought to be developed, and implemented on a trial basis, and eventually perfected and linked with the Geneva office and other ROs.

2.1.6 Main Target Groups/Beneficiaries

i. Direct target groups

- All member organisations of the ICA and other national level cooperative federations.
- Cooperative leaders, government cooperative officials at the senior level.

ii. Indirect target groups

- Secondary and primary level cooperative leaders and the general membership.
- Women and youth.

2.1.7 Resources required/Budget

(In thousand SFR)

Year	Total	ICA	MO	SCC	MAFF	JCCU	OTHERS
1991-92	879	0	439	330	0	0	110

2.2 Agricultural Cooperative Development Project (ACDP)

2.2.1 Background

More than two-thirds of the total population in Asia and the Pacific are farm-households. Most of the countries of the Region are developing countries and agriculture provides for more than 50% of the GNP and hence we could emphatically say that these are agricultural countries. However, agricultural production is not sufficient to meet the requirements and needs of the ever-increasing population of these countries.

Agricultural cooperatives are the major type of cooperatives in this Region with about 70% of the total cooperative membership of the region, providing various types of services to their members, like increased availability of agricultural products, reduction in import of food supplies, insurance facilities, processing, marketing, education, etc. The agricultural cooperatives in the region are still weak in providing effective service to the farmers and farm-households, particularly in the processing, marketing and member participation in business management and farm planning.

Although through the perspective planning and other activities under the last 3 years plan have helped in increasing member participation and strengthening the agricultural cooperative movement, there are areas which need more emphasize and more specific planning and hence the emphasize for the next 3 years should be given to these areas of weaknesses.

Another aspect which needs careful consideration in the next three years are on self-reliance and inter-cooperative collaboration and association for the improvement of agricultural cooperative movements of the region, to utilize the available resources in the respective countries rather than relying on out-side funding or financing. The more experienced movements can provide inter-cooperative assistance in technology & management skills, which the ICA should coordinate and facilitate as a catalyst.

The Agricultural Committee should be the policy development forum to discuss the felt-needs of the movements within the Region and to suggest ways and means of achieving the general and specific objectives of the plan.

2.2.2 Strategies and Methods

- i. To be based on the ICA Policy for Cooperative Development.
- ii. In accordance with the 1987 ICA Evaluation Mission's recommendations.
- iii. In accordance with the Sydney Ministers Conference Declaration.
- iv. Keeping a linkage with the last three year's plan, to keep continuity of action plans and activities.
- v. Taking into consideration the present situation, trends and needs of agricultural cooperatives in the region.
- vi. Keeping in mind the ICA ROAP's limited resources, both financial and manpower.
- vii. Stressing the need for inter-cooperative collaboration, help and assistance.
- viii. Identify and formulate priority areas and activities, more specific, need-based and result-oriented.
- ix. Giving more stress on the follow-up activities, especially to use the participants of the various previous training programmes as facilitators for training regional facilitators who in turn can train the farmers.

2.2.3 Objectives

The general objectives of the Agricultural Cooperative Development Project, like in the last 3 years, should be:

- i. To assist member organisations in the Region in evolving suitable strategies and plans for development of self-reliant agricultural cooperatives, which will operate according to democratic and cooperative principles.

- ii. The strengthening and integration of the agricultural cooperative structures through long-term perspective planning and identification of potential sub-sectors, programmes and projects.
- iii. Enhancing of internal resource mobilisation, development of effective supply marketing and agro-processing systems for the agricultural cooperatives.
- iv. The enhancement of the status of the agricultural apex cooperatives as spokesmen for the entire agricultural cooperative movement in dialogues with the governments, with regard to laws, policies and financial, marketing and pricing systems.
- v. Promote the establishment and help the growth of independent, democratic and economically viable agricultural cooperative organisations in the region.
- vi. Facilitate interaction between cooperative movements in the region to provide technologies and experiences available with one movement to another, based on the locally felt needs and available resources.

2.2.4 Priorities

- i. Enhancing member involvement and member participation,
- ii. Strengthening national cooperative organisations,
- iii. Participation of women and youth in cooperatives,
- iv. Strengthening collaboration between cooperative organisations,
- v. Development of income-generating projects, especially for the poor,
- vi. Development of innovative approaches to face the new socio-economic challenges,
- vii. Developing systematic planning, monitoring and evaluation functions by agricultural cooperative movements,
- viii. Development of cooperative agro-processing & agro-marketing technologies,
- ix. Developing an integrated and efficient agricultural cooperative systems in the least developed countries on the lines and using the model of the developed movements,
- x. Improving management performance through effective, personnel policies and training programmes, and
- xi. Policy dialogues with governments through Ministers Conference and other appropriate methods.

2.2.5 Major Activities

Keeping in view the ICA Policy, the priorities, strategies and the general objectives, the following activities are formulated for the next three years in five areas:

- i. **Collaboration between cooperatives:** Increased efforts to be made to obtain larger and more wide contribution from ICA member organisations, based on (i) 1987 ICA Evaluation Mission report, (2) Declaration of the Sydney Ministers' Conference, to support the involvement of cooperatives in community development.
 - a. Annual Agricultural Committee meetings.
 - b. Fact-finding missions by the Advisor to both developed member organisations and developing movements to assess the needs of the developing movements and to explore possible assistance that could be offered by the developed movements.
 - c. Promote visits of cooperative leaders/delegations from developed movements to developing movements and vice-versa to assess the potential collaborative opportunities and efforts.

- ii. **Perspective and Project Planning:** 1987 Evaluation report mentions about the need for assistance in perspective planning. However, the approach to this could be improved, giving more emphasize to internal resources and self-reliance rather than dependence on external financial and manpower assistance, considering the ICA Policy of help to self-help. ICA Regional Office to adopt the role of only a 'broker' or facilitator and not assume the responsibility of actual implementation or monitoring, except in activities of a very innovative character. To adopt the policy of upward planning from the village level, based on realistic approaches as per the Sydney Conference Declaration.
- a. ICA/CUAC/IDACA Regional Seminar on Perspective Planning with special reference to the Japanese experience.
 - b. Provide technical assistance to the national level organisations in their perspective planning exercises.
 - c. Hold conference/workshop and constitution of task forces for formulating detailed plans and projects for sub-sectors and priority areas identified by the perspective planning studies.
 - d. Assist the national level organisations in follow-up in implementation of projects identified in the long-term planning exercises.
- iii. **Development of Agro-Processing:** Based on the ICA policy of increased food production, agro-processing and other income-generating projects, especially for the poor are to be identified and assisted. This area of assistance has also been mentioned in the Sydney declaration. This area is one of the most important but weakest in the Agricultural Cooperative sector. This area has a lot of potential for the development of agricultural cooperatives.
- a. Conduct a training programme on agricultural processing for the secondary level cooperative leaders.
 - b. Assist in conducting national level workshops for identifying income-generating projects at village/primary and secondary level.
 - c. Exchange programme for managers and senior employees of agricultural cooperatives between developed and developing agricultural cooperative movements.
 - d. Assist in promoting joint ventures between developed and developing movements in setting up income-generating projects and improving the working of on-going projects.
- iv. **Development of Agro-marketing:** The cooperative agro-marketing system in many of the countries of the Region is very poor or under-developed. They are facing stiff competition from the private sector and multi-nationals. It is imperative that the agricultural cooperative sector has to be equipped with modern technologies and approaches to face the threat from the private sector and to provide reasonable return to the farmers for their produce. The ICA policy and the Sydney Conference declaration give greater emphasis to agro-marketing and pricing.
- a. To hold a regional seminar for senior management personnel of agricultural marketing federations.
 - b. Provide consultancy services to national movements in developing countries, to assist them in conducting staff training in modern marketing management techniques and strategies.
 - c. Technical assistance to set up efficient and modern agricultural marketing information systems.
 - d. Exchange programmes.
- v. **Enhancing Member Participation:** The level of member participation in operations, management and policy making exercises in agricultural cooperatives in the Region needs quite a lot of improvement. Mostly the members of agricultural cooperatives have passive attitudes and do not bother to take any interest in the day-to-day affairs of their cooperatives. The ICA Policy gives greater importance to member participation. The ICA has to continue to support in creating awareness among the members about the need and importance of their participation in the affairs of their cooperatives.
- a. Collaborate with the national organisations, who nominated the past-participants to the Regional seminar in implementing and monitoring follow-up activities conducted by their nominees.
 - b. To conduct national seminars in selected countries, in collaboration with the national organisations, to

improve the involvement and participation of women and youth in the affairs of agricultural cooperatives.

c. To arrange for selected ex-participants of the member participation seminars to visit the successfully implemented projects in member countries to emulate the experience to suit their situations.

2.2.6 Main Target Groups/Beneficiaries

i. Direct target groups

- National organisations of agricultural cooperatives.
- Cooperative leaders and managers in the national organisations.

ii. Indirect target groups

- Secondary and primary level cooperative leaders, managers and staff members.
- Farmers and farm-households (particularly the poorer strata).
- Women and youth.

2.2.7 Resources required/Budget

(In thousand SFR)

Year	Total	ICA	MO	SCC	MAFF	JCCU	OTHERS
1991-92	477	0	292	125	0	0	60

2.3 Consumer Cooperative Development Project (CCDP)

2.3.1 Background

The level of development of consumer cooperative movements in the Asia and the Pacific Region, in general, varies from one country to another depending on the level of economic and social well-being of the people, political situations, governments' support, competition from private sectors and quality of cooperative organisations, their management and leadership in each country. However, this can be classified into three categories - (i) fast growing and strong movements, such as Japan and Singapore; (ii) moderately growing and fairly developed, such as Thailand, Malaysia, Sri Lanka and certain parts of India, and (iii) slow growing and least developed, such as Bangladesh, Philippines, Indonesia and Pakistan. Therefore, in order to promote and develop the Consumer Cooperative Movements in the region, strategic plans need to be prepared for each level individually and separately.

Generally, the consumer cooperative movements in the region have been rather weak compared to the private sectors resulting from low socio-economic background of the general public, lack of technical and financial support from the Governments and lack of qualified leaders and managing staff of cooperatives. In addition to this, other problems are as under:

- Low productivity and low income among coop members and general public;
- Lack of operating funds and development funds;
- Lack of awareness and support from coop members and general public;
- Lack of member relations and member participation;
- Difficulty in getting adequate supply at fair prices;
- High operation costs because of poor infrastructure, poor management and high interest rates;
- Lack of professional staff because of low pay and over-burden;
- Lack of professional training on consumer cooperatives and lack of leadership among cooperative leaders and management staff;
- Lack of strong national consumer cooperative organizations;
- Lack of training institutions on consumer cooperatives domestically and internationally;
- Lack of study, research and data collection on consumer cooperative operations and lack of exchange of information among cooperatives and member-countries;
- Lack of clear-cut policy on consumer cooperative development both from the government and the movement;
- Stiff competition from private sectors; and
- Poor financial and business management of consumer cooperatives.

Despite many difficulties and mounting problems, the ICA Committee on Consumer Cooperation and member-organizations through financial and technical support from the Japanese Consumers Cooperative Union (JCCU) have made sincere efforts to develop the Consumer Cooperative Movements within the region. It is expected that through a continuing support from stronger movements and their own initiative and efforts the consumer cooperative movements within the region will be further developed and strengthened within the planned period.

2.3.2 Strategies and Methods

- i. Initiate income generating schemes for cooperative members and women and youth;

- iii. Train government cooperative officials, cooperative leaders and staff to be able to carry out and manage the designed projects;
- iv. Establish-cum-reorganize national federations of consumer cooperatives within the movements;
- v. Transfer of technical know-how and provide consultancy services to the weaker movements;
- vi. Develop self-help and self-development projects;
- vii. Establish national and regional training centre for consumer cooperative development within the region;
- viii. Organize national and regional seminars or workshops; and
- ix. Set-up pilot projects on consumer cooperative development in each country.

2.3.5 Major Activities

i. Study and Research

- a. Collect relevant information concerning consumer cooperative operations within the region regularly.
- b. Conduct specific study, survey or research on consumers cooperative development projects in certain countries.
- c. Conduct case study on the success and failure of consumer cooperatives in specific countries.

ii. Perspective Planning

- a. Provide technical assistance to national level organizations as well as to some strong organizations that can assist others in their perspective planning exercises.
- b. Organize regional/national seminars on perspective planning on consumer cooperatives for cooperative leaders and management staff.

iii. Income Generating Activities

- a. Assist national organizations to set-up pilot projects on income generating activities within the region.
- b. Promote coop. trade and inter-trade within and among the cooperative movements to increase income of cooperative members, women and youth.

iv. Development of Consumer Cooperative Movements

- a. Establish national federations of consumer cooperatives.
- b. Train government cooperative officials, cooperative leaders and management staff on specific subjects, especially on financial management and business management.
- c. Set-up pilot projects on consumer cooperative development in certain areas/countries.
- d. Set-up national and regional training centre on consumer cooperatives.

v. Technical Assistance

- a. Provide technical assistance on organization, business administration and management on consumer cooperatives to needed member organizations.
- b. Provide consultancy services on financial management, business administration & management to national organizations/strong cooperatives to member-countries.
- c. Organize study visit-cum-training programmes among member-organizations, assisted by ICA, JCCU and NTUC Fair Prices (Singapore).
- d. Organize Orientation University Consumer Cooperative Seminar in member-countries (once a year) by NFUCA Japan.

vi. ICA Committee on Consumers Cooperation Meeting

- a. Organize two meetings yearly.

vii. Establishment of Communication System & Related Work

- a. Publish Asian Consumer Coop News.
- b. Set-up a data bank and information at ROAP

2.3.6 Main Target Groups/Beneficiaries

i. Direct target groups

- National organizations of consumer cooperatives.
- Cooperative leaders and managers and government officials at national level/organizations.

ii. Indirect target groups

- Provincial, district and primary level cooperative leaders, managers and staff.
- Women and youth and the general public.

2.3.7 Resources required/Budget

(In thousand SFR)

Year	Total	ICA	MO	SCC	MAFF	JCCU	OTHERS
1991-92	244	0	75	37	0	132	0

2.4 Human Resource Development Project (HRDP)

2.4.1 Background

Since the later part of 1985, in the absence of officer in-charge of CEMAS project, the project activities were handled by the Regional Director and some times the Head of the Development Coordination Unit on part-time basis. Therefore, the follow-up to project activities and also proper planning on the basis of needs suffered until the end of 1987.

The ICA Evaluation Team in its report issued in November, 1987 were negative on the impact of the CEMAS Project and suggested basic structural changes in the project. Therefore, at the annual planning sessions of ICA ROA, a decision was taken to name the project as Cooperative Education and Training Project. The officer in charge of the project, who reported for duties on 24 November, 1987, had to undertake a review of the work plan of the project and prepare a 3-year plan starting from July, 1988.

The basic difficulty in proper planning was the lack of comprehensive information on the contemporary situation of Cooperative Education and Training in the Region. As he has indicated in the 3-year plan, a proper planning would have been undertaken through a study and a participatory exercise with the institutions involved and benefitted from the plans. However, as the circumstances necessitated the preparation of a plan urgently, he did it with the studies available in the office which came from ILO and FAO. In addition, some of the proposals made and needs expressed by member countries too were used.

Another major change in the project was effected in April 1988, when it changed its nomenclature to 'Human Resources Development Project'. With this change, the focus of the project was widened by integrating the aspects of Human Resources Planning and Development and also integrating activities directed towards disadvantaged groups such as women and youth.

The planning period too was extended to 4 years, covering Congress to Congress period. As a result, another year upto 1991-92 was added to the plan.

However, with activation of the Human Resources Development Committee of the Region, new changes in technology and emergence of new UN projects from the ESCAP and ILO/NORAD organisations, the situation changed drastically. Specially, the ILO/NORAD project on Cooperative Development through Effective Training, Personnel and Organisational Policies organised many conferences on the subject where the ICA ROAP was represented. These forums provided upto date information on the level of development in the HRD field of cooperatives in the Region. The papers prepared and presented at these meetings highlighted the problems as well as needs of cooperatives.

The HRD Committee of the Region undertook a planning exercise for the project from 05 to 09 June, 1989, represented by 12 members of the Committee from Bangladesh, India, Indonesia, Philippines, Pakistan, Singapore, Sri Lanka and Thailand. The workshop studied the present situation in the Region and forecasted future developments which were developed into future goals (visions), strategies and tasks. The activities that are to be undertaken at country level and the ICA level too were identified in order to achieve the goals. The approximate time frame suggested was 5 years starting from 1990.

The HRD Policy for the Region adapted by the HRD committee at its 3rd meeting in April 1990 completed the planning exercise.

2.4.2 Strategies and Methods

- i. The HRD activities of the ICA ROAP would be carried out using two strategies:
 - a. Working with member countries/organisations directly in the field of HRD,
 - b. Integrating HRD plans and activities as integral components of a long-term perspective plan initiated by the ICA ROAP with specific economic projects such as agriculture, consumers or trade and industries.

- ii. The project staff would consult and receive advice from the ICA Committee on HRD for Asia and the Pacific in the preparation and implementation of the work plan. They would also be under the guidance of the Regional Council. The policies and priorities laid down by the ICA and the Congress will be incorporated into work plans.
- iii. The countries in which various activities are to be located would be decided in consultation with the HRD Committee and national organisations. In the case of working with specific organisations at the field level, national organisations would be considered as coordinating agencies.
- iv. The ICA ROAP would attempt in mobilisation of financial resources from donor agencies. Sharing resources in the form of financial contribution, physical facilities and training facilities would also be encouraged among member organisations in order to carry out various activities. Sharing of expertise and building close relations between developed and less developed cooperative movements is another possibility of resource sharing.

2.4.3 Objectives

The overall objective of the HRD Project is to ensure optimum involvement in cooperative activities and efficient management of activities by all concerned with particular attention to members, leaders, staff members, facilitators and prospective members, including women and youth in order to achieve the objectives of the cooperative organisations.

The specific objectives are :

- i. To enable member countries in the region to identify and adapt new methodologies in member/committee member development, prepare and implement at least 5 such projects which should result in active participation of members in cooperative activities.
- ii. To enable member organisations to adapt techniques of educational planning, prepare and implement systematic short-term and long-term education/training programmes which should result in cost efficiency in educational activities, develop and maintain competent trainers within the systems.
- iii. To enable HRD managers in the region to receive information on the availability of educational/training systems, strategies and materials suitable for cooperative educational/training activities; receive proto-type learning/training materials; obtain technical/financial assistance to prepare learning/training systems, materials; receive technical assistance on HR planning and development.
- iv. To enable Regional Office to update information on level of education/training activities of coop training institutions in the region; maintain a directory of coop training institutions/specialists; identify needs and priorities in HRD in the region; receive assessments/opinions/feedback for HRD activities of the ROAP.
- v. To enable member countries to receive experience in new approaches in professionalisation of management; evolve appropriate personnel policies and career development for staff; establish HRD information system.
- vi. To enable member countries to assess the situation of women and youth in general and their involvement in coop activities; identify organisational and develop needs of women and youth in cooperatives; provide technical and financial assistance for women in development projects; ensure enhanced involvement of women and youth in coop activities.

2.4.4 Priorities

The focus of the HRD activities for the next three years would be as follows:

- i. Enhancement of member participation in cooperative activities and management will be given priority. Both developed and less developed cooperative movements suffer from the ailment, which has hindered the progress of the cooperative organisations as true cooperatives. The cooperative values and ethics too are suffering from this deficiency.
- ii. Introduction of new technology into the field of management development and cooperative education and

training will be given emphasis. Many movements in the Region suffer from obsolete or conventional management systems which has retarded the development of cooperatives in terms of cost-effectiveness and futuristic behaviour. Professionalisation of management too emerge from the integration of new technology. Human resources Planning and Human Resource Information systems are also incorporated into these activities.

- iii. Although the resources at present have constraints for covering the target groups of women and youth comprehensively, a high priority has been placed in them within the resources available.
- iv. Exchange of information and material on HRD with special reference to Education and Training field will be a priority in order to assist the cooperative movements to integrate new ideas and also to share resources. Cooperation among professionals and professional institutions is expected to be improved resulting in bilateral projects and programmes. Data banks, production and reproduction of manuals, handbooks, etc. will be the other features in this process.
- v. Promotional materials and publicity programmes are necessary to bring about better image to cooperatives. Information technology and communication systems will be mobilised for this purpose.

2.4.5 Major Activities

- i. **Assistance to cooperative organisations in the region in member/committee member development.**
 - Assist member countries in formulating/monitoring/ evaluating member participation projects,
 - Training facilities in member participation methods,
 - Disseminate results of member participation projects,
 - Publish manuals and expand projects to more countries.
- ii. **Assistance to member cooperative organisations in planning and implementing education/training programmes.**
 - Prepare, validate and publish manual on programme planning,
 - Assist member countries to apply programme planning techniques,
 - Evolve systematic trainers' training systems,
 - Organise training in curriculum development and production of training materials,
 - Provide consultancy on training systems.
- iii. **Coop HRD Advisory Service.**
 - Seeking/receiving information and material,
 - Production and dissemination of material,
 - Assist training institutions in adapting new training systems,
 - Assist apex organisations to evolve HRD policies and plans.
- iv. **Development of close communications with cooperative movements, governments and relevant international organisations.**
 - Regional committee meetings,
 - Participation in Regional Council/Congress meetings,
 - Collaboration and liaison with other projects,
 - Preparation of project plans,
 - Evaluation of project activities.

v. **Management development.**

- Technical assistance in evolving appropriate personnel policies and manpower management objectives,
- Assist member countries to institutionalize manpower information systems,
- Assist national organisations to conduct manpower surveys,
- Assist member countries to evolve career development systems.

vi. **Promotion of coops among women and youth.**

- Assess regional situation of women and youth,
- Identify projects for women and youth,
- Provide technical and financial assistance to projects for women and youth in cooperative development.

2.4.6 Main Target Groups/Beneficiaries

i. **Direct target groups**

- National coop organisations/coop business federations/ national cooperative colleges/governments.
- CMPP facilitators/policy-makers.
- Training managers/administrators.
- HRD planners/facilitators of HRD programmes.
- Heads of national coop training institutions.
- National Women's Committees.

ii. **Indirect target groups**

- Members/leaders of cooperatives.
- Trainers, staff and leaders of cooperatives and training institutions.
- Facilitators at national and primary levels.
- Cooperative employees at various levels.
- Prospective women and youth members.

2.4.7 Resources required/Budget

(In thousand SFR)

Year	Total	ICA	MO	SCC	MAFF	JCCU	OTHERS
1991-92	192	0	47	133	0	0	12

2.5 Coop Trade Project (CTP)

2.5.1 Background

The International Labour Organisation (ILO) with the financial support of the Swedish International Development Authority (SIDA) started the Coop Trade Project in mid 1978 to assist the cooperatives of 12 countries in Asia, viz : Bangladesh, Burma, India, Indonesia, Republic of Korea, Malaysia, Nepal, Pakistan, Philippines, Singapore, Sri Lanka and Thailand. The objective of the project was to promote and develop trade between the Asian coops and their counterparts and others in industrialized nations as well as intra-regionally among the Asian countries.

The first phase of the project from 1978-82 with ILO could be described as a research and documentation phase. The second phase of 1982-87 during when it was transferred to ICA and funded by SCC, was more concerned with technical assistance to selected cooperatives in promotion of export trade.

During the third phase i.e. 1987-88 to 1990-91, the major thrust areas are :

- To establish a policy framework by which cooperatives in the Asia-Pacific region are enabled to expand their industrial and international commercial activities.
- To establish an operational framework (among cooperatives) for international trade of participating countries in the Asia-Pacific region.
- To develop the technical expertise for selected cooperatives to enable them to enter and sustain viable international trade operations.
- To deliver a result-oriented project supported by cost efficient project administration.

An indepth evaluation of the project was undertaken in August-September 1990. Regarding the achievements of the project during the third phase, the Evaluation Team observed : "The Committee on Trade and Industry, as a forum for discussion of both trade policies and trade opportunities, has facilitated the establishment of two joint ventures for prawn and fish processing between Coop Trade Japan and counterpart organisations in Indonesia and Thailand. These ventures represent major achievements which together may generate trade worth more than quarter million US dollars annually and eventually employ 500-1,000 workers in the processing operations alone."

"The project has been less successful in promoting trade in unprocessed primary commodities (i.e rice and maize) or in processed goods which require market promotion by the selling organisation (e.g. rattan furniture)."

Institutional Development

The most significant measure towards the development of an operational trade framework, according to the Evaluation Team, is the establishment of the Cooperative Trade Pact based on the Cooperative Trade Network concept. This concept has in principle been adopted by all ICA member countries in the region. However, the mission believes that the CTN concept requires further refinement to become effective and that some of the member countries need considerable external support in making their networks operational at the national and international levels.

The Team recommended extension of the Coop Trade Project and observed that "An unequivocal objective of a future support phase must be to strengthen the institutional base for undertaking trade rather than for a project to directly attempt to promote sales with its own resources." For this the Team recommended a permanent secretariat in ROAP.

2.5.2 Strategies and Methods

Based on the past experience and findings of the Evaluation Team, the strategies and methods for the next phase will be as under :

- i. So far efforts have been to support the identified cooperatives in selected ASEAN countries. This had been done in view of the limited resources. It is proposed that in the coming years with the further reduced

resources, efforts will be made to extend support to only such cooperatives who indicate their keen interest and come with some concrete proposals for trade.

- ii. CTI and National Federations will be activated in identifying cooperatives who can undertake export/ import trade.
- iii. The concept of Coop Trade Network Offices will be encouraged and supported.
- iv. Technical information and statistics will be made available and distributed to the CTI members and other cooperatives.
- v. Joint ventures like Coop Trade Japan has done with Indonesia and Thailand will be encouraged.
- vi. TCDC concept will be pursued.

2.5.3 Objectives

The Coop Trade Project will have the following objectives :

- i. To create awareness and interest in cooperatives in international trade and economic cooperation.
- ii. To enshrine the commitment of ICA members and affiliated cooperatives in promoting international trade and economic collaboration.
- iii. To strengthen collaboration between cooperatives in different countries thereby promoting international trade, tourism, joint ventures and technical collaboration.

2.5.4 Priorities

- i. The areas where no assistance has been provided will be given priority in case concrete proposals for international trade collaboration are received.
- ii. Concentrate the support to proposals with good market prospects in the form of potential institutional buyers.

2.5.5 Major Activities

i. CTI & Network Meetings

One annual meeting and two meetings of the Network Affiliated Offices to be convened. One meeting of the Network will be along with the CTI Meeting. The purpose of the CTI meeting will be to explore the trade potentials and commitments of its members and the Network Meeting will be held to go into more specific details of the trade/joint collaboration proposals.

ii. Trade Information

It is proposed to bring out a yearly publication to provide information on the trade statistics of selected commodities for the countries of the Asian Region as also important trends in the export-import trade.

iii. Trade Missions

Where enough interest has been shown by two cooperatives in trade/economic collaboration possibilities, support will be extended to trade missions to give the proposals more concrete shape.

iv. Workshops

It is proposed to have three National Workshops. The purpose of the National Workshops would be to identify cooperatives which are already in the export-import trade or which can initiate concrete steps in this regard and work out concrete plan of action.

v. **Technical Consultancies**

In case of such cooperatives which have concrete proposals for promoting international trade or economic collaboration and, if necessary, technical consultancies will be provided including feasibility studies where needed.

2.5.6 Main Target Groups/Beneficiaries

i. Direct target groups

- CTI members
- Coop Trade Network Affiliated Cooperatives
- Trading Cooperatives
- National Cooperative Organisations

ii. Indirect target groups

- Members of cooperatives.

2.5.7 Resources required/Budget

(In thousand SFR)

Year	Total	ICA	MO	SCC	MAFF	JCCU	OTHERS
1991-92	75	0	25	25	0	0	25

2.6 Agricultural Management Training Project (AMTP)

2.6.1 Background

1st Phase : The ICA/Japan Management Project for Agricultural Cooperatives in Asia has its origin in the successful outcome of negotiations between the Central Union of Agricultural Cooperatives of Japan (CUAC) and the Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Government of Japan resulting in an annual grant of about US Dollars 450,000 to the International Cooperative Alliance (ICA) for implementing a Project for the Training of Cooperative Leaders and Managerial Personnel in the Asian Region.

The Project was launched in July 1986 and has so far completed four years of activity. The 5th year of the Project has started on 1st July 1990.

2nd Phase : Negotiations between ICA and the MAFF are at present under way for the Second Phase of the Project. It is expected that the result of these negotiations would be known towards the end of 1990 or during early 1991. The Central Union of Agricultural Cooperatives of Japan (CUAC) and the Institute for the Development of Agricultural Cooperation in Asia (IDACA) are playing a vital role in coordinating the negotiations with MAFF.

It is difficult to envisage the exact nature of the Project during the Second Phase of the Japanese Assistance Programme. However, indications are available that the current project activities will be allowed to continue in the second phase with suitable grants for the next five years approved annually as at present.

2.6.2 Strategies and Methods

- i. The entire training programme will be implemented by the ICA through its Regional Office for Asia and the Pacific located at New Delhi (India) in collaboration with ICA Member organisations and concerned agencies in the Regional countries.
- ii. A well-informed and motivated cadre of 15 senior level managers with improved skills for managerial performance and for strengthening organisational and financial base at the grass-root level will be trained.
- iii. A set of professionally prepared documents on topics related to cooperative organisation, improved managerial practices, resource mobilisation, planning and financial management, member relations, project identification and evaluation and integrated cooperative development.

2.6.3 Objectives

The overall objective of the training programme under this Project is to help strengthen and improve agricultural cooperative performance in the Asian Region in order to bring about a qualitative and quantitative improvement in cooperative services to member farmers at the grass-root level. The overall aim is to help improve member's income and ensure his active participation in cooperative business.

The immediate objectives would be:

- i. to critically review the role and functions of agricultural cooperatives as at present and assess their performance vis-a-vis members needs and aspirations.
- ii. to examine ongoing management practices and functions and develop methodology to improve cooperative performance through result oriented management.
- iii. to explore new approaches to serving member needs, and in this connection develop skills to improve farm guidance and advisory and other supporting services to members and to examine the ways in which farmer members could be organised so that they have better access to the society and can influence its management.
- iv. to introduce and develop project approach to development and in this connection to impart skills in project

identification, project formulation, their implementation, monitoring and evaluation.

- v. to develop strategies and methodologies to organise member/society activities on a planned basis and in this connection to develop skills of participants in the field of individual and cooperative planning on a long-term basis aimed at cooperative development in an integrated manner.
- vi. to look at both human and financial resource mobilisation and their utilization and to develop further skills in this regard with a view to attaining self-reliance within the cooperative organisation.

2.6.4 Priorities

The objectives of the Project would be achieved with the assistance of the member organisations in formulating and implementing developmental projects prepared by participants and effectively implementing the lessons learnt from the training courses by the participants.

2.6.5 Major Activities

- i. Planning and preparations (4 months).
- ii. Training Course Part-I, New Delhi, India (2 months).
- iii. Field Visits in Thailand (2 weeks).
- iv. Participants' home assignments in respective countries (45 days). During this period the participants are expected to return to their home countries and prepare agricultural cooperative development projects selected by them in consultation with their respective organisations.
- v. Training Course, Part-II, IDACA, Japan (2 months).
- vi. Field Visits in the Republic of Korea/China (2 weeks).
- vii. Reports, Review of the Programme and Accounts (2 months).

2.6.6 Main Target Groups/Beneficiaries

- National organisations of agricultural cooperatives.
- National Cooperative Unions.
- Middle and senior level managers of cooperatives or their supervising organisations from the region.

2.6.7 Resources required/Budget

The source for the entire project funding is the Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Government of Japan. The annual grant is divided into yen and dollar contributions amounting to Yen 34,935,000 and US \$ 232,846.

The grant is made to ICA after its approval by the Japanese Parliament every year. The yen amount is kept in a specially opened ICA account in Tokyo and the dollar contribution is kept in the ICA Headquarters in Geneva. The entire grant is to be used every year and there is no carry over procedures for any unutilized amounts to the following year.

(In thousand SFR)

Year	Total	ICA	MO	SCC	MAFF	JCCU	OTHER
1991-92	724	0	10	0	714	0	0

3. Administration

Article 4 of Rules and Standing Orders provide ICA to attain its objectives and extend services of the HO through Regional Offices in those regions of the world where the presence is considered useful.

Article 33 further provides that in accordance with Article 4 (h), the ICA may establish Regional Offices headed by the Regional Director acting under the authority of the Director of the ICA with responsibility for :

- i. Co-ordination of cooperative development efforts within the region, and promotion of exchanges and experiences.
- ii. Project identification, formulation, preparation and evaluation.
- iii. Promotion of the establishment and development of national co-operative apex organisations, based on local co-operatives.
- iv. Organisation of seminars and conferences on specific subjects, including support for programmes aiming at the involvement of women and youth in co-operative activities.

Such offices are to be established with the collaboration and agreed financial support of the co-operative organisations in those Regions.

The Regional Director shall be responsible for submitting annual programmes and budgets to the Director of the ICA for approval and inclusion in the overall global budget of the ICA.

The Regional Office consists of core staff to carry out the objectives of the ICA in the region and the project staff to carry out developmental programmes with donors and members assistance and support. The core staff at present consists of the Regional Director, a Finance Officer, Manager (Administration), one Secretary, one Driver, One Messenger and one Attendant. The development staff consists of four expatriate experts, two Indian experts and supporting staff.

The office of the Regional Office is located in Bonow House which was till recently owned by ICA Domus Limited, the company owned by the ICA with registered office in U.K. In 1985, the building was sold and an advance of INR 2.1 million was taken. However, later on it was decided to cancel the deed and the advance was refunded with a loan taken from JCCU. As the office was to be shifted to a rented building, on the same principle, the rents were charged to the projects and from which the JCCU loan have been repaid fully during the current year. Meanwhile, a charitable-cum-educational trust in the name of Dr. Bonow Memorial Trust was created by the ICA in New Delhi whose trustees consist of the President and Director of ICA, the Chairman of the Regional Council, the President of NCUI and the Regional Director. The ownership of the building has been transferred from 1st August, 1990 to the said Trust. As ICA Domus Ltd. has no other activity except owning the Bonow House, it is expected that it would be wound up in the near future.

The Regional Office is responsible for proper monitoring of the development projects as also help in coordination of the cooperative development programmes in the region through the Regional Council and Specialized Committees.

Resources Required/Budget

The budget of the Regional Office provides for covering the cost of the core staff and maintenance of support services to the projects. To meet this cost, it gets SFR 50,000 each from ICA Hqs. and SCC in addition to the provisions for support services in the projects and MOs contribution. There is also a sub-office in Australia, the cost of which is provided by the Australian Association of Cooperatives.

Details of the budget for the year 1991-92 is given below (in thousand SFR) :

Year	Total	ICA	MO	SCC	MAFF	JCCU	OTHERS
1991-92	293	50	95	50	58	13	27



ICA-ROAP
DEVELOPMENT PLAN

1991/92

WORK PLANS

INTERNATIONAL CO-OPERATIVE ALLIANCE
Regional Office for Asia & the Pacific, "Bonow House," 43 Friends Colony (East),
P.O. Box 7011, New Delhi-110065, India.

OBJECTIVES / ACTIVITIES OF PROJECT : DPCP - 2100

HQ, Geneva
 ROAP, New Delhi
 ROECSA, Moshi
 ROWA, Abidjan

Period : 1st July 1991 - 30th June 1992

Work Plan
 Quarterly Report
 Annual Report

Date : 14.12.90 Prepared by: Fogelstrom/Prakash Approved by :

Implementing Officer: K.J. Fogelstrom/D. Prakash

Sub-Project Code	Description of Objectives	Activity Code	Description of Activities	Target Groups		Output Targets		Q1	Q2	Q3	Q4	
				Direct	Indirect	Quantitative	Qualitative					
2100	DEVELOPMENT PLG. & COORDINATION PROJECT	2101	Personnel costs (SDA/DPCPA/SPS).									
2110	Planning, Coordination & Evaluation : (a) To plan and review activities of the ROAP, (b) to achieve unity of thought & action in ROAP programmes, (c) to discuss and agree on funding of ROAP activities, and (d) to assess the role of the ROAP vis-a-vis member movements.	2111	Planning and review sessions and donors meetings.	Member organisations.	Coop members.	3 year plan, yearly plans/budgets, and reporting.	Workable and realistic plans of work. Proper budget controls. Funding identified & secured.		X	X	X	X
	(a) To maintain contacts with MO:s to identify their needs, (b) to identify means to satisfy the needs, (c) to assist MO:s in developing projects, and (d) to enlist support of donors in executing development projects.	2112	Project identification, formulation and follow-up with MO:s and donors.	Member organisations.	Coop members.	Selected movements from Pakistan, Fiji, Afghanistan, India & Vietnam.	Felt-needs converted into Project proposals. Collaboration of donor agencies. ICA helping MO:s in providing technical support.		X	X	X	X

Sub-Project Code	Description of Objectives	Activity Code	Description of Activities	Target Groups		Output Targets									
				Direct	Indirect	Quantitative	Qualitative	Q1	Q2	Q3	Q4				
	(a) To enlist support and collaboration of research institutions, (b) to identify relevant researchers, (c) to discuss research strategies and programmes, and (d) to coordinate efforts with ICA research programmes.	2122	Inter-action with research organisations and coordination with ICA Geneva Working Group on Research, etc.	Member organisations.	Coop members.	Continuous professional contacts.	Systematic development of research activities. List of institutions doing research in cooperatives.	X	X	X	X				
2138	Coop Policies & Development Issues : (a) To follow-up the recommendations of the Sydney Conference, (b) to highlight problem areas, and (c) to develop a plan of action for governments and movements.	2131	National seminars on Movement-State Relationship.	Member organisations and governments.	Coop members and government officials.	Two national seminars. 60 participants. 2 reports. Two plans of action.	Monitoring improvements in policies. Locating problem areas/areas of assistance.	X							
	(a) To follow-up the recommendations of the Sydney Conference and (b) to frame national policies for 1992 Ministers Conference.	2132	Regional Consultation Meeting.	Member organisations and governments.	Coop members and government officials.	Reports from participating countries.	Improvement in coop policies. Problem areas. Areas of possible assistance.	X	X	X					
	(a) To prepare, plan and hold the Ministers Conference in Jakarta in 1992, (b) to produce follow-up reports and other documents for the Conference, and (c) to assist the Indonesian Movement in holding the Conference.	2133	Cooperative Ministers Conference, Indonesia.	Coop movements & Governments.	Coop members, leaders & govt. officials.	20 Ministers. 20 Secretaries. 20 Chairmen. 30 Chief Execs. 20 Observers.	Improved environment for growth of coops. Better relations between coops and governments.	X	X						
	(a) To support MO:s in developing strategies and policies, (b) to foster dialogue between cooperatives and governments, (c) to monitor recent trends in coop development, and (d) to improve collaboration with UN and other agencies interested in coop development.	2134	Development and Policies, contacts with member-organisations, governments and other agencies.	Member movements & governments.	Coop members, leaders & govt. officials.		Accelerated implementation of improved policies. Making cooperatives self-reliant.	X	X	X	X				

Sub-Project Code	Description of Objectives	Activity Code	Description of Activities	Target Groups		Output Targets					
				Direct	Indirect	Quantitative	Qualitative	Q1	Q2	Q3	Q4
	(a) To discuss and coordinate planning and development activities for MO:s, (b) to solicit cooperation of governments, UN and other agencies in coop development.	2113	Discussions with MO:s, governments, UN and other international agencies.	Member organisations.	Coop members.	Support to coop development.	Felt-need activities and collaboration identified. Future planning streamlined.	X	X	X	X
	(a) To help MO:s to undertake their perspective planning, (b) to achieve coordination of other ROAP projects in perspective planning, and (c) to assist in developing MO:s planning capability.	2114	Perspective planning exercises for member movements.	Member organisations.	Coop members.	2 studies. Two national workshops. Participating of other ROAP projects. Action plan.	Workable plans. Plan of action.	X	X		
	(a) To help MO:s in making planning units operational, (b) to arrange for training study visits of planners, and (c) to help set-up monitoring and evaluation systems at MO:s levels.	2115	Support to MO:s in setting up planning units.	Member organisations.	Coop members.	2 planning units established. 8 planners trained. Logistic support provided.	Creation of the needed services. Training of planners.	X	X		
	(a) To discuss and review ROAP programmes, (b) to discuss technical subjects at technical meetings, and (c) to support development process for member-movements.	2116	Participation in ICA Regional Meetings.	Member organisations.	Coop members.	1 RC meeting. 2 committee meetings. 1 ICA Geneva meeting. proposals.	Plans of work duly approved. Effective coordination established.	X	X	X	X
2120	Research :										
	(a) To undertake an in-depth study covering 3 countries, (b) to discuss main issues at a regional meeting, (c) to develop a plan of action, and (d) to promote awareness by giving publicity to findings.	2121	Role of cooperatives in protection of environment.	Member organisations.	Coop members.	One study. Three countries. One regional meeting. 1 plan of action. Several development project	In-depth study. Systematic analysis of problem areas. Well considered plan of action.	X			

Sub-Project Code	Description of Objectives	Activity Code	Description of Activities	Target Groups		Output Targets		Q1	Q2	Q3	Q4
				Direct	Indirect	Quantitative	Qualitative				
	(a) To follow-up work on ICA/TCDC (UNDP) projects, (b) to encourage further TCDC programming among cooperatives, and (c) to participate in and follow-up the ICA/FAO NETWORK activities.	2135	Follow-up, development of, & participation in TCDC programming and ICA/FAO NETWORK.	Coop movements and governments.	Coop members, National coop institutions.	Several meetings and exchange of visits.	Enhancing Cooperation among Coops" concept. Exchange of information.	X	X	X	X
2140	Information Resource Services : (a) to provide efficient library and documentation services to member-movements, (b) to serve coop scholars, (c) to undertake computerisation of documents for an easy & quick retrieval, (d) to disseminate information, (e) to provide technical assistance, and (e) to hold meetings of Working Group on Librarians.	2141	Library and documentation services including computerisation-ROAP.	All types of cooperatives, training institutions, scholars and workers.	All coop members and general public interested in cooperatives.		Quality reference material. Archive services. Computerisation. Technical advice and guidance. Systematic development of libraries and related services.	X	X	X	X
	(a) To set up a moderate data bank at ROAP, (b) to collect, analyse and store data, (c) to disseminate the collected information among cooperatives and other users, and (d) to coordinate with ICA central data bank and other regional offices.	2142	Setting up of a cooperative data bank at the regional level and Support to member-organisations in data bank activities.	Cooperative movements.	National level coop institutions (promotional and trading). Coop members.	One data bank unit.	Overall and sectoral information available for planning, monitoring purposes.	X	X	X	X
	(a) To assist MO:s to establish data banks (or information resource services) (b) to collect, analyse and store data and information, (c) to disseminate the information, and (d) to coordinate with other agencies, e.g. ICA, FAO and other organisations.	2143	Asian Coop News.	Coop Movement.	Coop members and general public.	Four issues. 1 supplement.	Periodical dissemination of information on ICA activities and trends in the region.	X	X	X	X

Project Code	Description of Objectives	Activity Code	Description of Activities	Target Groups		Output Targets		Q1	Q2	Q3	Q4
				Direct	Indirect	Quantitative	Qualitative				
2240	Development of Agro-Marketing : - To assist the MD:s to develop modern and effective agricultural marketing information systems; - To assist in the improvement of marketing management strategies through effective staff training.	2241	Regional Seminar on Agricultural Coop Management in Rep.of Korea.	Member organisations.	Secondary/primary coop societies.	20 participants	Formulate action plans & improve agric.marketing management.				X
		2242	Technical assistance to set up modern agricultural marketing information systems in one country.	Member organisations.	Members of national coop organisations.	1 country	Setting up of agric.marketing infn. systems.				X

OBJECTIVES / ACTIVITIES OF PROJECT : CCDP - 2300

HQ, Geneva
 ROAP, New Delhi
 ROECSA, Moshi
 ROWA, Abidjan

Period : 1st July 1991 - 30th June 1992

Work Plan
 Quarterly Report
 Annual Report

Date : 14.12.90 Prepared by: Pradit Machima Approved by :

Implementing Officer: Pradit Machima

Sub-Project Code	Description of Objectives	Activity Code	Description of Activities	Target Groups		Output Targets		Quarterly Progress						
				Direct	Indirect	Quantitative	Qualitative	Q1	Q2	Q3	Q4			
2300	CONSUMER COOPERATIVE DEVELOPMENT PROJECT	2301	Personnel costs (CCDA/PS).											
2310	Study and Research : Study and research through data collection, survey and research and conducting case study of success and failure of consumer cooperatives in the region in order to help prepare long-term development plan for consumer cooperative movements within the region.	2311	Collect relevant information and conduct case study on success and failure of consumer cooperatives in Bangladesh and Sri Lanka.	National organisations.	Secondary/primary consumer coops.	3 countries.	Improved planning.	X						
		2312	Fact-finding mission to Mongolia on consumer cooperative development.	National organisations.	Secondary/primary consumer coops.	1 country.	Preparation of mission report.						X	
		2313	A pilot project activity for building up a model shop in India.	Secondary organisations	Cooperative Movement	1 country	1 project	X						
2320	Perspective Planning : Perspective planning for consumer cooperative movements to enable member consumer cooperative organisations to assess the short-term and long-term needs of their movements, develop short-term and long-term plans and monitor and evaluate progress of such plans.	2321	Follow-up on women's participation in women's cooperatives in Bangladesh.	Primary organisations.	Cooperative leaders	30 participants	Improved women's activities.	X						

Sub-Project Code	Description of Objectives	Activity Code	Description of Activities	Target Groups		Output Targets							
				Direct	Indirect	Quantitative	Qualitative	Q1	Q2	Q3	Q4		
2338	Income Generating Activities : To increase members' income, members participation and promote a self-help and self-development attitude.	2331	Set up a pilot project of income generating activities in cooperative organisations in Bangladesh.	Primary consumer cooperatives.	Coop members.	One project.	Improved members income.			X			
2340	Development of Consumer Coop Movements : To transfer of technical knowledge on organisation, business administration and management of consumer cooperative to member organisations and setting up pilot projects on consumer cooperative development in member countries.	2341	Training of store managers of Singapore consumer cooperatives in Japan.	Strong primary consumer coops.	Medium level consumer coops.	4-5 persons	Improved management.			X			
		2342	National seminar on consumer coop development in Indonesia and Vietnam.	Primary level societies.	National level societies.	250 persons	Improved business.				X		
2350	Technical Assistance : To provide technical services and consultancy services on consumer coop development to national organisations of consumer cooperatives in the region as well as to organise study visit-cum-training for cooperative leaders and staff to strong movements.	2351	Training of selected managers of consumer coops in Singapore for Philippines and India.	Strong primary level societies.	National level societies.	6 participants.	Improved coop performance.				X		
		2352	Training of coop leaders and managers of consumer cooperatives in Japan for Malaysia, South Korea and Thailand.	Strong primary level societies.	National level societies.	6 participants.	Improved coop activities.				X		
		2353	Consultancy services on building a distribution centre of consumer cooperatives in the Philippines.	National federations.	Member societies	1 organisation	Improved business performance.					X	
		2354	Consultancy services to primary consumer cooperatives in Sri Lanka and Thailand.	Primary societies	Consumer coop movements.	2-3 societies in each country.	Improved business performance.						X

Sub-Project Code	Description of Objectives	Activity Code	Description of Activities	Target Groups		Output Targets		Q1	Q2	Q3	Q4
				Direct	Indirect	Quantitative	Qualitative				
		2355	Regional workshop on university consumer cooperatives in Indonesia.	Primary level societies.	Teachers, trainers, board of directors/staff.	38 participants from six countries.	Improved knowledge and skill.	X			
		2356	Exchange programme for women leaders of consumer cooperatives of 1 country to Japan.	Strong secondary/primary level societies.	Cooperative Movement	6 participants.	Improved women activities.	X			
		2357	Scholarship for senior managers of consumer coops in the region to study abroad on consumer coop management or any relevant subjects.	Cooperative leaders	Cooperative organisations.	Two persons	Improved managerial skills.	X			
2368	Meetings : To discuss the outcome of consumer activities in each country and exchange ideas and experiences of implementation among member countries.	2361	Two meetings of the ICA Committee on Consumers Cooperation for Asia & Pacific.	All committee members.	Concerned coop members.	11 countries.	Improved planning skills.	X	X		
2378	Establishment of Communication Systems : Establishment of communication systems and collaborative activities on consumer coop development to enable ROAP and ICA Consumer Committee to update the information with contemporary situation of consumer cooperative movements, exchange new ideas and experiences through mass media and establish an Information System on consumer coop movements.	2371	Publish three issues of Asian Consumer Coop News.	Member organisations.	Consumer coop members.	3 issues.	Improved quality.	X	X		
		2372	Set up a data bank and information system at ROAP.	Member organisations.	Government & coop organisations.	---	---			X	
		2373	Publish research findings, booklets, pamphlets, etc. on consumer cooperatives.	Member organisations.	Govt & coop orgns. & general public.	Not specified.	Good quality.	X	X	X	X

Sub-Project Code	Description of Objectives	Activity Code	Description of Activities	Target Groups		Output Targets							
				Direct	Indirect	Quantitative	Qualitative	Q1	Q2	Q3	Q4		
	Long-term education/training programmes which should result in cost efficiency and performance efficiency in educational activities; and (c) develop and maintain competent trainers within the system.	2422	Introduce new technology to improve education management systems.	-do-	-do-	Test activity in the field on the manual.	Visible cost effectiveness in coop trg. programmes realised.		X				
2430	Cooperative Human Resources Development Advisory Services : To enable coop HRD managers in the region to (a) receive information on the availability of educational/training systems, strategies and materials suitable for cooperative education/training activities; (b) receive prototype learning/training materials; (c) obtain technical/financial assistance to prepare learning/training systems, strategies, materials and aids so that their educational/training activities would become learner centered and participatory; and (d) receive technical assistance on Human Resources Planning and Development.	2431	Seeking information and material appropriate for cooperative training and act as a clearing house through dissemination of information and reproduction and distribution of material.	Policy-makers, HRD planners, Facilitators of HRD programmes.	Facilitators, H.R managers and leaders at the society level.	Atleast 25 training materials to be collected.	Uptodate information on new systems & material available to recipients.		X	X	X	X	
		2432	Assist cooperative training institutions to adapt new learning systems and methodologies.	-do-	-do-	4 handouts on trg. materials to be sent out to NCO:s & coop trg. institution in the region.	Integration of HRD systems in project country.		X				
		2433	Assist coop movements in Human Resources Planning and Development.	-do-	-do-	1 project on HRD planning to be conducted.	Resource sharing in the region.					X	
2440	Development of close communications with coop movements, governments and relevant international organisations on coop education/training activities and Human Resource Development : To enable the ROAP to (a) update information on the levels of educational/training activities of the coop training	2441	Meeting of the Regional Committee on Human Resource Development.	Policy-makers. Heads of national cooperative training institutions.	Facilitators at national and primary levels.	1 HRD Committee Meeting.	Receive feedback on activities.		X				
		2442	Participation at the Regional Council Meeting and Ministers Conference.		-do-	1 Regional Council Meeting.	-do-		X				
		2443	Collaboration and liaison with other projects and organisations.	Govt. authorities, Heads of other	-do-	Collaboration with other ROAP projects	Participatory projects		X				

OBJECTIVES / ACTIVITIES OF PROJECT : CTP - 2500

HQ, Geneva
 ROAP, New Delhi
 ROECSA, Moshi
 RDWA, Abidjan

Period : 1st July 1991 - 30th June 1992

Work Plan
 Quarterly Report
 Annual Report

Date : 14.12.90 Prepared by: G.K. Sharma

Approved by :

Implementing Officer: G.K. Sharma

Sub-Project Code	Description of Objectives	Activity Code	Description of Activities	Target Groups		Output Targets		Q1	Q2	Q3	Q4
				Direct	Indirect	Quantitative	Qualitative				
2500	COOP TRADE PROJECT	2501	Personnel costs (TO).								
2510	To encourage commitment of ICA member cooperatives in promoting international trade and economic cooperation.	2511	To support CTI and its activities.	CTI member cooperatives.	Cooperatives interested in trade promotion.	Have yearly meeting of CTI.	CTI members will be able to discuss mutual trade and collaborative potentials.				X
		2512	To support Cooptrade Network formation and their activities.	Members of trade network.	Cooperatives interested in trade promotion.	Have half-yearly meetings of network offices.	Network members will be able to review the progress of actual transactions and possibilities.				X

Sub-Project Code	Description of Objectives	Activity Code	Description of Activities	Target Groups		Output Targets		Q1	Q2	Q3	Q4
				Direct	Indirect	Quantitative	Qualitative				
	and methodologies to organise member/society activities on a planned basis and in this connection to develop skills of participants in the field of individual and cooperative planning on a long-term basis aimed at cooperative development in an integrated manner, and	2605	Study visits to agricultural cooperatives in the Republic of Korea.								X
	(f) To look at both human and financial resource mobilisation and their utilisation and to develop further skills in this regard with a view to attaining self-reliance within the cooperative organisation.	2606	Finalisation of accounts, report in coordination with ICA Hqs., CUAC, IDACA and MAFF.								X

sm/14.12.90



ICA-ROAP
DEVELOPMENT PLAN

1991/92

SOURCE OF FUNDS

INTERNATIONAL CO-OPERATIVE ALLIANCE

Regional Office for Asia & the Pacific, "Bonow House," 43 Friends Colony (East),
P.O. Box 7011, New Delhi-110065, India.

HQ, Geneva
 ROAP, New Delhi
 ROECSA, Moshi
 ROWA, Abidjan

Period : July 1991 - June 1992

Workplan
 Quarterly report
 Annual report

Act. Code	Activity details	B U D G E T (SFR)	A C T U A L	--- S O U R C E O F F U N D S ---					
				ICA-HQ	Member org.	SCC	MAFF	JCCU	Other
2100	Development Planning & Coordination Project	879,000		0	439,000	330,000	0	0	110,000
2200	Agricultural Coop Development Project.	477,000		0	292,000	125,000	0	0	60,000
2300	Consumer Coop Development Project.	244,200		0	75,200	37,000	0	132,000	0
2400	Human Resource Development Project.	192,000		0	47,000	133,000	0	0	12,000
2500	Coop Trade Project.	75,000	0	0	25,000	25,000	0	0	25,000
2600	Agricultural Management Training Project.	724,445	0	0	10,000	0	714,445	0	0
2700	Fisheries Coop Development Project.	30,000							30,000
2900	ROAP Administration & Meetings.	293,200		50,000	95,000	50,000	50,000	13,200	27,000
Total of ROAP Budget		2,816,645	0	50,000	983,200	700,000	714,445	132,000	237,000
Total ROAP budget in percentage		100%		1.78%	34.91%	24.85%	25.37%	4.69%	8.41%

SOURCE OF FUNDS

HQ, Geneva
 RGAP, New Delhi
 ROECSA, Moshi
 ROWA, Abidjan

Period : July 1991 - June 1992

Workplan
 Quarterly report
 Annual report

Date: 14.12.90 Prepared by: K.Fogelstrom/D.Prakash

Approved by:

Implementing officer: K.J.Fogelstrom/D. Prakash

Act.Code	Activity details	B U D G E T (SFR)	A C T U A L	ICA-HQ	--- S O U R C E O F F U N D S ---				
					Member org.	SCC	MAFF	JCCU	Other (CCA)
2100	DEVELOPMENT PLANNING & COORDINATION PROJECT								
2101	Personnel costs (SDA/DPCA/PS).	200,000			0	200,000			
2111	Planning and review sessions and donors meetings.	1,000			0	1,000			
2112	Project identification, formulation and follow-up with MO:s and donors.	6,000			2,000	4,000			
2113	Discussions with MO:s, governments, UN and other international agencies.	4,500			500	4,000			
2114	Perspective planning exercises for member movements.	10,000			5,000	5,000			
2115	Support to MO:s in setting up planning units.	10,500			7,500	3,000			
2116	Participation in ICA Regional Meetings.	7,000			0	7,000			
2121	Role of cooperatives in protection of environment.	50,000			15,000	0			35,000

Act.Code	Activity details	B U D G E T (SFR)	A C T U A L	--- S O U R C E O F F U N D S ---					
				ICA-HQ	Member org.	SCC	NAFF	JCCU	Other (CCA)
2122	Inter-action with research organisations (and coordination with ICA Geneva Working Group on Research, etc.	1,000			0	1,000			
2131	National seminars on Movement-State Relationship.	45,000			15,000	0			30,000
2132	Regional Consultation Meeting.	45,000			30,000	0			15,000
2133	Cooperative Ministers Conference, Indonesia.	427,000			350,000	47,000			30,000
2134	Development and Policies, contacts with MO:s, governments & other agencies.	3,000			1,000	2,000			
2135	Follow-up, development of, & participation in TCDC programming and ICA/FAO NETWORK.	6,000			2,000	4,000			
2141	Library and documentation services (including computerisation+salary of staff.	35,000			5,000	30,000			
2142	Setting up of a cooperative data bank at the regional level & Support to MO:s in data bank activities.	13,000			4,000	9,000			
2143	Asian Coop News.	6,000			1,000	5,000			
2144	Success stories.	3,000			1,000	2,000			
2145	ICA Annual reporting, Public relations activities, member contacts.	6,000			0	6,000			
	Total of DPCP	879,000		0	439,000	330,000	0	0	110,000

S O U R C E O F F U N D S

: HQ, Geneva
 : ROAP, New Delhi
 : ROECSA, Moshi
 : ROMA, Abidjan

Period : July 1991 - June 1992

: Workplan
 : Quarterly report
 : Annual report

Date : 14.12.98 Prepared by: Guo Yong Kang

Approved by:

Implementing officer: Guo Yong Kang

Act.Code	Activity details	B U D G E T (SFR)	A C T U A L	S O U R C E O F F U N D S					
				ICA-HQ	Member org.	SCC	MAFF	JCCU	Other
2200	AGRICULTURAL COOP DEVELOPMENT PROJECT								
2201	Personnel costs (ACDA/PS).	50,000		0	0	50,000	0	0	0
2211	Annual meeting of the ICA Committee for Agriculture for Asia.	25,700		0	20,000	5,700	0	0	0
2212	Fact finding missions to Japan and Vietnam to assess the needs of the developing movements and to explore possible assistance that could be offered by the developing movements.	13,300		0	5,000	8,300	0	0	0
2221	ICA/CUAC/IDACA Regional Seminar on Perspective Planning.	138,300		0	97,000	11,300	0	0	30,000
2222	Provide technical assistance to national coop organisation in Sri Lanka in their perspective planning exercise.	5,500		0	2,000	3,500	0	0	0
2223	Assist national coop organisation in the Philippines to follow-up in implementation of projects identified in the long-term planning exercises.	5,500		0	1,000	4,500	0	0	0

Act.Code	Activity details	B U D G E T	A C T U A L	ICA-HQ	--- S O U R C E O F F U N D S ---				
					Member org.	SCC	MAFF	JCCU	Other
2231	Regional Workshop on Agro-Processing in China.	98,500		0	76,000	22,500	0	0	0
2232	Assist in conducting a national workshop in Thailand for identifying income generating projects.	23,700		0	20,000	3,700	0	0	0
2241	Regional Seminar on Agricultural Coop Management in Rep.of Korea.	110,500		0	70,000	10,500	0	0	30,000
2242	Technical assistance to set up modern agricultural marketing information systems in one country.	6,000		0	1,000	5,000	0	0	0
		0			0	0	0	0	0
	Total of ACDP	477,000		0	292,000	125,000	0	0	60,000

SOURCE OF FUNDS

HQ, Geneva
 ROAP, New Delhi
 ROECSA, Moshi
 ROWA, Abidjan

Period : July 1991 - June 1992

Workplan
 Quarterly report
 Annual report

Date : 14.12.90 Prepared by: Pradit Machima Approved by: Implementing officer: Pradit Machima

Act.Code	Activity details	B U D G E T (SFR)	A C T U A L	ICA-HQ	--- S O U R C E O F F U N D S ---				
					Member org.	SCC	MAFF	JCCU	Other
2300	CONSUMER COOP DEVELOPMENT PROJECT								
2301	Personnel costs (CCDA/PS).	66,000				37,000		29,000	
2311	Collect relevant information and conduct case study on success and failure of consumer coops in Bangladesh & Sri Lanka.	8,000			4,000			4,000	
2312	Fact-finding mission to Mongolia on consumer cooperative development.	ERR			2,500			4,000	
2313	A pilot project activity for building up a model shop in India.	4,800			2,000			2,800	
2321	Follow-up on women's participation in women's cooperatives in Bangladesh.	4,000			1,000			3,000	
2331	Set up a pilot project of income generating activities in coop orgns. in Bangladesh.	3,500			1,500			2,000	
2341	Training of store managers of Singapore consumer cooperatives in Japan.	8,000			5,500			2,500	
2342	National seminar on consumer cooperative development in Indonesia and Vietnam.	14,000			8,000			6,000	
2351	Training of selected managers of consumer coops in Singapore for Philippines & India.	9,000			3,000			6,000	

Act.Code	Activity details	B U D G E T (SFR)	A C T U A L	--- S O U R C E O F F U N D S ---					
				ICA-HQ	Member org.	SCC	MAFF	JCCU	Other
2352	Training of coop leaders and managers of consumer cooperatives in Japan for Malaysia, South Korea & Thailand.	21,000			9,000			12,000	
2353	Consultancy services on building a distribution centre of consumer cooperatives in the Philippines.	6,000			2,000			4,000	
2354	Consultancy services to primary consumer cooperatives in Sri Lanka and Thailand.	10,000			4,000			6,000	
2355	Regional workshop on university consumer cooperatives in Indonesia.	11,000			6,200			4,800	
2356	Exchange programme for women leaders of consumer cooperatives of 1 country to Japan.	12,000			6,000			6,000	
2357	Scholarship for senior managers of consumer coops in the region to study abroad on consumer coop management or any relevant subjects.	7,500			2,500			5,000	
2361	Two meetings of the ICA Committee on Consumers Cooperation for Asia & Pacific.	30,000			18,000			12,000	
2371	Publish 3 issues of Asian Cons. Coop News.	6,500			0			6,500	
2372	Set up a data bank and information system at ROAP.	1,000			0			1,000	
2373	Publish research findings, booklets, pamphlets, etc. on consumer cooperatives.	2,200			0			2,200	
2381	Support services	13,200						13,200	
	Total of CCDP	244,200		0	75,200	37,000	0	132,000	0

S O U R C E O F F U N D S

- HQ, Geneva
- ROAP, New Delhi
- ROECSA, Moshi
- RDNA, Abidjan

Period : July 1991 - June 1992

- Workplan
- Quarterly report
- Annual report

Date : 14.12.98	Prepared by: W.U. Herath	Approved by:	Implementing officer: W.U. Herath
-----------------	--------------------------	--------------	-----------------------------------

Act.Code	Activity details	B U D G E T (SFR)	A C T U A L	ICA-HQ	S O U R C E O F F U N D S				
					Member org.	SCC	MAFF	JCCU	Other (CIDA)
2400	HUMAN RESOURCE DEVELOPMENT PROJECT								
2401	Personnel costs (HRDA/PS).	63,000			0	63,000			
2411	Help coop organisations to initiate and evaluate member participation projects started during the previous planning period.	16,000			10,000	6,000			
2412	Conduct research into new forms of member participation methods and document them.	3,000			1,000	2,000			
2421	Prepare, validate and publish manuals on the subject.	9,000			5,000	4,000			
2422	Introduce new technology to improve education management systems.	7,000			2,000	5,000			
2431	Seeking information and material appropriate for cooperative training and act as a clearing house through dissemination of information and reproduction and distribution of material.	1,500			500	1,000			

Act.Code	Activity details	B U D G E T (SFR)	A C T U A L	ICA-HQ	--- S O U R C E O F F U N D S ---				
					Member org.	SCC	MAFF	JCCU	Other (CIDA)
2432	Assist cooperative training institutions to adapt new learning systems and methodologies.	6,000			1,000	5,000			
2433	Assist coop movements in Human Resources Planning and Development.	8,000			3,000	5,000			
2441	Meeting of the Regional Committee on Human Resource Development.	12,800			10,000	2,800			
2442	Participation at the Regional Council Meeting & Ministers Conference.	3,000			0	3,000			
2443	Collaboration and liaison with other projects and organisations.	2,200			0	2,200			
2444	Participatory project planning on HRD.	3,500			500	3,000			
2445	Cooperation among developed and developing countries on HRD (SINCOTAP, etc.).	4,000			2,000	2,000			
2451	Provide consultancy on personnel policies and career planning/development systems.	6,000			2,000	4,000			
2461	Holding a planning workshop on women in cooperative development.	35,000			10,000	25,000			
2471	Cooperative Training Awards Programme.	12,000							12,000
	Total of HRDP	192,000		0	47,000	133,000	0	0	12,000

SOURCE OF FUNDS

HQ, Geneva
 ROAP, New Delhi
 ROECSA, Moshi
 ROMA, Abidjan

Period : July 1991 - June 1992

Workplan
 Quarterly report
 Annual report

Date : 14.12.90 Prepared by: G.K. Sharma

Approved by:

Implementing officer: G.K. Sharma

Act.Code	Activity details	B U D G E T (SFR)	A C T U A L	S O U R C E O F F U N D S					
				ICA-HQ	Member org.	SCC	MAFF	JCCU	Other (AAC/CT)
2500	COOP TRADE PROJECT								
2501	Personnel costs (TO).	16,000			0	16,000			
2511	To support CTI and its activities.	20,000			15,000	5,000			
2512	To support Cooptrade Network and part - formation and their activities.	35,000			10,000	0		0	25,000
2521	Travelling and miscellaneous expenses.	4,000			0	4,000			
	Total of CTP.	75,000	0	0	25,000	25,000	0	0	25,000

** AAC, Australia : 11,000 & Cooptrade Japan : 14,000.

S O U R C E O F F U N D S

: HQ, Geneva
 : ROAP, New Delhi
 : ROECSA, Moshi
 : ROWA, Abidjan

Period : July 1991 - June 1992

: Workplan
 : Quarterly report
 : Annual report

Date : 14.12.90 Prepared by: M.V. Madane

Approved by:

Implementing officer: M.V. Madane

Act.Code	Activity details	B U D G E T (SFR)	A C T U A L	S O U R C E O F F U N D S					
				ICA-HQ	Member org.	SCC	MAFF	JCCU	Other
2600	AGRICULTURAL MANAGEMENT TRAINING PROJECT								
2601	First part of the Training Course for Strengthening Management of Agricultural Cooperatives in Asia including study visits in India and preparatory work.	340,556					340,556		
2602	Study visits to agricultural cooperatives in Thailand and project appraisal session.	23,333			1,667		21,666		
2603	Home country assignments of participants - preparation of coop development projects by participants.	21,667					21,667		
2604	Second part of Training Course at IDACA, Japan, including study visits.	312,222			5,555		306,667		
2605	Study visits to agricultural cooperatives in the Republic of Korea.	24,444			2,778		21,666		
2606	Finalisation of accounts, report in coordination with ICA Hqs., CUAC, IDACA and MAFF.	2,223					2,223		
Total of ANTP		724,445		0	10,000	0	714,445	0	0

S O U R C E O F F U N D S

- HQ, Geneva
- ROAP, New Delhi
- ROECSA, Moshi
- ROMA, Abidjan

Period : July 1991 - June 1992

- Workplan
- Quarterly report
- Annual report

Date : 14.12.90 Prepared by: G.K. Sharma

Approved by:

Implementing officer: G.K. Sharma

Act.Code	Activity details	B U D G E T (SFR)	A C T U A L	--- S O U R C E O F F U N D S ---					
				ICA-HQ	Member org.	SCC	MAFF	JCCU	Other
2900	ROAP ADMINISTRATION AND MEETINGS								
2901	Regional Director (70,000+35,000)	105,000							
2902	Other personnel costs (3).	30,000							
2903	Office expenses	88,200							
2904	Office rental and premises costs	5,000							
2905	Regional Council Meeting.	65,000			60,000				
	Total of ROAP Administration	293,200		50,000	95,000	50,000	58,000	13,200	27,000
	TOTAL ROAP BUDGET	2,816,645		50,000	983,200	700,000	714,445	132,000	237,000
	Total budget in percentage	100%		1.78%	34.91%	24.85%	25.37%	4.69%	8.41%

Exchange rate : 1 SFR = INR 12.50