



Studies and Reports

INTERNATIONAL CO-OPERATIVE ALLIANCE, 11 UPPER GROSVENOR STREET, LONDON W1X 9PA



Sixth in the series

January 1971

The Co-operative Development Decade 1971-1980

This is the first of a number of CDD pamphlets which will be included within this series. These will be distinguished by green covers

ICA Library
334 ICA-C
ICA 00625





THE SECRETARY-GENERAL

6 November 1970

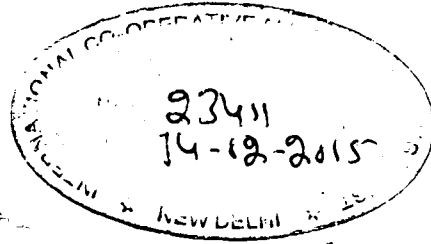
It gives me great pleasure to pay tribute to the efforts of the International Co-operative Alliance to promote friendly economic relations between co-operative organizations on both national and international levels.

I am glad to note that your organization will designate the decade of the seventies as the Co-operative Development Decade. By mobilizing the many co-operative organizations throughout the world to stimulate the development of co-operative movements in the developing countries, you will be making a greatly needed contribution to the implementation of the goals of the Second United Nations Decade.

I welcome the effective cooperation which exists between the International Co-operative Alliance and the United Nations and I look forward to the strengthening of our common bonds in the furtherance of economic and social development throughout the world.

36

U Thant



The Co-operative Development Decade

The first of January, 1971 is CDD-Day, the day on which the international co-operative movement launches its Co-operative Development Decade.

What is this Co-operative Development Decade? To start with, it is a pronouncement of a determination to succeed. It is the ICA's way of telling the world that over the next ten years the international co-operative movement intends, as its contribution to the UN Second Development Decade, to undertake a concerted and intensive campaign for the promotion of co-operatives in developing countries.

Looked at in this way, the Decade is a Resolution, a statement of intent, a focus for publicity—but it is all of these things with action in view. The value of publicity itself should not be underrated: its influence is obvious in the world of today. Enterprises and causes without number compete for popular attention and support, and no serious drive can hope to succeed without the techniques of persuasion.

Co-operation is a voluntary, evolutionary, democratic process resulting from initiative and enterprise at the "grass roots" by individuals motivated by the principles of self-help and mutual aid. Co-operatives cannot be imposed by edict

from above. Neither governments nor the ICA can plan or direct their formation or expansion. A true co-operative grows spontaneously from below.

But if co-operatives cannot be decreed, they can be nurtured. A great deal can be done, particularly in the less advanced countries of the world, to encourage their growth—through information, advice, co-ordination, education, training, research, financial help and expertise.

So the Co-operative Development Decade is much more than a slogan. It is a means of channelling to developing countries that tangible help essential for bringing strength to the young co-operative movements of those areas. This help can come from co-operators in developed countries, from governments in both developing and developed countries, from private groups like trade unions, churches, farmers' associations, and from UN and other international agencies. And CDD publicity can provide a powerful impetus to the flow of such resources.

The ICA intends to act as a nerve centre for this Decade operation of marshalling, co-ordinating and channelling resources to co-operative development in the less advanced countries. It will provide leadership; it will disseminate publicity

and information; it will help identify needs, the kind of help required to meet those needs and the potential sources of such support; it will advise on the designing of appropriate administrative machinery for matching needs with resources; and it will collaborate with all other agents of co-operative development.

There have been in recent years a number of examples of fruitful collaboration between the ICA and these agents. It will be the ICA's purpose as the Decade develops to multiply these instances of collaboration, and to seek to blend the various and sometimes overlapping activities into a coherent whole. The projects which are mobilised and publicised under the banner of the Decade will in many cases be activities which might in any case have taken place. It is hoped that the effect of the Co-operative Development Decade will be to co-ordinate and intensify these efforts and that there will be a considerable "snowball" effect as the Decade operations get under way.

If in the year 1980 co-operators are to look back on a fully successful Co-operative Development Decade it will be because the United Nations agencies, the governments and co-operative movements of developed and developing countries and many private organisations have all included in their programmes practical and successful schemes for the promotion of co-operatives. Full success will also imply that all these authorities have managed to co-ordinate their efforts rather than dissipate their strength in overlapping or unnecessary rivalry.

Clearly the ICA, in embracing the concept of the Decade, cannot itself directly determine the widespread series of decisions that will be involved in the achievement of these objectives. It can only seek to persuade, to prod, to cajole, to influence the decision-makers in a vast complex of power centres throughout the world. Its task therefore in 1970 is to

decide how it can deploy its own forces so that its efforts are maximised in this process of persuasion and influence.

* * *

How did the Co-operative Development Decade come about?

Obviously public interest in promoting co-operatives in developing countries does not date from 1st January 1971. The CDD follows a long period of evolution of strategy development—both general development and development through co-operatives.

There has been a distinct change in recent years in general development theory and practice. Increasing attention has been given to the enduring significance of the rural sector of life in developing countries and the "false start" of an earlier development strategy which neglected this factor. The stress is now on utilisation of local materials, on decentralised industry, on appropriate technology, on providing employment in rural communities and reversing the population flow to cities, and on developing human resources. A development strategy of this kind clearly provides a greater opportunity for deployment of co-operative ideas. Within it we can look forward to increasing recognition of co-operatives as vital instruments of economic development.

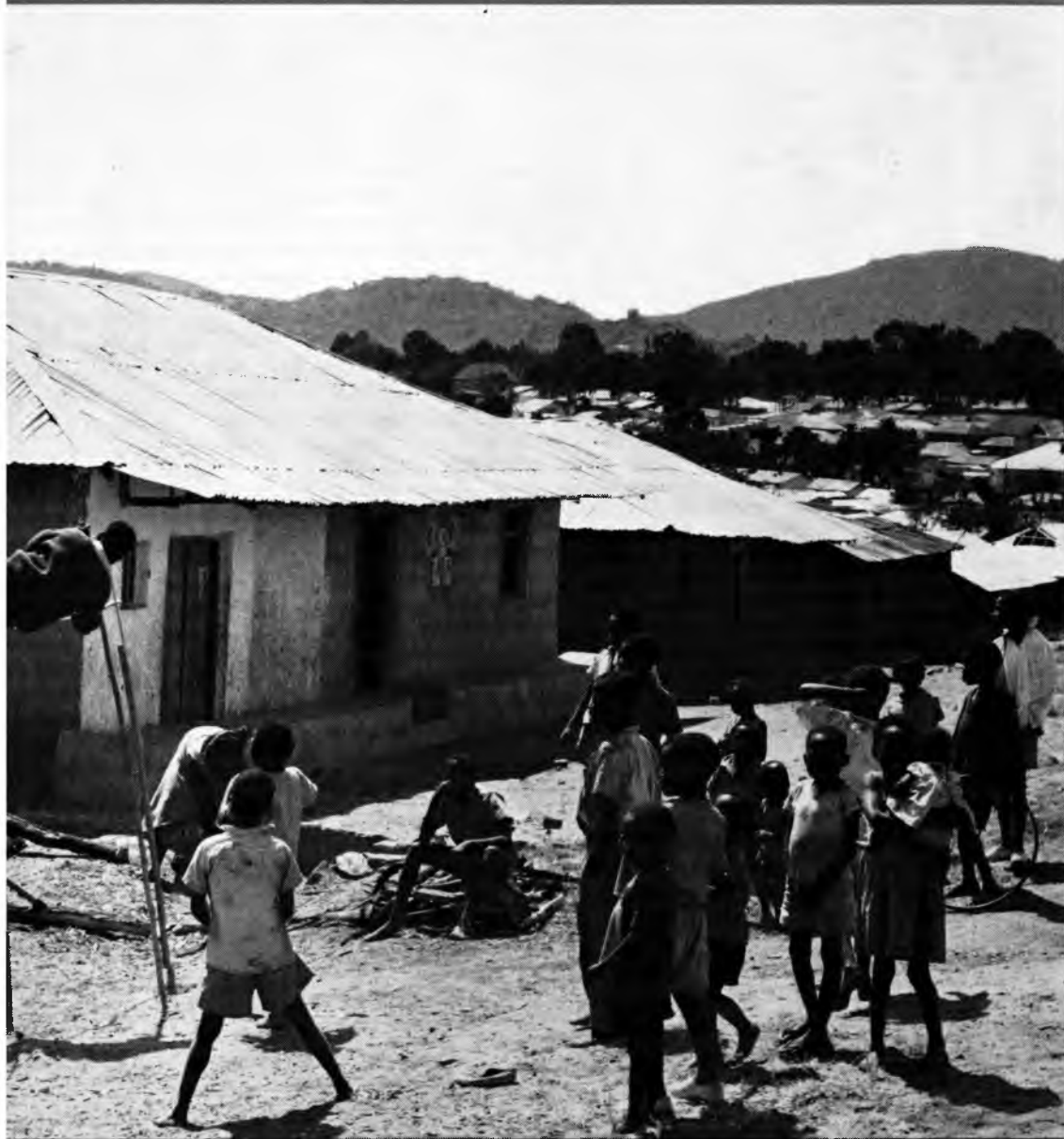
Also the Co-operative Development Decade is timely from the point of view of the historical development of the ICA itself. In the first half of the century the membership, activities and interests of the Alliance were largely confined to the developed world. Since the Second World War and particularly in the last fifteen years, the needs of the developing countries have played an increasing part in the deliberations of the Alliance. Our growing membership includes a progressively higher proportion from these countries. High-

*The Co-operative Development
Decade can mean . . .*



. . . more Food

*The Co-operative Development
Decade can mean . . .*



. . . more Housing

lights in the evolution of the development activities of the ICA were the adoption by the 21st Congress at Lausanne in 1960 of the Long-Term Programme of Technical Assistance and the subsequent establishment of ICA Regional Offices in Delhi and in Moshi and a close relationship with the Organisation of the Cooperatives of America. Moreover a number of our national movements have mounted significant programmes of aid to co-operatives on a bilateral basis. Thus a sound base has been formed from which to launch the new ten-year programme of co-operative development.

This is the background, but the specific developments which gave rise to the CDD concept relate largely to UN Resolutions. The first was an ILO Resolution in 1966 (Recommendation No 127) which characterised co-operatives as "important instruments of economic, social and cultural development as well as human advancement in developing countries". It was recommended that governments should aid and encourage co-operatives through economic, financial, technical, legislative and other measures, and that co-operative development should be integrated in national development plans.

In December 1968 the General Assembly passed a Resolution (2459/XXIV) which stressed the important role of co-operatives in economic and social development; asked the UN Economic and Social Council to consider the role of co-operatives in the United Nations Second Development Decade; urged UN member states to increase their help to co-operatives in developing countries; and requested the ILO and other UN specialised agencies and the ICA to assist in implementing the Resolution. Six months later the Economic and Social Council responded with a decision (Resolution 1413, June 1969) to undertake an assessment of the contribution which the co-operative movement can make to the

achievement of the goals and objectives of the Second Development Decade.

At the request of ECOSOC the ICA, as well as the FAO, ILO and UNESCO, submitted evidence which formed the basis of the comprehensive Report of the Secretary General on *The Role of the Co-operative Movement in the Achievement of the Goals and Objectives of the Second Development Decade* (E/4870, 27th March 1970).

The ICA reacted in yet another way by itself adopting at its 24th Triennial Congress in September 1969 a Resolution which warmly welcomed the initiatives of the UN and its specialised agencies and requested the administrative organs of the Alliance to prepare a programme for implementing those recommendations. As a direct consequence, the Executive Committee at its meeting in January 1970 decided to embark on a ten-year programme of enhanced activity in developing countries to be known as the "Co-operative Development Decade". This decision was confirmed by the Central Committee at its meeting in October 1970.

In the report on the Co-operative Development Decade which was approved by the Executive and Central Committees it was pointed out that the Co-operative Development Decade shows the determination of the ICA that "the resolution within the United Nations shall not become, as so many resolutions do, mere pious expressions of hope but should lead on to positive action and practical, visible consequences.

"We Co-operators must first recognise that within the United Nations there is at present no part of its machine and no central will which can ensure the implementation of the Resolutions. There is plenty of *goodwill* towards cooperatives but a lack of *will* to get things done. The ICA can supply this will and intends to do so. If co-operatives are to flourish throughout the world it will be co-operators who

will see to it. No one else will provide the leadership for us.

“This need neither surprise nor deter us because ‘do-it-yourself’ is at the heart of the co-operative philosophy. Nor does this mean that we must do everything by ourselves alone and that the only resources available for the task are those which we ourselves can muster from our own members. There are powerful allies whose aid we must enlist, notably the World Bank and the UN Specialised Agencies as well as those governments which take a positive and progressive attitude concerning development aid. Others would be international organisations, cognate to the ICA, such as the International Federation of Agricultural Producers, trade unions and other non-governmental organisations which have an interest in social and economic development.”

Meanwhile the UN impetus continues. In May 1969 a Resolution was adopted by UNIDO which stressed “the importance for industrial development of mobilising local human, natural and financial resources which could be assisted by the co-operative movement leading to the economic activation of less developed regions”. The Resolution requested that proper attention should be given to government requests from the developing countries for technical assistance in the industrial co-operative sector, where UNIDO as well as the specialised agencies can play an important role.

Subsequently at the Spring 1970 meeting of the ECOSOC there was a full-scale debate on the Secretary General’s Report, and in June 1970 the definitive ECOSOC Resolution was adopted. This Resolution (1491)

affirms that promotion of co-operatives should be an important element in the strategy of the Second Development Decade;

asks the Secretary General to collaborate closely with the directors

of ILO, FAO, UNIDO and other specialised agencies and with the ICA and other non-governmental organisations in putting into effect a concerted programme of co-operative development in the less advanced countries;

urges the developed countries to assist and support the developing countries by maximising the co-operative contribution to economic and social development;

invites those developing countries which have experience in the field of Co-operation to advise other developing countries on the promotion of co-operatives;

invites governments, especially in the developing countries, to review their policies on Co-operation to ensure maximum participation of the population in the co-operative effort and also to increase their own support to co-operatives;

recommends that UN agencies should give particular attention to requests from developing countries which want to promote co-operatives; and

asks the Secretary General to report to the Council in 1972 on measures taken to implement the Resolution.

* * *

Whose responsibility is the CDD? The ICA’s objective in launching the Decade is to ensure the growth in numbers and in strength of co-operatives as instruments of economic and social development. But it is important to understand that the ICA is not in control of co-operative societies or its affiliated national movements. It cannot, and would not wish to, plan or direct their formation or development. Nevertheless there are various ways in which existing co-operative societies and

*The Co-operative Development
Decade can mean . . .*



. . . more Manufacture

*The Co-operative Development
Decade can mean . . .*



. . . more Education

national movements, national governments, the UN and other international bodies, and the ICA itself can encourage, advise, develop and support co-operative enterprises in less advanced countries. These are the agents of co-operative development and it is on them that the responsibility for the Co-operative Development Decade rests. Let us deal with them one by one.

* * *

The Contribution of Co-operators to the Co-operative Development Decade

The leading role in the CDD is naturally that of co-operators themselves. However successful Decade efforts may be in engaging the interest and support of governments and international agencies, co-operators themselves must be prepared to provide the leadership, the “know-how” and the spirit of mutual aid. Therefore any help which co-operative movements can muster, whether in money or in expertise, is more important pound for pound, and man for man, than the assistance which comes through governments—not merely for the material help provided but also as a symbol of mutual aid on a voluntary basis. It is not only bricks and mortar and capital equipment which matter, valuable though these are. The human and co-operative links between people are of even greater significance.

It is co-operators in developed countries who are in the best position to support co-operative development in poorer countries. This is because they have more experience and expertise. Over recent years and at an increasing rate they have been making significant contributions. But it is the hope and the expectation that during the Co-operative Development Decade these contributions will be stepped up dramatically and that their effectiveness

will be enhanced through coordination and planning in collaboration with the recipient movements and with other donor agencies.

There are many different ways in which national movements in industrialized countries can help their fellow co-operators overseas. These include:

— raising money from members and giving it either bilaterally to specific co-operative projects abroad or to the ICA Development Fund;

— training courses and the preparation of training materials designed to acquaint members with co-operative principles and to impart basic administrative, managerial, bookkeeping and occupational skills to co-operative officials and staff. These may take place either in the donor country or in the country of the co-operators at the receiving end;

— sending of co-operative experts to provide technical assistance in building up specific co-operative projects and in training local counterpart personnel. Such co-operative expertise is valuable even when financed by international agencies, but where it is possible for co-operators themselves actually to second skilled personnel at their own expense, this represents a double contribution;

— similarly, co-operative volunteers for overseas development work can provide leadership, enthusiasm, training in co-operative principles and basic skills.

Although co-operators in *developing* countries are considered to be mainly recipients in the Decade operation, there is much that can be done by national movements in these areas, especially movements which have acquired some experience over the years.

Firstly and most important, it is crucial to have their collaboration in identifying the technical assistance needs of co-operatives in their countries, in bringing their co-operative planning into line with national development plans of their governments, and in co-ordinating

and preparing technical assistance requests by their governments. Such careful preparation in the field has enormous potential for increasing the effectiveness of aid to co-operative development.

Secondly, it would be appropriate for national movements in the developing countries to be asked to make some contribution, however small, to the ICA Development Fund. This follows from the fact that the Decade operation is conceived on a world-wide scale and that all kinds of organisations are to be encouraged to play a role in the programme. Hitherto the Development Fund has been built up exclusively by contributions from the co-operative movements of developed countries, although member movements in developing countries have been sharing the costs of the activities of ICA's Regional Offices. It is clear that the potential is there and if a practical arrangement could be worked out to obviate the problem of foreign exchange, such contributions might be used, for example, to underwrite intra-regional training programmes. Although it would be clearly understood that large sums would not be expected, the principle is of some importance insofar as it emphasises the value of mutual aid. Moreover the Fund might gain considerably since even small contributions from a large number of contributors could add up to an appreciable amount.

* * *

The contribution of governments to the Co-operative Development Decade

In a number of *developing* countries governments regard co-operatives as important instruments of economic and social development and accordingly give them substantial financial and technical support. This help takes various forms: loans, grants, subsidies, purchase of share capital, training facilities, agricultural extension

services and special trading concessions. In many cases this government support has been crucial, particularly in the initial phases of co-operative development. It is one of the objectives of the CDD to stimulate further help of this kind and to encourage governments to incorporate planning for co-operative development in their national development plans.

Governments of *developed* countries can promote the CDD cause in either or both of two ways: (a) by making a contribution to the ICA Development Fund, or (b) by channelling funds bilaterally to developing countries either via their own co-operative movement or via the government of the overseas country.

(a) Implementation of Decade proposals will require a Development Fund considerably larger than can result from even more generous contributions by member organisations. Therefore governments should be asked to make contributions from their Technical Assistance funds. Some governments with a progressive attitude towards aid for development are looking for opportunities to work with voluntary agencies for specific programmes, particularly voluntary agencies of a multilateral kind.

(b) The possibilities for bilateral assistance from governments of industrialised countries are too diverse even to be listed here. Outstanding examples which spring to mind include the complicated and extensive network of co-operative aid which is channelled from the US AID through US co-operatives to Latin America, Africa and Asia; the many co-operative projects underwritten by the Swedish International Development Agency (SIDA); and support by the British Ministry for Overseas Development (ODM) to courses at the Co-operative College in Loughborough for overseas co-operators, to a new Co-operative College in Uganda and to a conference on Technical Assistance for Co-operatives to be held in April at Loughborough.

The contribution of voluntary organisations to the Co-operative Development Decade

There are many examples in the developing world of co-operative promotion by missionaries and church welfare workers, and this is a source of help which will be encouraged during the Decade.

Of even greater potential, perhaps, is the work of international trade union federations in developing countries. It is noteworthy that co-operatives and trade unions share the same fundamental objectives. Both are designed to combat poverty, ignorance and lack of equal opportunity for the working classes. And both emphasise the spirit of service, of collective efforts and of making man rather than capital the basis for distribution of economic power and resources.

Trade unions are searching for a role in the developing countries and the indications are that this role may well be, in part, that of promoting co-operatives. Accordingly efforts should be made to stimulate closer collaboration on development projects between international trade union federations and the international co-operative movement. Already it is clear that fruitful fields for such collaboration include the use by trade unions of co-operatives as channels for recruitment, extension services and savings programmes; trade union promotion of production, supply, marketing, consumer, credit and labour contracting co-operatives; trade union and co-operative co-ownership of productive or trading units; and joint trade union and co-operative research and training facilities.

* * *

The United Nations contributions to the Co-operative Development Decade

The UN and its specialised agencies have been doing much more than pass reso-

lutions. For many years they have in a number of tangible ways actively supported the promotion of co-operatives in developing countries. Concretely this has meant that financial resources were channelled from the UNDP via ILO, FAO, UNESCO and UNIDO into specific co-operative projects in Latin America, Africa and Asia. These investments have taken the form of capital equipment, buildings and installations, or they have financed the sending of technical experts.

The ILO has been a pioneer in this work. It has many co-operative experts in the field; it has supported a large number of specific co-operative projects; and it has published monographs and studies on various aspects of co-operative development (including a study under sub-contract to the ICA). More recently the ILO has been promoting the concept of Co-operative Enterprise Development Centres. These centres are technological institutes, intended to promote practical activities by giving technical, administrative, financial and accounting advice and training to co-operative staff and members as well as through basic research.

Similarly the FAO has a co-operative section, sends experts to the field, supports specific projects and undertakes co-operative studies; recently, for example, it has been collaborating with the ICA on a joint project involving case studies on agricultural processing.

Several important phases of UNESCO's work have a bearing on co-operative activity, including out-of-school education, adult education and functional education, and efforts are being made to forge closer links between UNESCO and the ICA. Meanwhile UNESCO has co-sponsored conferences such as the UNESCO/ICA Conference on Co-operative Education held in Switzerland in December 1970, and has provided travel grants for participants in co-operative seminars.

Finally UNIDO, the youngest member of the UN family, has expressed an active interest in the role of co-operatives in the industrialisation of developing countries. It is currently preparing a report on industrial co-operatives with the advice of the ICA. Also it proposes to finance the sending of co-operative experts to advise developing countries on promotion of industrial co-operatives. It would do this through a series of service contracts under which the ICA would undertake to locate and service the expert and supervise him in the preparation of his report.

These are major developments in themselves; but viewed from the perspective of the potentialities for co-operative development if the financial resources of the UN could be married to the expertise available within the co-operative movement throughout the world, they represent only very small and tentative first steps. If a small fraction, say 5 per cent, of the total resources which the UN now pours into development of the Third World were channelled into implementing its recent resolutions on promotion of co-operatives, the dimensions of the co-operative programme in these areas would be dramatically expanded—indeed transformed from a mere beginning to a serious, comprehensive broadly-based promotional campaign. And if the World Bank (IBRD) and the regional development banks for Asia, Africa and Latin America were to be involved—and they have already shown an interest—the prospects would be even more staggering.

* * *

How can these various contributions to Co-operative Development be Co-ordinated within the framework of the CDD?

The Need for Co-ordination

We have pointed to individual contributions by various parties interested in

promoting co-operatives in the developing countries, including national co-operative movements, governments, UN agencies and private organisations such as church groups and trade union federations. But what has not been conveyed is the complexity and flexibility of the collaborative network through which these separate bodies join forces in giving this help.

From a sample of a few dozen selected from hundreds of available cases of assistance to co-operatives in developing countries, the ICA recently made a rough analysis of the different patterns of collaboration involved. This revealed an impressive variety of combinations.

In Maharashtra State in India, West German consumer co-operatives contributed earmarked funds via the ICA Development Fund and collaborated with the Indian Government and the ICA Regional Office in building and operating a co-operative dairy.

In Ecuador, a rice growers' co-operative was set up with the help of funds lent by US co-operators and guaranteed by US Aid and with the backing of the government of Ecuador.

In Dahomey, Norwegian, Swiss, and French co-operators contributed funds (some of them earmarked in the ICA Development Fund) and collaborated with the FAO in setting up fishing, marketing and supply co-operatives for Dahomey fishermen.

In the Congo, the Congo Protestant Relief Agency collaborated with village livestock co-operatives to provide them with cattle; and in Colombia, the West German Catholic Aid Society (MISEREOR) has set up a co-operative factory for industrial clothing.

In Mehrauli, India, the Co-operative League of the USA collaborated with the government of India and the Ford Foundation to provide co-operative irrigation.

*The Co-operative Development
Decade can mean . . .*



. . . more Services

*The Co-operative Development
Decade can mean . . .*



. . . more Finance

In Panama, CUNA International collaborated with US AID and the Panama Housing Institute and US Peace Corps volunteers on a co-operative self-build housing project.

In Anand, India, FAO and OXFAM collaborated with the Kaira District Co-operative Milk Products Union Ltd to install a cattle feed factory.

In Chile, the International Co-operative Bank collaborated with the Inter-American Co-operative Finance Development Society (SIDEFCOOP) to finance expansion of facilities for an industrial co-operative, SODIMAC, which manufactures building materials.

In Brazil, the National Rural Electrical Co-operative Association (US), the Inter American Bank, the state electric companies and the National Agricultural Development Institute collaborated to set up rural electricity co-operatives.

In Moshi, Tanzania the governments of Tanzania, Sweden and Denmark together with Swedish co-operators collaborated to provide mobile co-operative educational units. Also in Moshi the Co-operative Educational Centre collaborated with a UNESCO work-oriented literacy project in the Lake Victoria region.

In Kenya, the governments and co-operators of four Scandinavian countries collaborated on a comprehensive programme of assistance and advice to marketing co-operatives.

In Pakistan, the many-sided co-operative experiment at Comilla represented the combined efforts of the Ford Foundation, Michigan State University, the Academy of Rural Development, Japanese farm experts and the governments of the United States and of East Pakistan.

In Latin America, the American Institute for Free Labor Development installed rural service centres financed by funds from the trade union federation AFL-CIO and the US AID.

The world's largest co-operative business transaction, a co-operative fertiliser production complex now under construction in India, has been made possible by the collaboration of co-operators in the USA and India with the British, US and Indian governments.

This variety and profusion in sources of good will and material support for co-operative development is highly encouraging for the Decade cause. At the same time, however, it does create problems from the point of view of administering a co-operative aid programme. Obviously in relation to aid there cannot be "too many fingers in the pie"; but without co-ordination a lot of pie can be wasted.

Profusion can create confusion in several different ways. The various donors may not be fully briefed on the real needs of the recipients in terms of priorities. They may not be aware of even more pressing needs elsewhere in the area. They may be duplicating other efforts being made to fill the same needs. They may be pursuing objectives that do not accord with the development plans of the government concerned. They may be making unnecessary mistakes simply because they are not informed of relevant co-operative experience elsewhere in the world. And they may not be utilising the most competent experts simply because they do not know of their availability. As a result efforts and resources are wasted, valuable time is lost, and the effectiveness of co-operative aid is seriously diluted.

Thus the need for co-ordination is acute—co-ordination within the United Nations family of agencies, co-ordination within the international co-operative movement, and co-ordination between these two spheres and with voluntary organisations.

The Role of COPAC

There has recently come into being a Committee which can be highly valuable for co-ordinating efforts at the United

Nations level. This is the Joint Committee for Promotion of Agricultural Co-operatives. Its purpose is described in its name. Its constituent bodies are the Food and Agricultural Organisation, the International Labour Organisation, the International Co-operative Alliance, the International Federation of Agricultural Producers and the International Federation of Plantation, Agricultural and Allied Workers. It is an infant organisation which has yet to prove itself, but clearly it has the structure for performing all three of the co-ordinating roles described in the last paragraph. Already it is sponsoring a major study on the international financing of co-operatives in developing countries.

The Role of the ICA

On a number of scores the ICA qualifies as co-ordinator of the Decade programme of co-operative aid to developing countries.

Its most important asset is the direct contact which it has with co-operators at the grass roots. This contact is maintained through several channels of communication and influence: through its affiliated member organisations; through its Executive and Central Committees composed of leading co-operators who represent national movements; through its Regional Offices in East Africa and in South East Asia which are linked via Advisory Councils with national movements, and its close association with OCA in Latin America; and through its Auxiliary Committees which are organised on a functional basis comprising responsible co-operative officials in the fields of agriculture, fisheries, wholesaling, retailing, banking, insurance, housing, workers' productive societies, petroleum, consumer protection, co-operative libraries and documentation, women co-operators and the co-operative press.

The ICA's consultative status with the UN is invaluable, enabling it to make official representations at meetings of the

UN General Assembly and the Economic and Social Council and to work closely with the co-operative branches of the UN specialised agencies. Similarly the ICA has over the years built up close working relations with a number of non-governmental organisations, including particularly the IFAP, various research institutes and foundations and a number of international trade union federations.

With respect to financial resources the ICA is also in a position to play a useful co-ordinating role. It cannot itself directly contribute funds to co-operative development since its income derives primarily from subscriptions of member organisations, and these barely cover operating expenses. However it does administer the ICA Development Fund which so far has been largely built up from donations by affiliated national movements. It is hoped that Decade efforts will increase the Fund, through increased contributions from affiliated movements, governments and international organisations, to a level which could be of real value in the development campaign.

Another major asset of the ICA is its capacity to make available expertise for co-operative development. To a limited extent such expertise is provided by the specialised staff at the London Secretariat and in Regional Offices. More significant is the functional know-how which can be mobilised through the Auxiliary Committees and Working Parties.

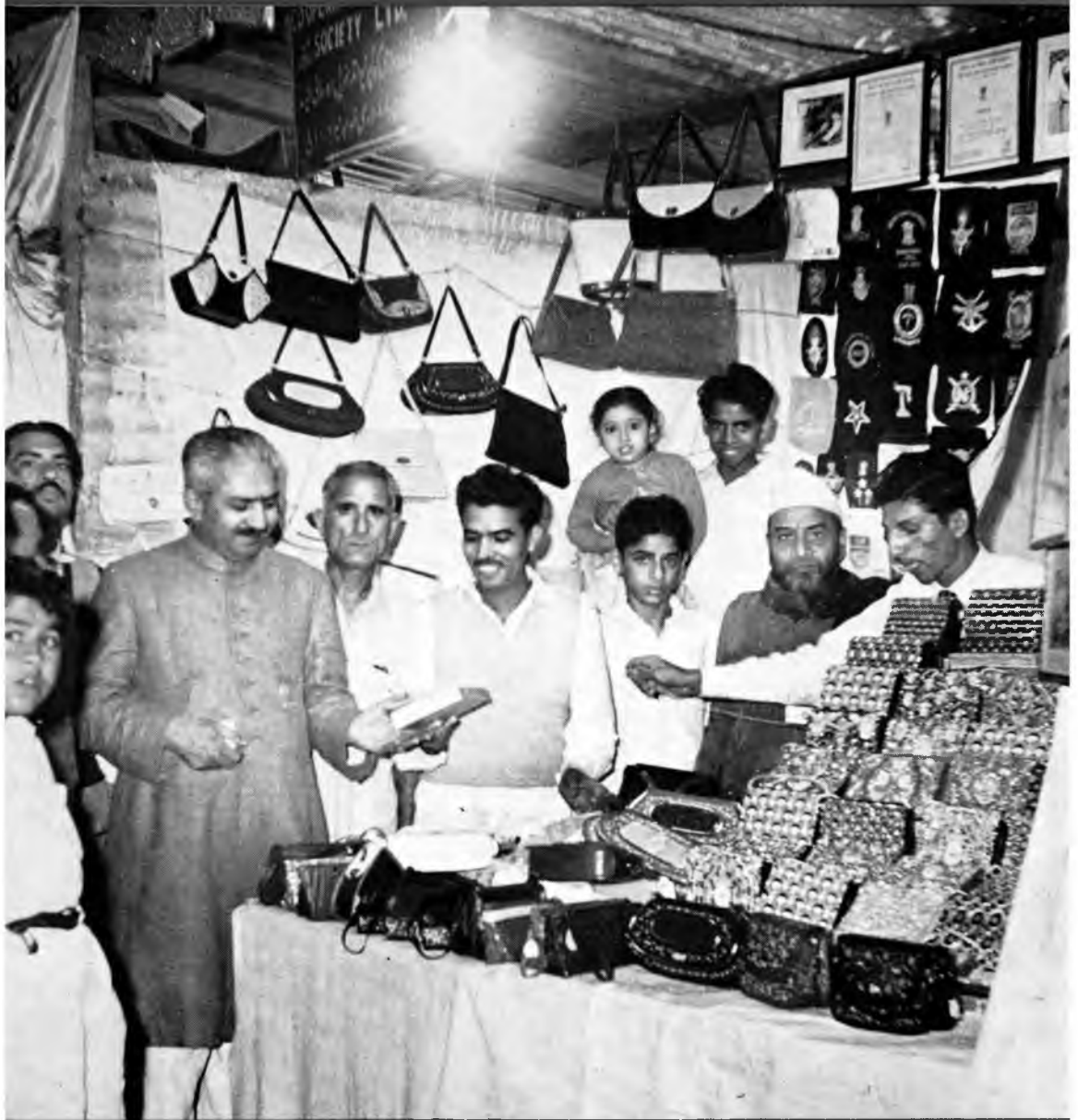
Over the years the ICA has in a minor way served as a clearing house for technical assistance requests from member co-operatives by contacting member movements in developed countries in an effort to locate advisory services or field experts to meet the requests. On occasion it has performed this same function in respect of UN attempts to find experts for co-operative projects. The ICA hopes, with the collaboration of member organisations and its auxiliary bodies, to increase the

*The Co-operative Development
Decade can mean . . .*



. . . more Trade

*The Co-operative Development
Decade can mean . . .*



. . . more Shops

efficiency of this operation—in part by compiling and maintaining an up-to-date register of available co-operative experts in various fields of specialisation, and in part by rationalising its procedures.

As noted earlier, publicity has a major and constructive function in the CDD operation by way of evoking interest and stimulating potential collaborators to greater efforts. As the Secretariat for the international co-operative movement, and because of its close links with governments, the UN and other international bodies, the London headquarters of the ICA has a unique role to play in this respect. Already steps have been taken to explain the Decade concept—by briefing the newly created Co-operative Press Working Party; by planning for a quarterly “wall newspaper” or poster with international and local CDD news items; by projecting an annual CDD calendar to be sold for the benefit of the ICA Development Fund; by sketching a series of syndicated articles on the CDD to be published fortnightly in the co-operative press of member organisations; by accepting an offer from the Czech co-operative movement to manufacture metal CDD badges for sale in various countries with the proceeds going to the ICA Development Fund; and by publication of a descriptive brochure on the Co-operative Development Decade.

Information is an indispensable work tool for co-operatives interested in supporting specific aid projects; and here again it is clearly the function of ICA, with its wide network of communication with member organisations and national and international organisations, to ensure that up-to-date data are made available on all aspects of co-operative development in the less advanced countries—including particularly the needs of recipients, the resources required, the aid plans and projects of various donors, and the kind of documentation which can be made available on co-operative development ex-

perience throughout the world. The ICA is already active in the field of information through its various publications including, the *Review of International Co-operation*, its monthly *Co-operative News Service*, *Agricultural Co-operative Bulletin*, *Consumer Affairs Bulletin*, its series of *Special Studies*, a series of calendars and directories with specific details on member organisations, international meetings, technical assistance projects, co-operative educational institutions, co-operative travel agencies, bibliographies, etc, a wide range of special publications on particular subjects; and of course through maintaining a specialised library of Co-operative publications. Over the period of the Decade strenuous efforts will be made to increase the range and the effectiveness of these activities.

Underlying both publicity and information is the fundamental co-operative research which provides the data to be disseminated. Clearly a good deal more research will be required for Decade purposes, and particularly during the preparatory phase, in order to provide the hard facts on which realistic projects must build. To an extent the ICA itself can and will initiate such studies with the support of its member organisations and international organisations. Research is already under way on international finance for co-operatives in the developing countries, on co-operative legislation in developing countries, on co-operative processing, on co-operative trade between developed and developing countries, and on various aspects of co-operative education and of co-operative housing. But much remains to be done by way of stimulating and co-ordinating investigations into a number of other fields—including co-operatives as instruments of technology transfer, collaboration between trade unions and co-operatives, co-operative farming, marketing and supply co-operatives, fishery co-operatives, multi-purpose co-operatives, co-operative insurance, consumer co-op-

eratives and the co-operative role of women in developing countries.

Above all it is important to accumulate much more data on existing co-operative movements in developing countries. For preparing a Decade action programme it would be useful to have an overall view, separately for each area, of what has been achieved so far in terms of development of co-operatives and their economic viability and leadership potential; what development plans there are for the years immediately ahead; and what the major requirements are in terms of finance, training and other forms of technical assistance. For South-East Asia such an investigation is under way with advice from the Regional Office and financial assistance by the Japanese Central Union of Agricultural Co-operatives. It may be that similar surveys will be undertaken in Africa and Latin America by interested organisations. Meanwhile an attempt should be made, with the help of member organisations and the Working Party of Librarians and Documentation Officers, to accumulate at ICA headquarters as complete and up-to-date a collection as possible of existing country and regional surveys of co-operatives in developing areas.

The ICA does not, however, approach the problem of co-operative research primarily in terms of what can be accomplished by its own efforts. It is well aware that a great deal of such research is taking place not only within national movements, but also in various universities, colleges and research institutions and in international bodies. To increase the practical value of such work and to avoid duplication of effort it hopes to compile a central research register and a system for keeping it up to date, and making the information available to co-operatives and other organisations throughout the world.

* * *

In one sense there is scarcely anything in the Co-operative Development Decade

that is new except the will to act. In another sense it is an innovation of vast potential. For the last twenty years and more, co-operatives have been recognised by some as vital instruments of development. Resolutions have been passed. Aid has been given by governments and by movements. The UN agencies have a history of involvement in co-operative development. But the efforts have been piecemeal and unco-ordinated. The ICA has conceived and promulgated the Co-operative Development Decade as the means of supplying six things which have hitherto been lacking or inadequate.

It is a call to action, on a co-ordinated world-wide front, for the development of co-operatives in order to accelerate social and economic growth.

It is a challenge to the co-operative movements of the developed countries to provide increased technical assistance to co-operatives.

It is a challenge to the co-operative movements of the developing countries to formulate more clearly their short- and long-term needs for assistance.

It is a stimulus to governments of donor nations to work more closely with their own co-operative movements in aiding developing countries.

It is an opportunity for voluntary organisations such as church and civic groups and trade unions to contribute to the promotion of co-operatives.

Finally it is an opportunity for the UN agencies to co-ordinate their co-operative programmes not only with each other but also with the ICA and with the bilateral assistance programme both of governments and of co-operative movements.