

SC/NO.304

P.E. Weeraman

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AGENDA NOTES

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ICA ~~Advisory~~ Council  
for South-East Asia

16th Meeting

Venue Colombo, Sri Lanka

Dates 1-2 November 1974

334.061.25  
ICA - I

**International Cooperative Alliance, Regional Office  
& Education Centre for South-East Asia,  
43 Friends' Colony, New Delhi-110-014, India**

Mr P.E. Weeraman

International Cooperative Alliance  
43 Friends Colony  
New Delhi, 14

G / August 20, 1974

SIXTEENTH MEETING OF THE ICA COUNCIL FOR SOUTH-EAST ASIA

COLOMBO. SRI LANKA

1st and 2nd November 1974

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AGENDA ITEM No. IIIConfirmation of the Minutes of the 15th Meeting  
held in Tokyo, Japan

1. The Minutes of the last meeting were circulated to all the members. No comments have been received. The minutes may be confirmed. As suggested at the last meeting held in Seoul in 1970, a copy of the minutes of the last meeting is appended hereto for ready reference by the members.

Action taken on the minutes is given at the commencement of the agenda notes on each Section of the Regional Office.

*Thank the  
NCC's  
Ag. PM  
Min 2/9/70*

AGENDA ITEM No. IVBACKGROUND PAPERS ON THE COOPERATIVE MOVEMENT  
OF EACH COUNTRY

Papers giving information on their respective movements have been requested from all the member-organisations in the Region. Papers received before the meeting will be circulated. It is expected that the remaining papers will be circulated at the meeting by the members concerned. The Members of the Council have been requested to give oral reports on their movements to the Council, to enable the Councillors to have the background necessary for considering the subjects submitted at this meeting for their advice.

AGENDA ITEM No. VADMINISTRATION SECTION

## Section I

Follow up Action taken on the Minutes of the last Meeting

Page no. of minutes	Para no.	Summary of Recommendation	Action taken
6	3	To communicate to the member-organisations the recommendation of the AC re contributions to the funds of the RO EC by the respective member-organisations for favour of implementation.	Confirmation of contributions have so far been received from Australia, Iran, Japan, Korea, <del>and</del> Malaysia <i>and Singapore</i> and Others have been reminded. Payments have been received from Australia, Malaysia and Iran.
10	4	The Council was informed of the proposal to have an evaluation of the ROEC activities.	A team has been appointed by the ICA. This includes two Councilors. The team will visit the region from October 27 to November 26, 1974. The team will meet the Council in Colombo on 1st and 2nd November 1974.
13	4	Chairman and the Regional Director should meet at least twice in a year.	Chairman visited the RO on 11.2.74.
14	5	Forward to the ICA the recommendation of the AC for changing the name of the Advisory Council.	The ICA Executive Committee has decided to change the name of the Council to "ICA Council for SE Asia" Henceforth there will be two members from each country, to represent the agricultural and non-agricultural sectors of the movement, respectively.

contd.

Page no. of minutes	Para no.	Summary of Recommendation	Action taken
15	2	To prepare a scheme of coordinating the work of the Council, Sub-Committee and the two Working Groups	A Scheme has been worked out in consultation with the Director of the Alliance, & the Chairman of the Council. This has been conveyed to all the members. The Sub-Committee will hold its meetings as usual before the Council meetings but a Group will meet separately only when such a meeting becomes necessary at a time when there is no meeting of the Sub-Committee.

## Section - II

### 1. Costs of the RO & EC

For the financial year 1974-75 the SCC has agreed to contribute Rs. 2,023,000 and the ICA Head Office will contribute Rs. 490,400.

### 2. Costs of the RO & EC - Member Contributions

As recommended by the Council at its last meeting, a communication was sent to all the member organisations in the region to confirm the contributions, tentatively agreed to by their respective Council members, towards meeting the costs of the ROEC from the financial year 1974-75 onwards. Letters of confirmation and remittances have so far been received from the Cooperative Federation of Australia (Rs. 11,507 or A\$ 1,000), Central Organisation for rural Cooperatives of Iran (Rs. 2,500), Sepah Consumers Cooperative of Iran (Rs. 5,500), Supply and Labour Ministry Cooperative of Iran (Rs. 1,000), Central Union of Agricultural Cooperatives of Japan (Rs. 29,000), the National Agricultural Cooperative

and Singapore contribution (Rs 3250)

Federation of Korea (Rs.10,000) and the Cooperative Union of Malaysia (Rs.10,000) Reminders have been sent to the other member-organisations for confirmation and remittance of the amounts recommended by the Council.

### 3. Contributions to the ICA Sub-Committee on Agriculture and Trade for South-East Asia

For the year 1973-74 contributions have been received from the member-organisations in Indonesia, Japan, Korea, and Singapore amounting to £155. Reminders have been sent to the member-organisations in the other countries.

### 4. Concessions by the Government of India

4.1 The foreign experts attached to the ICA ROEC will continue to enjoy income-tax and import duty concessions from the Government of India upto 31st March 1975. An application for renewal of these concessions after this period will be made to the Government of India in due time.

4.2 The Government of India has decided to make the necessary payments direct from the Ministry of Agriculture to the Ministry of Finance, thereby relieving the ICA of the duty to pay income-tax and then await its refund. This is a very great relief to the ICA as its funds will not be blocked for income-tax purposes in future.

### 5. Staff Changes

5.1 Mr Herman Lamm, Joint Director (Administration) and Specialist in Consumer Cooperation, terminated his assignment with the ROEC in December 1973 to join the ILO Team of Advisers assigned to the National Cooperative Consumers Federation of India as the Senior Adviser and Leader of the Team. The duties of the Joint Director (Adm.) have been taken over by the Regional Director.

5.2 The SCC has decided not to send another Consumer Specialist but instead to send Specialists as and when they are required for ad hoc purposes. This arrangement was arrived at mainly because of the then existing requirements relating to income-tax. As this problem has since been solved the question of

sending a Consumer Specialist on a long-term basis has been revived.

5.3 Mr Masakazu Kasaoka, Specialist in Cooperative Marketing, returned to Japan after completing his assignment with the ROEC, in March 1974. He is back in his substantive employment (in the Zennoh).

AGENDA ITEM NO. VII  
EDUCATION CENTRE

Section - I : Follow up Action taken on the Minutes of the Last Meeting

Page no. of minutes	Para of Council's recommendation	Action taken	
7	4	Bring out a book on the lessons learnt from the Indore Project "with direct comments" on the lines of the book on "Indian Cooperative Laws vis-a-vis Cooperative Principles"	A brochure on the Project has been brought out and has been distributed to member-organisations and the Council members. The material presented in the brochure was also printed in the ICA Regional Bulletin of October 1973 issue and has thus been widely publicised. A separate note on the lessons learnt from Indore project relevant to other movements has been issued.
9	1	Put up a concrete case for the extension of the Indore Project for further extension of the Project.	This item is taken up in Section II
-	-	Do. Teachers' Exchange Programme: put up recommendations of the Principals Conference to the Council for taking a decision regarding continuation of this programme further.	Recommendations of the Principals Conference are put up in Section II.
10	7	Include some provision for a programme for youth and women in 1975. RO should study the question of participation of women and youth in cooperatives in the region and make recommendations to the Council.	1. A Regional Seminar on "The Role of Women in Cooperatives" in the year 1975-76 is proposed in Section III. The seminar would help in suggesting guidelines to the member movements and to the ICA RO & EC future activities in the field of women's participation in cooperatives.

contd.



Action taken on page no.10 para 7 of the minutes (contd.)

ii. The ICA RO EC has been carrying out activities aimed at promoting women's involvement in cooperatives since 1964. Women's wings were set up in several State Unions and the National Cooperative Union of India for carrying on special cooperative educational programmes for women. Women's cooperatives exist in several countries of the region. This work needs to be greatly strengthened in two respects: (a) in developing educational programmes specially directed at women, and (b) in developing women's cooperatives and their federations and bringing them within the main stream of the national cooperative movement.

iii. Member organisations and the ICA ROEC should produce study material and other documentation which would help achieve the objectives stated in para (ii) above. It is suggested that the material so far produced by the ICA ROEC for women, viz. "Balanced Diet" and "Key to Household Economy" should be adapted by the various movements to suit their needs and translated into their national languages.

iv. The ICA may prepare model study material on the following subjects:

- i. How women can form a cooperative society?
- ii. How to form buying clubs?
- iii. Importance of cash trading.

The member-movements may consider producing relevant study material which would help women's involvement in cooperative work and development of women's cooperatives.

v. The work in the field of women and cooperatives is an exceedingly difficult task and calls for persistent and intensive efforts on the part of the member-organisations.

#### Recommendations on Youth and Cooperatives

1. It is suggested that the member organisations study the paper prepared by Dr Dharm Vir on "School Cooperatives and Cooperative Youth Work in different countries" and take follow up action. The paper has already been circulated to member organisations, principals of national cooperative training centres, teachers who have taken part in the ICA Teachers Exchange Programme and Fellowship holders in the ICA Fellowship Programmes previously held.

2. The member-organisations should create necessary conditions for the development of school cooperatives in their respective countries by persuading their governments in passing suitable legislation for establishing school cooperatives. Education and Cooperative Departments of Governments should take initiative and provide necessary support in establishing students' cooperatives

3. Member organisations and governments should take steps to organise cooperatives for unemployed educated and un-educated youth in order that the talents and energies of youth are directed to constructive purposes. In order that this be done member organisations should establish special committees to plan, coordinate and develop such cooperatives.
4. Training programmes for both rural and urban youth should be organised by the member organisations. Such training programmes should cover not only cooperative education and cooperative management but also subjects such as Civics and national economy in order to give youth a proper perspective. The example of Folk Schools of Denmark is worthy of emulation. The member movements should produce necessary material for facilitating the above work such as model bye-laws for students cooperatives, cooperatives of unemployed young persons and necessary manuals for management of these cooperatives.
5. The member organisations should take up some pilot projects in establishing such cooperatives.
6. In some advanced countries there is the practice of having shadow boards comprising young people. Similar practices could be adapted by the movements in the region in order to give the needed training to young people and attract them to management positions in cooperatives.
7. If the movements want to give serious attention to the involvement of youth in cooperative work, they should dedicate one full year in the current "Cooperative Development Decade" to youth work and term it as a "Cooperative Youth Year" during which sustained and concentrated attention be given to youth work.
8. Many young people are working as employees in cooperative societies. It is important that these young people are given proper orientation about cooperative ideology so that they could develop loyalty to the cooperative movement. Conditions also should be created within different cooperative organisations whereby young people find the climate in cooperative organisations both congenial and creative and they could see opportunities for rising to higher positions on the basis of merit. Improvement in the policies and practices in the field of personnel management with specific reference to recruitment, training and development and career prospects are essential, if the young people are to have faith in the cooperative movement, and if they are not to feel frustrated.

SECTION - II : Review of Education Activities  
October 1973 to August 1974

1. The following educational activities were carried out by the Education Centre during the period October 1973 to August 1974:

Regional Activities

2.1 Asian Top Level Cooperative Leaders Conference

An Asian Top Level Cooperative Leaders Conference was held from 25th to 27th October 1973 by the ICA RO EC in collaboration with the Afro-Asian Rural Reconstruction Organisation and the Central Union of Agricultural Cooperatives of Japan. The CUAC played host to the Conference. The Conference was attended by 52 delegates from 18 countries and observers from the ILO, ECAFE, ADB and ICFTU. Dr S K Saxena, Director of the Alliance and Mr Alf Carlsson, Director of the Swedish Cooperative Centre also attended the Conference.

The Conference discussed the following subjects:

(i) Long-term agricultural development programmes, through agricultural cooperatives, and technical assistance; (ii) forms of government aid and cooperative democracy and, (iii) the effect of cooperative laws on the autonomy of cooperatives. The Conference adopted a number of resolutions on these subjects. The report of the conference has been circulated among the member-organisations for follow up action. (Recommendations at annex 2)

This Conference has already had the effect of influencing the thinking of the Government of India. The Ministry of Agriculture presented certain "guidelines for State Cooperative Laws" to the Conference of State Ministers of Cooperation held on 27th and 28th July 1974. Referring to this, the Secretary for Cooperation told the Conference: "The cooperative legislation is exercising the mind of the government as well as the cooperative leaders for a long time not only in India but in many other countries. This question was also discussed in the Asian Top Level Cooperative Leaders Conference held in Tokyo in October 1973. ... This Conference has recommended that government assistance to the cooperative movement in Asian countries is essential, but it should be in consonance with self-reliance, initiative and enterprise of the cooperative movement and

government assistance should not affect their autonomy. It also recommended a policy programme of gradual phasing out the government involvement. In recent period certain legislative actions by certain state governments have evoked considerable resentment and dismay amongst the non-official cooperators. One can easily appreciate their feelings ... There have been suggestions that a certain degree of uniformity should be brought about in these laws. Therefore, draft guidelines for state cooperative laws have been prepared....". The Secretary earlier in his speech referred to the ICA's book on "Indian Cooperative Laws vis-a-vis Cooperative Principles" vide paragraph 2 of agenda item No. VIII.

2.2 Regional Seminar on "Member Education and Member Communication with special reference to Japan"

A Regional Seminar on "Cooperative Member Education and Member Communication with special reference to Japan" was held by the ICA ROEC in collaboration with the CUAC, the IDCA and the Te-No-Hikari Association of Japan, in Tokyo from April 3 to 25, 1974. Twenty-three participants from nine countries and three observers from Japan attended the seminar. The nine countries represented at the seminar were: India, Iran, Korea, Malaysia, Pakistan, Philippines, Singapore, Sri Lanka and Thailand.

As a part of this seminar, the seminar participants were given an opportunity of studying the farm guidance activities being carried out in the Republic of Korea, by arranging a five-day study visits programme in the Republic of Korea, organised in collaboration with the NACP, Korea. The programme also included a 5 day study visits programme in Japan. The participants were taken to the Mie Prefecture for intensive study of two primary agricultural cooperatives with the help of case studies specially prepared for the seminar.

The objectives of the seminar were as follows:

- (i) to review critically the member education and information programme of the various movements in the region, and to suggest changes therein for achieving greater effectiveness.
- ii) to discuss various techniques of member education and information and the contents of these programmes for better serving the members' needs, e.g. farm guidance, consumer guidance and family welfare, and achieving increasing management efficiency of societies.

- (iii) to discuss the type of member education and information material needed and arrangements for their production.
- (iv) to discuss the role of cooperative unions, business federations and primary societies in member education and information programmes and the manner in which these programmes could be financed, and
- (v) to study various aspects of member information and education programmes in Japan.

Recommendations of the Seminar are given at Annexe 3.

#### Seminar Evaluation

The participants were asked to fill in individually an evaluation form at the concluding session of the seminar. The participants were advised that they should be absolutely free and frank in stating their reactions, comments and suggestions. An option of signing the form was left to them. Participants were given about one hour for filling in the forms.

A list of objectives outlined for this seminar was also made available to the participants.

The evaluation form contained two major aspects of the total activity: (i) about the achievement of objectives, content, methodology and duration, the study visits conducted in the Republic of Korea and Japan, and (ii) future subject areas to be covered by the ICA, and views on follow up activities.

Twenty one forms were filled in by the participants. Two failed to deposit their forms. The data was then quickly compiled and presented to the seminar. The participants and the organisers were thus able to get a quick feedback.

#### A. About the Seminar:

- (i) 71% of the participants said that the objectives of the seminar as spelled out in the memorandum have been "fulfilled to a large extent". 20% rates it "fully" and 9% "to some extent".
- (ii) Asked of their overall impression regarding the seminar, 57% said "very useful" and 43% "useful". 37% "very interesting" and 33% "interesting". Only one participant said "somewhat interesting".

- (iii) Participants were asked to opine regarding the balance between lectures and group discussions. Three ratings were given e.g. (i) just right, (ii) should have more lectures and less group discussions, (iii) should have less lectures and more group discussions. 48% of them said that the balance maintained during the seminar was "just right", 33% wanted to have "less lectures and more group discussions" and 19% wanted to "have more lectures and less group discussions".
- (iv) A similar question regarding balance between lecturers + group work on the one hand and study visits on the other was asked in the evaluation form. A majority of them, 57% wanted to have "more study visits", 37% rated the balance "just right". Only 6% wanted to have "more lectures+ group work". It may be recalled here that a seven day study visit was organised in the Republic of Korea before the seminar commenced, and another 5-day visit was held in Japan during the period of the seminar.
- (v) 80% of the participants rated the study visits in Japan as "very useful". 20% evaluated them "useful". Only 13 people participated in the study visits in Korea. Except one, 12 of them rated their reactions to the visits in Korea as "very useful".
- (vi) Two special case studies were prepared by the ICA and distributed among the participants in advance. Participants were asked to opine on these and other information material supplied. A majority of them were satisfied with the contents and to their adequacy and relevance, and many of them appreciated the method of presentation. A few of them wanted the case studies which could pose the cases in a problematic fashion and generate more questions.
- (vii) Another question asked was about the duration of the seminar. A majority of participants, 57% rated it to be "adequate" and 37% of them wanted it to be "shorter".
- (viii) About the subjects covered during the seminar, two inter-related questions were asked. One was about the subjects and their relevance to the participants, and the other was about the presentation of subjects:
- (a) About the relevance: Four groups were suggested to the participants e.g. very relevant, relevant, somewhat relevant and not relevant. The subjects-rating is given below: -
- Subjects (i) Types of Member education and communication problems at the primary level in Japan, (ii) concept and principles of communication, (iii) present system of member education programmes of agricultural cooperatives in Japan, (iv) preparation of country plans, (v) Indore Field Project, (vi) Evaluation and pre-testing

of communication material were rated as "very relevant".

Subjects (i) Types of member education and information material needed and arrangements for their production, (ii) present tasks and future prospects of agricultural cooperative movement in member education, (iii) Review of member education in South-East Asia, (iv) Historical Development of Member Education in Japan, were rated as "relevant".

Under "somewhat relevant" were listed subjects: (i) review of cooperative publication activities in the region and (ii) production and use of cooperative films.

- (b) About the presentation of subjects, the following reactions were received. Four groupings were provided in the form e.g. very interesting, interesting, somewhat interesting and not interesting.

"Very interesting" presentation was rated for subjects: Concept and Principles of Communication, Review of Cooperative Member Education, Review of Cooperative Publications Programme, Pre-testing and evaluation of communication material.

#### B. Follow Up

- ix. Replies to the follow up questions were:

The national movements should arrange similar types of seminars at the national level for their own personnel, implementation of country plans; some wanted the ICA to help in working out country plans on the subject and also to help in some field tests of this programme before they are recommended to the governments for implementation; ICA to conduct some sort of an evaluation of cooperative member education and training programmes in the region; and the ICA should conduct specialised courses on techniques for educators.

- x) The following subjects for the future seminars were suggested:

Regional Level	Workshop on Audio-Visual Aids Follow up of the Present Seminar Cooperative Farming, Cooperative Development Strategies, Youth Development and the Cooperative Movement, Management and Audit Integrated Cooperative Development, Cooperation and Local Government Relations.
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National level: Commubication and member communication,  
 Audio Visual Education - Techniques and Aids  
 Wire communication system  
 Amalgamation of cooperatives  
 Consumer cooperation etc.

Some Comments of Seminar participants are given below:

- i. "My participation at the seminar has been both profitable and enjoyable. No doubt, the environmental situation differs from country to country, but all the same, the lessons learnt in the Republic of Korea and Japan in regard to agricultural cooperatives in general and member education and member communication in particular will not be lost so far as they are relevant and appropriate to the situation obtaining in the respective countries of the participants. There is a real sharing of ideas and opinions, real exchange of views and real cross-communication in the seminar held by the ICA.

The way in which you lifted the seminar to the rising crescendo after your joining us in the last week of the seminar made us feel that it would have been an ideal situation if you could have made it from the beginning of the seminar. But there were inescapable reasons and we regret that we could not have your company for a longer duration".

(Extract from a letter from Mr K D Buddha, Registrar of Cooperative Societies, Gujarat State, India, addressed to Mr J M Rana, Director (Education).

- ii. "Please accept my deep appreciation and gratitude for the exposure and experiences accorded me in attending the seminar".

"Ire power to the ICA Regional Office and Education Centre. I am looking forward to more sharing of experiences and knowledge on cooperatives".

(Extract from a letter of Mr Arnold Naldoza of the Agricultural Credit and Cooperative Institute, Laguna, Philippines, to Mr J M. Rana).

### 2.3 Regional Conference of Principals of National Cooperative Training Institutions and Selected Teachers of Cooperative Training Centres

A Regional Conference of Principals of National Cooperative training institutions and selected teachers of cooperative training centres was held in Indonesia from 12th to 25th June 1974 in collaboration with Dewan Koperasi Indonesia (DKI). In all 23 participants from various countries in the region and 14 observers from Indonesia attended the Conference. Mr T E Bottomley, secretary



for Education, ICA London, also attended the Conference. One observer each from the FAO and the ILO attended the Conference for some time. Of the 23 participants, 10 were Principals of national cooperative training institutions, of these 2 principals had taken part in the ICA Teachers Exchange Programme. § In addition, 4 officers responsible for policy in the field of cooperative training took part in the conference. The countries represented in the conference were: Bangladesh, India, Iran, Indonesia, Korea, Malaysia, Nepal, Pakistan, the Philippines, Singapore, Sri Lanka and Thailand.

The objectives of the conference were as follows:

- i) to exchange experiences among the participants regarding course contents for various categories of employees, production and use of teaching material and aids etc.
- ii) to discuss participative teaching techniques such as in-basket, case studies and role play.
- iii) to assess the usefulness and ways of improving the teachers' exchange programme.
- iv) to discuss possibilities of cooperation among various cooperative training centres on the one hand and between them and the Advisory Group of International Training of Cooperators (AGITCOOP) constituted by the Alliance on the other.

A copy of the Conference recommendations are given at Annexe 4.

#### Specialist Group on Cooperative Training

The Conference recommended that the ICA should constitute a Specialist Group on Cooperative Training consisting of Directors, Principals of national-level cooperative institutions in the region in order to provide a forum for continued and systematic collaboration among the national training institutions and between these institutions on the one hand and the ICA RO EC & the Advisory Group on International Training of Cooperators (AGITCOOP) on the other. The constitution suggested by the Conference for the Group is appended hereto as annexe 5.

§ Of the remaining participants, 9 were teachers of whom 7 had taken part in the Teachers' Exchange Programme.

The Group will function on a self-financing basis. However as and where feasible, support to the Group could be made available by the ICA ROEC. There are also possibilities for the Group to receive financial support from the UNESCO.

#### Conference Evaluation

The procedure followed in carrying out evaluation was the same as that at the Regional Seminar in Tokyo.

Out of 23 participants, 19 filled in the evaluation forms. The replies of the participants were immediately tabulated and presented at the concluding session of the conference.

#### A. About the Conference:

- i. 21% of the participants stated that the objectives were "completely attained", 73% stated they were "satisfactorily attained". One participant did not reply.
- ii. As regards the usefulness of the background papers presented by the participants, 21% stated that they were "very useful", 63% stated "useful" and 10% (2 participants) stated "somewhat useful". Some participants indicated that the usefulness of the background papers would have been improved had those been circulated in advance and contained concise information on relevant points. As regards the circulation of other background material, all except one found it "useful".
- iii. The participants were given a briefing on the educational activities including the Teachers' Exchange Programme carried out by the ICA ROEC. In regard to these programmes 50% stated that they were "very useful" 36% stated that they were "useful", 10% stated "somewhat useful" and 5% did not give reply. One of the participants suggested that there should be better flow of information to the teaching institutions.
- iv. A three-day workshop on Training Techniques was conducted as part of the Conference. 47% participants stated that the workshop was "very useful" and 53% regarded the workshop as "useful". Most of the participants (79 %) stated that the training techniques demonstrated would be suitable for implementation in their training institutions. In terms of preference, they indicated as follows:
  - In basket method,
  - Case studies,
  - Role playing and
  - Discussion leading.

- v. 83% of the participants stated that the opportunity for exchange of personal and national experiences afforded by the conference was "adequate".
- vi. 43% stated that the practical arrangements made by the organisers in Jakarta were "very good". Another 42% regarded them "good". In regard to study visits 75% regarded the arrangements during study visits as "very good" and 25% "as good".
- vii. The participants were asked to give three general suggestions for similar future conferences. The suggestions made by the participants are given below in order of priority:
  - a. More time should be given for presentation of teaching techniques, the group and country reports by the participants.
  - b. more time should be given for group discussions.
  - c. more free time should be given.
  - d. the duration of the conference should be 3-4 weeks.
  - e. More information on the cooperative Movement in the host country should be given.

B. Follow-Up : Suggestions for the ICA RC EC:

- viii. The ICZ should assist the national cooperative colleges:
  - a. to evolve a standardised library catalogue system for the ICA, ILO, FAO materials.
  - b. to implement the Teachers Exchange Programme in such a way that the selected teachers get a chance to teach for a few months in the receiving country.
  - c. to improve their teaching programmes.
  - d. to acquire upto-date information on the latest developments in cooperation in general and cooperative education in particular.
- ix. The ICA should organise such conferences frequently in different countries.

Suggestions for Training Colleges:

- x. The cooperative colleges should assist the ICZ in better implementation of its Teachers' Exchange Programme.
  - xi. They should organise national seminars and workshops on new teaching techniques.
-

- xii. The training institutions should have two-way communication among themselves and with the ICA.
- xiii. Several training colleges in the region together may appoint a committee to study cooperative training system in a country and suggest ways and means for its improvement.

Suggestions for participants:

- xiv. The participants should experiment on a pilot basis the teaching techniques learnt and then introduce the same very carefully.
- xv. The participants should undertake research and evaluation to improve cooperative education and keep the ICA informed of the latest development in their respective countries.
- xvi. The participants should have regular contacts with each other and with the ICA. They should keep the ICA informed of the problems in implementing new ideas, and ask for necessary assistance and information.

Reactions of some seminar participants were as follows:-

- i. "I profited considerably from my participation in the seminar and particularly from the expert discussions and exercises/you had arranged. I have sent my reactions on /that the seminar, to the Ministry of Cooperation and the CCT and I am enclosing a copy of the same for your perusal. I have expressed my gratitude to Shri Weeraman when he was good enough to participate in the Seminar of the Chairmen and Chief Executives of Sugar Cooperatives at VMICM last week".

"I am sure that you will follow-up the suggestions regarding the Advisory Committee on Cooperative Principles and Practices for the South-East Asian Region and also take up this matter for having an International Committee at the central level of the ICA and perhaps the matter could be discussed at Budapest as an important function of "AGITCOOP" on 13th and 14th of September 1974. I do appreciate how much hard work you, Dharm Vir and your staff had put in in order to make a grand success of this seminar and also to make everything most comfortable".

(Extract from a letter of Dr J. U Shaikh, Director, Vaikunth Metha National Institute of Cooperative Management, Poona, India, to Mr J M Rana).

- ii. "It was indeed a great experience to be a participant and I truly gained a lot through conference. The programme I believe, has been a success and a lot of effort was spent for its arrangement. It provided me not only a chance to become more familiar with the teaching techniques but it also offered an opportunity to know the prominent cooperators from the Region".

(Extract from a letter of Mr P Pakshir, Director General Central Cooperative Organisation of Iran, Teheran, addressed to Mr J M Rana).

### National Seminars

#### 3.1 Three ICA=SCC National Seminars on "Agricultural Cooperative Marketing"

One national seminar each on "Agricultural Cooperative Marketing" was held in India, Bangladesh and Sri Lanka from 8-20 October 1973 (India), 5-16 November 1973 (Bangladesh) and 26th November to 8th December 1973 (Sri Lanka) respectively. Out of the seminar participants, four from Bangladesh, seven from India and six from Sri Lanka were selected for participation in the 16th International seminar on "Agricultural Cooperative Marketing" to be held by the Swedish Cooperative Centre. Mr Jai Prakash, Assistant (Technical Assistance and Trade) in the ICA ROEC and Mr Lionel Gunawardana, Joint Director (Publications and Public Relations) and Specialist in Agricultural Cooperation will attend the seminar as participant and resource person respectively.

The International Seminar has been divided into two parts: the first part of the seminar will be held in Japan from 26th August to 7th September, the second part to be held in Sweden from 9th September to 2nd November 1974.

The three national seminars held in India, Bangladesh and Sri Lanka were assisted by two resource persons from the ICA and one from the SCC. Extensive study visits were carried out by the resource persons from the ICA as part of their preparations for the seminar.

The above were the second set of national seminars organised by the ICA and the SCC, an important objective of which was to select participants for the SCC's international seminar.

The first set was on the subject of consumer cooperation for Thailand, Malaysia, Singapore, Indonesia and the Philippines. The above approach for selection of participants for SCC seminars was adopted on an experimental basis.

On the whole, the results show that out of the participants attending the national seminars, selections were made with a great deal of objectivity and the selected participants represented broadly speaking, a homogeneous group. However an important limitation of the above selection technique is that top management personnel of cooperatives or senior government department personnel do not take part in the national seminars due to their "unwillingness to sit for a test". This phenomenon was noticeable in the second set of seminars. Thus the best talent of the cooperative movement gets excluded from the possibility of being trained in Sweden.

### 3.2 Future Training in Sweden

It is indicated to us by the SCC that the Swedish International Development Authority (SIDA) which finances the international seminars of the SCC does not generally regard training in Sweden necessary. SIDA would prefer training to be held in the region and in the different countries for which Swedish experts would be available. However, if there are strong reasons and great need for arranging training in Sweden, SIDA and SCC would consider such proposals. In this connection, the Director (Education) prepared a memorandum on 5th December 1973 and sent it to the SCC strongly emphasising the need to continue training in Sweden (memorandum at annexe 6).

The Council may like to give its views on the above question as a matter of principle.

In case there is a possibility for the SCC to hold an international seminar in 1976 or 1977, the Council may like to suggest the theme of the seminar, keeping in view the training needs of the region.

The Council may also like to consider the validity of the selection technique. A technique which commends itself

from the point of view of selecting key people capable of making contribution to cooperative development on their return is that the member-organisation, from the countries for which an international seminar is planned, may be invited to send 8-10 applications. The representatives of the ICA ROEC, SCC and one of the members of the Council from the concern country, may together interview the candidates and select the required number. A pre-seminar in the region may then be held for all the participants from the region for their general orientation, preliminary information about the Swedish movement and for identifying questions to be studied by them in Sweden. Any patently unsuitable candidate could be weeded out on the basis of his performance at the pre-seminar. The limitations and strong points of the present system have been mentioned earlier. The Council may like to offer guidance on the selection procedure to be adopted in future.

The SCC prefers to hold seminars in respect of a few countries rather than for the entire region. In view of this, it may be appropriate to ask all the member movements to indicate their most important priority subject area on which they would like their cooperators to be trained. The SCC could then be requested to hold international seminars on their priority areas for groups of countries, provided it has significant experience and expertise in the priority areas indicated by the member movements and provided the SIDA would accept their proposal.

### 3.3 Executive Development Programme

A national seminar on Cooperative Management for the executives of the Malaysian Cooperative Insurance Society (MCIS) was held by the ICA ROEC in collaboration with the MCIS on 8th and 9th June 1974. 25 participants attended the seminar. The ICAC ROEC made available three resource persons.

The programme dealt with the following subjects: dealing with people, developing subordinates, performance appraisal, leadership and creating, result-oriented climate. The programme was carried out with the use of visual aids.

An evaluation questionnaire was filled in by 22 participants at the end of the seminar. All the participants regarded the programme as useful - 17 of them regarded it as very useful. As regards the programme techniques, all of them regarded it as interesting. 18 regarded the programme presentation as very interesting. Several participants said that the programme should have been of the duration of 4-5 days.

#### 4. ICA/NCUI Field Project in Cooperative Education

4.1 As suggested by the Council, a brochure on the Field Project was prepared and circularised to the member organisations. The material was also printed in the ICA Regional Bulletin, October 1973, issue and widely distributed. A copy of the brochure is given at Annexe 7. A note on the lessons learnt from the Indore Project was also sent to the member-organisations (see Annexe 8).

4.2 Some comments on the Indore Project are given below:-

4.2.1 The Fourth Conference of the Presidents and Secretaries of the State Cooperative Unions of India held on 1st and 2nd February 1974 recommended as follows:

" The ICA /NCUI Cooperative Education Field Project which is being implemented in Indore District of Madhya Pradesh State since 1971 on experimental basis has adopted some new approaches. The State Cooperative unions can profitably draw upon the experience of the ICA/NCUI Education Project and should consider adopting the new approaches viz.

- i. involvement of business federations in the planning and implementation of the education programme,
- ii. intensive and need based approach,
- iii. use of the secretaries of the societies as part time teachers for carrying out the educational work in the society.

The State/district cooperative unions should take steps for the introduction of farm guidance service and with the help of the financial support from the beneficiary societies, arrange to appoint farm advisers for a group of 8-10 societies".

4.2.2 Recommendation of the Regional Seminar on Member Education and Member Communication with special reference to Japan held in Tokyo, Japan, from 3-25 April 1974:

" The seminar noted with appreciation the salient features of and the main results achieved by ICA/NCUI Cooperative Education Field Project in Indore district of Madhya Pradesh State in India, since April 1971, and felt that the project would provide



very useful guidelines to the movements in the region for the purpose of better developing their member education and member communication programmes. It noted that the project was experimenting with the application of farm guidance technique which is a vital feature of education programmes of the multipurpose cooperatives in Japan. Taking these factors into consideration, and the fact that the gestation period of an educational project is generally longer compared to an economic project, the seminar recommended that the International Cooperative Alliance and the National Cooperative Union of India should continue the project for some more years in order to derive useful lessons and guidelines on a more firm basis for the benefit of not only the Indian cooperative movement, but also other movements in the region. The seminar further recommended that the ICA RO & EC should provide technical assistance to the movements desiring to establish similar field projects and that it should make an attempt to establish at least two or three such projects in other movements in the region".

4.2.3 The project continues to attract international attention. Mr Carlos M Matos, Vice-President of CUNA Mutual Insurance Society of the USA, who visited the project recently has referred to this project in his report to his President as follows:

" We were very much impressed with the work being carried out in this project, which is by the way also supported by the Swedish Cooperative Movement. The Director of the Project, Mr V H Pandya, is a very capable and dedicated person. The project approaches the problems of the farmers in a very practical way and improvements are evident in the whole area. The success of the project has attracted visitors from other states who have been trained at the project for starting similar activities in other parts of India".

District

4.3 The Boards of Directors of the Indore/Cooperative Union and the District Cooperative Bank had decided to take over full financing of the project if the period of the project was extended for another five years with effect from July 1974. Accordingly, the Chairmen of the above two institutions had written last year to the NCUI and the ICA ROEC to extend the duration of the project for five years. This question was put up to the Council and it extended the project for one year and suggested that a concrete case be put up to the Council for its further extension.

It must be stated that the enthusiasm generated among local leaders for their taking over the project has been greatly dampened by the decision to reduce the period of extension asked for by them from five years to one year. A period of five years is necessary to enable the local cooperatives to take over the project and continue it.

4.4 The case for extension rests on the following grounds:

(i) that the project is a demonstration cum experimental project and the lessons learnt from it would be of value to other movements in the region. An experimental project like the Indore Project was started in view of the fact that member education is one of the weakest activities of the developing movements in the region and in view of the fact that exceedingly limited follow up action was taken on the recommendations of several experts' conferences, regional seminars, national seminars and fellowship programmes held by the ICA, ROEC on the subject of member education. The field project has experimented with some educational techniques as outlined in the report viz. (a) need-based and society-based educational work, (b) farm guidance and (c) management education and guidance. However, these need to be perfected and consolidated. Effectiveness in an educational programme especially member education cannot be achieved in a short period on account of widespread illiteracy, tremendous member apathy, factionalism among members, groupism and inter-personal and inter-institutional rivalries. The request for extension for five years was made for this reason, in addition to the fact that it would have enabled the district organisations to take over the project. A permanent imprint would thus be left in the district and the project would not get closed down.

(ii) The project has been used for orientation of cooperators from various movements in the region who had come for training in training centres operated by the ICUI. The Project has also given training to persons from other countries. Mr H A Gasen, Director (Mass Education) of the Bangladesh State Cooperative Union was trained in the techniques of member education and other related aspects in the Field Project for a period of two months. Mr Gasen has now prepared a project proposal for starting intensive

education work in a selected area in Bangladesh. Similarly, two students one from the Swedish Cooperative Movement and another from the University of Agriculture, Wageningen, Holland, also carried out studies in the field project. Member educators from other countries could be offered practical training in the project. It may be added that cooperative organisations in other districts in India have already started sending their people for training in the field project and cooperators from SE Asian countries under training at the colleges operated by the ICUI are also sent to the Project for orientation. It is only after the completion of two years that the Project was able to offer the training mentioned above. The project would now be able to carry out such training activities for the movements in the region if it is continued.

(iii) The Project would provide the ICA RO EC with a laboratory in which experimentation in local cooperative education could be continued. There are a number of educational techniques such as correspondence courses, group study methods on which experimentation needs to be carried out. In the opinion of the Director (Education), the ICA should have a continuing field work of the type now being carried out in the Indore Project for the above purpose. The advantage of continuing the project for five years would be that at the end of the five years, the ICA would not have any financial responsibility for running the project. The project would still continue to provide the ICA with laboratory facilities as stated above.

(iv) The project gives valuable knowledge about the field situation and the complex problems involved therein to the ICA personnel and thereby enable them to carry out their educational work in regional and national seminars more effectively. By carrying out educational work itself, the Education Centre would be able to speak with more authentic voice about the way cooperative education should be carried out than it could do otherwise. When the Field Project was presented at the Regional Seminar on Member Education and Member Communication held in Tokyo in April last, the seminar recommended that the ICA should

give technical assistance to three or four other member movements in starting such intensive education projects. This assistance could be carried out more effectively through the experiences gained in the Project.

4.5 The educational activities carried out in the Project during the year 1973-74 are given below:

Sl. no.	Activities	No.	Duration days/hrs.	No of participants
1.	<u>For MEMBERS</u>			
1.1	Members Camps	2	4-6 days	52
1.2	Members' Meetings			
	a) By project staff	22	1 day	354
	b) by coop teachers	168	1-4 "	1514
	c) By farm adviser	125	-	901
1.3	Annual general meetings	8	1 day	730
1.4	Women's meetings	14	1-5 days	225
2.	<u>For COMMITTEE MEMBERS</u>			
2.1	Courses for Managing Committee members	1	4 days	22
2.2	Managing Committee Member meetings	12	1 day	170
3.	<u>COURSES FOR EMPLOYEES</u>			
3.1	Courses for Secretaries	-	-	-
3.2	Courses for supervisory staff	-	-	-
3.3	Courses for Coop Teachers	9	1 day	39
3.4	Training for Farm Advisers	1	6 days	2
4.	STUDY TOURS	4	1-7 days	50
5.	EDUCATIONAL ACTIVITIES for/by Central Societies	61	1-7 days	3057
6.	AUDIO VISUAL PROGRAMMES			
6.1	Film shows	-	-	-
6.2	Film slide shows	3	1	32
7.	TRAINING OF FOREIGN/INDIAN Scholars	3	9-30	3
8.	VISITORS TO THE PROJECT	1	1	1

§ This figure represents attendance at meetings organised by the central societies in and outside Indor District which the project staff attended and where they gave technical assistance.

Training of Cooperators from Bangladesh and Sri Lanka

The ICI ROEC provided financial assistance by way of international travel costs to two participants from Bangladesh and two from Sri Lanka to attend the course in Inventory Management in Consumers Cooperatives conducted by the Valluruthi Melita National Institute of Cooperative Management, Poona, India, from 7-29th November 1973. The names of the participants from the two countries are as below:

- |   |  |
|---|--|
| 1. Mr P T Piyasinghe<br>General Manager<br>Veyangoda Bernulla Multipurpose<br>Coop Society, Veyangoda, Sri Lanka. | 2. Mr T M D Andradé,<br>Finance Manager, Panadura<br>Multipurpose Coop Society,<br>Panadura, Sri Lanka.        |
| 3. Mr Md Ali Hossain Mollah<br>Commercial Officer<br>Bangladesh Samabaya Marketing<br>Society Ltd, Dacca.         | 4. Mr Ruhus Sattar<br>Assistant Manager, Marketing<br>Bangladesh Jatiya Samabaya<br>Shilpa Sanithy Ltd, Dacca. |

5. Consultative Services and Allied Assistance

5.1 Cooperative Education

The following officers of the ICI ROEC gave talks as shown below at the VIII Leadership Training Course conducted by the All India Cooperative Educational Instructors Training Centre of the CUI. The course was conducted from 17 September to 1st October 1973 in which 35 cooperators of India participated.

<u>No.</u>	<u>Name of Officer</u>	<u>Date of talk</u>	<u>subject of talk</u>
1.	Mr P E Weeraman	18.9.73	Cooperative Principles
2.	Mr J H Rana	25.9.73	Salient Features and some lessons of the ICI/ICUI Coop Education Field Project
3.	Mr M V Madane	19.9.73	Management of Coop Societies
4.	Dr Dharm Vir	25.9.73	Training needs of primary coop societies covered by the Indore Project
5.	Mr Herman Lamm	21.9.73	Consumer Coops -Requisites for success

5.2 Mr P E Weeraman, inaugurated a national conference of the Presidents and Secretaries and Executive Officers of the State Cooperative Unions of India held at New Delhi on 1st January and 1st February 1974.

6.3 Mr Weeraman delivered the first lecture at a Seminar for the Staff of the Cooperative Management Services Centre of Sri Lanka on January 4, 1974. He was invited to speak on Cooperative Principles.

6.4 Mr J H Rana, Director (Education) and Dr Dharm Vir (Joint Director, Education) gave talks on the "Concept of Farm Guidance" and "Farm Guidance Activities in the ICA/NCUE Field Project" respectively at the All India Cooperative Educational Instructors Training Centre of the NCUE at New Delhi in which 20 trainees participated. The trainees were cooperative instructors in various districts of India.

6.5 Mr J H Rana and Dr Dharm Vir attended the meeting of the Special Committee on Member Education of the NCUE held at New Delhi on 29.9.73 and presented two papers on the activities of the Cooperative Education Field Project in Indore and on the educational needs of (five) cooperatives in Indore district at this meeting. The Committee was highly appreciative of the work of the project and wanted that lessons offered by the project be followed in cooperative education work in other districts.

6.6 Dr Dharm Vir gave a talk on "Adult Psychology in Learning" to the trainees of the 39th Basic Training Course conducted by the All India Cooperative Educational Instructors Training Centre of the NCUE at New Delhi. 18 participants attended this course. He also set an examination paper on "Cooperative Education and Training for the above course".

6.7 Dr Dharm Vir participated in the Asian Regional Experts' meeting on the role of Teachers in out-of-school Education held by the UNESCO at the Philippines and presented a paper on the "role of school teachers in cooperative education". The meeting was held from 5th to 12th November 1973.

6.8 He prepared a paper on "The Role of Voluntary Agencies in Consumer Protection and Education".

6.9 He gave a talk on "Adult Psychology" on 14th May 1974 at the 40th Basic Course for Coop Instructors held at the NCUE Training Centre. The course was attended by 25 participants.

6.10 Mr Norman Lown, Specialist in Consumer Co-operation, gave a talk on "Consumer Cooperatives in Europe and India" on 20th September 1973 and participated in a discussion about the relationship between the board and the manager, at the 23rd General Managers Course of the VII Month National Institute, Poona, India.

6.11 Mr Daman Prasad, Assistant (Publications), assisted the All India Coop Educational Instructors Training Centre of the NCUI, New Delhi, in conducting a one-week programme on "Audi-Visual Aids" as part of their 40th Basic Course.

6.12 Mrs Margaret D Cruz, Assistant (Education) carried out study visits in Singapore and Malaysia and Thailand to study women's cooperatives and also collected information from relevant sources on the national cooperative training centres in Malaysia and Thailand from 1st February 1974 to 4th March 1974.

6.13 She attended the Conference of Lady Education Officers and Instructors held at the NCUI Training Centre, New Delhi, on 1-2 September 1973.

6.14 She participated in the seminar on "Community Education for Consumer Protection" in the Second United Nations Level 10th Decade held by the International Organisation of Consumers' Unions (IOCU) in Singapore from 4-8 February 1974.

6.15 The study material prepared by Mrs M D Cruz titled "Key to household economy" has been translated into Marathi language by the Maharashtra State Cooperative Union for use by women's groups in Maharashtra State, India.

SECTION - III : PROGRAMME OF ACTIVITIES FOR  
JULY 1975 to JUNE 1976

Regional Seminars

1. Regional Seminar on Agricultural Cooperative Marketing  
with special emphasis on Distribution

Venue	Japan
Duration	21 days in <del>July</del> <sup>Sept</sup> 1975
Participants	25

1.1 This seminar was to be held during the year 1974-75. However the Japanese Movement suggested that it was not possible for them to host the seminar during the usual period of April-June of the year in view of the unusual serious trade union activities of its employees. The Central Union of Agricultural Cooperatives has therefore requested that the seminar be held in July 1975.

1.2 The Council may like to give guidelines regarding the objectives and the types of participants to be invited and suggest relevant subject areas to be covered in the programme.

2. Regional Seminar on Development of Cooperative Industries

Venue	Open
Duration	21 days in March-April, 1976
Participants	25

2.1 It is suggested that the ICA ROEC obtain collaboration of JNIDO and ILO which are active in the field of cooperative industries.

2.2 The Council may like to suggest the type of industries on which the regional seminar should concentrate and also give guidelines on the objectives and the type of participants and may suggest relevant subject areas for inclusion in the programme.

2.3 The Council members are requested to consult the member movements in their respective countries and indicate at the council meeting if they would like to host the seminar.



### 3. Regional Seminar on the "Role of Women in Cooperatives"

Venue	Open	
Duration	2-3 weeks in October	July
Participants	25	Malaysia

3.1 The year 1975 is United Nations International Women's Year. The question of holding an activity concerning Women was discussed at the last meeting of the Council and the Council had suggested that the Regional Office should make recommendations to the Council regarding the participation of women and youth in cooperatives. In pursuance of the above, it is suggested that the above seminar be held.

3.2 The ICA Development Committee has agreed to allocate a sum of £ 1,000 to 1,500 for an activity related to woman in South-East Asian region during this year. The Director, ICA, London, has already approached the FAO and is exploring the possibility of finding financial support from SIDA in Sweden for the seminar. If an extra financial support is available then the above seminar will be an additional regional seminar to the normal two each year. If additional support is not available the Council may indicate which two seminars it would suggest for the 1975-76 year.

3.3 The Council may also suggest guidelines for the objectives the type of participants to be invited and relevant subject areas to be covered in the seminar programme. The Council Members are requested to consult their movements in their respective countries and indicate at the council meeting if they would like to host the seminar in their country.

### 4. National Seminars

4.1 The staff strength in the ROEC has been depleted by two persons with the departure of Mr. Herman Lamm, Specialist in Consumer Cooperation and Mr. M. Kasaoka, Specialist in Agricultural Cooperative Marketing. The RO has already been working with one less technical officer since 1968 when Mr Alf Carlsson left the Post of Director (Education) and Mr Rana was appointed in his place. No replacement was made.

4.2 In view of the above, if three regional seminars are to be held during the year, it would be possible to conduct national

seminars mainly by commissioning outside experts. The normal budget of the Education Centre would allow us to conduct four national seminars. In order that these seminars are held in response to the actual needs of the movement and in order to take firm decision on the holding of the national seminars, it is suggested that the Council Members consult their respective movements and indicate at the Council meeting if their movements would like to sponsor national seminars with ICA assistance. They may suggest at the Council meeting the theme of the national seminars and the nature of the assistance required from the ICA.

4.3 Attention is invited to the part of the recommendation no.2 of the Asian Top Level Cooperative Leaders Conference held in Tokyo in October 1973 reading as follows:

"The Conference also recommends that agricultural cooperatives in the region should be strengthened in order that they may be able to perform as many activities as possible related to agricultural development including animal husbandry and fisheries. This recommendation implies that agricultural cooperative activities should be of the multipurpose type and should be strengthened in order to perform their varied functions effectively. The Council may suggest whether national seminars on multipurpose cooperative societies should be held in various countries of the region as follow up of the above recommendation. The Council members may also indicate at the meeting if their movements would like to sponsor national seminars on the subject of development of multipurpose cooperatives on the basis of their consultations with their member movements. In case there is sufficient response from the member movements, resource persons would be secured from the agricultural cooperative movement in Japan and the Raiffeisen Movement in Germany.

4.4 It is the observation of the Director (Education) that interest in holding national seminars by member movements is less in relation to response to regional seminars. The validity of this observation and the causes of this may be discussed by the Council.

4.5 It is the view of the Director (Education) that national seminars provide very good ground for providing intensive

and practical training to cooperative workers. In view of this, the Council may like to discuss the relative proportion of regional seminars vis-a-vis national seminars in the programmes of the ICA RO EC and to suggest ways in which national seminars could be strengthened.

## 5. Teachers Exchange Programme

5.1 The usefulness of the Teachers Exchange Programme was discussed at the recent Regional Conference of Principals and Teachers held in Jakarta on the basis of the paper prepared and presented by Dr Dharm Vir. The recommendations of the Conference on the programme are given below:-

- " 5. The ICA Teachers' Exchange Programme is very useful and it should be continued in future and the following improvements may be effected to make the programme more effective:
  - a. The duration be lengthened to have more impact on the teacher and the sending institutions.
  - b. There should be direct exchange between two training institutions.
  - c. Participants be given enough time to prepare before joining the receiving institution.
  - d. In view of the fact that almost all the training institutions in the region mostly follow traditional methods, there is little scope for teachers to learn in the field of techniques. Hence the Teachers' Exchange Programme should be directed to the development of teacher in the subject(s) assigned to him.
6. If a national level training centre requests the ICA for assistance in its development by providing a teacher from abroad, the ICA may make necessary arrangements".

5.2 On the basis of the above recommendations, it is now suggested that ICA Teachers Exchange Programme be continued. The objectives of the programme were found flexible enough by the Conference. Keeping this in view it is suggested that the following objectives of the programme may be modified as follows:

### Main objective

- a. to enable the teacher to study the cooperative movement in the receiving country in the field of his specialisation,

Subsidiary objectives:

- b) to contribute to the teaching programme in the receiving training centre on the basis of the teachers' knowledge of the movement of his own country, and
- c) to enable a teacher to learn about teaching methods, curricula, etc. of the receiving training centre.

5.3 It is suggested that the duration of the programme be extended from the present 4-6 weeks to a period of 2-3 months.

5.4 As suggested by the conference, the Teachers Exchange Programme will be mainly directed to the development of the teacher in the subject of his specialisation.

5.5 The national level cooperative training centres would be requested to indicate if they would need any assistance from the ICA by way of a faculty member from abroad for an agreed period between the receiving institution and the foreign faculty member. It is suggested that the ICA may pay the travel costs of the foreign faculty member, the salary may be paid by the lending movement and the local costs be paid by the receiving movement/institution.

AGENDA ITEM NO.TECHNICAL ASSISTANCE AND TRADE

## Part 1

1. 1. Action taken on the Minutes of the last meeting

Page No.	Para No. of the Minutes	Decision of the Council	Action taken
5	7	Member for Sri Lanka indicated that his movement is no more interested in assistance to fisheries. He wanted assistance to the marketing project surveyed by the ICA Study Team.	Further-discussion was taken up with the French Cooperative Movement which has since promised to provide limited assistance.
7	1	RE: ACDB Regional Office to continue its studies and report further at the next AC meeting.	Work on ACDB was continued.
7	3 <sup>1</sup>	Re: Cooperative Development Fund. Ask member organisations to send information on the follow-up action taken by them.	Reminders have been sent out.
7	5	Re: Exchange of Managerial personnel: A Panel of Experts specialised in different fields be maintained at the RO for the benefit of the movements.	A Roster is being maintained at the R.O.
3	1	Joint Ventures: Send out a letter to the movements asking them to indicate specific areas in which they wished to establish joint ventures.	Letter sent on Dec.24, 1973. Replies received so far from India, Indonesia, Iran (regretted), Korea (regretted) and Thailand.
	2	Follow-up the Resolutions of the Top-Level Conference.	Letters have been sent to movements, governments and International organisations in this connection, ARRO and CULC are being contacted for follow up action to be taken by them.

Part IIMatters arising out of the Minutes of the last meeting

Please see the tabulated note given as Part I of the Agenda on Technical Assistance and Trade.

TECHNICAL ASSISTANCE

1. Following are some of the important developments in respect of the technical assistance projects handled by the Regional Office.

Bhor Cooperative Dairy Project

1.1 The Dairy at present pasteurises between 17,000 and 20,000 litres of milk per day and this level of pasteurisation is expected to be maintained throughout the Flush season.

1.2 The Dairy is making a net profit of about US\$400 a day and it has already started repaying the bank loans and accumulated interest.

1.3 In order to enable the Poona Cooperative Milk Producers' Federation, which runs the project, to repay the old debts, the ICA and the West German Cooperative Consumers Congress have offered to provide certain quantities of skim milk powder so that the same could be converted into liquid milk during the lean season for sale to the consumers in the city of Poona.

Consolidated Fruit Processing Plant of NACP, Seoul (Republic of Korea)

2.1 No further progress was possible on the project due to lack of availability of finance. Efforts made by the ICA so far to locate a donor agency were not successful.

Multi-Commodity Fruit and Vegetable Processing Unit of IAFED

3.1 The IAFED has revised its request for the imported machinery needed for the project. It has now asked the ICA to donate a "juice filling-cum-seaming machine" which is not available in India. The ICA had discussed the aid to this project with a cooperative in Canada, but it is now understood that aid from this source would not be forthcoming.

Fisheries Assistance Project in Sri Lanka

4.1 The French Fisheries Movement has now agreed to provide £2,000 out of £5,000 for the various items of equipment requested for by the Ceylon Cooperative Fish Sales Union. There is no commitment so far for the balance amount of £3,000.

4.2 Possibility of obtaining assistance from the French Fisheries Cooperative Movement to train members of cooperative fisheries societies in Sri Lanka in modern fishing techniques is being discussed.

Promotion of Cooperative Trade

Cooperative Trade Development

5. Clearing house functions for trade promotion and information were continued.

Trade Information Bulletin

6. ICA Trade News continued to be issued monthly. The journal has entered the sixth year of its publication in July 1974.

Trade Development

7. Some of the trade contacts provided by the Regional Office are listed below :

7.1 The Malaysian Cooperative Supermarkets Society was provided with cooperative and other trade contacts for the import of shellac, pulses and onions.

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- 7.2 The National Cooperative Consumers' Federation, New Delhi, was provided cooperative contacts for the import of dry fruits from Iran.
- 7.3 The All India Handloom Fabrics Marketing Cooperative Society Ltd. was provided contacts in Europe for the export of cotton and silk handloom products.
- 7.4 The Gujarat Fisheries Central Cooperative Association of India was provided with cooperative trade contacts for the export of marine products. For contacts in Europe, assistance was sought from INTERCOOP in Hamburg.

#### Discussions with INTERCOOP and IIAF

8. The Joint Director (T&T) visited INTERCOOP in Hamburg and IIAF in Copenhagen and held discussions with them on various matters connected with the establishment of the International Cooperative Trading Organisation.

#### Proposal for the establishment of an Asian Cooperative Development Bank (ACDB)

9.1 As indicated earlier, the Joint Director (T&T) attended the 3rd International Conference on Cooperative Thrift and Credit held in London during June 1974 and read a paper on "Regional Cooperation for Cooperative Development with specific reference to the proposal to establish an Asian Cooperative Development Bank".

9.2 While discussing International and Regional Cooperation the Conference underlined the importance of coordinating development activities at the international and regional levels. The main speakers on International Cooperation viz. Mr. Dieter Grethe of the International Cooperative Bank and Mr. Robertson of the International Credit Unions Services Corporation outlined action programmes designed to exploit the full potential of cooperators in promoting economic and social development. The



main aspects of these programmes were :

"the creation in developing countries of a network of cooperative financial institutions equipped to generate and mobilise indigenous savings and provide technical assistance for directing these savings into the productive investments required for economic and social development; tapping various sources of external aid from cooperatives, governments, private investors and government and non-governmental international organisations to supplement this indigenous cooperative effort, specifically through mechanisms for

co-operative interlending at the national, regional and international levels;

cooperative loan guarantee funds;

channelling through credit unions and cooperative banks funds provided by international development institutions including the World Bank group and by private investors, and

technical assistance for feasibility surveys, project preparation, managerial and technical expertise and training of local cooperative personnel."

9.3 While introducing "the Study on International Financing of Cooperative Enterprise in Developing Countries, Mr. Bertil Tronet emphasised the need to implement the following proposals :-

strengthen the cooperative "substructure" at the local level in developing countries through farming, credit, supply, processing, marketing, artisanal, industrial, consumer, housing and multi-purpose societies for which external support is ultimately intended through building up a network of national cooperative servicing facilities;

expand existing INGDBA activities to include facilities for stimulating increased cooperative interlending to cooperatives in developing countries, and for channelling funds from international development sources including particularly the World Bank Group to such cooperatives, in some cases on concessional terms;

encourage the international cooperative movement and related or "friendly" institutions to provide guarantees to cooperative enterprises in developing countries; and

provide technical and advisory services in connection with such loans and guarantees through a new Consultancy Department in INOCER."

9.4 It is therefore common practically to most of the speakers was the need to take immediate action to bring about increased collaboration between cooperators on a worldwide basis.

9.5 Following is an excerpt from the draft report on the Conference concerning the ICSB and regional cooperation.

"Among new developments reported at the regional level was the proposal to create an Asian Cooperative Development Bank which would be owned by cooperatives in the region. Governments would be asked to support the Bank, perhaps by providing guarantees, but would not have control.

Regional financing organisations need to be aware of the need for capital assistance to be accompanied by technical assistance of various kinds, so that the credit provided can be used most effectively.

One way in which this might be done is through joint ventures, combining, e.g. the purchase of grain accompanied by advice on its production and marketing. A project exists in which Japan and Thai cooperatives collaborate in this way.

Consumer cooperatives in developed countries can play an important role in establishing joint ventures with cooperatives in developing countries and act as a countervailing power to multi-national corporations."

#### Joint Ventures between Cooperative Movements

10. Although there is a general support among all cooperative movements for establishing joint ventures, no concrete proposals are forthcoming. The Regional Office has received a few suggestions concerning areas in which joint ventures could be established and it is proposed that detailed discussions would be taken up with member movements to develop these suggestions into viable projects.

#### Cooperative Development Fund

11. The Region 1 Office is studying reports from member movements concerning measures taken by them for establishing development funds in the respective countries.

### Exchange of Managerial Personnel

12.1 Suggestions received at the Regional Office are being "blown" up.

12.2 All the above four questions viz. ACDB, Joint Ventures, Development Fund and Exchange of Managerial Personnel are inter-linked and will have to be considered as important components of a total development effort. The Council may like to consider future steps to speed up such development. The need for a joint action was never so urgent as today in the history of the cooperative movement. If the cooperatives do not exploit to their advantage the opportunities for collective action, they are likely to be by-passed by the ever-growing multi-national corporations.

### Asian Top-Level Cooperative Leaders Conference

13.1 Follow-up of Resolutions on Subject No. I "Long-Term Agricultural Development Programme Through Agricultural Cooperatives and Technical Assistance"

Follow-up action on the following resolutions has been initiated by the Regional Office.

#### Resolution 2, para 3

13.2 "The Conference also recommends that agricultural cooperatives in the Region should be strengthened in order that they may be able to perform as many activities as possible related to agricultural development including animal husbandry and fisheries."

- a) Marketing Survey recommendations are being examined to find out if these can help widen the scope of economic activities by agricultural cooperatives in the Region.
- b) The Central Union of Agricultural Cooperatives in Japan has been approached to find out if Japanese technical assistance for developing multi-national cooperatives could be made available.

Resolution 2, para 4

13.3 "The Conference further recommends that efforts should be made to mobilise human resources to strengthen cooperative activity and implement the recommendations of the Open World Conference held in Rome for such mobilisation."

Member movements are being approached to consider implementation of the resolution in the context of the resolution on mobilisation of human resources passed at the Open World Conference held in Rome during May 1972.

Resolution 3, para 2

13.4 "Within the framework of the Cooperative Development Decade, the ICA Regional Office and the ARRO should take up studies in the living conditions of the members of agricultural cooperatives in the Region and prepare a model programme for better living conditions for this vulnerable class of society."

Indonesia and the Philippines have been selected as the two countries for conducting studies on the living conditions of members of agricultural cooperatives. Consultations to determine the areas and the methodology for these studies have been initiated with ICA member organisations in the two countries.

Resolution 4

13.5 "The Conference feels that a strong capital base is an essential pre-requisite to the successful economic activities of agricultural cooperatives in the Region. It therefore recommends that agricultural cooperatives should give serious attention to capital formation through intensive efforts for mobilising resources and promotion of savings."

A letter has been sent on 31st May 1974 to member movements, reviewing the efforts made by the Regional Office for mobilising regional resources and emphasizing the need for a more vigorous effort in this direction.

Resolution 5 (along with para 1 of Resolution 3)

13.6 "The Conference recommends that cooperative movements inter se should give increased technical and economic assistance to sister cooperative movements for agricultural development including agro-based industries,

- a) by offering training and research facilities,
- b) by providing experts,
- c) by establishing joint ventures and contributing to share capital wherever feasible, and
- d) by providing suitable markets for agricultural and agro-based industry products of the sister countries.

The Conference further recommends that assistance should also be provided for developing agricultural input industries (requisites) as well as by-products of agricultural industries."

Resolution 3, para 1

13.7 "Considering the present agricultural conditions in the Region the Conference recommends that agricultural development projects, inclusive of agro-based industries, animal husbandry and fisheries be developed across national boundaries by making use of cooperatives as central organs in the process and that the cooperatives should be given preference in the trade of agricultural commodities and inputs within the framework of the respective national policies".

Member organisations in Japan and Australia have been approached to identify the possibilities of future technical assistance to developing movements in the Region.

The Council may like to offer additional suggestions for the follow-up action through the Regional Office.

Ichida proposal

research ✓

welcomed &  
enthusiastic

AGENDA ITEM No. VIII  
PUBLICATIONS AND PUBLIC RELATIONS SECTION

I. Publications

A. The following publications have been issued during the period under review (October 73-June 1974):

1. "Multipurpose Cooperative Societies in South-East Asia" by J M Rana

The publication gives countrywise a detailed account of the multipurpose cooperative societies, including their history, activities and problems. Two case studies on agricultural cooperative societies in Japan have also been included in this publication.

2. "Indian Cooperative Laws vis-a-vis Cooperative Principles" by P E Weeraman, Dr R C Dwivedi, P Sheshadri

Indian Cooperative Laws vis-a-vis Cooperative Principles is an outcome of a Study made by a team of three persons who have specialist knowledge of Cooperation and Cooperative Legislation. The Study Team was appointed by the International Cooperative Alliance, in pursuance of a resolution adopted by its Congress in 1969 calling upon the ICA "to undertake a Study of the various legislative enactments, rules and bylaws regulating the Cooperative Movement in the developing countries and to suggest improvements with a view to making them more conducive to the proper and healthy development of the cooperative movement and its leadership."

The book deals with the Cooperative Societies Acts of the various States of India and brings together the laws, recent legal judgements, comments in reports of Commissions and Committees, and important pronouncements which have a bearing on the cooperative principles. The Study Team has made its own comments and recommendations.

An attempt has been made to crystallize the conclusions of this Study by the presentation of a model Cooperative Law and a summary of the recommendations.

The book carries a Foreword by Shri Fakhruddin Ali Ahmed, then Minister of Agriculture in the Government of India. The book was ceremonially released by the same Minister

(K) "You have made a contribution to promoting the cooperative movement. Given the much pleasure Mr P.M. Gandhi, Chief Minister of N.S.W. Premier of N.S.W. has said. I System could my confidence 45 on this important work which will be a landmark in the history of the movement. Without it we have no reference."

in the presence of a large and distinguished gathering which included Ambassadors, top government officials and the leaders of the Cooperative Movement of India.

The Ministry of Agriculture presented to the Conference of State Ministers of Cooperation held on 27th and 28th July 1974 certain "guidelines for State Cooperative Laws" and the Secretary for Cooperation stated to the Conference that "this was taken up after the ICA published its book on Indian Cooperative Laws". Several of the recommendations made in the book have been included in the Guidelines adopted by the State Ministers Conference as well as the Registrars Conference which immediately preceded it. Therefore it may well be claimed that this book has made a contribution to the thinking of the Government of India on the reform of Cooperative Legislation in India.

Mrs Indira Gandhi, Prime Minister of India, was "glad to see the Study ... made of ... Cooperative Laws vis-a-vis Cooperative Principles".

Commendations received on the book include one from Dr Mauritz Bonow, President of the ICA, in which he says "I am sure your book will be looked upon as a standard work in the field you are treating".

Mr Carlos H Matos, Vice President, CULIA Mutual Insurance Society, who visited India, has said: "In essence, this book analyzes how government control in the different States clashes with cooperative principles and good cooperative practice. This book shows the concern of the leadership with what is presently happening in the agricultural cooperative movement in India. We consider it a courageous effort by the authors, since it runs counter to established government policy".

Another was from Mr A.D. Granger, Director of the ILO Area Office, New Delhi. He says "I hasten to congratulate you for bringing out this excellent publication. It is really a comprehensive and definitive work".

Dr Robert Keller (Switzerland) (member of ICA Exec Com) says "It is an extremely well-illustrated - careful work and will certainly arouse much interest."

3. The ICA in South-East Asia by P E Weeraman

The brochure contains information about the activities of the International Cooperative Alliance in the SE Asian Region and serves as an introduction of the ICA Regional Office & Education Centre for South-East Asia. It is a revised and enlarged version of an earlier brochure published under the same title.

4. Report of the Seminar on "Multipurpose Cooperative Societies with special reference to Japan"

This publication contains the report of the Regional Seminar on the subject held by the ICA in Tokyo in May-June 72 in collaboration with the Central Union of Agricultural Cooperatives of Japan and IDACA.

5. "International Cooperative Trade in South-East Asia" by M V Madane

This paper was prepared as a part of the follow-up action initiated by the ICA on the resolution on development of cooperative trade adopted by the ICA Congress held in 1969. The resolution, among other things, called upon the ICA to "develop a general report on the trade taking place between cooperatives in the various countries and between countries".

6. "The Cooperative Principles" by P E Weeraman

This book explains the Principles of Cooperation, in the light of the views expressed by the ICA Commission on Cooperative Principles (1963-66), other authorities and the author's own experience of over 30 years of cooperative development work.

7. "A Model Cooperative Societies Law" by P E Weeraman

This is a revised version of its earlier edition published in 1971. This is "an attempt to draft a cooperative societies act which is free of the taint of inconsistency with the Cooperative Principles". The principal change that the author has made in this revision is the "omission of the provision empowering the government to make rules".

All matters which should be within the purview of the government and are usually provided for in the Rules have been included in the Model Law. The other matters on which Rules are usually made are matters for self-regulation by the cooperatives themselves. These have been left out as their proper place



is the byelaws of cooperative societies.

8. "Report of the Asian Top Level Cooperative Leaders' Conference"

The report contains the proceedings of the Conference, discussions held, resolutions passed, the programme followed and a list of participants. A significant feature of this report is that it includes the verbatim recording of speeches and comments made at the Conference.

B. The following publications are under print:-

1. "Communication and the Cooperative Teacher" by Daman Prakash

The publication is intended to serve as a guide or handbook for the teaching personnel involved in cooperative education and training programmes in the Region. Various aspects of communication, educational technology, teaching methods and material have been discussed in the book. A number of illustrations have been included to facilitate the efforts of the users in making their own teaching tools.

2. "Amalgamation of Cooperatives in Korea" by Lionel Gunawardana

The publication is an outcome of a study made of the amalgamation of primary cooperatives in the Republic of Korea. The book explains briefly the structure of the agricultural cooperative movement in Korea, factors that motivated, and the procedures adopted in, amalgamation. It outlines the problems the Korean agricultural cooperative movement faced in creating large societies and the problems that are faced by the newly established large societies.

C. Mimeographed Material:

The following mimeographed material has been produced during the period under review:

- i. Reading Material on Training Techniques by Shobana Khandwala and H A. Desai
- ii. Cooperative Fishery Movement in Bangladesh by K Ponnuthurai.

## II. Publicity:

The ICA Regional Bulletin was issued quarterly. In this, the feature "Spotlight" was continued, giving accounts of the following:-

- i. Dunagaha Coconut Producers Cooperative Society, Sri Lanka
- ii. Chulalongkorn University Students Coop. Society, Thailand
- iii. Shri Panchaganga Cooperative Sugar Factory, Maharashtra State, India, and
- iv. Chinthamani Consumer Store, Tamil Nadu, India.

A special brochure was brought out on the ICA/ICUI Cooperative Education Field Project at Indore, India.

## III. Collection of Cooperative News

The collection of cooperative news from the Region was continued during the period under review. The news was used in the Regional Bulletin as well as supplied to the Head Office for use in its journals.

## IV. Press Releases

The practice of issuing press releases after the conclusion of seminars, conferences and other important events was continued. These are sent to all cooperative journals in the region.

## V. The Library

There are over 12,000 volumes, 560 bound periodicals and nearly 5,000 booklets in the library now. The library subscribes to many journals and also receives many on a complimentary basis. Altogether 200 journals are received by the Library. It acts as a clearing house of information on books and documentation. The library has been extensively used by cooperators, cooperative organisations, students and scholars.

## VI. Documentation Services

The Documentation Bulletin for South-East Asia (quarterly) and the supplements of the Annotated Bibliography of Literature on the Cooperative Movements in South-East Asia continued to be issued during the period under review. There are approximately 120 subscribers to these documents and nearly 220 copies are supplied to other organisations on an exchange or complimentary basis. The annual subscription for each journal is Indian Rs. 7.50 (or US \$ 1.00).

The Librarian prepared and supplied "Special Bibliographies on Cooperation" on individual requests made by member-organisations.

#### VII. Supply and Exchange of Literature

The Library undertakes the exchange of material with other libraries. It supplies on request free mimeographed material on cooperative subjects e.g. background papers presented at the various ICA Seminars and Conferences. It also acts as a clearing house of cooperative literature published by member movements in the English language. The Librarian provides background papers on the socio-economic conditions of the countries in the Region.

#### VIII. Consultative Services

The Library maintains close relations with the cooperative libraries of the Region and extends consultative assistance as and when required by them.

#### IX. Survey of Cooperative Libraries

The Librarian visited Thailand and Japan in June 1974 and made a study of the working of cooperative libraries in these two countries.

It is intended to study the working of cooperative libraries in the other countries in the Region also and to hold in 1975-76 a Seminar cum Workshop for Cooperative Librarians and Documentation Officers based on the findings of the studies.

It may be pointed out here that the Regional Seminar on "Member Education and Member Communication with special reference to Japan" held in Tokyo from 3rd to 25th April 1974, recommended regular meetings of cooperative journalists, librarians, educators and researchers.

The Regional Conference of "Principals of National Cooperative Training Institutions and Selected Teachers of Cooperative Training Centres" held at Jakarta from 12th to 25th June, also made a recommendation pointing out the need for the exchange of books and journals among coop organisations and the need of ICA's assistance in developing libraries and documentation work.

PUBLICATIONS PROGRAMME FOR THE YEAR 1974-75

- A. The following publications are under preparation:
1. Readings in Cooperative Management
  2. Pre-Testing and Evaluation of Communication Material
  3. Cooperative Movement in Japan - (It is planned to issue a series of books on the cooperative movements of the countries served by the ICA Regional Office. The first will be a book on the Cooperative Movement of Japan. Work on this publication will be initiated during this year).
- B. Cooperative Series:
- Publications dealing with topical aspects of the movement will be issued under this Series.
- C. Speeches on Cooperation:
- Important speeches on matters of cooperative interest will be issued in this Series.
- D. Publicity:
- ICA Regional Bulletin - 4 issues will be brought out during this year
- Other publicity material will also be produced.

AGENDA ITEM No. IXDECISIONS AND RECOMMENDATIONS OF THE ICA SUB-COMMITTEE  
ON AGRICULTURE AND TRADE FOR SOUTH-EAST ASIA

The ICA Sub-Committee on Agriculture and Trade for South-East Asia is due to meet on 31st October 1974 in Colombo. A resume of the decisions taken by the Sub-Committee will be given to the Advisory Council at the time of the meeting.

As recommended by the Advisory Council at its last meeting, a Scheme of reorganisation of the Council, the Sub-Committee and its two Working Groups was discussed at meetings with the Director of the Alliance and the Chairman of the Council. It has been decided to hold the Sub-Committee meeting prior to the meeting of the Council as usual and to hold meetings of the Fisheries and Trade Promotion Groups only if and when such meetings become necessary at times when the Sub-Committee is not due to meet.

AGENDA ITEM No. XRELATIONS WITH MEMBER ORGANISATIONS IN THE REGION

1. As in the past, the Regional Office & Education Centre was in constant touch with the member organisations in the region through correspondence, personal visits etc.

1.1 The Regional Director attended the Jubilee Celebrations held by the Cooperative Federations of Queensland and New South Wales in Brisbane and Sydney respectively in November 1973 to commemorate the completion of fifty years of cooperative legislation in their States. He visited Perth on his return on the invitation of the Cooperative Federation of Australia and discussed matters of common interest.

1.2 He visited the Philippines in December 1973 to attend the National Cooperative Congress of the Philippines which planned for the formation of a National Cooperative Union of the Philippines.

1.3 He joined the Director of the Alliance in his visits to the member-organisations in Sri Lanka and Bangladesh in January 1974.

1.4 The Regional Director visited Bangladesh in February to help the Bangladesh Jatiya Samabaya Union to redraft its bye-laws, for which purpose he submitted a draft. The draft was adopted with minor changes.

2. The Karachi Consumer Cooperative Union ceased to be a member of the Alliance as from 1974. There was no addition from the South-East Asian Region to the membership of the Alliance.

AGENDA ITEM No. XIRELATIONS WITH INTERNATIONAL ORGANISATIONS

Cordial and fruitful relations continued to exist between the ICAROEC and the UN Specialised Agencies as well as the non-governmental international organisations functioning in the Region. More specifically, the following instances of collaboration may be mentioned:

ARRRO

1. The ROEC in collaboration with ARRO and the CUAC held the Asian Top Level Cooperative Leaders Conference referred to earlier under Items VI and VIII of the Agenda.
2. The Joint Director (Technical Assistance and Trade) attended the RECA Seminar on Integrated Rural Development held in Japan from 17th to 23rd July 1974.

ECAFE

1. The ECAFE Annual Conference held in Colombo from 27th March to 8th April 1974 was attended by the Regional Director.
2. The Joint Director (Technical Assistance and Trade) attended the meetings of the ECAFE Committee on Trade held in November 1973 and January 1974.

UNESCO

The Joint Director (Education) and Specialist in Educational Methods attended the Experts meeting on "the Role of School Teachers in Out of School Education" held by the UNESCO in Manila in November 1973.

FAO

The Regional Director attended the 12th FAO Regional Conference for Asia and the Far East held in Tokyo, Japan, from 17th to 27th September 1974.

Third International Conference on Cooperative Thrift and Credit

The Regional Director and the Joint Director (Technical Assistance and Trade) attended the Third International Conference on Cooperative Thrift and Credit held in London from 9th to 14th June 1974. The Joint Director (T&T) read a paper on "Regional Collaboration for Cooperative Development with special

AGENDA ITEM No. XIIDISCUSSIONS WITH THE ICA ASSESSMENT TEAM

As envisaged by Dr. Saxena, the Director of the Alliance at the last meeting of the Advisory Council, vide page 10, para 4 of the Minutes, the ICA has now appointed a Team to make an informal internal assessment of the efforts of the Regional Office and Education Centre for South-East Asia since its inception in 1960 and their impact in the region with a view to determining whether:

- i. the present activities of the Regional Office should be revised and/or new activities added,
  - ii. the appropriate balance has been achieved in allocating available resources to the various activities, and
  - iii. the machinery for communication between the ICA and its member organisations needs to be improved.
2. It is intended that the investigation should proceed on the implicit assumption that cooperatives have an important role to play in economic and social development and hence that the work of the Regional Office should be judged in terms of its impact in helping cooperatives in the region.
3. The assessment will be made by a Team consisting of the following persons:

Prof K F Svardstrom of Sweden	Chairman
Mr Y. Daneau, Federation de Quebec des Caisses Populaire Desjardins (of Canadian Coop Movt.)	Member
Mr. B.P. Faustino, General Manager, Central Cooperative Exchange of the Philippines	Member
Mr. Byung Hang Choi, Manager, Research, National Agricultural Cooperative Federation, Korea	Member



Supporting services will be given by Mrs Leonara Stettner, Secretary for Research of the ICA Head Office as Secretary/Rapporteur of the Team, and the Regional Director.

4. A copy of the Terms of Reference of the Assessment Team is given as annexe. 11.

5. The Team will visit four countries viz. Sri Lanka, Malaysia, the Philippines and India. The Team will begin its programme by attending the meeting of the Regional Council for SE Asia on November 1 and 2, 1974, to ascertain the views of the members of the Council on the matters referred to the Team.

AGENDA ITEM No. XIIIVENUE AND DATES OF THE NEXT COUNCIL MEETING

The venues and dates of the previous meetings are as follows:

<u>Meeting No.</u>	<u>Venue</u>	<u>Dates</u>
First	New Delhi, India	October 20-22, 1961
Second	Tokyo Japan	April 13-14, 1962
Third	New Delhi India	May 1-2, 1963
Fourth	Tokyo Japan	April 17-18, 1964
Fifth	Huwara Eliya Sri Lanka	November 18/19, 1964
Sixth	New Delhi, India	November 25-26, 1965
Seventh	Manila Philippines	October 24-25, 1966
Eighth	Tokyo Japan	November 2-3, 1967
Ninth	Kuala Lumpur, Malaysia	November 13-14, 1968
Tenth	Teheran, Iran	March 1-2, 1969
Eleventh	Seoul, Korea	May 8-9, 1970
Twelfth	New Delhi, India	February 17-18, 1971
Thirteenth	Melbourne, Australia	November 8-9, 1971
Fourteenth	Chiangmai, Thailand	November 19-20, 1972
Fifteenth	Tokyo, Japan	October 30, 1973
Sixteenth	Colombo, Sri Lanka	November 1,-2, 1974

AGENDA ITEM No. XIV

ANY OTHER MATTER WITH THE PERMISSION OF THE CHAIR

## LIST OF ANNEXES

Annexe no.

- 1 Minutes of the 15th Meeting held in Tokyo on 30th October 1973
- 2 Resolutions adopted by the Top Level Cooperative Leaders Conference held in Tokyo, in October 1973
- 3 Recommendations made by the Regional Seminar on "Member Education and Member Communication with special reference to Japan" held in Japan in April 1974
- 4 Recommendations made by the Regional Conference of Principals of National Coop Training Institutions and Selected teachers of Cooperative Training Centre, Jakarta, June 1974
- 5 Constitution of AGITCOOP
- 6 Memorandum on Training of Cooperators from SE Asia in Sweden
- 7 Brochure on the ICA/NCUI Field Project in Cooperative Education, Indore
- 8 Lessons learnt from the Indore Project
- 9 Resume of activities carried out during the year July 1973-June 1974
- 10 Countrywise break up of participants and observers to different ICA Regional Seminars and Conferences from October 1973 to August 1974
- 11 Terms of Reference of the ICA ASSESSMENT Team

International Cooperative Alliance  
43 Friends Colony  
New Delhi, 14

4th December 1973

MINUTES OF THE FIFTEENTH MEETING OF THE  
ICA ADVISORY COUNCIL FOR SOUTH-EAST ASIA  
HELD IN TOKYO, on Wednesday, 30th October 1973

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The Fifteenth meeting of the Advisory Council of the ICA Regional Office & Education Centre for South-East Asia was held in the premises of the Central Union of Agricultural Cooperatives of Japan in Tokyo, Japan, on Wednesday, 30th October 1973. The following were present:

Members of the Council

1. Mr N.A.Kularajah, Member for Malaysia and Chairman of the Council  
- in the Chair
2. Mr Irwin Hunter, Alternate Member for Australia, vice Mr M J Lane
3. Mr M Raushan Ali, Member for Bangladesh
4. Mr R G Tiwari, Member for India
5. Mr Eddiwan, Member for Indonesia
6. Mr H Yanagida, Member for Japan
7. Mr Byung Hang Choi, Member for the Republic of Korea
8. Mr Mohammad Rafique, Member for Pakistan
9. Mr B.P.Faustino, Member for the Philippines
10. Mr Mak Kam Heng, Member for Singapore
11. Mr G S Dayananda, Member for Sri Lanka
12. Mr Pradit Machima, Alternate Member for Thailand, vice Col. Surin Cholpraserd

Special Invitees

1. Dr S.K.Saxena, Director, ICA, London
2. Mr Alf Carlsson, Director, SCC, Stockholm.
3. Mr H Togawa, Managing Director, IDACA, Tokyo
4. Mr A.K.Isaac, Member for Singapore in the ICA Sub-Committee for  
Agriculture and Trade
5. Mr K Fujimoto, Manager, International Department, CUAC
6. Mr Shiro Futagami, Asst Manager, International Dept., CUAC

ICA Staff

1. Mr P E Weeraman, ICA Regional Director & Secretary of the Council
2. Mr J M Rena, Director (Education),
3. Mr M V Madane, Joint Director (Technical Assistance & Trade)
4. Dr Dharm Vir, Joint Director (Education)

In attendance

Mr A.H.Ganesan, Personal Assistant to the Regional Director

Absent

Mr J Sassani, Member for Iran.

Agenda Item No. I : Welcome

Mr A Miyawaki, Chairman of the Central Union of Agricultural Cooperatives of Japan, welcomed the Chairman and Members of the Advisory Council and the Special Invitees to the meeting on behalf of the Japanese Cooperative Movement. He conveyed his sincere greetings to the members of the Council and thanked them for deciding to hold the Asian Top Level Cooperative Leaders Conference in Tokyo from 25th to 27th October 1973. He said that the Top Level Conference was a very successful one. He congratulated the members of the Advisory Council on this and thanked the staff of the ICA and the ARRO for the great trouble they had taken to make the Conference a success.

He said that it was their very important and urgent task to implement the decisions of the Top Level Conference.

He said that the Agricultural Cooperative Movement of Japan had held its triennial Congress last month and adopted its second Three-Year Plan.

He said that the recommendations which the Council would make at this meeting would be very useful. He hoped that the Regional Office would decide on practical measures to achieve the ICZ's important targets within the Cooperative Development Decade.

Finally he hoped that all the members would enjoy the autumn in Japan.

Agenda Item No. II : Introductory Remarks

(i) Dr S.K. Saxena, Director, ICA

Dr Saxena, Director of the ICZ, thanked Mr Miyawaki and his staff for the very hard work put in to make the Top Level Conference a success. He thanked Mr Miyawaki for the kind words expressed by him in appreciation of the work of the staff of the ICZ Regional Office. He said that he had taken the point that the Top Level Conference resolutions should be followed up. He thanked the Advisory Council for its advice to the Regional Office in respect of its activities during its thirteen years of existence. He said how very pleased he was to be back and to see the progress the continuity of the work. He said that the ICA Congress had asked the ICA Secretariat to undertake a forward programme and that for this purpose the advice of the Council would be most helpful. A document would be placed before the next Congress to be held in Paris, on the future work programme of the ICA and this would include practical tasks as well as questions which were of wider concern to cooperators throughout the world. He hoped that by 1976 we would have a document defining our tasks for the future.

(ii) Mr P E Weeraman, Regional Director of the ICA

Mr P E Weeraman in his introductory remarks welcomed the Members of the Advisory Council to the 15th meeting. He thanked the Central Union of Agricultural Cooperatives of Japan for playing host to the Top Level Conference and the meetings of the Agriculture Sub-Committee and the Advisory Council and that in a grand fashion. He congratulated the IDACA on the celebration of its Tenth Anniversary, and said he was happy that the Advisory Council meeting was being held at the time of the 10th Anniversary Celebrations. He welcomed the new members from Sri Lanka and Pakistan to the meeting and read out a message from the Member for Iran regretting his inability to attend the meeting and extending his best wishes for the success of the Top Level Conference and the Advisory Council meeting. He thanked the Advisory Council for the valuable advice given to the ICA Regional Office annually. He informed the meeting that the Swedish Representative in the Regional Office would shortly leave the Regional Office to take up an ILO assignment and that no replacement would be available from Sweden to fill that vacancy. In view of this he requested the Director, SCC, to attend the Advisory Council meetings annually so that he may get a first hand knowledge of the developments of the region. He explained the raison d'être of having an Advisory Council as the need of the ICA to be guided by the representatives of the movements it seeks to serve.

(iii) Mr Alf Carlsson, Director of the SCC

Mr Alf Carlsson thanked the Chair for inviting him to the meeting and expressed his happiness to be back with the Members after a period of five years.

(iv) The Chairman

The Chairman thanked Mr Miyawaki and the Japanese Cooperative Movement, on behalf of the Council, for playing host to the meeting.

Presentation of Mementoes

The Members for Singapore, India and Indonesia presented mementoes to Mr Miyawaki, in his capacity as Chairman of the IDACA, on the occasion of the Tenth Anniversary of the IDACA. Mr Miyawaki thanked the members for the gifts presented to the IDACA.

Agenda Item No. III : Confirmation of the Minutes of the last meeting

The Minutes of the 14th meeting of the Advisory Council, held at Chiangmai, Thailand, on November 19 and 20, 1972, which had been circulated earlier, were confirmed.

Agenda Item No. IV : Administration Section

As was requested at the last meeting, the Regional Director presented a Scheme of Contributions towards the cost of the Regional Office by the member organisations in the region. The Regional Director said that six alternatives were given in the memorandum. He pointed out that the personnel costs of the Regional Office amounted only to 39% of the overall costs of the Regional Office though they were 65% of the establishment costs as indicated in the agenda notes.

Dr Saxena informed the meeting that the work programme of the Regional Office was reviewed at the last meeting of the ICA Central Committee. He said that there was a general desire to expand the work of the Regional Office to match the needs of the movements within the region. He said that the work should be expanded but very carefully depending on the resources. He pointed out that resources were available only from three sources for the activities of the Regional Office viz. the ICA Head Office, the Swedish Cooperative Movement (through the SCC) and the member organisations of the ICA within the region. He said that the total contributions made by the member organisations in the region to the ICA Central budget in 1972 was £6,800 of which £5,200 came from two members alone. He said that the ICA had contributed £100,000 toward the costs of the Regional Office. He said that the contributions from the ICA Head Office and the SCC would remain at the same figures from some time to come and were hardly likely to increase in the future. He said that the other ways of meeting increasing needs would be tapping international sources, obtaining increased contributions from the member movements in the region and effecting economies in expenditure, wherever possible but consistent with the rendering of most efficient service by the Regional Office. He said that resources may be diverted from one activity to another, according to the felt needs of the movements in the region. He explained that even the advanced movements were finding it very difficult to help other movements financially and the only way in which they would be able to help was by providing experts for serving with the ICA. Hence, he emphasized, the need of raising additional resources from the region itself.

Mr Alf Carlsson, Director of the SCC, said that out of the total budget of the SCC amounting to Sw.Crs 4,500,000 equal to US \$ 1,000,000, a sum of Sw Cr 1,200,000, which is about 25% to 30% is allocated to the Regional Office for its activities in the region. He said that since 1967 the SCC had contributed a total of Sw.Krs 7.8 million to the ICA's activities in the region out of which 2.7 million had been reimbursed to the SCC by the SIDA. He said that the amount of voluntary contributions made by the Swedish cooperators was declining, that the real volume of the SCC's funds was decreasing whilst the SIDA contributions were gradually increasing, that Sw.Cr.540,000

of the amount of Sw.Krs 1,200,000 came from the SIDA, but that the assistance given by the SIDA could not be taken as part of a longterm programme. According to SIDA's policy, he said, SIDA expected the recipient to manage on its own after a few years. This policy of SIDA, he said, may be applied over a period of time also to the assistance given by SIDA for the activities of the Regional Office.

The Chairman opened the matter for discussion and sought the opinion of the members. The Chairman said that Malaysia would prefer to contribute on the basis of equal contributions from each country i.e. alternative A given in the agenda notes. The Member for Australia was also in favour of alternative A and said that uniformity, with certain allowances, would be the best solution. He added that travel costs borne by his movement for his attending the Advisory Council meetings should also be taken into consideration when determining the contributions due from his movement to the Regional Office. He also said that sensible and practical economies should be effected. The Member for Bangladesh suggested that his movement would prefer to contribute on the basis of the per capita income of each country. The Member for India favoured equal contributions from every member organisation in the region. The Member for Indonesia indicated that his movement would be in a position to contribute on the basis of the number of primary level members in each country i.e. Alternative D. The Member for the Republic of Korea said that his movement favoured the basis of equal contributions from each member organisation. The Member for the Philippines preferred to contribute on the basis of equal contributions from every country in the region, with certain allowances. The Member for Singapore favoured alternative D and expressed his doubts as to whether his movement would be in a position to contribute at all in view of the smallness of the movement and said that they could make a token contribution. The Member for Sri Lanka indicated that his movement would accept any formula except alternatives A and E and the Member for Thailand said they would accept any alternative except "A".

The Member for Japan while agreeing with the need of member organisations in the region contributing to the activities of the Regional Office said that a formula should be worked out in which due weightage is given to the equality of all member organisations in the ICA membership and having regard to the number of primary members in an individual movement and the per capita income of each country. He thought that the idea behind alternative "A" was the most essential. He suggested that a combination of alternatives A, I and per capita income be worked out for arriving at the contributions which should be made by the different countries.



The Member for Pakistan said that calculations should be based on a proportion of the contribution already being made to the ICA and the per capita income of a country i.e. Alternatives C and per capita income. The Member for the Philippines thought that the contributions should be based on a tentative formula and that it should be reconsidered at a later stage.

The Council agreed with the suggestion made by the Member for Japan and agreed to contribute annually the following amounts towards the activities of the ICA Regional Office:-

Australia	Rs. 18,500
Bangladesh	6,500
India	25,000
Indonesia	9,000
Iran	10,000
Japan	29,000
Korea, Republic of	10,000
Malaysia	10,000
Pakistan	6,500
Philippines	8,500
Singapore	6,500
Sri Lanka	6,500
Thailand	8,000

The Chairman requested the Regional Office to communicate this decision to the member-organisations for implementation.

The Chairman, as Member for Malaysia, indicated that his movement would bear the travel costs also for attending Advisory Council meetings in future. The Member for Korea said that he would check this point with his organisation and that he saw no difficulty in bearing the travel costs as well. The meeting noted that the Members for Australia and Japan were attending the Advisory Council meetings at their own cost. The Chairman felt that in this way they could reduce the costs (of Advisory Council meetings falling on the ICA).

#### Agenda Item No. V : Education Centre

Action taken on the minutes of the last meeting relating to educational activities was noted.

#### Review of Activities

The Director (Education) gave a resume of activities carried out during the year by the Education Centre. The attention of the members was drawn to Appendix I, viz. the list of educational activities carried out during the year July 72 to June 1973. The Council noted that the RO & EC held two Regional Seminars, one on "Cooperative Management" in Manila and the other on "Cooperative Credit with special reference to Japan" in Tokyo,

four national seminars, one Teachers' Exchange Programme and made two studies viz. (i) "Indian Cooperative Laws vis-a-vis Cooperative Principles" and (ii) "Cooperative Fishery Movement in Bangladesh".

The Member for the Philippines appreciated the assistance given by the Regional Office in drafting the Cooperative Law of the Philippines. He informed the meeting that the presidential Decree No.175 containing the Law was signed in April 1973 and the Letters of Implementation were issued in July 1973. Mr Faustino wished to place on record the contribution made by the ROEC which, he said, was reflected in the Law itself and was highly appreciated. Mr Rana pointed out that this Law opens a new chapter in the history of the Cooperative Movement of the Philippines and Mr Faustino requested time for a separate discussion in this regard.

On the question of the follow-up of the recommendations made by the Seminars, the Director (Education) informed the meeting that the Regional Office was in constant touch with the member organisations in the region and had drawn the particular attention of the member organisations to the follow-up action that had to be taken on the specific recommendations made by the seminars.

#### ICA/NCUI Field Project in Cooperative Education

Information was given to the meeting on the activities carried out by the Field Project. A brief evaluation report prepared jointly by the Joint Director (Education) of the Regional Office and the Joint Director of the National Cooperative Union of India was circulated among the members. The Chairman requested the Regional Office to bring out a book on the lessons learnt from the Indian Project with direct comments on the lines of the book on "Indian Cooperative Laws vis-a-vis Cooperative Principles" for the guidance of the member organisations.

The Member for India stated that the Indore Project was very useful and if possible should be extended to his own district also. He said that 25% of the costs of the project, if opened in his district also, would be met by the local cooperatives themselves.

On the question of extending the project for an additional period of five years, the Member for Pakistan was of the view that ICA, being an international organisation serving the region, should not concentrate its activities in one country but should spread them over the region. He was not in favour of extending the duration of the project beyond the originally agreed period of three years.

The Regional Director informed the meeting that this particular project was to be extended on the understanding that the costs would be taken over by the local cooperatives over a period of five years. The Director (Education) explained that the project was conceived as a demonstration project for the entire region. He said that one cooperator from Bangladesh would be trained in the field project.

The Chairman suggested that the extension of the project may be considered favourably only if it is to intensify the training already imparted to the societies served by the project and not if it is to cover additional societies.

The Member for India said that the Project was an experimental one and if extension was not given, the full results of the Project would not be obtained and that the NCUI would not have collaborated with the ICA in this project if it knew that the project would be terminated in three years and that in future it would not be possible for the NCUI to collaborate with the ICA in similar projects, if this project were to be terminated at this crucial stage.

The Director of the Alliance, while agreeing with the necessity for the equitable distribution of ICA projects within the region, said if it is a question of intensifying the project and analysing the problems, it ought to be extended in that sense and not to cover larger areas. It was wrong, he continued, for the Advisory Council to say that a project should end. The actual decision of extension should be left to the technicians. He said that the Indore Project need not be multiplied and that it was the methodology that must be multiplied.

The Member for Singapore felt that a specific target date should be fixed for making a final evaluation of the project.

The Director (Education) explained that it took eighteen months for the project to bring about an awareness and involvement of the local people in the project activities. He pleaded that it would be futile to close the project after the original period of three years especially when results of value to the movements within the region were emerging and local financial support was being offered for the project.

The Member for Japan said that the period of three years should be kept to and that an evaluation should be made at the end of three years and a final decision regarding the extension of the project should be taken on the basis of that report. The Director of the ICA suggested that the Chairman should be informed of the evaluation but the Chairman said that he did not wish to be involved in it.

The Chairman ruled that in view of the various opinions expressed in the meeting, the project should be extended by one year only and that a concrete case for further extension should be put up to the next meeting of the Advisory Council for taking a final decision in the matter.

#### Work Programme for July 1974- June 1975

The Council approved of the following educational activities for the year 1974-75:

#### Regional Seminars

1. Regional Seminar on "The Development of Dairy Cooperatives"

Venue	India
Duration	21 days
Participants	25

The Director (Education) asked for the advice of the Council on the types of participants who should be invited from countries which had no dairy cooperatives but were interested in their establishment. In this connection the member for Australia suggested that member organisations be requested to send a Team of two, one of whom would be a cooperative organiser (leader) and the other a dairy technician.

2. Regional Seminar on "Agricultural Cooperative Marketing with Special Emphasis on Distribution Methods"

Venue	Japan
Duration	21 days
Participants	25

The subjects suggested by the Council Members included "Developing Farm Guidance Activities by Agricultural Cooperatives" "Financial Control in Agricultural Cooperatives" and "Agricultural Cooperative Marketing with special Emphasis on Distribution Methods". The last subject was recommended by the Member for Japan. After some discussion, the Council unanimously agreed with the suggestion made by the Member for Japan.

#### National Seminars

Four national seminars to be organised on the basis of requests received from member organisations on any of the following subjects:

1. Organisation and techniques of cooperative member education.
2. Short 3 day conferences on the subject of cooperative law and relationship with government.
3. Organisation and management of multipurpose cooperative societies.
4. Needs of the cooperative movement of the country.

### Teachers Exchange Programme

The continuation of this programme will be decided upon at the next Advisory Council meeting on the basis of the recommendations that would be made by the Conference of the Principals of Cooperative Training Centres and selected Teachers (who have participated in the above programme) to be held in June 1974.

### Study Programme for Senior Cooperative Personnel

Under this programme two or three selected cooperators would be afforded opportunities to study the cooperative movement in other countries of the region.

### Consultative and Allied Services

Consultative and allied services in the fields of cooperative law, education, consumer cooperation and agricultural cooperation would be provided on specific requests.

### Evaluation of the Activities of the Regional Office & Education Centre

The Council was informed that it was proposed to make an evaluation of the activities of the Regional Office and Education Centre. Dr Saxena suggested that at this stage it should be a study made by one or two ICA staff officers, and one or two Advisory Councillors or external persons. He felt that too much publicity need not be given to the evaluation.

### Activities of Youth and Women

Dr Saxena said that not much attention had been given to youth and women's activities by the cooperatives in the region and emphasized the need to involve the youth in the cooperative movement due to the importance it has in regard to the future leadership of the movement. He said that some provisions should be made for activities relating to youth and women in the year 1974-75.

The Member for Australia stated that his movement had ensured the participation of youth in cooperative activities.

It was decided that the Regional Office should study the question of the participation of women and youth in cooperatives in the region and make recommendations to the Council.

### Asian Conference on Consumer Cooperation

The Chairman suggested the holding of an "Asian Conference on Consumer Cooperation" mainly to discuss the following subjects:- short supply of essential commodities, price increases, difficulties in the marketing of goods, problems of distribution and importation of commodities, productivity etc. He suggested that this Conference be run on the lines of the Open World Conference held in Rome on a self-financing basis. The participating countries should take care of the travel subsistence and all other costs of their participants and in addition pay a registration fee to meet the secretariat expenses. He also suggested that where assistance was necessary the ICA should provide scholarships to participants. He suggested that this Conference be held by the ICA in collaboration with the Cooperative Union of Malaysia and the Singapore Cooperative Union and that the Cooperative Union of Malaysia would host the Conference. The Member for the Philippines, while appreciating the suggestion, felt that it would be very difficult for all countries to send representatives to this Conference due to foreign exchange difficulties. He also wondered whether the budget of the ICA would permit the holding of such a Conference. Dr Saxena said that since the Conference had been envisaged on a self-financing basis, it may not very much affect the budget of the ICA. He suggested that the two Committees of the ICA connected with Consumer Cooperation be invited to collaborate in this Conference and to provide resource persons. The Joint Director (Technical Assistance and Trade) of the ICA suggested that the Conference should also discuss problems involved in importing commodities from other countries. The Members for India, Australia, Korea, Philippines, Singapore and Thailand indicated that their movements would be in a position to participate in this Conference at their own cost. The Member for Japan said that his organisation would get in touch with the Japanese Consumers Cooperative Union to find out their reactions to the proposal. It was suggested that the timing of the Conference could coincide with the Advisory Council meeting in 1974 so that some saving may be effected in the travel costs of the AC members.

### Section V : Tentative Programme of Activities for July 1975- June 1976

The Council approved of the following programme of educational activities for the year 1975-76, on a tentative basis:

#### Regional Seminars

One Regional Seminar on "Development of Cooperative Industries" and another, on a subject to be agreed upon between the ICA and the CUAC, to be held in Japan

### National Seminars

Three or four national seminars to be held on the basis of requests received from the member movements.

Other programmes such as consultative and allied services to be continued.

### Future Activities of the Education Centre

Commenting on the activities of the Education Centre in general, the Chairman said that the Regional Office should be effective and more creative in this respect. The Regional Director explained that the Regional Office had faithfully followed the advice given and the programmes approved of by the Advisory Council and therefore requested more creative advice from the Council. The Chairman agreed.

Mr Saxena said that it would be useful to evaluate the work done and make a report on it to the Advisory Council for their advice.

The Member for Japan said that the Asian Top Level Conference had emphasized the need to develop agriculture through agricultural cooperatives, and that the Regional Office also should be equipped to meet this responsibility. He said that education is the most important part of this development but education in the traditional way would not yield much results among the farmers. It should be combined with practical orientation on matters such as better irrigation, better seeds, fertilizers etc. The methods of education should be more carefully considered and should not be merely on cooperative techniques. He said that educational activities in the field of agriculture should be designed to strengthen and develop agricultural cooperative organisations.

Mr Alf Carlsson said that training would be more effective if it is connected with an on-going activity or project of a particular movement. He cited the example of training some cooperators of Malaysia in consumer cooperation in Sweden when there was a plan for the establishment of a cooperative super market in Malaysia. When more projects like this come up in the region, there might be more possibilities for the Education Centre to have educational activities suited to the needs of the projects. He said that "lack of anchorage" may have been the cause. He said that it was not possible to measure the results of educational activities in quantitative terms. He also felt that in view of the advance planning done for the Education Centre activities and due to the changing situations in each country, an educational course which was felt very necessary at a particular time may not be found very useful after the lapse of some time. Thus national seminars may or may not have been useful as the Advisory Council had hoped when approving of them.

The Member for Australia said that having regard to the objectives of the ICA the work had been "ably carried on by Mr Weeraman and his colleagues". He stressed the need to economise and to establish priorities for implementation.

The Member for India commenting on the effectiveness of educational programmes carried out by the Regional Office pointed out that effectiveness cannot be seen in a short time as education was all inputs and not outputs.

The Director (Education) said that specific activities had been carried out by the Education Centre to suit the needs of the movements in the region. He cited the examples of the feasibility study and the National Seminar on "the Establishment of a Super Market on cooperative lines in Malaysia," thought, was very helpful to the Movement in taking a decision on that matter. He also mentioned the National Seminar on the "Needs of the Cooperative Movement of Bangladesh" and the Field Project in Cooperative Education in Indore District as other examples.

The Member for the Philippines said that everybody recognised the validity of relating activities to the on-going programmes in the region; that it was basically a matter of communication both ways. He said that the countries should indicate what is needed and the ICA should indicate what can be done. He suggested that at least twice in a year the Chairman and the Regional Director should meet to discuss the activities of the ICA Regional Office. He emphasized the need of a regular liaison between the head of the Council and the head of the Regional Office. He saw a need of Working Committees in the Regional Set-up.

Dr Saxena said that there was obviously a communication gap and that it was most important for the Chairman of the AC and the Regional Director to have closer contact with each other. He said that this particular problem did not exist in the past as all the three former Chairmen were from India and it was possible to hold frequent consultations with them. He suggested that there should be frequent meetings between the Regional Director and the Chairman either in Kuala Lumpur or in Delhi.

The Chairman said that all efforts should be made to give a new direction to the activities of the Education Centre both by the Advisory Council and by the Secretariat. He agreed with the suggestion that constant liaison should be established between himself and the Regional Director.



Change of Name of the Advisory Council

The Member for Australia pointed out that there was considerable overlapping and duplication in the agendas of the Working Groups, the Sub-Committee and the Advisory Council. He suggested that a comprehensive agenda be prepared which could be discussed in one meeting attended by members of all the bodies. This would avoid duplication of work and minimise the costs. He suggested that a meeting could be held for two or three days preceded by a study visit to a particular society where two or three days could be devoted by the members of the Council both to advise the society on its problems and to learn from the experience of the society. If advance information on the type of society to be visited is given to the members of the Council, he said, it would enable the members to bring experts in that particular line along with them so as to give effective advice to the society.

He suggested that the name of the Advisory Council be changed into "ICA Council for Agriculture, Fisheries and Trade for South-East Asia".

The Member for the Philippines, while agreeing that one agenda could be discussed by all the bodies, suggested that the Sub-Committee and the Groups need not be disturbed as they were formed to discuss special problems faced by the particular sections of the movement.

Dr Saxena said that the ICA Sub-Committee for Agriculture and Trade was originally established as an extension of the main Agricultural Committee of the ICA. He said that while the Regional Office must act according to the advice given by the Advisory Council, the Advisory Council had no executive powers and it cannot be called an Executive Council as it would raise some serious problems within the constitution of the ICA. However, he saw no problem to the deletion of the word "advisory" from the title of the Advisory Council, even though the Council would be an advisory body within the ICA set up. He added that in fact the Council for East and Central Africa does not have the word Advisory attached to it. The Chairman intervened to say that the Council cannot take the name "Executive Council" until the movements in the region contribute the full expenses of the Regional Office. Dr Saxena continuing said that if the Council were called "ICA Council for Agriculture, Fishery and Trade for SE Asia" as suggested by the Member for Australia, it would restrict the scope of the activities of the Council. Therefore he suggested that the name of the Council be changed to "ICA COUNCIL FOR SOUTH-EAST ASIA", and added that he would report the matter to the Executive Committee of the ICA.

The Chairman said that the name suggested by Dr Saxena would be appropriate and that the approval of the Executive Committee should be obtained to change the name of the Council.

The Member for Japan pointed out that the Sub-Committee was started because agriculture was important for the region.

It was unanimously decided by the Council that the Regional Office should circulate a scheme of coordinating the work of the Sub-Committee, Working Groups and the Advisory Council after submitting it within two months to the Chairman for his views

AGENDA Item No. VI : TECHNICAL ASSISTANCE AND TRADE

Action taken on the minutes of the last meeting held at Chiangmai was noted by the Council.

Review of Activities : Technical Assistance

While reviewing the activities of the Regional Office in the field of technical assistance the following points were made at the meeting:

The Members noted with satisfaction the progress made by the Bhor Project since its inauguration and expressed their appreciation of the West German Cooperative Consumer Congress agreeing to consider additional assistance to this project.

The Director of the Alliance informed the meeting that the Norwegian Cooperative Movement had agreed to consider the project of NAFED (India) for establishing a multi-commodity fruit and vegetable processing unit for possible future assistance.

As regards the assistance to Sri Lanka in the field of cooperative fisheries, the Member for Sri Lanka informed the meeting that his movement had incurred considerable expense on receiving the French fishery experts in Sri Lanka and it was unfortunate that assistance had not been given up to then. He would therefore withdraw the request for assistance from the French Fishery Movement. He added that since agriculture was more important for his country, any assistance in the field of agricultural development would be more welcome to his movement. He said that assistance to the marketing project surveyed by the ICA Study Team would be very timely and should be effective.

Promotion of Cooperative Trade

Information on the development of cooperative trade in the region given in the agenda notes was noted.

Survey of Cooperative Agricultural Marketing Projects in SE Asia

The discussion which took place in the Sub-Committee meeting on the Survey of Cooperative Agricultural Marketing Projects in South-East Asia was briefly reported to the Council by the Chairman of the Sub-Committee, Mr Faustino.

Proposal for the establishment of an Asian Cooperative Development Bank

The Council was informed that a paper on the ACDB proposal was presented at the ICA Regional Seminar on "Cooperative Credit with special reference to Japan" and at the Second Asian Conference on "Agricultural Credit and Cooperatives" both held at Tokyo during 1973. It was also mentioned that the paper would be read at the Third International Conference on Cooperative Thrift and Credit due to be held in June 1974. The attention of the Council was drawn to the following recommendation of the Regional Seminar and the Resolution of the second Asian Conference on "Agricultural Credit and Cooperatives" respectively.

- " The Seminar discussed the possibility of establishing an Asian Cooperative Development Bank (ACDB) for providing finance for cooperative development projects and for international cooperative trade. The seminar felt that the proposal was in principle a good one and needed to be given a more concrete shape. The seminar suggested that the feasibility of establishing the ACDB should be carefully studied with regard to availability of equity capital from cooperative organisations in the region, securing loan funds from the financing institutions, and developing arrangements whereby technical scrutiny of the cooperative projects could be made. The seminar was of the view that it would be necessary to secure approval of the proposal by the governments of the countries from which cooperative organisations wanted to become members of the ACDB. The seminar suggested that the bank should begin with a small capital base and with activities directed to financing export-import trade as well as for development projects and gradually increase its financial and operational strength. The cooperative movements from countries outside the region should be invited to participate in the equity capital. The seminar also suggested that the proposed Bank should develop close coordination with the International Cooperative Bank (INGEBA) for securing adequate working capital".
- " The Second Asian Conference on Agricultural Credit and Cooperatives held in Tokyo from 11th to 20th October 1973, considered the proposal introduced by the representative of the International Cooperative Alliance for the establishment of an Asian Cooperative Development Bank for financing the development of trade and industry in the cooperative sector and recommends that the ICA and its member organisations should study the proposal further including that of extending guarantee in consultation with the Governments of the Region whose cooperation and support will be desirable for bringing such a bank into existence".

The Council noted that the recommendations of both the meetings were positive in nature and showed an awareness of this proposal among the different sections of the Cooperative Movement. The Joint Director (Technical Assistance & Trade) reported that the proposal was a long-term one and that further studies would be needed on the possibilities of establishing this bank. The meeting noted that this proposal had received much publicity and was discussed on the said occasions. It was noted that the main difficulties encountered so far in formulating the proposal were the questions of foreign exchange, and the creation of a Guarantee Fund. It was decided that the Regional Office should continue its studies and report further at the next Advisory Council meeting.

#### International Financing of Cooperative Enterprises in Developing Countries

Dr Saxena informed the meeting that the report of the Study had been finalised and would be sent to ILO and FAO for their concurrence by the end of November 1973. Copies of the report would be made available to member-organisations as soon as the report was finalised. He informed the meeting that the mechanism of a guarantee fund, which would be one of the important aspects of the ACDB proposal, had been discussed in the report.

#### Cooperative Development Fund

The Members of the Council were requested to send information to the ICA on the follow-up action taken by their movements on the question of establishing a Cooperative Development Fund for each of their movements.

#### Exchange of Managerial Personnel

The Member for India requested the assistance of the ICA to secure the services of a Japanese expert for running a Central Cooperative Bank in his home district. He was advised to write to the ICA giving full particulars so that contact may be established with the Japanese Movement to secure the necessary expert.

The Member for India suggested that a Panel of Experts specialised in different fields be maintained at the ICA Regional Office so that the movements in the Region could take their assistance and guidance in accordance with their development needs. The Council generally agreed with the suggestion.

Joint Ventures between Cooperative Movements

It was decided that the ICA Regional Office should send out letters to the Movements asking them to indicate specific areas in which they wished to establish joint ventures. This information, the Council felt, would be useful for identifying the areas of interest in respect of joint ventures.

Agenda Item No. VII : Publications and Public Relations

The Council noted the information given in the agenda notes. The Chairman expressed his appreciation of the publications brought out by the Regional Office and mentioned in particular the book on "Indian Cooperative Laws vis-a-vis Cooperative Principles".

Work Programme for 1973-74

The Council noted that the following publications would be brought out during the current year, July 1973 to June 1974:

1. Cooperation in the USA
2. Multipurpose Cooperative Societies in South-East Asia
3. Communication and the Cooperative Teacher
4. Speeches on Cooperation
5. Regional Bulletin - four issues.

Agenda Item No. VIII : Decisions and Recommendations of the ICA Sub-Committee for Agriculture and Trade

The Chairman of the Sub-Committee for Agriculture and Trade briefed the Council on the important recommendations made by the Working Group on Trade Promotion and approved by the Sub-Committee, on the establishment of an International Cooperative Trading Organisation in Singapore and requested the Advisory Council to endorse the recommendation. The Advisory Council while endorsing the recommendation unanimously adopted the following resolution:

"The Advisory Council accepts the recommendations of the ICA Sub-Committee for Agriculture and Trade on this subject and approves the establishment of an International Cooperative Trading Organisation in Singapore as soon as practicable, and in so doing gives full authority to the existing Select Committee to undertake forthwith, in all aspects, the establishment of this organisation".

The Chairmen of the Working Groups on Cooperative Trade Promotion and Fisheries gave resumes of the discussions that had taken place in their respective group meetings. The Advisory Council noted the recommendations and approved of them.

Agenda Item No. IX : Proposal for a Cooperative Development Programme in South-East Asia

The Regional Director explained to the meeting the suggestion made by the Government of India to constitute Study Teams for planning cooperative development in the different countries of the region. He said that the proposal was for a study team to visit a particular country for a period of three months or more to study a particular sector of the movement in which that movement desired to have expert advice. He informed the meeting that while the local costs might be borne by the host movement, the international travel costs should be met by international organisations including the ICA. He thought that it would be possible to obtain the collaboration of the AARRO in this matter. The Council welcomed this proposal and suggested that further consultations with the Government of India and other international organisations be held for conducting such studies on the basis of requests from member movements in the region.

Agenda Item No. X : Recommendations of the Asian Top-Level Cooperative Leaders Conference

The Resolutions passed by the Asian Top Level Cooperative Leaders Conference held in Tokyo from 25th to 27th October 1973, on the three subjects discussed by it were placed before the Council. The Council recorded its high appreciation of the success of the Conference and its gratitude to the three organisers of the Conference viz. the Central Union of Agricultural Cooperatives of Japan, the AARRO and the ICA Regional Office. The Council requested the ICA to send the resolutions to the Movements, Governments in the Region and the United Nations Agencies, for taking necessary follow-up action on them. The member-organisations of the ICA, the Council felt, should be requested to bring these Resolutions before their Boards of Directors and to send the reactions of their Boards to the ICA. The Council was informed that the final report of the Conference would be prepared and circulated as requested by the Council.

Agenda Item No. XI : Relations with Member Organisations

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

Agenda Item No. XII : Relations with International Organisations

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

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

The Member for Sri Lanka invited the Council to hold its next meeting, 16th in the series, in Sri Lanka. He said that study visits lasting two or three days could be arranged and that these visits could be paid either before or after the AC meeting as may be found convenient. The Council thanked the Member for Sri Lanka for the invitation and accepted it. It was tentatively decided to hold the next meeting within the period October 28 to November 2, 1974.

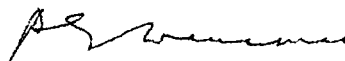
Agenda Item No. XIV : Any Other Matter with the Permission of the Chair

Dr Saxena thanked the Japanese Cooperative Movement for the assistance given by them to the activities of the ICA and for playing host to the Top Level Conference and the meetings of the Advisory Council, Sub-Committee and its Two Working Groups.

The Chairman thanked Dr Saxena and Mr Alf Carlsson for attending the meeting of the Council.

He thanked the Japanese Cooperative Movement and particularly Mr Yanagida and his staff in the CUAC for the efforts made by them to make the Top Level Conference a success, and for the hospitality shown to the Members of the Council during their stay in Japan.

The meeting ended with a vote of thanks to the Chair, which was passed unanimously.



F.E. Weeraman  
ICA Regional Director &  
Secretary, Advisory Council

December 7, 1973

RESOLUTIONS adopted by the Asian Top Level Cooperative Leaders Conference held in Tokyo, Japan from 25th to 27th October, 1973.

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SUBJECT No.1 : Long Term Agricultural Development Programme through Agricultural Cooperatives and Technical Assistance.

1. Realising the need for a long-term agricultural development in the Region and recognising the crucial role of the cooperatives in such agricultural development, the Conference appeals to the Governments of the countries of the Region to accord a central place to cooperative development in the country's National Plans and to provide massive support to the cooperatives so that they may develop local leadership and emerge as strong economic units.

The Conference further appeals to the governments in the region to give massive aid to appropriate cooperatives for educational programmes so that local leadership may develop.

2. Also recognising the need for agricultural cooperatives to play a dynamic role in national agricultural development:

The Conference recommends that governments in the Region should make a more concerted effort for effective implementation of land reforms introduced in the respective countries.

The Conference also recommends that agricultural cooperatives in the Region should be strengthened in order that they may be able to perform as many activities as possible related to agricultural development including animal husbandry and fisheries.

The Conference further recommends that efforts should be made to mobilise human resources to strengthen cooperative activity and implement the recommendations of the Open World Conference held in Rome for such mobilisation.

The Conference also recommends that governments in the Region should adopt a price support policy for major agricultural commodities including animal husbandry and fishery products in order to ensure fair returns to the producer.

3. Considering the present agricultural conditions in the Region, the Conference recommends that agricultural development projects, inclusive of agro-based industries, animal husbandry and fisheries be developed across national boundaries by .



by making use of cooperatives as central organs in the process and that the cooperatives should be given preference in the trade of agricultural commodities and inputs within the framework of the respective national policies.

Within the framework of the Cooperative Development Decade the ICA Regional Office and the WARRO should take up studies in the living conditions of the members of agricultural cooperatives in the Region and prepare a model programme for better living conditions for this vulnerable class of society.

4. The Conference feels that a strong capital base is an essential prerequisite to the successful economic activities of agricultural cooperatives in the Region. It therefore recommends that agricultural cooperatives should give serious attention to capital formation through intensive efforts for mobilising resources and promotion of savings.
5. The Conference recommends that cooperative movements inter se should give increased technical and economic assistance to sister cooperative movements for agricultural development including agro-based industries.
  - (a) by offering training and research facilities,
  - (b) by providing experts,
  - (c) by establishing joint ventures and contributing to share capital wherever feasible, and
  - (d) by providing suitable markets for agricultural and agro-based industry products of the sister countries.

The Conference further recommends that assistance should also be provided for developing agricultural input industries (requisites) as well as bi-products of agricultural industries.

6. The Conference notes that efforts are being made by the cooperative movements in the Region through the ICA Regional Office & Education Centre for South East Asia to establish two Regional Projects viz. an International Cooperative Trading Organisation and an Asian Cooperative Development Bank for bringing about economic integration among cooperatives in the Region.

SUBJECT No. 2 : Forms of Government Aid and Cooperative Democracy.

1. This Conference is of the opinion that State assistance to cooperatives should be in consonance with self-reliance, initiative and enterprise of the Cooperative Movement and recommends that the State should assist the cooperatives without affecting their autonomy. The Conference recommends that Cooperatives should develop internal resources and efficiency to equip themselves for the task on their own.

2. This Conference recommends that priority should be given by the government to the cooperatives in the matter of external assistance.

SUBJECT No. 3 : Effect of Cooperative Law on the Autonomy of Cooperatives.

The Conference recalling Recommendation No.127 of the General Conference of the International Labour Organisation (1966) concerning the role of cooperatives in the economic and social development of developing countries and the Resolution on Cooperative Legislation in Developing Countries adopted by the ICA Congress (1969) at Hamburg,

1. Urges that in the interest of fostering a healthy legislative climate conducive to the continued growth of the cooperative movement and its leadership, as and when cooperatives progressively develop their own capabilities, a policy programme of gradual phasing out of government involvement be drawn up, based solely on the need, if any, for governments to look into the affairs of the cooperatives.

As an interim arrangement the Conference recommends to the countries in the region the creation of a liaison between the government and the cooperative movement, where it does not already exist to evolve a common approach to the cooperative movement.

The Conference further recommends that the Cooperative Movements of the countries concerned constitute internal machinery to review from time to time the activities and actions of cooperative institutions with a view to preserve the objectives and fair name of Cooperation and take action as may be necessary.

2. The Conference further urges the Governments of the countries in the Region to ~~reconsider~~ within the context of the internationally accepted cooperative principles, and within the socio-economic framework of their respective countries the following areas in their respective cooperative laws in order that consistent with the capacity and effectiveness of cooperatives as vehicles for social and economic development, the voluntary, autonomous and democratic character of cooperative enterprise is nurtured and preserved, viz.

- a) Provisions on the powers of government to compulsorily amend either by alteration, substitution or addition, by-laws of cooperatives;
- b) Provisions on the powers of government to appoint

and/or replace committees/staff for management of cooperatives;

- c) Provisions on the powers of the government to suspend, alter or modify, or veto decisions of the general membership; and
- d) Provisions on the powers of government controlling/restricting investment activities in accordance with the objectives of the society.

3. Requests the ICA and IARRO to arrange, as far as possible to undertake in the countries of the Region, jointly or severally, Field Study Projects to find out the workings of cooperative laws, rules and regulations and the by-laws of the cooperative organisations.

Av.  
13.9.74

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

27 April 1974

REPORT

of the

REGIONAL SEMINAR ON "MEMBER EDUCATION AND MEMBER  
COMMUNICATION WITH SPECIAL REFERENCE TO JAPAN"

I

INTRODUCTION

1. A Regional Seminar on "Cooperative Member Education and Member Communication with special reference to Japan" was organised by the ICA Regional Office and Education Centre for South-East Asia, in collaboration with the Central Union of Agricultural Cooperatives of Japan, the Institute for the Development of Agricultural Cooperation in Asia (IDACA), and the IE-NO HIKARI Association of Japan, in Tokyo from April 3-25, 1974. Twenty-three participants from nine countries and three observers from Japan attended the seminar.

Countries represented in the seminar were India, Iran, the Republic of Korea, Malaysia, Pakistan, the Philippines, Singapore, Sri Lanka, and Thailand. The list of participants and the seminar programme are attached as Annexe A and

B. The objectives of the seminar were as follows :

- i) To review critically the member education and information programmes of the various movements in the Region, and to suggest changes therein for achieving greater effectiveness;
- ii) To discuss various techniques of member education and information and the contents of these programmes for better serving the members' needs, e.g. farm guidance, consumer guidance and family welfare, and achieving increasing management efficiency of societies;

- iii) to discuss the type of member education and information material needed and arrangements for their production;
- iv) To discuss the role of cooperative unions, business federations and primary societies in member education and information programmes, and the manner in which these programmes could be financed; and
- v) To study various aspects of member information and education programmes in Japan.

2. In order to provide the seminar participants with an opportunity of learning about the farm guidance activities in the Republic of Korea, a study visits programme for five days was organised by the ICA in collaboration with the National Agricultural Cooperative Federation of the Republic of Korea. The seminar programme also included a 5-day study visits programme in Japan. The participants were taken to the Mie Prefecture for intensive study of two primary agricultural cooperatives with the help of case studies specially prepared for the seminar. The societies studied were Kisozaki and Matsuzaka Nanpo Agricultural Cooperatives, and the Mie Prefectural Union.

3. A special feature of the seminar programme was the preparation of plan outlines/proposals for future work in the field of member education and member communication by the participants for their respective countries.

## II

### CONCLUSIONS AND RECOMMENDATIONS

4. The seminar noted that the agricultural cooperative movement in Japan had achieved notable success in organising various types of member education programmes and communication activities. The integrated and total approach developed by the primary agricultural cooperatives of Japan towards education of members and their families with regard to farm guidance and better living

had special relevance to the cooperative movements in other countries of the Region.

5. In view of the above, the seminar recommended that agricultural cooperatives in the Region should undertake farm guidance, better living and other educational activities as an integral part of their business and development programmes. Necessary assistance and support should be given by the cooperative unions, business federations and the governments. It was suggested that proper balance as regards education in business activities cooperative ideology and socio-economic aspects of members' life should be achieved.

6. The seminar was of the opinion that in principle, the responsibility for carrying out member education and communication should be that of the primary society. However, in view of the preponderance of small primary societies, the district level and higher tiered cooperative organisations should provide personnel and other assistance for carrying out member education programme and communication activities, and the primary societies should be actively involved in these efforts. Wherever primary societies are strong enough and have competent leaders and financial resources, they should themselves carry out cooperative education and member communication activities by employing farm guidance and cooperative extension workers with the necessary support of the cooperative organisations at the higher levels. Further, the efforts of different agencies for rural development, such as cooperative banks, cooperative departments, cooperative unions, community development and local government agencies should be well-coordinated and, wherever feasible, integrated to make effective and optimum use of scarce resources and personnel

7. To plan and implement the member education and member communication programmes in an effective manner, the cooperative personnel (both elected and employed) would need special training in methods and techniques of education and communication. The curricula of cooperative training centres may therefore be adjusted accordingly. It would also be necessary to train teachers of cooperative training institutions and member education personnel in cooperative unions and other organisations so that they effectively assist in planning, organisation and evaluation of member education and communication programmes at different levels in their respective countries. Efforts should also be made to provide adequate incentives so that competent personnel could be attracted, retained and motivated in member education programmes. Such training programmes should be directed at not only improving the knowledge and skills of the education personnel, but also in reshaping their attitudes so that their potentialities are fully developed.

8. In view of the vastness and magnitude of the problem of member education and member communication and in view of the high level of illiteracy prevailing in several developing countries of the Region, the use of mass media such as films, T.V., radio and dramas is imperative. In this connection, the seminar emphasized that films which appeal to both the eyes and the ears, and which are produced in local languages and which incorporate local environment, culture and customs are one of the most potent media.

9. The seminar was of the opinion that pre-testing and evaluation were an integral part of production of any communication material for use in cooperative member education programmes. The seminar therefore recommended that in producing communication material effective arrangements should be made for pre-testing and evaluation in order to ensure production of high quality materi

10. The seminar felt that the image of the cooperative movements in the Region was not properly projected in privately owned newspapers and journals and hence it recommended that an effective public relations programme be carried out by them and as part of it, effective journalism be developed. Wherever feasible, the cooperatives of Working Journalists be formed which may publish daily newspapers, journals and other communication material.

11.1 The seminar recommended that there should be a regular forum for cooperative journalists, librarians, cooperative educators and research personnel in the Region to exchange professional experiences and to keep in touch with the cooperative developments. This would also help in an effective coordination of cooperative efforts in this field by various international and national organisations.

11.2 The seminar recommended that cooperative organisations at various levels should develop reading rooms and library facilities and link the development of libraries with member education and communication activities.

12. The seminar noted with appreciation the salient features of and the main results achieved by the ICA/NCUI Cooperative Education Field Project in Indore district of Madhya Pradesh State in India, since April 1971, and felt that the project would provide very useful guidelines to the movements in the Region for the purpose of better developing their member education and member communication programmes. It noted that the project was experimenting with the application of farm guidance technique which is a vital feature of education programmes of the multipurpose cooperatives in Japan. Taking these factors into consideration, and the fact that the gestation period of an educational project is generally longer compared to an economic project, the seminar recommended that the International Cooperative Alliance and the National



Cooperative Union of India should continue the project for some more years in order to derive useful lessons and guidelines on a more firm basis for the benefit of not only the Indian cooperative movement, but also other movements in the Region. The seminar further recommended that the ICA Regional Office and Education Centre should provide technical assistance to the movements desiring to establish similar field projects and that it should make an attempt to establish at least two or three such projects in other movements in the Region.

13. The seminar expressed its appreciation of the useful work being done by the ICA Regional Office and Education Centre in the field of member education and communication, and recommended that it should expand and intensify its invaluable activities in future for providing training to education personnel in the methods and techniques of communication including audio-visual media. The ICA Regional Office and Education Centre should seek necessary assistance from the Japanese Cooperative Movement, viz., the Central Union of Agricultural Cooperatives, the Institute for the Development of Agricultural Cooperation in Asia (IDACA) and the IE-NO HIKARI Association for the above. The member movements in the Region and the ICA Regional Office and Education Centre may also secure the required assistance, where necessary, from international agencies such as the ILO, UNESCO and the FAO and other advanced cooperative movements.

14. The seminar expressed its high appreciation to the organisers of the seminar, viz., the ICA Regional Office and Education Centre and the collaborating host organisations, the Central Union of Agricultural Cooperatives, the

Institute for the Development of Agricultural Cooperation in Asia (IDACA) and the IE-NO HIKARI Association. The seminar also expressed its heart-felt thanks to the National Agricultural Cooperative Federation for their excellent arrangements for study visits in the Republic of Korea, and to the Mie Prefectural Union of Agricultural Cooperatives and the Kisozaki and Matsuzaka Nanpo Unit Cooperatives visited by the participants in Japan.

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REGIONAL CONFERENCE  
OF  
PRINCIPALS OF NATIONAL COOPERATIVE TRAINING INSTITUTIONS AND  
SELECTED TEACHERS OF COOPERATIVE TRAINING CENTRES, JAKARTA,  
INDONESIA. JUNE 12 - 25, 1974.

The Regional Conference of Principals of National Cooperative Training Institutions and Selected Teachers of Cooperative Training Centres was held from 12th to 25th June 1974, in Jakarta, Indonesia. The Conference was jointly held by the ICA Regional Office & Education Centre for South-East Asia and Dewan Koperasi Indonesia. Twenty-three participants from Bangladesh, India, Iran, Indonesia, Korea Republic of, Malaysia, Nepal, Pakistan, Philippines, Singapore, Sri Lanka and Thailand attended the Conference.

The Conference was directed by Mr. J.M. Rana, Director (Education) with the collaboration of Dr. Dharm Vir and Mr. Lionel Gunawardana, Joint Directors of the ICA RO & EC New Delhi and Mr. Eddiwan, Vice President of Dewan Koperasi Indonesia, Jakarta.

The Conference expressed its appreciation and sincere thanks to the sponsoring organisations for holding the conference and to the various cooperative organisations in Indonesia for providing valuable assistance.

This document is not a full report of the discussion which took place at the Conference. It gives only major conclusions and recommendations.

RECOMMENDATIONS & CONCLUSIONS

1. In countries where national cooperative colleges function under government control, Coordinating Committees composed of leaders of the Cooperative Movements, academic staff of the universities conducting courses in cooperation, representatives of the relevant Government Department and management experts should be established to formulate policies and these committees should have sufficient freedom in formulating policies related to training, curriculum development, staff recruitment, recruitment and selection of students, research and evaluation.

The Principal should have academic freedom and long tenurial status. The selection of teaching staff should always be done in consultation with the college authorities.

In the long run the cooperative movement should gradually take over full control of the institute.

2. The national level cooperative training centres should give top most priority and adequate attention to the teaching of the Principles of Cooperation. They should carry out research studies in the application of Cooperative principles in their respective movements with reference to the problems encountered and the deviations found in the application of the Principles. The Conference felt that such studies will enable the teachers to teach the principles of Cooperation and their application in a realistic fashion.

3. In order to ensure effective teacher development the National Cooperative Institutions should :

- (a) encourage teachers to work for a higher academic degree to improve their competence and enhance their professional growth;
- (b) give teachers the opportunities to participate in conferences, workshops and seminars and to attend specialised training courses;
- (c) create opportunities for teachers to participate in project preparation, execution and evaluation;
- (d) provide opportunities and resources to teachers for the conduct of research on special problems either individually or on a collaborative basis;
- (e) allow teachers to carry out consultative services;
- (f) develop a programme of continuous field exposure for teachers to be abreast of field developments, and equipping them better to provide consultancy services to cooperative institutions; and

- (g) provide a system of incentives to give full satisfaction to teachers such as giving weightage in promotions for additional subjects taken, new research completed and attendance in seminars.

4. The ICA should organise as soon as possible three to five weeks training course for teachers in techniques of teaching.

5. The ICA may organise reorientation and refresher courses for subject-matter specialists from among the faculties of Cooperative Training Institutes and Colleges.

6. The ICA Teachers' Exchange Programme was found very useful and it was suggested that it should be continued and the following improvements may be introduced to make the programme more effective :

- (a) The duration be lengthened to have more impact on the teachers and the sending institutions.
- (b) There should be direct exchange between two training institutions.
- (c) Participants be given enough time to prepare before joining the receiving institution.
- (d) In view of the fact that almost all the training institutions in the Region mostly follow traditional methods, there is little scope for teachers to learn in the field of techniques. Hence the Teachers' Exchange Programme should be directed to the development of teachers in the subject/s assigned to him.

7. If a national level training centre requests the ICA for assistance in its development by providing a teacher from abroad, the ICA may make necessary arrangements.

8. The ICA should sponsor fellowships for teachers of national level training centres for the pursuance of degree-oriented programmes.

9. The scholarships offered by governments under the Colombo Plan and other agencies such as UNESCO should be utilised by the member movements for teacher training.

10. A Regional Working Team of qualified representatives of National Training Institutions should be constituted by the ICA in the Region for the following purposes :

- (a) to review the existing teaching techniques, materials and aids and identify those suitable for adaptation by the cooperative training centres and to find out gaps to be filled in by production of new material;
- (b) to identify prospective authors for production of such materials; and
- (c) to provide guidelines in the preparation of materials including teaching aids.

11. Research should be regarded as an integral function of a national level cooperative training centre. The training centres in the Region should provide necessary funds and facilities to their teaching staff for carrying out research..

12. The ICA should initiate and coordinate research on common problems to be carried out by several national level training centres jointly and simultaneously. For this purpose, the researchers from the participating institutions, as far as possible, should use the same schedule/questionnaire, methods of sampling, analysis and presentation of results.

13. The ICA Regional Office should act as a clearing house for case studies prepared by cooperative training centres and other teaching institutions. These institutions should be requested to send annually an annotated list of case studies prepared by them with 2 copies of the case studies to the ICA Regional Office.

14. The Cooperative Institutions in the Region publishing books and journals in English should exchange them among themselves. The ICA should assist them in developing their libraries and documentation facilities.

15. In view of the need for developing the organisational structure for integrating cooperative training at various levels and linking it with member education, the national level cooperative institutions should carry out necessary studies and make recommendations to the concerned authorities for bringing about the desired changes.

16. The ICA should constitute a specialists group on cooperative training consisting of the Directors/Principals of national level cooperative training institutions in the Region in order to provide a forum for continued and systematic collaboration among the national level training institutions and between these institutions on the one hand and the ICA Regional Office and the Advisory Group on International Training of Cooperators (AGITCOOP) on the other. The Constitution suggested by the Conference is appended hereto.

ADVISORY GROUP

on

INTERNATIONAL TRAINING OF COOPERATORS (IGITCOOP)

CONSTITUTION

The Advisory Group on International Training of Cooperators (IGITCOOP) is set up in accordance with the conclusions and recommendations of the

- a) ICA/UNESCO International Conference on Cooperative Education Leaders, Jongny-sur-Vevey, Switzerland, November/December 1970;
- b) Third International Conference on Aid for Cooperatives in Developing Countries, Loughborough, U.K., April 1971;
- c) 40th International Cooperative Seminar, Moscow, U.S.S.R., September 1971;
- d) International Conference on Cooperative Education, Warsaw, 30th September, 1972.

Article 1 - Objectives

The Group shall seek, under the auspices of the ICA and under the guidance of its Authorities, to :

- (a) advise the Authorities of the ICA on matters concerning education and training for cooperators in and from developing countries;
- (b) help member organisations to increase the effectiveness of their training programmes, especially by enabling them to avoid unnecessary duplication of efforts and expenditure in activities such as :
  - (i) working out study materials, textbooks and other teaching aids,
  - (ii) identifying the most important areas for cooperative training,
  - (iii) recruiting students for training,
  - (iv) the recruitment and training of teaching staff,
  - (v) directing student applicants to suitable courses;



- (vi) follow-up work after training courses;
- (c) encourage mutual consultation among member organisations and their training institutions, with a view to achieving international collaboration in their respective training, programmes and activities;
- (d) assist member organisations in facilitating their international cooperation in the educational field in any other respects (e.g. in organising study visits abroad, exchanges of experience and documentation, etc.)

### Article 2 - Membership

- (a) Membership of the Group will be open to all member organisations of the ICA. A maximum of two persons may be nominated from among those representing directly the relevant area of experience (e.g. principals or leading educationists of cooperative colleges and training centres, representatives of university institutes, education directors, etc.), in each national cooperative organisation, which :
  - (i) provides international cooperative training for developing countries, or operates in a country where such training is provided by another institution (university institute etc.)
  - (ii) operates in a developing country and intends to draw service from cooperative training facilities available abroad.
- (b) The President and the Director of the ICA shall be ex-officio members of the Group. The ICA shall be represented on the Group by its Secretary for Education,
- (c) Representatives of certain Specialised Agencies of the United Nations (especially UNESCO, ILO and FAO) shall be invited to attend meetings of the Group.
- (d) Representatives of various national or international organisations or institutions actively engaged in the field of international cooperative training for developing countries may be invited either to attend individual meetings of the Group, or to nominate permanent observers.

### Article 3 - Meetings

- (a) The Group shall be convened by the ICA Secretariat in London, at intervals of approximately two years.
- (b) Meetings of the Group shall normally be expected to last two days.

(c) Initially, the Group shall conduct its meetings in English and French; this arrangement will be reviewed in the light of experience. Participants requiring interpretation in any other language must be accompanied by a personal interpreter at their own expense.

(d) Only members mentioned in paragraph (a) of Article 2 shall be entitled to vote.

#### Article 4 - Officers

(a) The Group shall have a Chairman and three Vice-Chairmen, elected by its members for the period between Congresses. They will be eligible for re-election.

(b) The Secretary and convener of the Group shall be the Secretary for Education of the ICA at its Headquarters.

(c) The Chairman, the three Vice-Chairmen and the Secretary shall constitute the Group's Executive Committee.

#### Article 5 - Finance

(a) The work and meetings of the Group will be self-financing; each participant will be expected to cover his own travel and participation expenses.

(b) The ICA shall be responsible for costs of direct administration.

(c) A participation fee may be charged to help cover certain expenses, especially the cost of interpretation.

#### Article 6 - Amendments

Any amendments to this Constitution shall require the approval of the Executive Committee of the ICA.

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

pk / 18 December 1973

TRAINING OF COOPERATORS FROM SOUTH-EAST ASIA IN SWEDEN

by

J.M. Rana  
Director (Education)

Advantages of Training in Sweden

It is argued by some that as the Swedish Movement is much more advanced in comparison to movements in the Region, what cooperators of South-East Asia learn from Sweden would not be applicable to their movements. While it is true that the Swedish Cooperative Movement is a highly advanced movement, it is incorrect to say that cooperators from the South-East Asian Region have nothing to learn from Sweden. In South-East Asia also cooperative organisations of a somewhat larger size are functioning and in the future their number is likely to increase. Cooperators from these organisations would have a great deal to learn from cooperative organisations in Sweden, especially from those which are of a smaller size. Also, the movements in the Region are in the process of establishing and strengthening their national cooperative organisations. The integrated functioning of the Swedish Cooperative Movement would remain an important area of study for leaders and managers of national cooperative organisations in the Region despite differences in size. Thus with proper care, relevant subject areas and cooperative organisations which can serve as training grounds can be selected so as to get maximum benefit for cooperators from the developing countries of this Region. The difference between the Swedish Movement and the movements in the Region could also be bridged by organising a part of the seminar in a technically less developed cooperative movement of South and/or

East Europe. The selection of the country for this purpose would, of course, have to be carefully considered.

Training in Sweden will be of benefit to movements in the Region for the following reasons:-

(1) Cooperative leaders and cooperative workers get new ideas by their exposure to new situations which would be provided by training programmes in Sweden. They could study more effective ways of developing a parliamentary system for the movement and structural set-up in relation to what obtains in their own countries. Cooperative leaders in the Region have been convinced of the need for organising strong national bodies and of having amalgamation of cooperative societies through their studies abroad, including those in Sweden. An example of this was the widely held belief that ideologically a primary cooperative organisation had to be small in order to ensure mutual knowledge and cohesion among the members. It is only during the last few years that amalgamation of cooperative societies has been accepted by most movements in the Region as a policy in order to have viable units at the primary level and they have accepted that the cooperative spirit in the members can be promoted and preserved through effective member education work rather than by merely having small societies. Similarly developments in new fields such as cooperative insurance have been promoted.

Further, a visit to a highly successful and dynamic cooperative movement such as that of Sweden provides the much-needed inspiration to cooperators. The value of this factor as a motivating power for development should not be under-estimated. (For example, pilgrimage by the Muslims to Mecca and by the Budhists to Bhodhi Gaya greatly sustains and strengthens their faith and religious fervour). It is essential not only to impart new concepts and new skills to cooperators but also to develop in them what is called "achievement-orientation".

(2) Training in Sweden is required to enhance the knowledge and skills of the cooperators in the Region with regard to the techniques of management and the technical operations of cooperative organisations. While theoretical training on these matters can be imparted within the Region by having Swedish lecturers, observation of these techniques in practice can be done only through study visits and work periods in cooperative organisations in Sweden. Practical demonstrations are much more effective from pedagogic point of view than enunciation of principles and new concepts.

(3) Training of cooperators from the Region in Sweden would help to make the work of foreign experts more effective. The foreign experts are working, in collaboration with national counterparts, to introduce new ideas and new ways of working in cooperative organisations in the Region. Foreign experts would be able to convince their counterparts and the decision-makers in the cooperative projects better about the feasibility of their ideas and working methods if the persons in the latter categories have an opportunity of studying these first hand in an advanced movement. This will bridge the communication gap.

(4) Finally, training abroad serves as an incentive to cooperators and could be used as a great morale booster for successful and efficient cooperative workers.

Types of Persons to be trained in Sweden

Keeping in view the above points, we feel that the persons who would derive maximum benefit from training in Sweden would be the following:-

- (a) Persons occupying leadership positions in national and regional cooperative organisations: It is these persons who would benefit from the point of view of inspiration, orientation to achievement and exposure to new ideas and concepts.
- (b) Persons working in middle level management positions: These persons are at the operating level and they would benefit more if their training is skill-based. The training given to the leaders would bring about worthwhile results if people at the operating level are also given training in Sweden so that they understand the ideas and concepts that their leaders want to introduce and that they also have practical skills whereby these ideas and concepts can be put into practice.

If teams of cooperators from categories (a) and (b) from the same cooperative organisations are selected for training, better results in terms of development would be obtained.

The process of development would be further strengthened if the cooperative organisations sending trainees abroad are those with which foreign experts are attached, thereby ensuring that such training is geared to specific cooperative projects.

- (c) The third category of persons who should be given training in Sweden are : Cooperative educators. There are national cooperative training centres in most countries of the Region for training employees of cooperative organisations. In addition, member education work is carried out to a certain extent by ideological bodies such as the cooperative unions. This group of persons viz. cooperative educators would have a significant impact from the point of view of multiplication of what they studied in Sweden.
- (d) Another category of persons who need orientation are Registrars of Cooperative Societies and senior officers of the government Cooperative Department. Their orientation in a country like Sweden would be exceedingly useful from the point of view of their realising that the cooperative organisation is not a government outfit, but is a voluntary association. In addition to this, acquisition of necessary skills in the field of cooperative management by these persons, would be greatly helpful to cooperative development in the Region as these persons occupy important positions as officers directing and guiding the cooperatives.

#### Areas in which training required

The areas in which training should be arranged in Sweden, should be worked out keeping in view the specific fields in which the Swedish Movement has made notable progress and has valuable experiences to offer to the developing movements. Needless to emphasize what is offered in Sweden should be synchronized with the needs of cooperators in this Region. No training in Sweden need be arranged if the

movements in the Region do not need training in a particular field even though the Swedish Movement may have made excellent progress in that particular field. Keeping this criteria in view, it is suggested that cooperators in this Region would benefit from their Swedish training in the following fields:-

- (1) Consumer Cooperatives with specific reference to retail management, wholesaling, warehousing and the functions of national wholesale. Some other specific areas may be cited as examples : prepacking, display, sales promotion and accounting system.
- (2) Agricultural Cooperation: enhancing agricultural production, especially food, and developing a proper marketing system, are the most important needs for the movements in the Region. In this area, training in the following specific fields would be highly useful: supply of inputs, supply of farm equipment and servicing, provision of agricultural extension and assembling, grading, storing, processing and sale of agricultural produce.
- (3) Cooperative Banking: The raising of financial resources and their management is a critical factor in cooperative development. The growth of cooperative banking is therefore vital for any movement. The earliest type of cooperatives to be developed in the Region were cooperative credit societies both in rural and urban areas. However, the cooperative credit societies and banks need to be invigourated with new ideas and techniques.
- (4) Other Areas: Other significant areas in which the movement could benefit from Swedish experiences are dairy cooperatives, meat and poultry processing and marketing, cooperative housing, oil consumers cooperatives and cooperative insurance.



## Past Experience

The cooperative movements in the Region have sent their trainees to Sweden from time to time for approximately 10 years. This training work has been coordinated with the activities of the ICA Regional Office & Education Centre. The ICA Regional Office has in the past, especially during the last few years, tried to interpret the needs of the cooperative movements in the Region and conveyed them to the Swedish Cooperative Centre. This was also done through SCC/ICA Follow-up Seminar held in New Delhi (India) in February 1969. Through mutual discussions, the Regional Office and the Swedish Cooperative Centre also arrived at a system whereby training in the Region could be integrated with the training in Sweden. This system of organising national seminars in the Region to be followed up by an International Cooperative Seminar on the same subject for participants selected from the national seminars was discussed by the Advisory Council of the ICA Regional Office, and accepted. The scheme was introduced as an experimental measure in 1972. Four national seminars were organised on the subject of consumer cooperation with special reference to shop planning and retail management for Thailand, Malaysia, Singapore, Indonesia and the Philippines, they were followed up by the International Seminar on the same subject in Sweden. The results of this experiment were encouraging. The level of the participants was more uniform and better as compared with the past. Also, the timings of these seminars had synchronized with the initiation of plans for the establishment of cooperative department stores in Kuala Lumpur and Singapore. Our Specialist in Consumer Cooperation reports that in Malaysia, out of six cooperators trained in Sweden, one is

working as a Managing Director of the Cooperative Department Store in Kuala Lumpur and four others are members of the Board of Directors of the same Store. Out of four trainees from Singapore, two are working as section heads in the newly established cooperative department store.

During the current year, three national seminars have been organised for India and Bangladesh, and Sri Lanka on Agricultural Cooperative Marketing. The member organisations were informed that selected participants out of persons attending these seminars would take part in the International Seminar to be held in Sweden on the subject of Agricultural Cooperative Marketing. The commodities selected for these seminars are foodgrains, milk and milk products (dairying), poultry and fruits and vegetables. The experience of these seminars should be carefully evaluated to determine whether the concept of integration as mentioned above between the training in the Region and the cooperative training in Sweden needs to be further improved. Already at this stage, it could be indicated that project-oriented training may help in making direct contributions to the development of cooperatives included in the project(s). In India, and Sri Lanka the ILO has set up, with the assistance of SIDA, two projects of cooperative assistance. The leaders of the ILO projects in these countries, in consultation with the member organisations and the ICA Regional Office & Education Centre, could suggest both, areas of training, and the types of participants to be trained, so as to ensure that the trained manpower make direct contributions to cooperative development work initiated under the above projects. Such careful selection could be made from other countries in the Region. This approach would, however, require that the Swedish Cooperative Centre handles a smaller group of participants than before and provides them with much more practical and work-oriented training.

### Summing Up

The experience of training cooperators during the last 10 years suggests that training of cooperators from this Region in Sweden has been a very valuable supplement to the training work being carried out by the movements and the ICA Regional Office & Education Centre within the Region. Such training has provided cooperative leaders with new ideas and new concepts and has contributed in initiating significant developments such as establishment of cooperative department stores, amalgamation of cooperative societies etc. There are a number of individual cooperators who have received training in Sweden and who are making important contributions to the cooperative movement.

For example, three cooperators trained in Sweden are on the teaching staff of the Vaikunth Mehta National Institute of Cooperative Management, for India, two others are occupying key positions in Cooperative Department of the Government of India, and a further two are senior executives in the National Cooperative Union of India. The two participants of the Government of India referred above were responsible for the formulation of the ILO/SIDA Project in the field of consumer cooperatives which is expected to be in operation shortly.

A former participant from Sri Lanka initiated action leading to the ILO/SIDA Project in the country.

A participant from Malaysia is working as a Chief Executive of ANGKASA - national body of agricultural cooperatives in the country.

Similarly, a former participant is working as the Honorary General Secretary of the National Cooperative Union of Singapore and is a member of the Advisory Council for the ICA Regional Office & Education Centre.

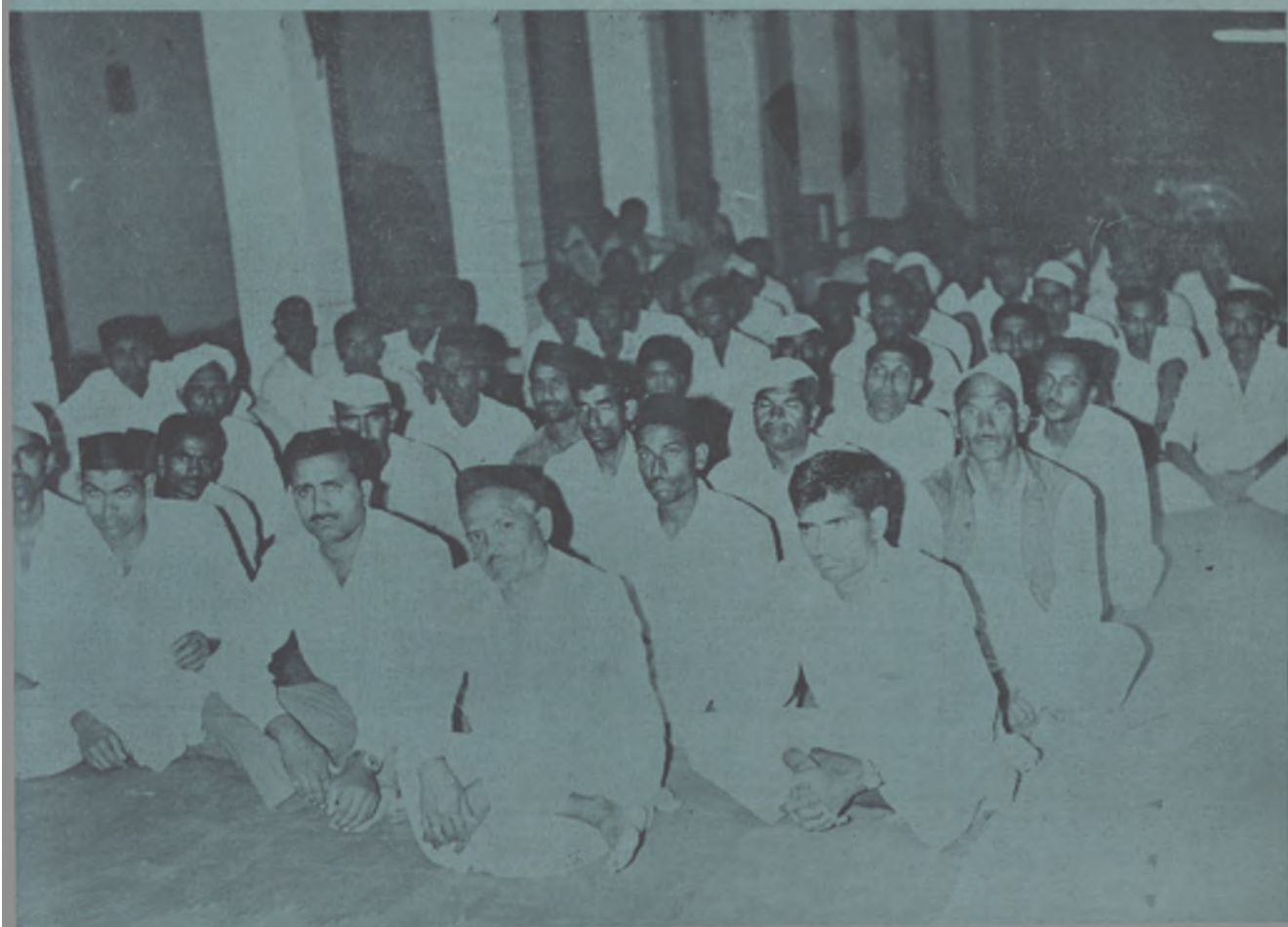
A Filipino participant is now General Manager of the Central Cooperative Exchange and is a key cooperative leader in the Philippines. He is also a member of the ICA Advisory Council and Chairman of the ICA Sub-Committee for Agriculture and Trade.

A former participant from Pakistan is working as a U.N. Expert in Saudi Arabia and an Indian participant is working as an ILO Expert in Zambia.

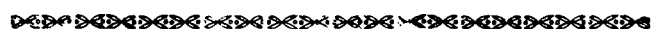
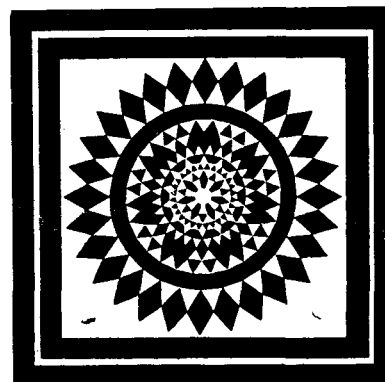
The future direction of activities should be:-

- (a) Continuation of the present scheme of national seminars followed by an International Seminar in Sweden, with modifications as may be necessary.
  - (b) Project-oriented training for a selected group of cooperators from particular projects in one or two countries.
  - (c) Training of cooperative leaders working at the national and regional levels.
  - (d) Training of teachers engaged in member education and employee training work.
  - (e) Orientation of senior officers of government cooperative department.
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ICA/NCUI  
**Cooperative  
Education  
Field  
Project,  
Indore District  
India**



**ICA-NCUI  
COOPERATIVE  
EDUCATION  
FIELD  
PROJECT**



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# Project Outlines

## Introduction

Although all Cooperators in developing countries agree on the great importance of cooperative education, some quarters feel that cooperative education activities do not adequately help in improving the efficiency of the cooperative societies and do not effectively contribute to accelerating the process of cooperative development. Some times it is also suggested that the cooperative education work does not receive the necessary support from the business federations, and the involvement of the primary societies is limited. Often, a dichotomy is made between member education and education of employees of cooperative societies at the primary level. It is also felt that while a great deal of attention is given in the developing countries to training of senior and intermediate personnel, not sufficient attention is given to work at the grass-root level. An opinion of this nature was stressed at some International Conferences on Cooperative Education organised by the ICA. In view of this, it is proposed to start a modest project on cooperative education for a selected group of primary societies in a rural area in one of the States in India.

The project will be developed by the ICA in collaboration with the National Cooperative Union of India, and the State Cooperative Union of the State in which the project is located. The main responsibility for operating the project will be that of the ICA Regional Office & Education Centre.

## Objectives

The over-all objective of the project would be to contribute to the development of cooperative societies and (through that) the social and economic improvement of members. The principal objectives of the project will be as follows :

1. To carry out education programmes for the employees, board members, and ordinary members (including active members, housewives and youth) of selected primary societies as part of the current and projected development programmes.
2. To carry out educational activities for supervisory and extension personnel of secondary cooperative organisations, such as cooperative banks, and marketing societies, and employees of cooperative departments such as Inspectors and Supervisors, who come in direct contact with the primary societies.
3. To experiment with and demonstrate successful approaches and techniques in cooperative

education which could then be duplicated elsewhere.

4. To produce educational material, manuals and audio-visual aids for use in the education project.
5. To involve cooperative institutions increasingly in the formulation and implementation of the project. Part of the resources may be provided locally.

## Selection of the Area

A few cooperatives will be selected in a rural area near about an Intermediate Training Centre working under the Committee for Cooperative Training.

The area selected should be such where there is a reasonable chance of success, that is to say, the area should not be too backward.

## Operation of the Project

The project should be operated in a phased manner. To begin with 5 or 6 societies may be selected and after some experience is gained, the area could be expanded to about 30-40 societies.

The project will be operated for a period of about three years. Its continuance will be reviewed after the end of this period.

A pre-project survey should be carried out as explained later on.

Necessary collaboration of the local cooperative institutions and leaders should be secured.

The project should start with leaders, that is, Board of Directors and employees of cooperative societies with main emphasis on cooperative management training. The project could be expanded later on to cover other categories of people.

Each training activity should be based on a proper estimation of the training needs of the participants and current problems of cooperatives, and future development projects in the area. The approach to educational work in the project will be a developmental approach, with emphasis on agricultural cooperatives.

## Personnel and other requirements

A Project Officer may be appointed by the ICA who would be in charge of the project. Other detailed requirements will be worked out later.

An attempt will be made to see that the local resources available in the area should be utilised to the full. Services of local education Instructors, teachers of local training centres and cooperators from secondary cooperative institutions should be utilised in the Project.

The various specialists of the Education Centre should also contribute to the teaching work and preparation of the material required. Specialists and technicians in the Centre should keep some time free for the purpose of undertaking assignments allotted to them.

The assistants in the Education Centre should be involved in the project.

Assistance of competent persons outside the office will also be enlisted for the production of the teaching material.

### **Evaluation**

A continuous attempt should be made to assess the results achieved and to document them.

For this purpose, a pre-project survey about the social and economic background of the area existing economic position of the societies, state of knowledge of the various categories of personnel and their training needs and potentiality of cooperative development should be carried out.

An assessment report on each specific educational activity should be prepared.

After an interval of two to three years, an evaluation report should be prepared.

### **Advisory Group for the Project**

An Advisory Group at the local level may be constituted comprising the Registrar of Cooperative Societies and his representatives, representatives of the State and district Cooperative Unions, and representatives of societies, the District Cooperative Bank, the Marketing Societies and other developmental and educational agencies. Representatives of women and youth may be associated with the Advisory Group.

### **Conclusion**

An important thing to be kept in view all along is that we should be able to demonstrate that cooperative education work can improve the efficiency of the cooperatives so as to enable them to produce visible economic and social results. The project should be utilised as a demonstration centre for training centres operating at the local levels both in India and abroad. The project will also serve as a training ground for the ICA Fellows. □

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“The question about the future of the Project was discussed by the Local Advisory Group (LAG) of the Project on 18th June 1973. The cooperative workers of the district were unanimously of the opinion that the Project had done very useful work. Its most important achievement was the awakening brought about in the members and committee members of the primary societies and elected leaders of the secondary institutions. Two specific achievements in the economic field were in the field of farm guidance activities and the drilling of tubewells. Both these programmes introduced in one or two project societies had caught the imagination of the people in surrounding areas and of the Indore Premier Cooperative Bank. If activities on these

lines could be carried out for the entire cooperative movement of Indore district, the movement can become both genuinely cooperative as well as dynamic and it can make great contribution to improving members social and economic conditions. In view of the above the cooperative workers in the LAG were strongly of the opinion that the Project should be continued for another five years at the end of which the cooperative movement of the district should completely take over the Project. For this purpose, the efforts would have to be started right away and the necessary funds should be raised. The contribution of the movement in the district to the Project should be increased year after year”.

—Extract from the minutes of the Ad Hoc Committee meeting held on 21st June 1973. The Committee was constituted by the LAG of the Project to take steps to establish a Cooperative Education and Development Centre (CEDC) for the district to take over the activities of the Field Project.



# *Two Years Report of the Project*

J. M. RANA, *Director (Education)*  
*ICA Regional Office & Education Centre for South-East Asia*

## **Introduction**

1.1. The Project was started by the ICA Regional Office & Education Centre in collaboration with the National Cooperative Union of India in February 1971 initially for a period of 3 years. The project is located in Indore district of Madhya Pradesh State which is neither an advanced state nor a backward state in respect of cooperative development. The main responsibility for operating the Project is that of the ICA RO & EC.

1.2. The overall objective of the Project is to contribute to the development of rural cooperative societies and (through that) the social and economic improvement of their members. The principal objectives of the Project are as follows :

- i) To carry out education programmes for the employees, board members, and ordinary members (including active members, housewives and youth) of selected primary societies as part of the current and projected development programmes;



Participation by members in society affairs is picking up in Project areas

- ii) To carry out educational activities for supervisory and extension personnel of secondary cooperative organisations, such as the cooperative bank, and marketing societies, and employees of cooperative department such as Inspectors and Supervisors, who come in direct contact with the primary societies;
- iii) To experiment with and demonstrate successful approaches and techniques in cooperative education which could then be duplicated elsewhere.
- iv) To produce educational material, manuals and audio-visual aids for use in the education project; and
- v) To involve cooperative institutions increasingly in the formulation and implementation of the project.

1.3. At present, the Project Officer, a Cooperative Instructor and a Research Officer are working in the Project. The Project Officer joined the project in February 1971 and the Cooperative Instructor joined in November 1971. Both these persons are on deputation from the NCUI and the M.P. State Cooperative Union respectively. The Research Officer has been appointed on a purely ad hoc basis to carry out a Study of Educational Needs in the Project Societies.

1.4. The Project Officer spent two months (February and March, 1971) in studying the local situation and met a number of representatives of various cooperative institutions at the primary and secondary levels and officers of government departments engaged in development work. Educational activities were started in April 1971. Nine service cooperative societies and one Cooperative Cold Storage were selected for educational work of the Project. These societies are in four different branch areas of the Indore Premier Cooperative Bank (District Cooperative Bank).

1.5. A meeting of the representatives of different cooperative and other organisations and government departments was held in April 1971 under the Chairmanship of Mr. R.G. Tiwari, the then President of the M.P. State Cooperative Union and now President of the National Cooperative Union of India. At this meeting the approach proposed to be adopted in the Project was explained and the advice of the cooperators of the district was sought. Mr. Tiwari welcomed the location of the Project in Madhya Pradesh and requested the cooperators of the district to give their full support to it.

## 2. Local Advisory Group

A Local Advisory Group (LAG) consisting of the representatives of the following was constituted under the Chairmanship of Mr J.M. Rana, Director (Education) of the ICA RO & EC to advise on the implementation of the cooperative education programme of the Project. The Chairman of the



The Project Officer, Mr. V. N. Pandya, discussing overdue problems in a members' camp at village Manpur



A member explains his point of view in a members meeting in Pigdamber village



Mr. Umrao Mal Shah, Principal of the Cooperative Training College, Indore, explaining the coop. principles to the participants of a course



Women discussing in one of the project villages

Indore District Cooperative Union was appointed as the Vice-Chairman.

- i) Indore District Cooperative Union, Indore
- ii) Indore Premier Cooperative Bank, Indore. (District Cooperative Bank)
- iii) Indore Primary Land Development Bank, Indore.
- iv) Cooperative Department, Government of Madhya Pradesh.
- v) Devi Shri Ahilya Cooperative Marketing Society Ltd., Indore.
- vi) Sanwer Cooperative Marketing Society Ltd., Sanwer.
- vii) Cooperative Training College, Indore.
- viii) Malwa Milk Producers' Union.
- ix) Agricultural College, Indore.
- x) Madhya Pradesh State Cooperative Union.
- xi) National Cooperative Union of India.

So far six meetings of the LAG have been held. Besides giving advice to the project, the LAG has served as a unifying force among the various secondary cooperative organisations in the district. The cooperative workers have started thinking about various cooperative development projects e.g. co-operative sugar factory, animal feeds cooperative factory, acquisition of tube-well drilling machinery, establishment of a cooperative education and development centre. Some of these ideas may appear to-day as dreams. But the very fact that the co-operative leaders of the district have started to have these 'dreams' is exceedingly significant.

### 3. Main Features

On the basis of the educational work carried out so far, the main features of the Project can be summarised as follows :

3.1. The educational approach in the project is *developmental* and is geared to solving the problems of cooperative societies in the project area and ensuring their development.

3.2. The project provides education to members, committee members and employees of primary cooperative societies as well as employees of district cooperative institutions and cooperative department who are responsible for the supervision of primary societies. The approach in the project is *society-based* and not general.

3.3. The project provides education to the above group on a *continuing* basis.

3.4. An attempt is made to foster *better communication* among members, committee members and employees of societies by insisting that managers of societies attend committee members' courses and both these attend members' camps.

3.5. An *integrated* approach to education is followed whereby proper study of societies is made by the project staff on the basis of which educational activities are planned. The societies are given help in follow-up work.

3.6. Both the primary society and district institutions are actively *involved* in educational work. The District Cooperative Bank, a key institution in the area, is fully interested in and is supporting the project.

### 4. Work carried out

4.1. The educational activities carried out during July 1971 to June 1972 and during July 1972 to June 1973 are set out below.

4.2. Some salient aspects of educational work carried out are mentioned below.

4.3. Primary cooperative societies take keen interest in the educational work.

4.31. During 1971-72, primary societies made financial provisions ranging from Rs. 120 to Rs. 4,100 in addition to what they were required to contribute under the Cooperative Law to the District Cooperative Union for educational activities. During 1972-73, these contributions have been raised. The largest society has provided for Rs. 8,000. In addition, members have decided to contribute Rs. 2 per member for cooperative education work in two societies at their general body meetings held recently. (Rs. 7.50=1 US \$)

4.32. Managers of five primary cooperative societies are working as part-time teachers under the guidance of the project staff. Each manager organises two members' meetings per week in rotation in the villages covered by the society. The attendance at these meetings is usually small, viz., around 10. Managers are provided with some

literature with which to carry out their teaching in the societies. The managers are given a small remuneration as incentive, the cost of which is shared by the project and the societies. This approach is called "Local Teachers Approach". Experience so far suggests that this work needs to be strengthened.

4.4. Members' courses of 4-day duration are organised. In societies which have membership covering more than one village, it is found that members' courses organised in their own villages are better attended.

4.5. In order to tie up education work with the actual business meetings of societies, the Project staff attend General Body meetings and Managing Committee Meetings of societies in the Project area and give information and guidance on subjects which are under discussion at these meetings.

4.6. Vigorous follow-up has increased members and committee members' interest both in the society's activities and in education work.



Mr. P. E. Weeraman in a meeting with the district cooperative leaders in Indore

4.61. Several societies have got prepared educational charts which are displayed in their pre-

#### Educational Activities during July 1971—June 1972

Sr. No.	Activity	No.	Duration days	No. of participants
<b>1. Members</b>				
1.1	Members' Camps§	10	3-5	432
1.2	Members' Meetings			
	(a) By the Project Staff	41	1	1,132
	(b) By the Cooperative Teachers	79	1	813
1.3	General Body Meetings	3	1	275
1.4	Women's Meetings	5	1	143
<b>2. Committee Members</b>				
2.1	Managing Committee Members' and Prospective Committee Members' Courses	2	4-6	106
2.2	Managing Committee Members' Meetings	7	1	56
<b>3. Courses for Secretaries</b>				
3.1	Secretaries' Courses	1	10	21
3.2	Cooperative Teachers' Courses	4	1-2	25
<b>4. Study Tours</b>		2	6	41
<b>5. Educational Meetings for/by Central Societies and other activities§§</b>		20	1	828
<b>6. Audio-visual Programmes</b>				
6.1	Film shows	12	1	1,800
6.2	Slides shows	20	1	600
<b>Total :</b>				<b>6,272</b>

§Includes prospective members.

§§This represents attendance and guidance given by the Project Staff at meetings organised by Central Societies in and outside Indore District.



Local Advisory Group discussing future action

mises. Almost all the societies have their own sign-boards. Two societies have set up modest reading facilities (libraries).

4.62. The members of some societies bought through their cooperative societies "Balanced Cattle-feed" purchased from the Cooperative Dairy in the neighbouring state. This work, however, ran into difficulties due to the price factor and short supply of balanced cattle feed.

4.63. In two villages, several farmers have got tube-wells drilled on their farms with the assistance of the local Land Development Bank.

4.7. An important experiment is the starting of the "Farm Guidance Service" in December 1972 by the Rao Cooperative Cold Storage having a membership of 230. The society employed an agricultural graduate whose salary is equally shared by the project and the society in the first year. Financial assistance from the project is expected to progressively diminish.

An im

#### Educational Activities during July 1972—June 1973

Sr. No.	Activity	No.	Duration days/hours	No. of participants
<b>1. For Members</b>				
1.1	Members' Camps§	5	4 days each	244
1.2	Members' Meetings			
	(a) By Project staff	19	1 day each	422
	(b) By Cooperative Teachers	346	1 day each	4,407
	(c) By Farm Adviser	74	1 day each	575
1.3	Annual General Meetings	10	1 day each	1,137
1.4	Womens' Meetings	1	1 day each	40
<b>2. For Committee Members</b>				
2.1	Courses for Managing Committee Members	3	4 days each	42
2.2	Managing Committee Members' Meetings	13	1 day each	100
<b>3. Courses for Employees</b>				
3.1	Courses for Secretaries	1	10 days each	18
3.2	Courses for Supervisory staff	1	2 days each	27
3.3	Cooperative Teachers' Courses	8	1 day each	39
<b>4. Study Tours</b>		9	1 of 11 days 8 of 1 day each	215
<b>5. Educational Activities for/by Central Societies§§</b>		43	1 day each	1,424
<b>6. Audio-visual Programmes</b>				
6.1	Film Shows	10	2 hours each	1,549
6.2	Film Slide Shows	5	1 hour each	413
<b>Total :</b>				<b>10,652</b>

§Includes prospective members.

§§This represents attendance and guidance given by the Project Staff at meetings organised by Central Societies in and outside Indore District.

The Farm Adviser is available for consultations on fixed days and at fixed times at the office of the society. On prescribed days and hours he also visits various villages covered by the society and offers on-the-spot advice to farmers.

The objectives of the Farm Guidance Service started in the Rao Society are the following :

- (i) Soil testing and recommendation on the use of fertilisers (work already started).
- (ii) Providing advice on the use of insecticides, pesticides and other agricultural inputs so that the farmer-members can utilise these inputs effectively and economically (work started).
- (iii) Setting up demonstration plot (work to be started).
- (iv) Introducing the idea of farm management among the farmers which includes : preparation of production plan, income and expenditure plan and funds plan. (Some parts of it can be introduced only in a period of 2-3 years).
- (v) Providing farmer-members with necessary market information . (some work already started. On an experimental basis, the society has started pooling and grading of 10% of the Potatoes of the members).
- (vi) Conducting courses for family education (two women courses were conducted).
- (vii) Organising the commodity groups such as potatoes, wheat, maize and vegetables. (starting of this activity will take time).

So far, the Farm Adviser got 175 soil samples tested through the agricultural college and the agricultural department. Necessary fertiliser input recommendations were made by him on the basis of these tests. The Farm Adviser will be supplied with rapid soil testing kit and necessary training in the use of the kit will be arranged for him so that he can prescribe fertiliser applications quickly. The Farm Adviser is also advising the farmer-members on the use of insecticides. The agricultural department has recognised the important work started by the society in this field and has given it a subsidy of Rs. 6,000/- for pest control work.

The society has opened a shop in Rao village for the sale of fertilisers, insecticides and pesticides. It is expected that the society's business with the members in these commodities will increase.

4.8. The study visits of members, committee members, house-wives and managers of societies are arranged to the district cooperative organisations and other developmental agencies as and when camps and courses are organised for these groups. Study visits have also been arranged to Surat, Kaira and Mehsana districts in the neighbouring State of Gujarat for committee members, young farmers, and cooperative workers at the district level.



Mr. Eapu Singh Mandloi, Chairman of the Indore Premier (District) Cooperative Bank opening a course for managers of primary cooperative societies.



Mr. S.C. Maheshwari, Farm Adviser, Coop Cold Store, Rao, explaining the importance of soil testing to the members of Barlai society.



A member of a society busy in his normal profession—making jaggery

Members have learnt a great deal from these visits about farm management practices as well as about the working of some very progressive cooperative organisations. The study visits have been found a very effective educational medium. It exposes the participants to a new situation and opens up their minds and the participants begin to think in a new and different way.

4.9. Two one-day seminars of representatives of four marketing societies, the district cooperative bank and the apex marketing society have been held to discuss problems of agricultural cooperative marketing. It is proposed to hold these meetings once every quarter to discuss problems and practical steps for future development of agricultural marketing in the district.

A two-day course for supervisors of the Indore Premier Cooperative Bank (IPC Bank) was arranged. Similarly, a one-day meeting of the agents of some branches of the IPC Bank was also arranged. The purpose of these meetings was both to discuss practical problems of primary cooperative societies and how these persons can help in their solutions as well as to create in them a developmental outlook. It would be possible to do more training work for employees of secondary societies in the future and it is hoped that their training will provide the necessary support to the primary societies whose management and members are now more aware of their problems and are interested in developing the activities of their societies. (Some time back, the Cooperative Department had also requested for a short course for the Inspectors working in the district).

4.10. It was mentioned in the Project Outline that a Pre-Project Survey about the social and economic background of the area, existing economic situation of the societies, state of knowledge of the various categories of personnel, and their training needs and potentialities of cooperative development would be carried out. However, at the time when the Project was started in February 1971, the field situation revealed that the time was not right for carrying out the study. At that time there was little interest in cooperative education work on the part of the members and personnel of societies. Had they been put through the drab process of interviews etc. required for the study, attracting them for education later on would have been more difficult. Hence it was decided to start educational work straightaway, and the study of educational needs of five societies was started only in April 1972. The study has been completed recently, and a report thereon has been prepared.

## 5. Educational material produced

5.1. The following material has been brought out by the Project :

- (i) General Meeting of a Cooperative Society;



Mr. H. N. Dubey, Project Instructor attending a members' course



Grading of onions in the cooperative cold store at Rao.



World Bank officials discussing Project contribution in the field of tube well-drilling.

- (ii) Differences between a Cooperative Society and a Moneylender-cum-Trader;
- (iii) Balanced Cattle Feed;
- (iv) Marketing of Agricultural Produce and Cooperative Societies;
- (v) Planning needed for holding a General Body Meeting of a Cooperative Society;
- (vi) Principles of Cooperation (A Wall Paper)
- (vii) A Manual for the Managers of the Service Cooperative Society ?
- (viii) Responsibilities of a Member of a Cooperative Society;
- (ix) How to develop loyalty in a member for his Cooperative Society?
- (x) Four charts-cum-Exhibition Panels on objectives of a Service Cooperative Society and several other charts.

5.2. *Project Bulletin*: A project bulletin entitled "SAHAKARI SHIKSHA EVAM VIKAS" in Hindi "Cooperative Education and Development" is being published from April 1972.

5.3. In addition to the above, the following material was procured by the Project and supplied to the members and/or relevant persons.

- (i) Agricultural operations—Rabi crop;
- (ii) Agricultural operations—Kharif crop;
- (iii) Agricultural operations—fodder;
- (iv) Guide for agriculture,
- (v) Financing policies of the Indore Premier Cooperative Bank.
- (vi) Leaflets produced by the Indian Farmers Fertiliser Cooperative Ltd. for wheat, jowar, gram, maize, potato, groundnut, and other crops.

## 6. Resume

6.1. Some important economic results that have been achieved have already been mentioned.

6.2. Two important educational approaches being tried out in the Project deserve special mention. (1) Use of managers of societies as teachers, and (2) Farm Guidance Service started by one society (Cooperative Cold Storage, Rao).

6.3. As a result of the activities carried out by the Project, members have become aware of what is a cooperative society, the services provided by the society and their rights to these services. There is also a greater awareness among the committee members about their rights vis-a-vis the secretary/manager of the society. The secretaries/managers who generally had indifferent attitudes are found to be taking greater interest in the work of their societies. The secondary organisations in the district have realised the importance of education work and



Members moving to action  
—tube-well drilling in progress in Barlai village.



Mr. P. E. Weeraman, ICA Regional Director for South-East Asia and Mr. V. N. Pandya, Project Officer, walking on a muddy road to reach village Barlai for a members' meeting.



Malaysian and Indonesian cooperators visiting an educational course in a village.



they have been emphasising on the need to set up a Cooperative Education and Development Centre (CEDC) on a permanent basis for the entire district of Indore. In this connection, Mr. B. S. Mandloi, Chairman of the Indore Premier Cooperative Bank had the following to say at the meeting of the Local Advisory Group held on 18th June 1973 :

“The Project has done remarkably good work. The most important achievement of the Project was that it had stirred the minds of the committee members of cooperative organisations and especially of cooperative leaders at the district level. Considerable awakening was brought about in the committee members and members as to what constituted genuine cooperative institutions. If activities on these lines could be carried out, the entire cooperative movement of Indore district can become both genuinely cooperative as well as dynamic, and it can make great contribution to improving members’ social and economic conditions.”

6.4. An important outcome is the great involvement of the primary societies and secondary organisations in the work of the Project. The primary societies are setting aside and/or raising significant amounts of money for cooperative education work at the local level. As will be described below, the

cooperative leaders of the district and secondary societies are determined that the enthusiasm generated by the Project should be sustained and that the Project work should be put on a permanent footing. With that objective in view, they want to establish the Cooperative Education and Development Centre. So far the Local Advisory Group has been the main instrument for planning and programming the activities of the Project. The involvement of the secondary organisations in the LAG is great, since each organisation is represented on the LAG. The discussions at the LAG on the Review of Work and future programme have been intensive and meticulous.

## 7. Future

7.1. The LAG and the cooperative leaders of Indore district are of the opinion that the Project has done excellent work and hence they want to carry on this work on a permanent basis. In view of this, the Local Advisory Group recommended to the ICA RO & EC and the NCUI that the duration of the Project be extended for another five years, and that the cooperative education work be now extended to the entire district so that they could raise necessary funds for taking over the Project in a period of five years.



Mr. K. C. Chaudhari, President of the Indore District Cooperative Union addressing a members meeting.

7.2. The Local Advisory Group had constituted an ad hoc Committee which was asked to suggest practical steps by which the proposal made by the members of the LAG for establishing a Cooperative Education & Development Centre could be carried out. The ad hoc Committee has suggested the aims, activities and the estimated funds needed for establishing the Centre. The ad hoc Committee has also converted itself into an Action Committee for taking necessary steps for the establishment of the CEDC. It is estimated that the recurring expenditure needed for the CEDC would be in the neighbourhood of Rs. 110,000 which may go up with the expansion of the Centre.

7.3. The question of further continuation of the Project was put up by the members of the LAG to the representatives of the ICA and the NCUI at the meeting of the LAG held on 3 August 1973. At this meeting the ICA and the NCUI indicated that they would carry out a quick evaluation of the Project work in a period of one month and thereafter would take decision about its continuation.

7.4. As regards the structure of the Cooperative Development and Education Centre, two alternatives have so far been put forward to the Action Committee : (i) registering the CEDC as a separate society, or (ii) establishing an Education Subcommittee by the Indore District Cooperative Union to operate the CEDC.

The LAG and the Action Committee are of the opinion that the Cooperative Education and Development Centre, in whatever form it is established, should take over the activities of the Project in a period of 5 years. The Board of Directors of the District Union and the District Bank have already passed resolutions supporting the idea of the CEDC and the raising of necessary funds.

7.5. The proposal for extension of the project

was put up to the ICA Advisory Council for S-E Asia at its meeting held in Tokyo on 30th October 1973. The Council reiterated that the project should not be merely regarded as a cooperative development project for a particular local area but that the lessons drawn from the project should be brought out in a booklet form and disseminated among the member-organisations in the region for their use. The Council recommended that the project should be extended for one more year and that the involvement of the local organisations in the financing of the project should be greatly increased so that they could take over the project in as short a time as possible. The Education Centre was asked to present a note on the subject at the next meeting of the Advisory Council to be held in October 74 for a decision regarding its further extension. □ □



Participation in general body meetings is very important for any cooperative society. This is the achievement of the Project. Many members are now aware of their rights and duties.

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“If we had occasion to start our movement afresh, and if we were given the choice between two possibilities—that of starting without capital but with enlightened membership and staff, or, on the contrary, that of starting with a large amount of capital and ill-informed members—our experience would incline us to choose the first course.”

**H. Elldin**  
—a noted Swedish Cooperator.

# Interim Evaluation of the Project

Summary of the Report and Recommendations

Dharm Vir, Ph.D. and K. C. Jain\*

## I. Introduction

The interim evaluation was jointly conducted by the officers from I.C.A. RO & EC and NCUI in September-October 1973, with the assistance of the Project staff, Indore Premier Cooperative Bank and the Rural Cooperatives in the district, selected for the study. The evaluation was undertaken to assess quickly the impact of the education programme in the working of the societies especially in respect of :

1. Position regarding audit classification,
2. Attendance at the General Body & Managing Committee Meetings,
3. Position regarding overdues, and
4. Change in the business of societies

The Project started its activities in Indore district of Madhya Pradesh in the year 1971 and took up five village service cooperative societies (V.S.S.), one large-sized cooperative society (L.S.S.) and one cooperative cold store. For the purpose of comparative assessment of the working of the cooperative societies, all the aforesaid seven project cooperative societies, and five non-project societies i.e. three service cooperative societies, one large-sized cooperative society and one cooperative cold store were selected for detailed study.

## II. Names of the Societies Selected for Study

### Service Cooperative Societies

#### Project Societies

- |                                   |           |
|-----------------------------------|-----------|
| 1. Village Service Coop. Society. | Barlai    |
| 2. „ „ „ „                        | Dakacha   |
| 3. „ „ „ „                        | Kamadpur  |
| 4. „ „ „ „                        | Manpur    |
| 5. „ „ „ „                        | Pigdamber |

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#### Non-Project Societies

1. V. S. S. Manglia
2. „ „ Rao
3. „ „ Sherpur

### Large-Sized Cooperative Societies

#### Project Society

1. L. S. S. Rangwasa

#### Non-Project Society

1. L. S. S. Hasalpur

### Cooperative Cold Stores

#### Project Society

1. Cooperative Cold Store Rao

#### Non-Project Society

1. Coop. Cold Store, Gaulipalasia

Project Societies	7
Non-Project Societies	5

## III. Limitations and Scope

It was decided to have a quick evaluation of the impact of the project after two years of its activities. The evaluation suffered from the following limitations :

1. Time for the enterim evaluation was too short and rather inconvenient for field work.
2. Audit reports for the year 1972-73 and other relevant information were not available.
3. Non-project societies matching to Project societies could not be located, so only three surrounding societies were studied as against five Project societies. An exact comparison between the Project and non-project societies is therefore not possible. Only trends of progress can be ascertained. It is difficult to establish cause-effect relationship between educational efforts and business results whether in a comparative study or through case

study done in this limited assessment. In an educational assessment, the criteria of evaluation should have causal relationship between the objectives of the activities and their effect.

#### IV. Main Findings

##### Service Cooperative Societies

(A) Among Project societies, the *audit classification* of two societies improved from 'B' to 'A' and of the remaining three remained at 'C'. In the non-project societies the classification of one improved from 'B' to 'A', one declined from 'B' to 'C' and the third remained 'C'.

(B) The *membership* of the Project societies improved\* by 12.5 per cent from 1970-71 to 1972-73 while the membership of non-project societies increased by 19.2 per cent.

(C) The *Share Capital* of Project societies increased by 28.5 per cent and of the non-project societies by 26.2 per cent.

##### (D) Meetings

(i) *Managing Committee Meetings* : In Project societies the number of meetings increased by 31.5 per cent and average attendance dropped marginally from 6.1 to 5.7. In non-project societies, the number of meetings declined by 13.3 per cent and attendance from 6.9 to 5.6.

(ii) *General Body Meetings* : During 1970-71, four Project service cooperatives held the general body meetings with an average attendance of 27.9% (attendance as percentage of total membership). During 1972-73, the number of General Body Meetings increased with attendance to 40%. During 1970-71 in non-project societies, three held the A.G. Meetings with an average attendance of 39%. During 1972-73 only one society held the general body meeting with 18% of members attending.

##### (E) Loans advanced to Members

(i) *Short-term* : In Project societies the loaning to members increased by 123.8% while in non-project by 60.8 per cent.

(ii) *Medium-term* : Medium-term loaning increased by 224% in Project societies but increased by only 100% in project societies.

##### (F) Recoveries from Members

(i) *Short-term* : The recoveries in Project societies improved from 33.2 per cent to 37.9 per cent. In non-project societies the recoveries declined from 50.8 per cent to 42.8%.

(ii) *Medium-term* : In Project societies the recoveries dropped from 18.0 per cent to 12.2% while in non-project societies they declined marginally from 6.8 to 6.4 per cent.

##### (G) Overdues Against Demand

(i) *Short-term* : In Project societies the overdues declined from 60.3 per cent to 28.6 per cent. In non-project societies the percentage of overdues also declined from 32.9 to 26.9 per cent.

(ii) *Medium-term Loans* : In project societies the overdues increased from 50.9% to 64.7%. In non-project societies, the overdues increased 66.6% to 72.9 per cent.

##### (H) Repayment (Dealings with Bank)

(i) *Short-term* : In Project societies the percentage of repayments to outstanding improved from 36.8% to 43.5%. In non-project societies the repayments dropped from 50.0% to 47.3 per cent.

(ii) *Medium-term* : In Project societies the repayments dropped from 11.3% to 4.3% while in non-project societies there was negligible increase from 3.4 to 3.7%.

##### (I) Overdues Against Demand (Dealings with Bank)

(i) *Short-term* : Out of five Project societies only three had overdues in 51.8% 1970-71 but the percentage declined to 24.8% in 1972-73. In the non-project societies only one society had overdues—19.7% and in 1972-73 two societies had overdue but there was no change in the percentages of overdues.

(ii) *Medium-term* : In Project societies the overdues increased from 4.7% (2) to 83.6% (3). In non-project societies, the overdues declined from 88.1 (1) to 79.2% (2).

##### (J) Deposits

In Project societies the deposits increased by 90.2% while the deposits of non-project societies increased by 158.6%.

##### (K) Supply and Marketing Business

In Project societies, four out of five supplied fertilizers worth Rs. 1,71,630 and other inputs worth Rs. 18,993 only during the entire period under review. Among non-project societies only one supplied fertilizers worth Rs. 97,472 and other inputs amounting to Rs. 1,73,710. The total value of agricultural produce marketed by five Project societies during three years was Rs. 1,72,840. Only one non-project society undertook marketing business worth Rs. 15,377 during this period.

##### (L) Profits

In the base year, three Project societies were making profits and they continued to make profits.

\*The year 1970-71 has been taken as base year. The increase and/or decrease shown is for the year 1972-73 as compared with the position in the base year, unless specifically mentioned otherwise.

One which was running in loss went out of red, one losing society continued to be in the red on an increasing scale. Out of three non-project societies two were working in profit but their profits declined subsequently. One society which was in loss continued to incur larger losses.

#### Large-Sized Agricultural Cooperative Societies

(A) The membership of large-sized Project society declined by 9.6% while that of non-project large-sized society increased by 4.51%.

(B) The share capital of Project society increased by 14.3% while that of the non-project society by 13.2%.

#### (C) Meetings

(i) *Managing Committee Meetings* : In Project society the number of meetings remained stationary but the average attendance dropped from 8 to 6. In non-project society the number of meetings also remained stationary but average attendance increased marginally from 5.3 to 5.9.

(ii) *General Meetings* : In Project society the attendance in general meeting increased from 16.5% of the total membership of the society to 43.3%. In non-project society the attendance dropped from 52.6% to 49.6%.

#### (D) Advance to Members

(i) *Short-term* : In Project society the advances declined by 42.6% and in non-project they increased by 33%.

(ii) *Medium-term* : In Project society the advances dropped by 25.5% while in non-project they increased by 142.4%.

#### (E) Recoveries

(i) *Short-term* : In Project society the recoveries dropped from 57.2% to 50.5% while in project society recoveries improved from 41.7% to 45.8%.

(ii) *Medium-term* : In Project society the recoveries dropped from 19.1% to 12.9% while in non-project society recoveries improved from 14.0 to 33.1%.

#### (F) Overdues

(i) *Short-term* : In Project society the overdues increased from 23.3% to 42.6% and in non-project society they declined from 30.8% to 23.2%.

(ii) *Medium-term* : In Project society the overdues increased from 21.3 to 46.3% but in non-project society they decreased from 54.5 to 31.4 per cent.

#### (G) Repayments (Dealings with Bank)

(i) *Short term* : In Project society the repayments dropped marginally from 57.3% to 56.1% and in non-project society it increased from 30.0 to 45.4 per cent.

(ii) *Medium-term* : In Project society the repayments declined from 30.8 to 7.4 and in the non-project society it improved 13.67 to 28.1 per cent.

#### (H) Overdues Against Demand

(i) *Short-term* : In Project society there were no overdues in 1970-71 but they increased to 28% in 1972-73. In non-project society the overdues decreased from 37.4 to 18%.

(ii) *Medium-term* : In Project society against nil overdues (1970-71) the overdues were 73.1% in 1972-73. In non-project society the overdues declined from 26.2 to 20.4%.

#### (I) Audit Classification

Both these societies continued to maintain the audit classification from 1969-70 to 1971-72.

#### (J) Deposits

In Project society, the deposits declined by 27.4% and in non-project they increased by 118.2%.

#### (K) Supply and Marketing Business

The Project society supplied fertilizers and inputs worth Rs. 7,34,459 (1970-71 to 1972-73)—no marketing business. The non-project society supplied fertilizers and other inputs worth Rs. 2,73,652—value of produce marketed Rs. 43,170.

#### (L) Profits

The profits of the Project society decreased slightly while the non-project society which was running in loss in base year made a profit of Rs. 6,351 within two years.

#### Cooperative cold Stores

(A) The Project cold store has been maintaining classification 'A' while the non-project one has been receiving 'C' classification.

(B) The membership of Project cold store improved by 82.2% and non-project by 89.7%.

(C) The share capital of the Project cold store increased by 65.6% while that of the non-project by 80.3 per cent.

#### (D) Meetings

(i) *Managing Committee Meetings* : In Project cold store the number of meetings increased from 12 to 22 and average attendance from 4 to 4.6 per meeting. In non-project store the number of meetings declined from 8 to 5 but attendance increased from 5.5 to 7.

(ii) *Annual General Meeting*: In Project cold store the number of meetings increased from 1 to 2 and the average attendance per meeting declined from 55 to 42.5% of total membership. In non-project store there was no change in number of meetings. Attendance was 41.2 per cent in 1970-71 and 66.8% in 1972-73.

#### (E) **Advances/Recoveries**

In Project cold store, advances to members increased by 224% with 100% recovery in both years. The non-project cold store advanced Rs. 3,77,000 in 1972-73 (first time)—recoveries 24.9%.

#### (F) **Dealings with the Bank**

The borrowings of Project store increased by 251.6% with 100% repayment. The non-project store borrowed Rs. 3,777,000 for the first time and by 30th June 1973 repaid Rs.94,000, representing a recovery of 24.9 per cent.

#### (G) **Supply of Inputs**

In Project cold store, supply of fertilizers increased by 99.5% and other inputs by 134.9%. The non-project society has not undertaken this business.

#### (H) **Marketing**

In Project cold store, the value of sales increased by 25% and the non-project did not undertake this business.

(I) The Project cold store held a deposit of Rs. 326/- in 1970-71 which increased to Rs. 21,172 in 1972-73. The non-project store received deposit of Rs. 83,500 for the first time in 1972-73.

(J) The profits of Project cold store increased by 8.4% and the non-project store which had loss of Rs. 13,218, in 1970-71 made profit of Rs. 4,948 in 1971-72. Profit for the year 1972-73 has not been worked out so far.

#### (V) **General Conclusions and Suggestions**

1. On the basis of the comparative study of the Project and non-project societies some trends have been noted in the operations of the societies. Non-continuity of these trends can be attributed to the drought conditions which prevailed in the district of Indore during the last two years. Besides the drought conditions there generally exist many factors which temporarily do affect the working of the cooperative societies.

2. In the case of Project Service societies an improvement has been noted in respect of audit classification, share capital, managing committee and general body meetings, short-term loans advanced to members, recoveries of short-term loans, overdues (short-term), repayments to banks of short-term loans, deposits, profits, etc. As far as the business

relating to medium-term loans is concerned, the increase in advances to members is better in project societies, but the position of repayments and overdues is better in the case of non-project societies.

3. The non-project societies did not fair badly as far as their business operations are concerned except in short-term loaning and marketing. In many respects their performance had in any way not been inferior to that of the project societies. However, these societies did not show any improvement in the case of audit, profits, marketing, storage, number of and attendance at meetings.

4. As far as cooperative cold stores are concerned the Project cold store had done really well in respect of its profits, services and assistance provided to its members and members of the adjoining cooperative societies. It has introduced the *farm guidance service* which obviously is due to the result of the Project activities and this has been very much appreciated by the members.

5. In the case of large-sized societies, a mixed trend has been noted in the working of the project society. It was explained that there were special circumstances obtaining in the case of this society and for that reason the project had to slacken its education activities in this society. The non-project L.S.S. has shown better trend of progress during the period under review.

6. Generally it has been observed that in the Project societies a climate and base has been created for improving the working of the societies and members seem to be very keen about the educational activities. It is evident from the fact that most of the societies have made financial provision for cooperative education.

7. Many of the Project cooperative service societies have already acquired land for the construction of offices/godowns. The Village Service Cooperative Society, Manpur has already constructed a godown and the societies at Barlai, Dakacha and Kamadpur are going to start the construction of their respective godowns shortly. In the Village Service Cooperative Society, Barlai, more than 15 *tube-wells* have been installed primarily on the persuasion of the project staff. Case studies prepared in respect of individual Project societies support this view.

8. It is our considered opinion that the activities of the Project should be continued and the work being done at present should be strengthened. This is the only Project in India which can serve as laboratory for experimenting with new educational techniques and approaches.

9. In order to increase the coverage under this Project as well as to encourage the members to take more interest in the educational activities, the Project may devolve more responsibility for educational activity on the local leadership. □

# COOPERATIVE PRINCIPLES

1. Membership of a cooperative society shall be voluntary and available without artificial restriction or any social, political, racial or religious discrimination, to all persons who can make use of its services and are willing to accept the responsibilities of membership.

2. Cooperative societies are democratic organisations. Their affairs shall be administered by persons elected or appointed in a manner agreed by the members and accountable to them. Members of primary societies should enjoy equal right of voting (one member, one vote) and participation in decisions affecting their societies. In other than primary societies the administration should be conducted on a democratic basis in a suitable form.

3. Share capital shall only receive a strictly limited rate of interest, if any.

4. The economic results arising out of the operations of the society belong to the members of that society and shall be distributed in such a manner as would avoid one member gaining at the expense of others.

This may be done by decision of the members as follows :

- (a) By provision for development of the business of the Cooperative;
- (b) By provision of common services; or,
- (c) By distribution among the members in proportion to their transactions with the society.

5. All cooperative societies shall make provision for the education of their members, officers, and employees and of the general public, in the principles and techniques of Cooperation, both economic and democratic.

6. All cooperative organisations, in order to best serve the interests of their members and communities shall actively cooperate in every practical way with other cooperatives at local, national and international levels. □



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26 August 1974

THE LESSONS OF THE ICA/NCUI FIELD PROJECT IN  
COOPERATIVE EDUCATION RELEVANT TO OTHER  
COOPERATIVE MOVEMENTS IN THE REGION

The ICA/NCUI Field Project in Cooperative Education was started in Indore District in February 1971 as a demonstration cum-experimental project so that the lessons learnt from the project could be made available to other movements in the region and also that cooperative education workers from other countries in the region could be afforded practical training opportunities in the project. The main lessons of the project are given below.

1. It is essential that the objectives of cooperative education programmes should be clearly and precisely defined. The aim of local cooperative education should be the improvement of management and development of primary cooperative societies with a view that the members' social and economic conditions would be improved.
2. The local education programmes should be need-based and should be geared to development. In order that this approach can be effectively implemented, research should be carried out to determine the educational and developmental needs in the area selected for education work. The questionnaires used in Indore Project would be made available to the member-movements on request.
- 3.1 The primary cooperative societies should be actively involved in the planning and implementation of cooperative education programmes. The planning of the educational programmes should be done in such a way that they become an integral part of the business activities of the primary societies.

3.2 In small societies the managers should be given the responsibility to carry out member education and information for members, and necessary monetary incentives should be offered to them by the societies and the district organisations. In order that the managers are able to carry on education work effectively, they should be given necessary training to work as study leaders.

3.3 The primary societies should be advised by the district organisations to set aside specific funds as part of their normal budgets and a certain proportion of the net-profits should also be allocated for cooperative education fund. In addition, members should be directly involved by asking them to contribute annually modest sums per member for education purposes.

3.4 The primary societies should also employ either individually or on a group basis farm guidance workers.

It is only when the primary societies are involved in cooperative education work both in respect of planning and financing that the education work would become meaningful and relevant to their needs.

4.1 The district cooperative organisations especially the district cooperative union and the district cooperative bank or other business federations at the district level have a crucial role to play in local cooperative education. It is essential that these organisations have a developmental outlook rather than confining themselves to the narrow tasks of their normal business. Only when these organisations realise the importance of the role they must play in cooperative development in their respective areas, cooperative education work can be revitalised and the primary societies can be energised as stated above. This is a task for the national level cooperative organisations. In the Indore Project this task has been largely performed by the ICA Regional Office and Education Centre.

4.2 Among the district cooperative organisations it is found

that in India relatively speaking the functioning agency at the district level is the district cooperative bank. The collaboration of the district cooperative bank in India is vital for carrying on cooperative education work effectively. It is therefore necessary to identify a functioning cooperative business organisation at the district or regional level which must be actively involved in cooperative education work. Similarly, such collaboration from effective business organisations at the district level must be secured. Unless this is realised and unless the bureaucratic beliefs in separate jurisdictions of various district organisations are removed, it is felt on the basis of the experience in the project that cooperative education cannot make much headway.

5. If the district organisations become imbued with developmental outlook and their proper role in cooperative development, they would then be willing to make necessary financial allocations and appoint personnel to support local cooperative education work in their districts. It is only the business organisations which can make substantial financial contributions. The cooperative unions therefore should ensure that the greatest possible coordination is maintained with these business federations and the educational programmes that they develop are geared to the developmental policies and business needs of the district level business organisations. Mere ideological education is not adequate, although it is very important.

6.1 With regard to the personnel to be trained, it is felt that the managers and employees of primary societies, committee members and members should be given education. However, their interests and educational needs vary and education programmes for each of these categories should be carefully designed taking into account their special requirements. Normally as a first step, it is advisable to organise training courses for managers who would then become active agents of district education

personnel in organising educational programmes for committee members and members. However, where the managers are apathetic or have developed a vested interest, their resistance can be broken by directly going to the managing committees and organising educational programmes for them. In cases where both the above categories are resistant to educational programmes, a patient and persistent approach would be necessary. But once an entry is made by educational personnel in such societies, greater attention should be given to the members who can alone bring about the necessary changes in attitudes of committee members and even bring changes in the composition of the committee members. Such societies however present the most difficult problems and pose very challenging tasks for educational personnel. Vested interests in committee members may even adopt very threatening attitudes and the educational personnel in such cases would need the fullest backing and support from the district level organisations and the law-enforcing authorities such as the Cooperative Department.

6.2 It is also essential that educational programmes for women and rural youth should be developed, thereby in course of time leading to an educational approach for the entire family as such. However, when resources are limited, priorities must be set as to the categories of personnel to be given maximum attention in the context of the local situation of primary societies which may vary from society to society.

7. In regard to educational techniques the following lessons seem to be important:

7.1 The member education activities should be carried out in the village itself and preferably at times (e.g. evenings) when members are free.

7.2 Larger gatherings of members are possible once in two or three months and especially if some prominent persons from

outside are invited as guest speakers or if film shows are arranged.

7.3 In regard to intensive education of members, it appears that educational personnel should feel satisfied if they are able to get a small group of 10 or 15 steady members for frequent weekly or fortnightly meetings.

7.4 As stated earlier, the managers of the societies would carry on their education work under the guidance of educational personnel of the district organisations; the latter should prepare lesson plans or teaching material which can serve as aids to the managers in their member education work. Such material should be prepared 8 to 10 months in advance and managers should be given necessary orientation about its use. Periodic meetings of the various managers in groups of 10 or 15 (once a month) should be held to review the work carried out by them and to offer them guidance from time to time. The education personnel of the district located at the district level should also visit the members' meetings being organised by the managers so that effective support and guidance is provided to the latter.

7.5 The education personnel working at the district level should also organise members meetings at society headquarters or suitable places so that they remain in touch with the local problems and continue to get the necessary feed-back for them to be able to provide proper guidance to the society managers.

7.6 It is found from the experience in the Indore Project that study visits of members to district level organisations are of great value in broadening the outlook of the members and in bringing in them an awareness that they are part of a stronger and a wider cooperative movement and that they are not functioning in isolation. They would also be able to directly communicate their problems to the officials of the district organisations. Such study visits should be organised as part of educational programmes.

7.7 Charts, posters, film-slides and films have been found very useful in educational work for members.

7.8 It is found that the two primary interests of members are (i) the services they receive from cooperatives, and (ii) agricultural production and marketing. Thus, cooperative management and farm management should be given a high place in cooperative education programmes for members.

8.1 In regard to committee members the educational work should be more intensive and they must be given a thorough grounding in the byelaws of their cooperative societies. They should be also be given some training in accounts, scrutiny of records of society, procedures for conducting meetings, need for and techniques of solving members' problems and directing their attention to development of their societies and members' economies.

8.2 Committee members training cannot be completed in just one course. Frequent courses for them in their society headquarters should be held and the course programme should be directly related to the problems and needs of members, problems and developmental needs of their societies and their role in improving the above. In addition to courses management guidance should be given to the management committees. The education personnel working at the district level should attend the meetings of the committees and give them guidance on the spot. The same procedure should be followed with regard to the annual general meetings of members. It may be added that such management guidance has been an integral part of the project activities in Indore and has led to practical results. More organisation of education meetings or courses would not lead to practical action on the part of committee members and members unless it is backed by such management guidance.

8.3 Study visits as part of the committee members courses have yielded very valuable educational results. There seems to be a general prejudice that study visits necessarily mean

sight-seeing. This view is erroneous. Study visits to other areas when used as part of training courses where better developments have taken place have provided in the project a source of inspiration and has stimulated action on the part of members and committee members. The participating persons have themselves contributed to part of the costs of study visits.

9. The training of managers of primary societies and other employees is a must. Frequent short courses should be organised for them. It is also important that the training activity should be utilized in assessing the potentialities of the managers for assuming higher responsibilities and necessary incentives by way of promotion etc. should be given if the trained managers show promise.

10. An important educational technique adopted in the project was the introduction of farm guidance activities. In view of the need to increase production, the farm guidance work by the primary societies/district cooperative organisations is very vital and is most appreciated by the members. The work of the agriculture department would also become more effective when the societies and district organisations themselves employ farm guidance workers for carrying out farm guidance activities.

10.1 To sum up, the position regarding educational techniques, the Project has been able to identify the following three most important educational techniques :

- a) Education work to be carried out by the managers of the primary societies, if they are small, or by a special education worker employed by the society, if the society is large.
- b) Farm Guidance activities by the cooperative societies themselves.
- c) Management training and management guidance especially to committee members and the managers of societies.

11.1 The experience of three years of work in the Project shows that there is tremendous member apathy, personality rivalries, groupism and vested interests in rural cooperative societies. If visible change is to be brought about in the working of primary societies, intensive educational work is necessary and a large number of education workers need to be employed at the district level and the managers of primary societies have to be given the responsibility for carrying out local education work. It is also advisable that the member-organisations wishing to start such intensive work should first begin with pilot projects in selected areas. It may be pointed out that the scale of resources to be deployed in the pilot projects should be large. However, when the pilot projects are extended to other areas the resources made available to the other areas should not be so small as would produce ineffective results.

11.2 The national level cooperative organisations namely the unions and business federations should provide more direct and intensive support to such pilot projects.

11.3 It must be stated that local education work is a slow and tedious process and calls for considerable amount of patience and sympathetic handling of not only organisations at the local level but also of the educational personnel who are involved in the most challenging and complex tasks.

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Resume of Activities carried out during the year June 73-June 74

		<u>Venue</u>	<u>No. of participants</u>
1.	<u>Regional</u>		
1.1	Asian Top Level Cooperative Leaders Conference	Tokyo Japan	47 October 73
1.2	Seminar on "Member Education & Member Communication with Special Reference to Japan"	Tokyo Japan	23 April 1974
1.3	Conference of Principals of National Level Coop Training Institutions and Selected Teachers of Coop Training Centres	Jakarta Indonesia	23 June 1974
2.	<u>National</u>		
2.1	ICA/SCC Seminar on "Agricultural Cooperative Marketing"	Poona India	20 October 73
2.2	-do-	Dacca Bangladesh	11 November 73
2.3	-do-	Colombo Sri Lanka	25 Nov/Dec. 73
2.4	Seminar on Coop Management for Executive Personnel of ICIS	Kuala Lumpur Malaysia	25 June 74
3.	<u>ICA/NCUI Cooperative Education Field Project</u>	Indore M.P. India	
4.	<u>Training of Cooperators from Bangladesh</u>	-do-	
5.	<u>Consultative Services and Allied Assistance</u>		

Countrywise break up of participants and observers to different ICA Regional Seminars and Conferences during October 1973 to August 1974

Country	Top Level Cooperative Leaders Conference, Tokyo, Japan October 1973	Regional Seminar on Member Education & Member Communication Tokyo, Japan, April 1974	Regional Conference of Principals of National Cooperative Institutions and Selected Teachers of Coop Training Centres Jakarta, Indonesia June 1974
1. Australia	1	-	-
2. Bangladesh	5	-	1
3. India	5	5	3
4. Indonesia	4	-	5
5. Iran	1	2	1
6. Japan	10	-	-
7. Korea Republic of	3	2	2
8. Malaysia	7	2	2
9. Nepal	1	-	1
10. Pakistan	1	2	1
11. Philippines	3	4	2
12. Singapore	2	2	1
13. Sri Lanka	2	1	2
14. Thailand	1	3	2
15. Cambodia	1	-	-
Total	47	23	23

Country	Asian Top Level Cooperative Leaders Conference, Tokyo, Japan, October 1973	RS on Member Education and Member Communication, Tokyo, Japan, April 1974	REC. Conference of Principals and Selected Teachers of National Coor Training Centres Jakarta, June 74
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OBSERVERS

1. EAO	1	-	1
2. ILO	1	-	1
3. ARRO	-	-	-
4. ICFTU	1	-	-
5. ECAFE	1	-	-
6. OTHERS	1	3	14
Total	5	3	16

CONFIDENTIAL

ASSESSMENT OF THE WORK OF THE ICA REGIONAL OFFICE FOR SOUTH-EAST ASIA

TERMS OF REFERENCE

Purpose

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

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

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

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

Procedure

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

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

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MINUTES

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ICA ~~Advisory~~ Council  
for South-East Asia

SIXTEENTH MEETING

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Venue Colombo, Sri Lanka

Dates November 1 - 2, 1974

**International Cooperative Alliance, Regional Office  
& Education Centre for South-East Asia,  
43 Friends' Colony, New Delhi-110-014, India**

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

14 February 1975

MINUTES OF THE SIXTEENTH MEETING OF THE  
ICA COUNCIL FOR SOUTH-EAST ASIA HELD IN  
COLOMBO, SRI LANKA ON NOVEMBER 1-2, 1974

1. The Sixteenth Meeting of the ICA Council for South-East Asia of the ICA Regional Office & Education Centre for South-East Asia was held in Colombo, Sri Lanka at the Holiday Inn Hotel, on 1st and 2nd November, 1974.

2. The meeting was formally inaugurated by the Acting Prime Minister of Sri Lanka, Mr. Maithripala Senanayake, on 31st October 1974. The meeting was presided over by Mr. N.A.Kularajah, Chairman of the ICA Council for South-East Asia. Mr. G.S.Dayananda, President, National Cooperative Council of Sri Lanka, welcomed those present. The inaugural meeting was also addressed by Mr. T.B. Ilangaratne, Minister for Foreign and Internal Trade, Government of Sri Lanka and Mr. P.E. Weeraman, ICA Regional Director for South-East Asia.

3. The following were present :  
Members of the Council

1. Mr. N.A.Kularajah, Chairman and Member for Malaysia,
2. Mr. I.Hunter, Member for Australia,
3. Mr. Faizur Rahman Khan, Alternate Member for Bangladesh,
4. Mr. A.M.Yahya, Member for Bangladesh,
5. Mr. R.G.Tiwari, Member for India,
6. Mr. Eddiwan, Member for Indonesia,
7. Mr. Djoko Basuki, Member for Indonesia,
8. Mr. J.Sassani, Member for Iran,
9. Mr. S.Matsumura, Member for Japan,
10. Mr. Byung Hang Choi, Member for Korea,
11. Mr. Tal Chun Hong, Member for Korea,
12. Mr. Ismail Din, Member for Malaysia,
13. Mr. B.P.Faustino, Member for the Philippines,
14. Mr. M.G.Yadao, Alternate Member for the Philippines,
15. Mr. Mak Kam Heng, Member for Singapore,
16. Mr. Koh Watt Seng, Member for Singapore,
17. Mr. G.S.Dayananda, Member for Sri Lanka,
18. Mr. L.M.V.de Silva, Member for Sri Lanka,
19. Mr. Pradit Machima, Alternate Member for Thailand,
20. Mr. Kitty Panich, Alternate Member for Thailand.

Special Invitees

1. Mr.A.K.Isaac, Member for Singapore, ICA Sub-Committee for Agriculture & Trade, Singapore,
2. Mr.H.Togawa, Managing Director, IDACA, Tokyo,
3. Mr.Y.Daneau, Member, ICA Assessment Team,
4. Mrs. L.Stettner, Secretary/Rapporteur, ICA Assessment Team.

ICA Regional Office Staff

1. Mr.P.E.Weeraman, ICA Regional Director for S.E.Asia,
2. Mr.J.M.Rana, Director (Education),
3. Mr.M.V.Madane, Joint Director (TA&T).

Absent

1. Mr. Javed Ahmed Qureshi, Member for Pakistan.

In attendance

1. Mr.Shiro Futagami, Assistant Manager, International Dept., Central Union of Agri.Coops.,Tokyo,
2. Mr.Sharbabaki Khan, Sepah Consumers Cooperative,Tehran,
3. Mr.A.H.Ganesan, Personal Assistant to Regional Director ICA RO & EC, New Delhi.

Agenda Item No.I : WELCOME

4. Mr.G.S.Dayananda, President of the National Cooperative Council of Sri Lanka, welcomed the Members of the Council to Sri Lanka and thanked them for accepting his invitation to hold the meeting in Colombo.

Agenda Item No.II: INTRODUCTORY REMARKS BY MR.P.E.WEERAMAN

5. Mr. P.E.Weeraman, ICA Regional Director for S.E.Asia, welcomed the Members of the Council to the Sixteenth Meeting. He also welcomed the Members of the Assessment Team and the special invitees to the meeting. He thanked the host organization, the National Cooperative Council of Sri Lanka and its President, Mr.Dayananda, for the excellent hospitality and courtesy extended by them. He said that for the first time the Council is being represented by two members from each movement, one representing the agricultural and the other the non-agricultural sector of the movement, and hoped that the expansion of the Council will make it more representative of the movements in the Region. He welcomed the new members of the Council.

Agenda Item No.III : CONFIRMATION OF THE MINUTES OF THE  
FIFTEENTH MEETING HELD IN TOKYO

6. The minutes of the Fifteenth Meeting of the ICA Council for South-East Asia (then known as the ICA Advisory Council for S.E.Asia) held in Tokyo, Japan on 30th October 1973, which had been circulated earlier, were confirmed.

Agenda Item No.IV : BACKGROUND PAPERS ON THE COOPERATIVE  
MOVEMENT OF EACH COUNTRY

7. Papers giving information on the latest developments in the Cooperative Movements of their countries were presented by the members for Australia, India, Iran, Indonesia, Japan, Republic of Korea, Malaysia, the Philippines, Singapore, Sri Lanka and Thailand. The Member for Bangladesh did not prepare a paper. He informed the meeting that his government had accepted the Cooperative Sector as one of the key sectors for the development of the economy. To develop a true cooperative movement, the nomination of directors in apex level cooperatives and other bodies of the government had been abolished. The cooperatives were run by elected board members. He thanked the Regional Director of the ICA for helping his Union to redraft the bye-laws of the Union and hoped that this would bring unity among the different sections of the movement.

Agenda Item No.V : ADMINISTRATION SECTION

8. The information given in the agenda notes was noted by the Council. The Regional Director informed the meeting that the member-organisations in Singapore and Thailand had also agreed to contribute to the funds of the Regional Office. The meeting requested the Regional Director to follow-up the question of contributions from member organisations to the funds of the Regional Office and requested the member organisations to confirm their contributions and remit them early to the Regional Office.

Agenda Item No.VI : EDUCATION CENTRE

9. Action taken on the minutes of the last meeting relating to educational activities was noted.

10. The Council noted the following activities :

10.1 The Asian Top-Level Cooperative Leaders Conference held in Tokyo, Japan, in October 1973 and the follow up action taken



on the recommendations made by the Conference, specifically the guidelines presented by the Government of India on Co-operative legislation in conformity with one of the recommendations of the Conference and based on the ICA Regional Office's publication: "Indian Co-operative Laws vis-a-vis Co-operative Principles."

10.2 The Regional Seminar on "Member Education and Member Communication" with special reference to Japan held in Tokyo, Japan, from April 3 to 25, 1974 in collaboration with the Central Union of Agricultural Cooperatives and the IDACA.

10.3 The Regional Conference of Principals of National Cooperative Training Institutes and Selected Teachers of Cooperative Training Colleges held at Jakarta, Indonesia, from 12th to 25th June, 1974. This Conference adopted a draft Constitution for the proposed Specialist Group on Cooperative Training. This Constitution was approved by the Council unanimously with a slight modification.

10.4 On the seminar evaluation reports presented to the Council, the Chairman doubted if any useful purpose would be served by asking the participants to fill in evaluation questionnaires. He felt that only senior participants attending Experts' Conferences could make proper evaluations and added that participants are likely to give only praiseworthy remarks in view of the nice treatment given them.

10.4.1 The Regional Director informed the meeting that the Regional Seminars of the ICA are attended by senior people and that their conclusions are of a mature nature, and that they are in a position to make proper evaluation of the organisation of seminars, the papers presented, their programmes, study visits etc. The Member for Australia supported the view of the Regional Director, and said that evaluation by senior level participants would be very useful. The Director (Education) said that the objective of the evaluation exercises is to improve the quality of future seminars and with this aim in view, the participants are given an opportunity to express their views on the organisation of the seminar as a whole. He felt that evaluation questionnaires should be circulated among all the seminar participants irrespective of their seniority, since getting a feed-back is important in any educational programme. The Member for Thailand said that he attended the Principals' Conference held in Jakarta and found that the evaluation was very useful.

10.5 The Director (Education) informed the meeting about his attending the AGITCOOP meeting and the FAO Symposium on the "Promotion of Cooperatives in Developing Countries" held in Budapest, Hungary from 2nd to 14th September 1974, and gave a resume of the important discussions held in these two meetings.

10.6 ICA/SCC National Seminars on "Agricultural Cooperative Marketing" held in Sri Lanka, India and Bangladesh. The Council felt that the participants from the Asian countries would be greatly benefited by attending the International Seminars held in Sweden and from the practical experience gained by visiting the cooperatives in Sweden. The Council recommended that the Swedish Cooperative Centre should continue to hold its International Seminars in Sweden so that participants from the Region would be able to derive the maximum advantage from them.

10.7 An Executive Development Seminar held by the Malaysian Cooperative Insurance Society in Kuala Lumpur in June 1974 in which the ICA RO & EC had collaborated.

10.8 The Consultancy services rendered by the staff officers of the Regional Office.

10.9 ICA/NCUI Field Project in Cooperative Education. As suggested at the last meeting, a concrete case for extending the duration of the Project was put up to the Council. The Council approved of the extension of the project by one more year, viz., July 1975 to June 1976.

### Section III : PROGRAMME OF ACTIVITIES FOR JULY 1975-JUNE 1976

11. The Council approved of the following activities scheduled for the financial year 1975-76 :

11.1 Regional Seminar on "Agricultural Cooperative Marketing with special emphasis on Distribution"

Venue : Japan  
Duration : 21 days in September 1975  
Participants: 25

This seminar will be held in collaboration with the Central Union of Agricultural Cooperatives and the IDACA.

11.2 Regional Seminar on "the Role of Women in Cooperatives"

Venue : Malaysia  
Duration: 2-3 weeks in July/August, 1975  
Participants: 25

The Chairman said that Malaysia would be glad to host this seminar, and the time and other details could be worked

out by the ICA RO & EC and the Cooperative Union of Malaysia.

OR

11.3 Regional Seminar on "The Development of Cooperative Industries"

Venue : India  
Duration: 21 days in May 76  
Participants: 25

11.4 Asian Conference on Cooperative Management

Venue : Manila, Philippines  
Duration: 3 days in November 1975  
(19 - 21 November, 1975)  
Participants: To be nominated by the Member Movements

11.4.1 The Chairman suggested that this Conference be held on a self-financing basis and that it would be very useful to the movements in the region. He said that the recent Asian Conference on Consumer Cooperation held in Kuala Lumpur, Malaysia was a grand success judging from the number of participants who attended it.

11.4.2 The Chairman further said that conferences of this nature would not seriously affect the ICA financially as the costs of organising conferences of this type would be minimal. He said that a conference fee of US \$10 should be charged from the participants to meet the secretarial costs. He suggested that further details of the proposed conference could be discussed between him, the RO & EC and the Central Cooperative Exchange. The Council unanimously agreed with this proposal. The Member for the Philippines invited the RO & EC to hold the Conference in his country which was accepted with thanks.

National Seminars

12. The Director (Education) requested the member movements to send their requests to the ICA RO&EC for holding national seminars on topics of interest to them. He mentioned that notice of a minimum of six to eight months is necessary, if resource persons from Sweden are to be secured.

12.1 The Director (Education) mentioned that requests for national seminars from the member movements were now less than before. The Chairman mentioned that one of the reasons for this may be that the member movements are holding the national seminars on their own.

12.2 Mr. Ismail Din, Member for Malaysia, indicated that ANGKASA would like to get assistance from the ICA RO & EC for holding a National Seminar on School Cooperatives.

#### TEACHERS EXCHANGE PROGRAMME

13. The Council approved of the continuation of this programme as recommended by the Conference of Principals held in Jakarta, Indonesia in June 1974.

#### ICA/NCUI COOPERATIVE EDUCATION FIELD PROJECT

14. This project would be continued for one more year, i.e. up to June 1976.

#### REGIONAL COOPERATIVE HOUSING RESEARCH PROJECT

15. The Regional Director read out a letter from the Director of the Alliance where he had indicated the desire of the International Cooperative Housing Development Association (ICHDA) and the ICA to have a research project to strengthen the existing housing programmes in the developing countries of the region, and to improve housing and family planning schemes in these countries. The project would cover India, Bangladesh, Sri Lanka, Philippines, Indonesia, Malaysia, Thailand and Iran. This, the Regional Director said, had been planned as a follow-up of the recommendations made at the Housing Seminar held in Kuala Lumpur in 1970. He requested the collaboration of the member movements in this project. The Council welcomed the proposal made by the ICA and the ICHDA, and requested its members to ask their respective member-organisations to extend all possible assistance to the sponsors of the project in its implementation.

#### Agenda Item No. VII : TECHNICAL ASSISTANCE AND TRADE

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

#### TECHNICAL ASSISTANCE

17. The Council noted that the ICA and the German Cooperative Consumers Congress had agreed to gift some quantity of skim milk powder to the Bhor Dairy Project to enable the Dairy to convert the powder into fresh milk in the lean months. The revenues obtained from the sale of additional milk would help the Poona Milk Federation in clearing its old debt.

18. The Council noted that the ICA had now agreed to make a grant of £5,000 to the Ceylon (Sri Lanka) Cooperative Fish Sales Union for purchasing various items of fishing equipment required by them. The Regional Director informed the meeting that the Confederation des Organismes de Credit Maritime Mutuel of France had agreed to contribute £2,000 and the balance £3,000 would be granted by the ICA from its Development Fund. The Member for Sri Lanka thanked the ICA and the donor Cooperative organisation in France for this assistance.

19. The Chairman suggested that the assistance rendered by the ICA through the Malaysian Cooperative Insurance Society, Malaysia to the Filipino Cooperative Movement for the establishment of a Cooperative Insurance System should also be recorded. The assistance rendered by the ICA in the formation and development of Cooperative Insurance in the region, he said, should also be recorded. The Member for the Philippines thanked the ICA and the Chairman, in his capacity as the General Manager of the MCIS, for the assistance given them in setting up a Cooperative Insurance System in the Philippines.

#### COOPERATIVE TRADE

20. Information given in the agenda on the promotion of Cooperative Trade in the region such as the issue of trade information bulletins, discussions with INTERCOOP AND WAF and the contacts provided to different organisations for promotion of trade was noted.

21. The Chairman suggested that coordination between different cooperative travel agencies in the Region would be vital for the development of cooperative travel, and suggested that the Joint Director (Technical Assistance and Trade) should collect all the relevant information relating to cooperative travel in the region and assist the cooperative travel organisations to contact each other with a view to increasing their business turnover to the mutual advantage of the cooperatives. The Chairman further suggested that the Regional Office should collect information on the cooperative travel agencies operating in advanced countries, such as Germany and Denmark, and prepare an information glossary for the information and use of cooperative travel agencies in the Region. The Council unanimously agreed with this proposal of the Chairman and requested the Regional Office to take necessary action in the matter.

#### ASIAN COOPERATIVE DEVELOPMENT BANK (ACDB)

22. The Council was informed by the Joint Director (T&A) of the work done so far for the establishment of the ACDB. He said that there was now a better understanding of the ACDB proposal due to the discussions recently held at various

regional and international meetings organised to discuss cooperative credit. The Chairman remarked that this particular topic was on the agenda of several Council meetings, and the time had now come to take concrete action as had been regarding the ICTO. He suggested that some leading members of the Council connected with banking business, like the Member for Iran (General Sassani), and Mr. Ismail Din, the Member for Malaysia, should take the initiative to set up this Bank. He said that Iran is now in a position to give assistance due to her strong financial position. He suggested that the Member for Iran should help the Regional Office in organising a meeting of promoters in Tehran. The Member for Malaysia, Mr. Ismail Din, suggested that Japan should also be included in the meeting of promoters, as cooperative banking is quite advanced in that country. The suggestion of the Chairman was welcomed by the members. The Member for Iran said that he would study the regulations etc. in Iran and in due course coordinate with the Regional Office about further action in the matter.

#### JOINT VENTURES BETWEEN COOPERATIVE MOVEMENTS

23. The Joint Director (TA&T) requested the members to persuade their movements to send to the Regional Office concrete suggestions on the specific fields in which they would like to establish joint ventures with other cooperative movements. The Member for Sri Lanka indicated that his movement would be very interested in establishing a joint venture for the production of fertilizers and requested the Regional Office to help his movement.

#### COOPERATIVE DEVELOPMENT FUND

24. The Joint Director (TA&T) requested the members to send to the Regional Office information on the various steps taken by them for the creation of Cooperative Development Fund in their respective countries.

#### OF FOLLOW UP THE RESOLUTIONS ADOPTED BY THE TOP-LEVEL CONFERENCE OF

25. The Council was informed of the follow up action taken on the resolutions adopted by the above Conference concerning Long-Term Agricultural Development Programme through Agricultural Cooperatives and Technical Assistance.

26. Referring to the Resolution on "the Promotion of Agricultural Cooperatives in the Region" (Resolution 2, para 1) the Chairman suggested that the Regional Office should undertake a study of "How the Cooperatives can help to create an awareness among the members and general public of the need for increasing food production," and the Chairman said that such

a study will be most helpful in the present situation of world-wide scarcities and shortages of foodgrains. The member for India said that this particular aspect of increasing food production is being attempted by the governments of the countries of the Region. The Chairman said that even though the governments were doing this, the cooperatives should supplement the efforts of the governments to reach the ultimate goal of self-sufficiency. The Member for Australia supported the proposal of the Chairman. The Member for Bangladesh, while supporting the proposal said that a programme on this line is being attempted in the Chittagong district of his country. The Member for Japan said in view of the overall scarcity of rice in the world, the Japanese Government had lifted the restriction on rice production and farmers would be encouraged to produce more rice from March 1975. He agreed with the proposal made by the Chairman to make a study of the question under discussion.

27. It was decided that an Expert Group be formed by the ICA to go into this question and to produce a report on the subject. An Ad hoc Committee consisting of the Members for India, the Philippines, Korea, Malaysia and Thailand was appointed to draft guidelines for the Terms of Reference of the Expert Group. The Chairman requested the Ad hoc Committee to meet immediately after the Council meeting to discuss the guidelines for preparing the Terms of Reference. It was decided that based on the suggestions of the above Ad hoc Committee, the Regional Office should finalise the Terms of Reference and take further action for constituting an Expert Group.

#### INTERNATIONAL COOPERATIVE TRADING ORGANISATION (ICTO)

28. The Joint Director (TA&T) informed the meeting of the work done by the ICTO Board from the date of registration of ICTO. He also informed the Council of the Board's decision to request its members to remit 20% of the share capital subscribed by them to ICTO's bank account. He also added that Sri Lanka had agreed to apply for the membership of ICTO. He also expected Iran, Thailand and India to join the ICTO in due course. He stated that action would now be taken to issue shares etc. through the Company Secretary of the Organisation. The Member for the Philippines, who was also the Chairman of the Select Committee which was in charge of setting up of the ICTO, informed the meeting that the Board had decided that there should be only one nominee on the Board from each organisation, irrespective of the size of the share capital subscribed. Another decision of the Board, he informed, was to exclude non-cooperatives from the membership of the ICTO.

29. The Council recorded its appreciation of the spirit

work done by the Chairman and the members of the Select Committee for the establishment of the ICFO. The Council also placed on record its appreciation of the assistance given by the Singapore National Cooperative Union and its affiliates to the Select Committee in its work.

SURVEY OF AGRICULTURAL COOPERATIVE MARKETING PROJECTS FOLLOW-UP

30. The Member for Japan informed that as a follow-up action on the Survey held in Korea, two additional seats would be given to the Korean Movement at the next Regional Seminar on Marketing with emphasis on Distribution to be held in Tokyo in 1975. The Director (Education) said that participants of this particular seminar would, as far as possible, be selected from the staffs of the projects surveyed by the ICA Study Team.

Agenda Item No. VIII : PUBLICATIONS AND PUBLIC RELATIONS SECTION

31. While reviewing the work done by the Section during the last year, the Chairman said that the section had done a very good job this year and the publications of the RO & IC were comprehensive and useful. He cited the example of the Report of the Asian Top-Level Cooperative Leaders' Conference held in Tokyo last year, and recorded his appreciation of the work done by this section. The Member for India agreed with the Chairman and said that the publication on "Indian Cooperative Laws in relation to Cooperative Principles" had been found very useful by his movement in changing the policies of the Government. He suggested that the ICA should bring out a publication to educate the Ministers on cooperative policy. The Regional Director said that if any member organisation wanted the assistance of the ICA Regional Office in its discussions with the Government in regard to policy etc., the ICA would be glad to give any assistance possible. The Member for Singapore said that a publication to educate the Registrar of Cooperative Societies about his duties, rights, etc. could also be very useful. The Member for the Philippines expressed his appreciation of the publication bringing out the Report of the Top-Level Conference "in such a short time." He suggested that copies of this publication should be sent to all governments in the Region. The Regional Director thanked the members for their appreciation of the work of this section.

32. The Council noted that the following publications would be brought out during the year July 1974-June 1975 :

- i. Readings in Cooperative Management,
- ii. Pre-Testing and Evaluation of Communication Materials,
- iii. Cooperation in Japan



- iv) Cooperative Series,
- v) Speeches in Cooperation, and
- vi) ICA Regional Bulletin - four issues.

Agenda Item No. IX : DECISIONS AND RECOMMENDATIONS OF THE ICA  
SUB-COMMITTEE FOR AGRICULTURE & TRADE

33. The Chairman of the Sub-Committee for Agriculture and Trade briefed the Council on the important recommendations that had been made by the Sub-Committee at its meeting held on 31st October 1974.

Agenda Item No. X : RELATIONS WITH MEMBER ORGANISATIONS IN  
THE REGION

34. The Information given in the agenda notes was noted by the Council.

Agenda Item No. XI : RELATIONS WITH INTERNATIONAL ORGANISATIONS

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

Agenda Item No. XII : DISCUSSIONS WITH THE ICA ASSESSMENT TEAM

36. The Council was informed of the inability of the Chairman of the Assessment Team, Prof. K.F. Svardstrom, to be present at the meeting. The members expressed the view that they would like to hold separate discussions with the Assessment Team. Therefore it was decided that the Team should hold separate interviews with each country delegation on the 3rd November 1974.

Agenda Item No. XIII : VENUE AND DATES OF THE NEXT MEETING

37. The Member for the Philippines invited the Council to hold its next meeting, Seventeenth in the series, at Manila, Philippines. The Member for Iran said that they would like to host the Council Meeting in 1976 and the Member for Indonesia invited the Council to hold its meeting in 1977 in his country. The Council thanked these members for their invitations and accepted the invitation of the Member for the Philippines to hold the next meeting in his country. The other two invitations were accepted on a tentative basis.

Agenda Item No. XIV : ANY OTHER MATTER WITH THE PERMISSION  
OF THE CHAIR

38. Mr. Weeraman, the Regional Director, thanked the National Cooperative Council of Sri Lanka for playing host to the meeting and for the wonderful hospitality extended by the

to the Council Members and the ICA staff.

39. Mr. Weeraman added that he would be retiring before the next meeting of the Council and he would therefore take the opportunity to thank the Chairman and all the Members of the Council for the support, guidance and collaboration given by them to him during his tenure of office as Regional Director.

40. The Chairman expressed his thanks to the hosts, the National Cooperative Council of Sri Lanka, for hosting the meeting.

41. The Chairman, on behalf of himself and all members of the Council, expressed his deep appreciation of Mr. Weeraman's work and said that during his six years' tenure as Regional Director "he has done a lot for us. He has guided the Regional Office in many ways with various activities," and said that "the Council has seen a marked improvement in the activities of the Regional Office during his period as Regional Director." He said that as he felt very sentimental about Mr. Weeraman's retirement, he was unable to express as fully as he wished to and expressed his sincere gratefulness to Mr. Weeraman for his services to the ICA and to the movements in the Region and requested the members to express their appreciation of Mr. Weeraman's services by applauding. The members responded with loud applause.

42. Mr. Weeraman again thanked the Chair and the other members of the Council for their appreciation of his work.

43. The Meeting then terminated with a vote of thanks to the Chair, which was passed unanimously.

*P. E. Weeraman*

P. E. Weeraman  
ICA Regional Director and  
Secretary, ICA Council for S.E. Asia

New Delhi,  
February 14, 1975

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