

INTERNATIONAL COOPERATIVE TRADE
(SOUTH-EAST ASIA)



INTERNATIONAL COOPERATIVE ALLIANCE

Regional Office & Education Centre for South-East Asia

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REPORT OF THE

CONFERENCE ON INTERNATIONAL COOPERATIVE TRADE IN SOUTH-EAST ASIA

TOKYO (JAPAN)

JUNE 3-22, 1968

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for South-East Asia
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INTERNATIONAL COOPERATIVE ALLIANCE
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CONFERENCE ON INTERNATIONAL COOPERATIVE TRADE IN SOUTH-EAST ASIA
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R E P O R T

A Conference on International Cooperative Trade in South-East Asia was organised in Tokyo during June 1968 by the International Cooperative Alliance Regional Office and Education Centre for South-East Asia in collaboration with the Central Union of Agricultural Cooperatives in Japan. The venue of the Conference was the Institute for the Development of Agricultural Cooperation in Asia (IDACA). The inaugural session was addressed by Mr. H. Yanagida, Executive Director of the Central Union of Agricultural Cooperatives and Chairman of the ICA Agricultural Sub-Committee for South-East Asia, and also, among others, by Mr. Makoto Mihashi, Managing Director of the National Purchasing Federation of Agricultural Cooperative Associations. The valedictory address was given by Mr. A. Miyawaki, President of the Central Union of Agricultural Cooperatives.

2. The Conference was attended by 16 participants from Australia, Ceylon, India, Indonesia, Japan, the Republic of Korea, Malaysia, Pakistan, the Philippines and Thailand. Observers from the Food and Agriculture Organisation of the United Nations (FAO), International Labour Office (ILO), International Federation of Agricultural Producers (IFAP), and the International Confederation of Free Trade Unions (ICFTU) also attended. Lecturers were drawn mainly from the Cooperative Movements of Japan and Australia and the international agencies represented at the Conference. Working Papers on most of the subjects discussed were circulated in advance.

I. BACKGROUND AND OBJECTIVES OF THE CONFERENCE

3. The Conference was the result of a series of measures initiated by the International Cooperative Alliance (ICA) in promoting international cooperative trade. The Survey on "Trading of Cooperatives - South-East Asia", which was conducted by the ICA on the recommendation of the Cooperative Ministers' Conference held in Tokyo in April 1964, had recommended that opportunities for training be provided for managerial personnel working with cooperative trading organisations in the South-East Asian Region. The Third Asian Agricultural Cooperative Conference (3rd AACC) held in New Delhi in January 1967 also recommended to the ICA to provide such training facilities in trade. The ICA Agricultural Sub-Committee for South-East Asia, under its terms of reference, is keenly interested in developing economic relations among cooperative organisations in different countries. With a view, therefore, to give a concrete shape to the above recommendations, the proposal to organise this Conference was mooted. The Central Union of Agricultural Cooperatives and the IDACA very readily extended their cooperation in agreeing to the ICA proposal for organising the Conference in Tokyo.

4. The Conference was intended to bring together representatives of cooperative trading organisations in South-East Asia and to provide them with an opportunity to discuss their own experiences, and to explore new opportunities for trade contacts. It was also intended to give the delegates an opportunity to study the trade operations and methods of the Japanese Cooperative Movement. Accordingly, a five-day study visit to cooperatives in the Tochigi Prefecture was organised. As Japan was one of the biggest importers of several primary commodities and raw-materials from the Region, the Conference enabled the delegates to initiate bilateral trade negotiations with leaders of the Japanese Cooperative Movement.

II. REVIEW OF RECENT DEVELOPMENTS IN INTERNATIONAL TRADE

5. During recent years, almost all nations of the world have shown keen interest in the sphere of international trade and several international organisations are already engaged in assisting member countries in expanding their trade across national boundaries. Among

the various forums created by these organisations to conduct on-going discussions on the issues relating to trade, particular mention could be made of the UNCTAD, the GATT, the ECAFE Committee on Trade, and the United Nations Department of Social and Economic Affairs. The FAO is also seriously concerned with the problems of trading in agricultural produce. The Kennedy Round of negotiations which discussed tariff and non-tariff preferences have already been concluded. In addition, regional economic groups such as the Commonwealth Organisation, the European Economic Community (EEC) and the European Free Trade Area (EFTA) have initiated several measures to promote trade among their respective groups of nations.

6. Despite continuous efforts through these organisations, the general situation for trade by developing countries still remains very unsatisfactory. Except for a small increase in business with the Socialist countries, developing countries have been gradually losing their trade with the developed countries. Even if some increase is recorded in trade volume the net gains are going down due to a steep fall in the prices of primary commodities. Within the Region, Japan and Australia were the major countries which showed considerable increase in their export earnings. Between 1960-66, the share of the developing countries in the total world exports was reduced from 1/4th to 1/5th. The Second Conference of UNCTAD held in New Delhi during February-March, 1968, did not fulfil the expectations of the developing countries in the field of tariff, non-tariff, non-reciprocal and non-discriminatory preferences. The Conference could not take a final decision on the scheme of preferences; and various questions relating thereto as well as other matters have been referred to the Trade and Development Board. Also, in the field of commodities, no agreement could be arrived at, and the scheme for supplementary finance formulated by the World Bank was considered but without a final decision. The agreement in principle to provide 1% of GNP by developed countries as aid to developing countries could not be supported by assurances that such a target would be reached within a particular time.

7. In the context of these developments, trade by Cooperative Movements in the developing countries could not be expected to show any spectacular results. Except in the case of Japan and Australia, most of the cooperatives in the Region have yet to establish themselves as

important trading organisations. The marketing structure within the cooperative movements is yet to come up to a standard from which they will be in a position to trade effectively. Those which have already initiated import-export activities are finding it difficult to compete with the firms already established in foreign trade. They lack not only the necessary experience but also the facilities required for undertaking imports and exports. The lack of trained personnel to man different trade operations coupled with the absence of well-organised market intelligence services make the position of cooperatives untenable in a competitive set-up.

8. Government regulations, quota restrictions and monopoly by State trading organisations in handling certain commodities provide little scope to cooperatives who wish to enter this field. It may also be difficult for cooperatives in some countries to obtain import-export licences in commodities in which private or governmental agencies are already functioning.

9. One of the most serious obstacles in undertaking international trade is the scarcity of foreign-exchange. As the balance of payments difficulties are faced by most of the developing countries, the governments there are reluctant to provide foreign-exchange for imports by cooperatives because of their limited exports.

III. A SUMMARY OF NATIONAL STATEMENTS

10. The following is a brief review of the present position of foreign trade by cooperatives in different countries in the Region. This review is based on the country statements prepared by the delegates attending the Conference.

AUSTRALIA (WEST)

11. The Westralian Farmers' Cooperative Limited (Wesfarmers), which was represented at the Conference, has an impressive record of progress during the last 53 years it has been in existence. At present the Wesfarmers are engaged in the marketing of wool, skins and hides and livestock; supply to farmers, graziers, orchardists and dairy producers, merchandise of all descriptions including farm machinery, equipment and tractors, fertilizers, chemicals, hardware, fuels, farm

buildings and general store-keeping lines. The Wesfarmers are also engaged in the purchase, packing and export of apples and pears to Europe, Asia and Africa. A number of its subsidiaries undertake multifarious activities such as road transport, distribution of agricultural inputs and processing of agricultural produce.

12. Though the total volume of wheat in Australia is handled by the Australian Wheat Board, it has delegated its responsibilities for collection of grain to the Cooperative Bulk Handling Limited. The Wesfarmers handles more than 25% of the wool at auctions in the State of Western Australia, though it faces, as also the other cooperatives in Australia, severe competition from large non-cooperative buyers and exporters including the foreign trading organisations based in Western Australia. The Wesfarmers offer the farmer complete service for the marketing of sheep, cattle and pigs in Western Australia. An export outlet is offered in the shipment of live sheep, cattle and pigs to various Asian countries and Kuwait. It also handles about 29% of sheep and 21% of cattle and sells more than 48% of the whole milk marketed in the State. In recent years, it has commenced exporting fresh vegetables mainly to Singapore and Malaysia. Limited quantities are also shipped to the Arabian Gulf States.

13. During 1967, cooperatives in Western Australia sold produce on behalf of shareholders, and supplied goods and services to a combined value of 167 million Australian Dollars, representing an increase of over 7 million dollars on the previous year. The surplus realised from this trading amounted to 6.65 million dollars.

CEYLON

14. The All Ceylon Agricultural Producers' Cooperative Societies Union, which was formed in 1961 with the initiative of the Government of Ceylon, is at present engaged in the marketing of fruits, vegetables, vegetable seeds, arecanuts, pepper and spices. In vegetables, it accounts for 30% of the total trade. At present, arecanut is the main export commodity handled by the Union, and during 1958-59, India was the main importer of arecanut from Ceylon accounting for almost 93% of the total exports. During recent years the export to India has declined to a considerable extent owing to unattractive prices although efforts are

being made to increase the exports at a reasonable price. The import of this commodity into India is handled by the State Trading Corporation. The Union also exported arecanuts to Maldives in 1962. The Conference was informed that the Union intends to take over from the Government of Ceylon the function of importing vegetable seeds into the country.

15. The Northern Province Fishermen's Cooperative Societies Union, which was established in 1959 has at present a membership of 45 societies. Out of the 5,500 fishermen organised into cooperatives, about 1,500 are members of this Union. The Union has the monopoly in exporting beche-de-mer, the annual production of which is about 2,400 cwts. About 500-600 fishermen are actively engaged in beche-de-mer fishing. The other fishery product exported by the Union is conch-shells to India and Pakistan. The Union is already in touch with an East Pakistan cooperative and the West Bengal Small Industries Corporation Limited in Calcutta, for the import of conch-shells in their respective countries. In addition, the Union is exploring the possibility of exporting fishery products, such as shark fins and fish maws.

INDIA

16. In India, the National Agricultural Cooperative Marketing Federation (NAFED) and a few State-level agricultural cooperative marketing societies are engaged in export-import activities. A few processing societies also undertake direct exports.

17. The export business of cooperatives has recorded a 100% increase in 1966-67 over the previous year. Bulk of these exports are handled by NAFED, the Maharashtra State Cooperative Marketing Federation and the Gujarat State Fruit & Vegetable Marketing Society. The main commodities exported were pulses, bananas, coconuts, copra cake, onions and fruits and vegetables and were mainly directed to markets in U.K., Ceylon, Kuwait, Mauritius, U.S.S.R., Italy, Denmark, Switzerland, West Germany and Hong Kong. Pulses accounted for Rs. 14 million constituting the bulk of the exports by cooperatives and were mainly exported to Ceylon, U.K., Kuwait, Malaysia and Singapore. Bananas, which is the next important commodity in terms of value (Rs. 4.6 million), were exported to U.S.S.R., Kuwait, Iran, Bahrain, and Doha, although there has been a decline in the value of exports. The Jalgaon and Gujarat Cooperative Banana Federations have shipped consignments of bananas to a number of

countries through the State Trading Corporation of India under bilateral agreements between these countries and India. Direct trial consignments of bananas and oranges are being sent to various countries with a view to explore further trade contacts. Coconuts worth Rs. 939,000 were exported to West Germany, while onions valued at Rs. 882,000 were exported to Ceylon, Singapore, Doha, and Malaysia. Significant increase has also been recorded in the export of copra cake from Rs.192,000 to Rs.600,000 and of mangoes from Rs.31,000 to Rs.142,000, and a beginning has been made in the export of vegetables to Malaysia and Singapore. As cooperatives have started solvent oil processing units, it may now be possible for cooperatives in India to export de-oiled cake.

Sugar Cooperatives

18. Of the 77 cooperative sugar factories licensed in India with a capacity of 1.48 million tons, accounting for 33.3% of the total licensed capacity in the country, 58 factories are in production and the remaining are in various stages of construction.

19. Cooperative sugar factories have no individual role to perform in the matter of exports, though they contribute about 60% of the total export of sugar. All exports of sugar are controlled by the Government of India in accordance with international agreements, and under the Sugar Export Promotion Act. Because of the difference in the local price and the international price of sugar, the losses on exports are subsidised by the Government of India. Till recently, sugar was exported on government account through the Indian Sugar Mills Association. The National Federation of Cooperative Sugar Factories and the Indian Sugar Mills Association have now formed the Indian Sugar Industry Export Corporation, which represents all interests and undertakes sugar export. The cooperative sugar factories provide substantial quantities of raw sugar for export and since 1963-64, cooperatives supplied annually 100,000 to 150,000 tons of raw sugar for export.

20. Production of sugar during the years 1964-65 and 1965-66 was at its highest and consequently production of molasses was also very high. However, there was a short-fall in the production of both the items during the years 1966-67 and 1967-68. The Federation has been instrumental in arranging for one shipment of molasses from Indian cooperatives to UNICOOPJAPAN during the year 1966-67, although the actual trade contract had to be between the State Trading Corporation of India and the UNICOOPJAPAN. Owing to a fall in sugar production and consequently of molasses and the increased demand within the country, the export of molasses from India has at present been banned by the government.

INDONESIA

21. The main items of agricultural produce for export from Indonesia, inter-alia, are rubber, copra, tea, coffee, pepper and palm oil and about 70% of the foreign exchange earnings are derived from export of these commodities. The agricultural produce, cattle and fishery products, which have so far been exported by cooperatives are : copra and rubber to Europe, Singapore and Hong Kong, tobacco to West Germany, cows, pigs, hides and fish to Singapore and Malaysia, and vegetables to Singapore.

22. Other potential export commodities are : sea products, salt, wood, forest products, other agricultural produce, batik and handicrafts. The cooperatives which are active in export trade are : (a) Copra Cooperatives under the guidance of the IKKI (National Federation of Copra Cooperatives). Since 1957, the Federation had a monopoly for export of copra but since 1966 it has been withdrawn; (b) Rubber Cooperatives under the leadership of IKKA (National Federation of Rubber Cooperatives); (c) Fisheries Cooperatives under the leadership of IKPI (National Federation of Indonesian Fisheries Cooperatives); (d) Federation of Tobacco Cooperatives; (e) Cattle Breeding Cooperatives; (f) Vegetable Growers' Cooperatives. Although many cooperatives are in a position to export their own members' products, their weak financial position, especially in the collection, storage and processing operations does not enable them to handle a substantial portion of export of these commodities.

23. Not many cooperatives in Indonesia are engaged in import activities although the acquisition of an import licence is not difficult. Agricultural, fishery, batik, textile and consumer cooperatives are in need of many imported goods such as raw-material, capital goods, engines and spare parts, clothing material and consumer goods. Few of these items are imported by the concerned cooperatives themselves as most of them are acquired through private importers.

JAPAN

24. In Japan, the ZENHANREN (National Marketing Federation of Agricultural Cooperative Associations), HOKUREN (Hokkaido Economic Federation of Agricultural Cooperative Associations), and UNICOOPJAPAN are engaged in international trade in agricultural and other commodities. ZENHANREN has exported fresh fruits, vegetables and processed farm products to consumer cooperatives in Germany, Sweden and other countries, and mandarin oranges to Canada and the U.S.A. HOKUREN exports beans, peppermint and other products of its members. UNICOOPJAPAN has exported fertilizers, agricultural chemicals, transistor radios, toys, cloth, knitwear, tyres, tableware and a variety of other products. Its imports mainly consist of raw materials for feedstuff, such as maize, milo and molasses. About 20% of the grain imported by UNICOOPJAPAN on behalf of ZENKOREN (National Purchasing Federation of Agricultural Cooperative Associations) is from cooperative sources whereas all supplies of maize from Thailand are through a cooperative organisation.

25. UNICOOPJAPAN has a barter agreement with Centrosoyus of U.S.S.R., under which it imports, among other things, logs and agricultural products, and exports textile goods, tyres, transistor radios and vegetables. It imports tractors from UNICOOP of Czechoslovakia, and exports to them transistor radios and other electrical equipment. The yearly turnover of UNICOOPJAPAN is about US\$56 million.

26. The Japan Cooperative Trading Company (COOPTRADE), the foreign trade organ of the Japanese Consumers' Cooperative Movement, is engaged both in imports and exports. Its main imports are : logs, marine products, metal products and ore, agricultural products and foodstuffs; and the important items of export are : knitwear, cloth, yarn, fishing nets and ropes, automobile tyres, wire fencing, wire ropes, tin plate, fertilizers,

sewing machines, medical instruments, electronic testers and porcelainware.

27. A portion of the imported goods is sold through the consumer cooperative shops or distributed to them after processing. However, the bulk of imported goods is sold in other shops. Items for export are purchased from private manufacturing plants. The cooperative organisations in Europe with whom COOPTRADE has so far established foreign trade relationship are KF of Sweden, GEG of West Germany, CWS of England, POLCOOP of Poland, and NKL of Norway. The annual turnover of COOPTRADE is about US\$8 million.

REPUBLIC OF KOREA

28. In the Republic of Korea, the National Agricultural Cooperative Federation (NACF), together with its member cooperatives has been engaged in marketing of agricultural products although the cooperative marketing operations have largely been influenced by governmental policies. Many of the major items being marketed through the cooperative channels, such as cocoon, rice and barley, sweet potatoes, straw goods and some industrial raw materials are placed under government regulations. Cooperatives themselves have also strived to develop their own marketing on the basis of self-financing in such commodities as grains, vegetables, fruits and eggs.

29. Although foreign trade business generally requires a governmental licence, the NACF or agricultural cooperatives do not require it as they are authorized to engage in foreign trade under the Agricultural Cooperative Act. The NACF mainly exports red beans, rush goods, pickles, mushrooms (canned and dried), seed corn, and imports agricultural chemicals vegetable seeds and milk cows. The total imports of NACF have decreased every year after 1964. The imports totalled US\$277,000 in 1967 as against US\$1,499,000 in 1964. The export operations were started in 1965. Total exports in 1965 were only US\$9,170 which increased to US\$179,227 in 1967. The total marketing operations of NACF have increased on an average of 248% per year between 1962 and 1967. The total sales amounted to US\$95 million in 1967 and accounted for 20% of the total sales of agricultural products in Korea.

30. The problems faced by NACF in promoting exports are : (i) the competition from the private traders who offer higher prices to producers than cooperatives, (ii) lack of adequate knowledge of ~~the~~ techniques of export marketing of agricultural produce, such as quality control, standardisation, packaging, etc. and, (iii) lack of market information, particularly with regard to trade by cooperatives in other countries.

MALAYSIA

31. During 1946-47, quite a few consumers cooperative societies were established with the help of the government mainly because of the shortage of consumer goods ~~soon~~ after World War II and the subsequent exploitation by private traders. Though there were varying degrees of successes and failures, the consumer cooperatives performed the useful function of making available essential commodities to members and thus helping to keep the cost of living at a reasonable level.

32. In 1949, the Malayan Co-operative Wholesale Society (MCWS) was established to supply consumer goods to retail societies. During the early and mid fifties, the MCWS experienced considerable difficulties in obtaining sufficient quantities and the right quality of imported items. This was due mainly to a world-wide scarcity of consumer goods and formation of groups by pre-war importers to exploit or to create artificial shortages to justify charging of high prices. Attempts of the MCWS to import directly were not very successful as the quantity ordered was either not large enough for the exporter or if the order was concluded and goods imported, they faced a keen competition and price under-cutting from the private trade in the country. The MCWS did experiment in importing directly from cooperative wholesales in the U.K., but the goods so imported did not prove popular in Malaysia. Most of the imported goods stocked by the MCWS are, therefore, bought from local importers as because of the small volume of its requirements, it has not been found economical to import directly. The MCWS also suffers for want of finance for its foreign trade operations.

33. Since 1960, the MCWS has taken an active part in setting up retail stores in the new township established as a result of the Federal Land Development Schemes in reclaimed forest areas. Each Scheme has an area of

about 4,000 to 8,000 acres and a population of about 450 to 800 families. So far 43 retail stores have been established in as many Land Development Schemes.

34. Malaysia has practically no cooperative which can undertake the export of agricultural commodities.

PHILIPPINES

35. In the Philippines, the Philippine Federation of Consumers' Cooperatives (PFCC) is the national organisation of non-agricultural societies consisting mainly of consumer, industrial and service primary societies and the Central Cooperative Exchange (CCE) is the national marketing organisation of farmers agricultural cooperatives viz. the **FaCoMas**. The PFCC buys commodities both from local and foreign sources and distributes them exclusively among its members at nominal profit. It imports canned fish, canned meat, dairy products, canned fruits, paper and school supplies for consumer cooperatives from the U.S.A., Australia, New Zealand, Holland, Denmark, Argentina and Japan. Its annual imports amount to US\$200,000. From the same countries, it imports woodcraft machines and tools, shoe-making machines, chemicals, leather and rubberised canvas, furniture hardware, radio and T.V. parts etc. for service and industrial cooperatives at an yearly average of US\$400,000. Although the PFCC has not been engaged in the export trade, some of its societies have been exporting wood or rattan furniture and woodcrafts to the U.S.A., Australia and the U.S. Bases in the Pacific. However, it is now ready to export leather shoes, bags, ladies and children's dresses, handkerchiefs and industrial adhesives. It is eager to enter with any agency, private or cooperative, under joint venture arrangements for the organisation of export-oriented industries in the Philippines within the attractive features guaranteed by the new Investments Incentive Law of the Philippines. The PFCC is also interested in offering its services for the export of sugar, copra and oil, tobacco, veneer sheets, cocoa, abaca and bananas, and will gladly assist importing cooperatives in other countries.

36. The problems faced by the PFCC are : (i) need for steady markets for the products of industrial cooperatives, (ii) need for strategically situated distribution centres where the member societies are concentrated as these societies are scattered all over the Islands, (iii) competition

from private trade, (iv) lack of finance, as it depends on its own share capital. Due to credit restrictions, the present credit facilities with the banks are limited.

PAKISTAN

37. The Provincial Fishermen's Cooperative Society Limited, Chittagong in East Pakistan, is engaged both in imports and exports. The Society imports marine diesel engines, other fishing equipment, as well as ice and cold storage plants. It exports fish maws, shrimps, shark fins and tails, and frog legs to U.K., the U.S.A., Japan, Hong Kong and Singapore. The Karachi Fishermen's Cooperative Society in West Pakistan is engaged in the import of fishery requisites and export of prawns.

38. The Pakistan Cycle Industrial Cooperative Society in West Pakistan imports iron and steel, non-ferrous metals, electroplating material, chemicals, small tools and hand tools and finished cycle components from U.K., U.S.A., West Germany, Japan and Czechoslovakia, and it is the sole exporter of bicycles and cycle parts to Iran, Iraq, Kenya, Nigeria, Mauritius, Hong Kong and Turkey. The main problem faced by the society is that it is not in a position to compete in the export market with other industrialised nations mainly due to high cost of production as it has to import raw-materials and components.

THAILAND

39. In Thailand, the Bangkok Cooperative Farm Product Marketing Society Limited (COPRODUCT) exports maize, sorghum, black matpe to cooperatives and salt to private parties in Japan. At the initiative of the COPRODUCT and ZENKOREN in Japan, a Joint Committee on Promotion of Cooperative Trade between Japan and Thailand was constituted in 1964. It meets every year to discuss trade and other collaboration. Export of maize to Japan is gradually increasing and during 1967, the actual exports were 40,927 M/Tons.

40. The Japanese Agricultural Cooperative Movement provides technical assistance to Thai cooperatives in increasing farm productivity, and intends to export, through UNICOOPJAPAN, farm equipment and fertilizers for use by farmers in Thailand. A study is now in progress to assess the needs of Thai

farmers. In the meantime, COPRODUCT has already completed show-room facilities for displaying agricultural equipment and consumer goods to be imported through UNICOOPJAPAN.

41. The Cooperative Wholesale Society of Thailand (CWST), which earlier imported condensed milk from Holland and bicycles from GWS of England, had to stop these imports and purchase them from local wholesalers and importers. After formation of the Joint Committee on the Promotion of Cooperative Trade between Japan and Thailand, the CWST imported 1,000 M/Tons of fertilizers from UNICOOPJAPAN during 1966 and 2,000 M/Tons in 1967. During 1968, the imports were expected to be 3,000 M/Tons. The quantity is likely to reach 10,000 M/Tons by 1972.

INTERNATIONAL AGENCIES

42. In promoting cooperative foreign trade, the Regional Centre of the ICA in New Delhi functions as a clearing house by providing market information and documentation to trading cooperatives, assisting in the development of trade contacts and arranging negotiations without committing itself to any trade agreement. It creates forums for discussions on the subject and arranges specialised training activities. The Agricultural Committee of the ICA and its Agricultural Sub-Committee for South-East Asia are both paying considerable attention to trade development throughout the world by organising meetings of cooperative experts in the trade of various commodities. The ICA, which has category "A" consultative status with the United Nations Economic and Social Council, maintains close links with the UNCTAD, GATT and the ECAP and sends observers to their meetings concerning trade developments. The ICA along with FAO, the ILO, and the IFAP has recently established a Joint Programme for coordinating international financial assistance to agricultural cooperative projects.

43. The International Federation of Agricultural Producers (IFAP) is keen to join hands with the ICA in promoting inter-cooperative trade. In particular, it will undertake to further analyse the discriminatory impact of national and international policies with regard to agricultural and cooperative developments. The Conference was also informed that these matters will be on the Agenda for the next General Conference of the IFAP which is to be held in Tokyo in the fall of 1969.

44. The Food and Agriculture Organisation of the United Nations (FAO), which is engaged in promoting development of agriculture throughout the world, provides advice and expertise for exploring the possibility of development of production as well as marketing of various agricultural commodities through its Commodities Division. The FAO is at present preparing the Indicative World Plan with a view to project for the next 20 years the developments in different countries of the world to provide a base for national planning in the respective countries. In addition, the FAO is working in close collaboration with the United Nations Development Programme (UNDP) in conducting pre-investment studies and organising pilot projects. It is participating in the FAO/ICA/IFAP/ILO Joint Programme.

45. The International Labour Office (ILO) is already engaged in cooperative development. The adoption by the ILO General Conference in 1966 of the International Instrument on Cooperatives (Recommendation No.127) is expected to provide the governments of developing countries as well as the Cooperators in the world, with the guidelines for furthering the effectiveness of cooperative institutions in the present context of economic and social development throughout the world. This Recommendation places special importance on international collaboration referring to such collaboration as "inter-cooperative exchange of goods and services".

46. The International Confederation of Free Trade Unions (ICFTU) has expressed on several occasions its support to cooperative activities and the development of cooperatives in the world. The ICFTU feels that enlargement of trade among developing countries can be a very stabilising factor in their economic and social life. The ICFTU Asian Regional Office is normally represented at the ECAFE Committee on Trade and has made statements supporting increased trade by developing countries. The ICFTU-ARO organised an Asian Trade Union Economic Conference in New Delhi before the Second UNCTAD in order to formulate its own attitude on the various items on the Agenda of UNCTAD-II.

IV. INTEGRATED COOPERATIVE MARKETING STRUCTURE AS A BASIS FOR SUCCESSFUL INTERNATIONAL COOPERATIVE TRADE

47. The Conference emphasized the need for providing a comprehensive range of services for agricultural production in order to be able to attract, among other things, marketable surplus from the farmers. Foreign trade by cooperatives presupposes the existence of an integrated cooperative marketing structure within the country consisting of multi-purpose societies at the primary level and a variety of functions and services through federations for specialised or collective functions at regional and apex levels according to local requirements. Even if it is necessary in a few cases, to have single-purpose societies at the primary level, it is necessary to have closer coordination of activities at the secondary and apex levels.

48. The integrated structure of cooperatives will enable farmers to obtain from a single society, not only finance for agricultural development, agricultural inputs and marketing services, but also farm guidance for increasing productivity. The inability of the society to provide any of these services in an adequate manner will naturally compel the farmer to seek them from other sources and later to sell his produce through private traders. The Conference, therefore, emphasized the importance of the multi-purpose approach at the primary level, and while doing so commended the example of Japan where such an approach supported by an integrated movement in the agricultural field had shown considerable success during recent years. Apart from providing adequate services to members, the integrated structure can help achieve economies of scale, increase dependability and efficiency of services rendered, facilitate centralised decision-making as well as effective communication among the business organisations.

49. The Conference laid considerable stress on the role of federal societies in evolving an integrated marketing structure within the Cooperative Movement. While it is conceded that the federal societies draw their strength from the constituent units at various levels, it is equally true that the integrated structure can hardly be effective if the federal societies are not able to play a dynamic role in providing finance and various other services to the societies at different levels. The apex

organisations should also help develop societies which are not able to do so on their own and try to remove regional imbalances which exist in large countries like India and Australia. The Conference suggested that the international organisations such as the ICA should pay special attention to the problem of development of federal societies at the national level.

V. IMPORTANT OPERATIONAL FACTORS GOVERNING INTERNATIONAL COOPERATIVE TRADE

50. A number of experts from the Japanese Cooperative Movement and other organisations were invited to introduce before the Conference technical subjects relating to foreign trade operations. The following paragraphs deal mainly with Japanese experiences and their applicability to other Movements in the Region.

a) Methods of assessment and collection of surpluses for export :

51. In Japan the assessment and collection of agricultural surpluses is done by the primary society through an annual collection plan based on commodity by commodity production programmes prepared by individual farmers. On the basis of this plan, the Prefectural federations and the National Marketing Federation of Agricultural Cooperatives (ZENHANREN) formulate their own annual plan on a national basis. ZENHANREN which coordinates marketing and export activities receives the goods from a society on a consignment basis without any conditions and markets the produce on the basis of a fixed commission. ZENHANREN ensures that fixed quantities of produce are earmarked for exports and does not normally allow quota to be disturbed owing to fluctuations in production in the country. The Conference welcomed this practice and stressed that exports cannot be based on the disposal of marginal surpluses from year to year. If export markets are to be secured and maintained, a continuity in respect of quantity and quality will have to be maintained.

52. It was generally felt that the manner of some of the marketing operations may have to be shaped according to local situations in different countries. For example, most of the organisations are at present selling their members' produce on a commission basis and may have to continue doing so in future also. Similarly, some products may have to be

marketed through government or professional agencies, as in the case of export of mandarin oranges by ZENHANREN through the Japan Canned Goods Exporters Association. In addition to this, some of the Cooperative Movements may have to diversify their production pattern in order to suit the requirements of the export markets and produce the most suitable products in the most suitable areas. With a view to make markets efficient and effective, it is necessary to support these activities by providing facilities, such as cold storage and warehousing and to ensure that the farmers are paid for their produce within the shortest possible time from the date of delivery of the exportable commodities. If this is not possible, adequate advances may have to be given to the farmers to enable them to maintain their agricultural operations. Effective market intelligence, timely credit and efficient services to the members will have to be ensured. The Conference noted the efficient and speedy communication system in operation in the Agricultural Cooperative Movement in Japan. In this connection, the importance of educating the members on the need of supporting marketing societies and other operations was stressed. It was noted that in spite of agreements between cooperatives and the farmers, instances are not lacking in which members sell their produce to private traders who may offer slightly higher prices. With a view, therefore, to inform the farmer-members on the short-term advantages of dealing with traders and the long-term benefits which accrue from dealing with a cooperative, the need for a proper educational programme was emphasized. Extension work in the cooperative movement was of primary importance and should receive a high priority from business cooperative organisations, in order to ensure the loyalty of the farmers to their cooperatives.

b) Effective market link-up of imports with production and distribution activities :

53. The Conference noted the system of imports by cooperatives in Japan and the facilities and services provided by them in effectively channelling the imported commodities to the farmers. The supplementary efforts made by cooperatives in processing raw-material into agricultural inputs enable the agricultural cooperatives to provide them to the farmers to increase productivity. Special mention was made of the feedstuff factories, fertilizer mixing units, transport vessels and loading and unloading

facilities. The construction of larger storage tanks to enable farmers to store feedstuff material facilitated bulk deliveries of feedstuff and greater flow of agricultural inputs towards production centres. While stressing the importance of coordinating imports with processing of the imported raw-material, the Conference commended the highly efficient and sophisticated operations undertaken by ZENKOREN and the UNICOORJAPAN.

54. The Conference felt that there was considerable scope for supplying feedstuff raw-material to Japanese agricultural cooperatives such as maize, milo and molasses by cooperatives in the Region. It welcomed the willingness of the Japanese cooperatives to buy greater supplies from the Region of South-East Asia.

c) Quality Control, Grading and Packaging :

55. While commending the example of the Japanese Cooperative Movement in maintaining quality control in exports, the Conference stressed the need of following a very rigid code of conduct in determining the commodities for export. The most important factors to remember were the exact specifications of quality and quantity, definite indications of price and periods of shipment, terms of insurance and payment as well as details on packaging. As very few buyers are able to examine the total quantity personally, it was necessary to have a rigid inspection system within the exporting organisation itself. Even in the case of popular brands, a continuity in quality has to be maintained. If a quality inspection certificate for exportable products is not required to be obtained from a designated inspection authority, the cooperatives themselves should arrange for such inspection.

56. While discussing the subject of quality control, the Conference heard the experiences of the various delegates in their respective countries. While some of the organisations had their own arrangements for quality control, a few are taking advantage of the facilities provided by government and other agencies. The examples of rigid quality control in silk exports from Japan and facilities provided by the Commonwealth Testing Bureau (CTB) in Australia were narrated. In Australia, the activities of this Bureau are supported by private as well as cooperative organisations. The consensus was that quality control can better be ensured if measures

are taken to help production of quality articles by the farmers. In other words, quality control should begin right from the stage of planning the production and should rigidly be maintained till the goods are exported. As regards the export of articles which may not fulfil the requirements of international standards, it was felt that the requirements of the importing country will be the main consideration in exporting such commodities. If established brands are already sold by consumer cooperatives in the market, sufficient time should be given to producers' cooperatives to establish themselves through a gradual increase in the sale of their new products.

57. The Conference stressed the importance of effective packaging as an essential part of export activity. The cooperatives should make every effort to adopt packaging systems which are currently in vogue and which are demanded by the importing countries. The difficulty faced by some cooperatives in obtaining packaging raw-material was mentioned. It was felt that except in cases where alternative methods of packaging are not possible, import of the raw-material for standard packaging may be necessary. The Conference also emphasized the need for providing training facilities for persons engaged in packaging, and suggested that the ICA Regional Centre should explore all possibilities of obtaining training facilities for such a category of personnel. Besides coordinating the training activities in this field, the ICA should examine the possibility of utilizing the facilities offered by the Asian Productivity Organisation and the Asian Packaging Federation in this regard. Greater use should also be made of the existing training facilities in the national packaging organisations in the countries of the Region.

d) Transport, storage, loading and unloading facilities :

58. The Conference noted the extensive facilities provided by the Japanese Agricultural Cooperative Movement in transportation, loading and unloading of imported commodities, especially the ships chartered by ZENKOREN for its imports on a long-term basis. Facilities at present provided by cooperatives and national governments in different countries of South-East Asia were also mentioned. In order to be efficient and effective in international trade, the cooperatives need a chain of facilities which would include internal road and rail transport services,

timely and easy availability of railway wagons and shipping space, loading and unloading facilities at ports and containers for various commodities. Very few cooperatives have so far been able to own such facilities or obtain them at reasonable rates. It was emphasized that a very close coordination will be necessary between the primary cooperative societies and the national federations if the latter were to undertake transport activities on such a scale. If facilities provided by the cooperatives themselves are not adequate, they should as far as possible be supplemented by the transport services provided by government and other agencies.

59. A number of delegates referred to the difficulties faced by cooperatives in obtaining shipping facilities at a reasonable rates. As most of the merchant fleets were owned and operated by governments and private agencies, it was not possible for cooperatives to influence the freight rates charged to them. It was suggested that efforts be made to build up shipping and off-shore facilities through joint efforts by cooperatives in different countries. In this connection, mention was made of the collaboration between Japan and Thailand in establishing silo facilities at Bangkok Harbour. It was generally felt that before establishing their own transport facilities, the cooperatives should make maximum possible use of the facilities provided by government in the respective countries. A suggestion was also made that the ICA may consider the possibility of conducting a study to find out if the present freight rates in shipping are detrimental to the interests of the cooperative trading organisations in the Region. Alternatively, the studies conducted by the UNCTAD and the ECAFE may be examined to obtain the above information.

e) Market intelligence, sales promotion, advertising, etc. :

60. The Conference commended the successful efforts made by the Westralian Farmers' Cooperative Limited (Wesfarmers) in Australia in exporting the Granny Smith ("Black Swan" brand) apples. On the basis of a case study prepared by the representative from Australia, the Conference was informed of the special measures taken by this organisation and the government in exporting this quality of apples and locating ready markets in the U.K., Scandinavian countries, Germany, Singapore and Malaysia.

61. The Wesfarmers have made continuous efforts in maintaining the quality of the apples and in increasing the acreage under the Granny Smith variety. Special efforts are also being made to evolve new methods of packaging to suit the requirements of the importer. The Wesfarmers have improved handling methods by palletisation and the installation of modern graders, and the improved packing facilities have led to speedier handling of the fruits. Although extensive cold storage facilities are provided, lack of shipping has been a serious problem particularly in the alternate years when crops are especially heavy. Wesfarmers is an active member of the West Australian Fruit Shippers Committee, which regulates supply of ships and their allocation between shippers. Shipping rates are handled by the Apple and Pear Board on a nationwide basis. Advertising is undertaken on an industry basis by the Australian Apple and Pear Board promoting apples to consumer and retailers. Wesfarmers follow up the promotion by regular visits to importers by representatives and periodic visits by company officers.

62. The Conference felt that as the situation differs from product to product, it was necessary to adopt a marketing strategy for each item of export. It was also necessary to maintain constant contact with foreign markets through agents or representatives of the exporting organisations. Incentives in the form of cash rewards or prizes to the producers and cooperatives could be helpful in encouraging the production of quality items.

VI. RECRUITMENT AND TRAINING OF PERSONNEL FOR COOPERATIVE TRADING ORGANISATIONS

63. While reviewing the need for recruitment and training of personnel for cooperative trading organisations, the Conference felt that training of cooperative personnel cannot be considered in isolation from that of training of international trade personnel in general. By and large, the problems of management are the same in any export organisation. As export marketing was a highly competitive field, the need for efficient and sophisticated management must be continuously emphasized. A scientific and systematic selection of personnel engaged in foreign trade, is, therefore, a pre-requisite for a healthy executive development policy. As in the case

of private business enterprises, the cooperatives must make serious efforts to recruit highly educated persons and train them for managerial responsibilities.

64. There cannot be any hard and fast criteria for organising training courses in all the countries. The nature and type of training and the personnel to be trained will vary from country to country and according to local development. A common pattern with regard to the contents of training and methods could be evolved if training arrangements could be made at regional or international levels. Along with the training of high level executives, it may be necessary to provide facilities for training of personnel at the lower levels. For the comparatively junior level personnel comprehensive training must be provided to enable them to have sufficient understanding of the problems and operations in international marketing. At the intermediate level of employees, a somewhat senior course for developing a good understanding of the techniques of international marketing and export management will be necessary. As regards priority areas for training, it was generally felt that export of horticultural produce and packaging should be selected for early attention although priorities may vary from country to country. For leaders in-charge of trading organisations, periodical short-term seminars and courses will enable them to exchange experiences and bring themselves up-to-date.

65. A review of present training arrangements in the cooperative movements in different countries of South-East Asia revealed that except in a few countries, training facilities related mainly to general education in cooperative administration and practice. Although efforts are being made to shift gradually the emphasis from general courses to specialised ones, there are hardly any courses specially designed to meet the training requirements of cooperative trade personnel.

66. The Conference felt that the existing cooperative training centres be persuaded to incorporate specialised training courses for cooperative trading organisations. If necessary, the ICA Regional Centre may be approached to help national movements in identifying their training needs, in evolving specialised training courses and, in drawing up programmes and syllabi required for such courses. The facilities offered by institutions in the Region such as the Indian Institute of Foreign Trade in New Delhi (India),

and the Institute for the Development of Agricultural Cooperation in Asia (IDACA) in Tokyo (Japan) should be used for this purpose. It was also suggested that maximum use be made of the existing training facilities within the country before requesting for assistance from organisations like the ICA. The assistance from government and the international organisations should also include preparation of training material and manuals.

67. While discussing the personnel policy of cooperative trading organisations, the Conference emphasized the importance of building up cadres of trained and competent employees. It was generally agreed that trade by cooperatives cannot be effective unless it is operated with the assistance of trained personnel. At present, most of the employees are recruited from the open market and in some cases services of government employees are made available. In the absence of its own cadres, the cooperatives have to depend on other agencies for its specialised staff. Quite often cooperative employees leave their jobs to join private trade companies for better prospects. The cooperatives should, therefore, try to evolve a personnel policy which is supported by a sound recruitment system, suitable training arrangements and better terms and conditions of service. Mention was made of the International Management Service to be established under the Joint Programme of the FAO, ILO, ICA and IFAR, and it was suggested that the cooperatives should try to take advantage of the facility offered for providing managerial personnel under this Programme.

68. Although the need for sending cooperative trading personnel abroad for higher training was emphasized, it was felt that this should be done when training facilities within the country for such purpose are not available. As far as possible, the services of experts from foreign countries should be obtained for organising training courses in the respective countries rather than sending a few persons for training abroad. The training programmes so organised will be more meaningful as such courses will enable training to be organised in the context of the local needs of the respective countries.

VII. FINANCING OF INTERNATIONAL COOPERATIVE TRADE

69. To create a basis for discussing problems relating to financing of international cooperative trade, the experiences in this field of a large commercial bank in Japan, which has a trading relationship with UNICOOPJAPAN were put before the Conference for consideration. The commercial banking structure in Japan provided finance to trading organisations and the supplementary finance was given by the Bank of Japan. In order to provide sufficient guarantees to importers of Japanese goods, various types of loans were given by the Bank in the form of pre-shipment finance. In addition, overdraft facilities are provided by commercial banks. Quite often, the Bank provides surety documents to its clients in order to enable these clients to enter into trade agreements with firms abroad. These are in the nature of bid bond, performance bond or surety bond. The Bank of Japan provides special treatment to export finance when the application for such finance is processed through commercial banks. Also, loans are available on lower rates if irrevocable Letters of Credit are presented to the Bank and if the maturity of the bills is below 90 days. Export finance for small and medium enterprises is provided through special government finance corporations or by the Credit Insurance Corporation. Export finance after shipment is provided according to the normal trade practices. Quite often, long-term credit for export is extended in order to provide incentives for export. This is done by the Export and Import Bank of Japan (EXIM Bank of Japan). The funds of this Bank are regulated priority-wise and all exporters may not be able to get advantage of this system. The government does not encourage import finance on a large-scale. The EXIM Bank of Japan limits finance for import activities which have priorities. The usual facilities are provided by the commercial banks in Japan under import usance, freight usance and shipper's usance. Domestic finance after usance is also provided wherever necessary. Facilities are also provided by commercial banks in order to enable the Japanese business firms abroad to have a standby credit. The EXIM Bank provides finance for investments abroad. Also, the Overseas Economic Cooperation Fund provides finance to make investments for economic development in the South-East Asian countries.

70. In the context of Japanese experiences, the Conference stressed the need for easy facilities in obtaining credit for import-export purposes by cooperatives. As in the case of Japan, where the Central Cooperative Bank of Agriculture and Forestry has been able to provide adequate finances for various activities, the cooperative banks in other countries of South-East Asia should help strengthen the relationship among the existing credit institutions and also draw maximum benefits from the present facilities provided. It was pointed out that in some countries cooperatives may not be able to deal with private banks as such dealings may be prohibited under the law. In the case of Japan, a relationship between UNICOOPJAPAN and a private bank was possible because UNICOOPJAPAN has been registered as a company owned by cooperatives.

71. A suggestion was made that in order to avoid problems of financing, barter agreements may be encouraged for trade among cooperatives. The barter system will create a mutuality of interest and help flow of commodities between two countries. It was, however, pointed out that under barter, it may be necessary sometimes to import commodities which may not be ordinarily required in a country.

72. Several measures were indicated to relieve the pressure on foreign exchange for cooperative trading operations. It was suggested that an Asian Payments Union could be worked out to meet payments requirements for import/export activities. Possibilities of obtaining finance from the World Bank and the Asian Development Bank should be explored. The Conference noted that the International Cooperative Bank located in Basle, a member of the ICA, is gradually expanding its activities to cover more countries in the world. It was suggested that possibility of obtaining finance from the Bank for cooperative trading activity be explored. Mention was made of the ICA sponsored study on cooperative financing and of the fact that financing of foreign trade will also be covered under this study.

VIII. JOINT BUYING AND EXPORT ACTIVITIES IN THE REGION

73. The Conference discussed the need for coordinating the activities of trading organisations in the Region with a view to avoid duplication and for obtaining the benefits of large-scale operations. In this context, it reviewed the joint buying practices of cooperative wholesale organisations in Europe. Special mention was made of the joint buying activities conducted through the Cooperative Wholesale Committee (CWC) of the ICA on behalf of the cooperative wholesales in Europe and the Scandinavian Wholesale Society (NAF) on behalf of the Scandinavian wholesale organisations. Mention was also made of the use made by the cooperative wholesales in Europe of the facilities provided by the Cooperative Tea Society of England for buying abroad their tea requirements. Efforts in the direction of joint buying were initiated by the ICA through a Resolution of its Central Committee Meeting held at Helsinki in 1965. The results of the subsequent efforts have shown that considerable economies could be effected by the cooperatives in the West through joint purchases made in other Regions through the CWC and the NAF. This also avoids duplication of effort on the part of wholesales in sending individual purchase missions to various countries and the large-scale orders enable them to get favourable terms for their purchases.

74. In assisting joint buying activities the CWC of the ICA and the NAF provide clearing house facilities by supplying market information, by arranging programmes of visits abroad for trade delegations and by providing suitable contacts. In addition, common brands of tea, coffee and canned fruits and vegetables for sale through the various cooperative wholesales in Europe are being developed.

75. The Conference felt that if identical commodities are to be purchased, joint buying would both be economical and convenient to cooperatives in the Region of South-East Asia. However, vast distances separate the cooperatives in the Region and it may be difficult in the immediate future to arrange joint buying. It can, however, be tried on a sub-regional basis. While determining priorities for joint import, it was generally felt that preference be given to agricultural machinery, fertilizers, seeds and other raw materials for various industries. A

suggestion was made that the Japanese agricultural cooperative movement, which buys in bulk large quantities of fertilizers from manufacturers in Japan, could provide the same facilities for joint buying of fertilizers, agricultural machinery, chemicals and other requisites on behalf of the interested South-East Asian cooperative organisations with a view to obtain favourable terms and conditions for these supplies. Some of the difficulties which may be faced in evolving joint buying programmes were discussed. Government policies may not permit joint trade activities. While exploring possibilities for joint trade, efforts should be continued to evolve bilateral trade agreements on the present Thai-Japan collaboration basis.

76. The Conference discussed the effect of monopoly and restrictive trade practices on cooperative trade and felt that serious efforts should be made to persuade the governments to effectively control such practices. In this connection, action taken by the ICA so far in bringing about a discussion on monopolies in international forums was mentioned. The Conference stressed the need of strengthening the international action in this direction.

77. The Conference felt that it was premature to think of organising an international trading agency for South-East Asia as the present level of development would not enable national movements to support an agency of this nature. The strengthening of the clearing house functions of the ICA Regional Centre will enable the cooperatives to get market information, documentation and other services needed for increasing their trade activity. It was also suggested that a trade information bulletin be issued periodically from the ICA Regional Centre for circulation among interested trading cooperatives.

78. A suggestion was made that a standing sub-committee be created within the broad framework of the ICA Regional Centre to discuss problems of international trade and to advise cooperative trading organisations on its development. In this connection, mention was made of the ICA Agricultural Sub-Committee for South-East Asia which is already seized with the problem of international trade. It was, therefore, decided that before initiating any action on the formation of a separate committee, the matter be referred to the Agricultural Sub-

Committee which should be requested to consider whether it can function as an advisory body on problems of international cooperative trade or would it prefer the formation of a sub-group to deal with the matter. The Regional Centre should prepare a paper outlining the main recommendations of this Conference on this topic and send it to the Agricultural Sub-Committee for consideration. It was suggested that if a group of such a nature is to be formed, the secretarial services required for its functioning be provided by the ICA Regional Centre.

IX. ROLE OF NATIONAL COOPERATIVE ORGANISATIONS

79. The advantages of centralised planning and coordinated action in various activities connected with foreign trade and the role to be played by the national organisations have already been discussed in Section IV of this report. The achievements in Japan in this field are commendable. The combined effort made by the Central Union of Agricultural Cooperatives, the business federations and the forestry and fishery federations in the establishment of UNICOOPJAPAN as a trading company, and the formation of the Japan Cooperative Trading Company for the Consumer Cooperative Movement have resulted in coordination of most of the foreign trade through these two agencies.

80. The Conference generally agreed that a centralised regulation of cooperative trade activities can result in better services to producers, better prices to consumers and at the same time closer relationship among various cooperative organisations within the country. The national federations will also be able to assess the export-import potential of the country as a whole and can have better bargaining power while dealing with foreign trade organisations. It may also be possible for the national organisations to help in stabilising prices of commodities by regulating their import and export and by subsidising the trade activities, if necessary. It was, however, conceded that in some countries, where coordination at national level was difficult due to regional variations in development, it may be necessary for the regional federations themselves to undertake foreign trade activities.

81. It was suggested that possibility of exchanging business executives for working in cooperative trading organisations in different countries should be explored. The main consideration in arranging this programme should be the exchange of experiences and providing opportunities for on-the-job-training.

X. ROLE OF GOVERNMENTS

82. The Conference discussed the possible role of the governments in respective countries in helping the cooperatives in the field of international trade. International trade being a specialised activity in a competitive field, needs elaborate facilities and large funds, and the cooperative organisations may not be in a position to raise sufficient resources for this purpose. They should, therefore, receive the support of the governments in strengthening their services and facilities for imports and exports.

83. In discussing the role of governments, the Conference noted that there would be several areas in which government assistance would be necessary both in respect of production and marketing. In the fields of production, government assistance would be needed in identifying the product for export, conducting feasibility studies, securing machinery and equipment, raw-materials - both imported and indigenous - training personnel, evolving designs, providing packaging and quality control facilities and securing facilities such as land, factory, water, electricity, transport and finance. In the field of marketing, the areas which need immediate attention are market intelligence including market studies, organising trade missions abroad, appointment of agents and correspondents and establishment of offices abroad, information regarding tenders in foreign countries, participation in exhibitions and trade fairs, training of personnel, invitation to join foreign trade missions, sending out samples, providing quality inspection, storage and finance both for pre-shipment and post-shipment. These facilities and services need not be organised for the exclusive use of the cooperatives as governments may already have established specialised agencies and offices to provide these services for all business organisations. Cooperatives should try to make maximum use of the existing facilities and request additional

facilities which may not be available at present through the existing channels.

84. As regards the finance which may be needed by the cooperative trading organisations, it was generally felt that the government will have to play a more active and positive role in this field. The governments should not only make available finance to cooperatives through the existing institutions, but also create, if necessary, new financing agencies for the exclusive use of the trading cooperatives. The governments should also explore, if possible, the availability of finance from international agencies such as the Asian Development Bank in Manila.

XI. ESTABLISHMENT OF EXPORT-ORIENTED INDUSTRIES

85. The Conference stressed the importance of establishing cooperative export-oriented industries in order to be able to convert the primary commodities into marketable items. Although a few cooperative processing industries are already operating in the Region, there was an urgent need for intensifying activities in this direction. Some of the problems encountered by the national movements in the establishment of these industries are lack of technical know-how for identifying the areas, lack of expertise for conducting feasibility studies, lack of managerial personnel, lack of coordination with national institutions which may be in a position to provide expertise for establishment of such projects, lack of coordination with governments in determining priorities and lack of adequate finance as well as non-availability of foreign exchange for importing plant and machinery from abroad. Studies conducted by international agencies in this field also reveal that the cooperative processing industries suffer from structural deficiencies which lead to their inability in mobilising resources and in maintaining efficient management.

86. In order to play an effective part in organising processing industries, the cooperatives will have to coordinate their activities with respective governments and other agencies in the field. The governments have their own priorities in organising the processing industries and cooperatives should be able to take advantage of the

plans formulated by governments for such priority industries. In this connection, the example of cooperative sugar industry in India and the role played by the government was mentioned. The delegates welcomed the offer of the Indian delegate to make available to the other cooperative movements the technical know-how in the establishment of cooperative sugar industries in the Region.

87. Efforts made by the ICA since the Bournemouth Congress in promoting agricultural processing and consumer industries were brought to the notice of the Conference delegates. Guidelines have also been prepared by the Regional Centre in New Delhi to enable the national movements to submit their technical assistance requests as a result of which a few projects have already been received in the Regional Centre and are being processed for obtaining technical assistance. The Conference emphasized the importance of submitting well-formulated projects to the ICA Regional Centre by national cooperative movements seeking assistance. In case expertise for conducting feasibility studies is not locally available, the ICA may be requested to explore the possibility of obtaining such expertise. The Conference, however, felt that before approaching the ICA for technical assistance, every effort should be made to tap available resources from national governments and national financing institutions. If the services of experts are obtained for running processing industries, simultaneous arrangements for training the counterparts should be made.

88. Efforts made during recent years for coordinating technical assistance activities of the United Nations Agencies and the non-governmental organisations were mentioned. The Conference welcomed the initiative taken by the ICA in the establishment of a Joint Programme with FAO, ILO and the IFAP for promoting more effective channels of financing agricultural processing industries in developing countries. It is expected that the coordination of activities among these organisations will not only avoid duplication of efforts but also ensure a speedier flow of technical assistance and finance from advanced countries and international agencies to the developing countries. The Joint Programme office will be located in the FAO in Rome with secretarial facilities provided by that organisation

and personnel provided by the participating Agencies. A Liaison Committee consisting of a representative from each of the above organisations will meet frequently to discuss problems and define policies and also to draw up concrete action programmes. The representatives of the FAO attending the Conference informed the delegates of the study undertaken by the FAO in collaboration with the ICA for project analysis of cooperative processing industries and of the work for preparation of a manual for successful cases in this field. The Conference welcomed the establishment of the Joint Programme within the FAO in collaboration with the ILO, ICA and the IFAP, and suggested that possibility of obtaining more effective assistance for cooperative projects in the Region from United Nations and other agencies including the UNIDO should be fully explored.

XII. TRADE RELATIONS BETWEEN COOPERATIVES IN THE REGION WITH ORGANISATIONS IN THE WESTERN COUNTRIES

89. While discussing the subject of collaboration between the cooperatives in the Region with those in Western countries, mention was made of the early efforts made by the ICA in linking the European Cooperative Wholesales with cooperatives in the Region. Dr. Keler's mission to the Region during 1955-56 and the Kuala Lumpur Conference in 1958 had emphasized the need for developing such a relationship and a recommendation was made to the Cooperative Wholesale Committee of the ICA to explore possibilities of developing trade contacts among the above Regions. Earlier in this report mention has already been made of the recommendations of the Tokyo Cooperative Ministers' Conference in 1964, and the subsequent Asian Cooperative Trade Survey conducted by the ICA in the Regional Centre with the assistance of an expert whose services were obtained from the Cooperative Wholesale Society of England.

90. The Conference noted the recent efforts made by the CWC and the NAF in jointly purchasing substantial quantities of food and non-food items from the Region. However, most of these purchases are made from the open market and through private trading organisations. While narrating their own experiences in exploring trade contacts with Cooperative Wholesales in Europe, the delegates felt that so far they

have not succeeded mainly because of the lack of communication between the two Regions. It was felt that there should be a continuous exchange of information between the European wholesales and the cooperatives in the South-East Asian Region. Mention was made of efforts made by the ICA Regional Centre in disseminating information with regard to trading opportunities in both the Regions. The Conference felt that these efforts should further be strengthened to bring about a closer coordination between the two Regions on the following lines :

- a. The Cooperative Wholesales in Europe through the CWC and the NAF may be requested to keep the ICA Regional Centre continuously informed of their trade requirements from the South-East Asian Region.
- b. The Cooperative Wholesales in Europe should be requested to approach the ICA Regional Centre for programming tours of the purchase missions sponsored by the European Wholesales.
- c. While programming such visits, contacts should be arranged with cooperative organisations which may be able to supply the requisite commodities.
- d. If terms and conditions offered by the cooperatives are at par with those of the private traders, the cooperative wholesales in Europe should be requested to give preference to the cooperatives in the South-East Asian Region. The Conference appreciated the difficulties of the cooperatives in Europe in switching over from their present trade channels to cooperative channels. However, it was suggested that a beginning be made by giving trial orders to cooperatives in the Region, and if the performance was satisfactory, the trade relationship could further be strengthened.
- e. It was also suggested that the Cooperative Wholesales in Europe should help the cooperatives in the Region in publicising their products through distribution of informative material and should also provide, if possible, display facilities for the goods from the South-East Asian Region. The ICA Regional Centre should explore the possibilities of obtaining such facilities in Europe.
- f. Some of the delegates felt that in case cooperatives in the advanced countries were not able to import from cooperatives in the Region for various reasons, possibilities of contacting private organisations in advanced countries be explored. For developing such contacts, the cooperative wholesales in Europe should be requested to provide assistance to the cooperatives in the Region.

91. The Conference felt that it will not be possible for the cooperatives themselves to organise separate trade fairs to develop contacts with other Regions. However, the need for participation in existing trade fairs was emphasized. Mention was made of the efforts being made by the ICA Regional Centre in keeping the cooperative movements informed of the trade fairs such as the Asian Trade Fairs organised with the initiative of the ECAFE. It was suggested that the cooperatives might consider participation in the trade fair to be held in Teheran during October 1969.

XIII. ROLE OF INTERNATIONAL AGENCIES

92. The Conference took note of the recent efforts made by international agencies, especially the UNCTAD, the GATT, the UNCTAD/GATT International Trade Centre, the ECAFE, the FAO, the United Nations Department of Social and Economic Affairs, the IFAP and the ICA for the promotion of international trade, and by the World Bank and the Asian Development Bank in financing such trade. It also noted the initiative taken by the ICA to develop contacts with the above agencies and, wherever possible, obtain for the benefit of the cooperatives, the facilities and services offered by them. While summing up, the Conference suggested that in future the ICA should help in promoting foreign trade by cooperatives on the following lines :

- a. The present function of the ICA Regional Centre as a clearing house should be strengthened by increasing the supply of market information and documentation.
- b. If possible, a trade information bulletin be issued from time to time, giving information of interest to cooperative trading organisations. This bulletin should also include information on training facilities available in different countries.
- c. As suggested in the Conference, the Agricultural Sub-Committee of the ICA for South-East Asia be requested to consider whether it will be in a position to function, with suitable modifications in its structure if necessary, as an advisory body on trade promotion in the Region or whether it would favour the proposal for a standing sub-committee to deal with trade problems.

- d. If a separate standing sub-committee is to be formed, the ICA Regional Centre should provide secretarial services for its day-to-day work.
- e. The ICA Regional Centre should actively assist the cooperative movements in the Region in establishing joint committees, on a bilateral basis, for the promotion of trade between the two countries. The broad pattern for such committees should be the same as the Japan-Thailand Joint Committee. It should also circulate information on the working of such joint activities.
- f. The ICA Regional Centre should assist the cooperative movements in providing training facilities for personnel engaged in export-import organisations. The training facilities could be provided in the following manner :
 - i. by finding suitable placements for cooperative trade personnel who could be sent abroad for on-the-job-training.
 - ii. by assisting national organisations by arranging courses in their own countries with expertise from other countries or international agencies.
 - iii. by assisting in the organisation of training courses in the existing international or national institutes which are engaged in the training of trade personnel.
 - iv. by collecting and disseminating information with regard to the training facilities made available by international and national governments or agencies. In this connection, special mention was made of the training facilities being provided by the UNCTAD/GATT International Trade Centre in Geneva.
 - v. the ICA should also help in coordinating the activities of national and international training centres in preparing and disseminating material required for training in foreign trade and in drawing up syllabi for course programmes.
 - vi. if the cooperative movements need any assistance in assessing the requirements of training for such staff, the ICA may be requested to provide such assistance.
- g. The ICA should help the cooperative movements in the Region in the establishment of export-oriented industries by :
 - i. helping in identifying the areas in which such industries could be established,
 - ii. assisting in conducting feasibility studies,

- iii. obtaining the services of experts for running the projects,
- iv. arranging for the training of counterparts and, if possible, obtaining assistance in the form of finance, equipment and machinery.
- h. The ICA Regional Centre should help the cooperative trading organisations in the Region in obtaining information from the Cooperative Wholesales in Europe with regard to their trade interests. The ICA should also persuade the Cooperative Wholesales in Europe to keep contacts with regional cooperatives in the Region for exploring further trade relationships.

93. The Conference requested the International Federation of Agricultural Producers and the Food and Agriculture Organisation of the United Nations to continue to help the trading cooperatives through their respective organisations. The delegates hoped that the FAO/ICA/IFAP Joint Programme would be of great help to cooperatives in the Region. The representative from the FAO made a special mention of the need to provide management services through the proposed International Management Service to cooperatives. The Conference felt that the existence of such a Service is of vital importance to cooperatives in obtaining managerial personnel for running the cooperative projects. It was noted that the objective of this Service would be to prepare a roster of personnel who would be readily available for managerial service in different countries. The Conference requested that the secretariat of the Joint Programme should explore the possibility of such an international cooperative management service.

CONFERENCE ON INTERNATIONAL COOPERATIVE TRADE IN SOUTH-EAST ASIATOKYO (JAPAN)JUNE 3-22, 1968P R O G R A M M E

| | | <u>Session</u> | | |
|-----------|--------------|----------------|-----------|---|
| | | | <u>No</u> | |
| Monday | June 3, 1968 | 1000-1200 | | Inauguration Introductions Working methods of the Conference |
| | | 1400-1900 | 1 | Review of recent developments in cooperative marketing in countries of South-East Asia with special reference to exportable commodities - Statements by delegates and observers. |
| Tuesday | June 4, 1968 | 0930-1200 | | Statements by delegates and observers (contd) |
| | | 1200-1430 | | Lunch break |
| | | 1430-1700 | 2 | Review of present foreign trade by cooperatives in the Region - An analysis of the performance - Mr. M.V. Madane, Joint Director (TA&T), International Cooperative Alliance, New Delhi. |
| Wednesday | June 5, 1968 | 0930-1200 | | Session No. 2 (continued) |
| | | 1200-1430 | | Lunch break |
| | | 1430-1700 | 3 | Integrated cooperative marketing structure as a basis for successful international cooperative trade - Mr. J.M. Rana, Director (EC), International Cooperative Alliance, New Delhi. |
| Thursday | June 6, 1968 | 0930-1200 | 4 | Methods for assessment and collection of surplus (both agricultural and non-agricultural commodities) from affiliates for export - Mr. T. Ishii, Chief, Vegetable Export Division, National Marketing Federation of Agricultural Cooperative Associations, Tokyo. |

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|----------|---------------|-----------|----|--|
| | | 1200-1430 | | Lunch break |
| | | 1430-1700 | 5 | Effective link-up of imports with production and distribution activities in a cooperative movement - Mr. H. Imai, Chief, Feedingstuff Material Division, National Purchasing Federation of Agricultural Cooperative Associations, Tokyo. |
| Friday | June 7, 1968 | 0930-1200 | 6 | Some important factors governing international trade - quality control, grading, timely delivery, speedy communication, etc. - Mr. H. Nagasawa, Assistant Manager, Trading Department, UNICOOPJAPAN, Tokyo. |
| | | 1200-1430 | | Lunch break |
| | | 1430-1700 | 7 | Some important factors governing international trade - transport, storage, loading and unloading facilities - Mr. H. Nagasawa, Assistant Manager, Trading Department, UNICOOPJAPAN, Tokyo. |
| Saturday | June 8, 1968 | | | Local study visits. |
| Sunday | June 9, 1968 | | | Local sight-seeing. |
| Monday | June 10, 1968 | 0930-1200 | 8 | Promotion of foreign trade: Effective market intelligence, sales promotion, advertising, etc. - Mr. I.H. Hunter, Divisional Manager, Westralian Farmers Cooperative Limited, Perth (Western Australia). |
| | | 1200-1430 | | Lunch break |
| | | 1430-1700 | 9 | Promotion of foreign trade: Recruitment and training of personnel for cooperative trading organisations - Mr. H.D. Shourie, Director-General, Indian Institute of Foreign Trade, New Delhi. |
| Tuesday | June 11, 1968 | 0930-1200 | 10 | Promotion of foreign trade: Joint buying and export activities by cooperatives in the Region - A panel discussion. Panel Members: Mr. N.S. Kulkarni Mr. Abaid Ullah Sheikh Mr. M. Murase Mr. Wan Siew Seng Mr. I.H. Hunter Mr. S. Stanislaus Chairman: Mr. M.V. Madane. |

Session

| | | | <u>No</u> | |
|-----------|------------------|-----------|-----------|--|
| | | 1200-1430 | | Lunch break |
| | | 1430-1700 | 11 | Promotion of foreign trade : Financing of international cooperative trade - Mr. S. Saji, Director and Chief Foreign Manager, The Fuji Bank, Tokyo. |
| Wednesday | June 12, 1968 | | | Local study visits. |
| Thursday | June 13, 1968 | 0930-1200 | 12 | Promotion of foreign trade : Role of cooperatives in the establishment of export-oriented industries - Mr. S. Anania, FAO, Rome, and Mr. J.M. Rana, Director (EC), ICA, New Delhi. |
| | | 1200-1430 | | Lunch break |
| | | 1430-1700 | 13 | Measures to accelerate the growth of cooperative foreign trade : Role of national cooperative federations - Mr. H. Oriti, Managing Director, National Purchasing Federation of Agricultural Cooperative Associations, Tokyo. |
| Friday | June 14, 1968 | 0930-1200 | 14 | Measures to accelerate the growth of cooperative foreign trade : Role of governments - Mr. H.D. Shourie, Director-General, Indian Institute of Foreign Trade, New Delhi. |
| | | 1200-1430 | | Lunch break |
| | | 1430-1700 | 15 | Development of trade relations between cooperatives in the Region with those outside the Region - Mr. M.V. Madane, ICA, New Delhi. |
| Saturday | June 15, 1968 | 0930-1200 | 16 | Role of international agencies in developing cooperative foreign trade - Mr. M.V. Madane, ICA, New Delhi. |
| | | 1200-1430 | | Lunch break |
| | | 1430-1700 | | Free |
| | June 16-20, 1968 | | | Study visits in Japan. |
| Friday | June 21, 1968 | | | Bilateral trade discussions by the delegates with the Japanese cooperative trading organisations. |
| Saturday | June 22, 1968 | 0900-1200 | | Report and Conclusions. |

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