

Report of the Regional Seminar on
**BETTER LIVING ACTIVITIES
THROUGH COOPERATIVES**

Tokyo (Japan)

27th August-14th September, 1979



INTERNATIONAL COOPERATIVE ALLIANCE

Regional Office & Education Centre for South-East Asia
"Bonow House", 43 Friends' Colony, New Delhi-110-065. India

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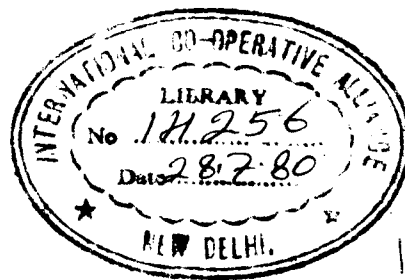
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**REGIONAL SEMINAR
ON
BETTER LIVING ACTIVITIES
THROUGH COOPERATIVES**



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1979

JAPAN - AUGUST - SEPTEMBER 1979



**INTERNATIONAL
COOPERATIVE
ALLIANCE ROEC
NEW DELHI India**

REPORT OF THE
REGIONAL SEMINAR ON BETTER LIVING ACTIVITIES THROUGH COOPERATIVES

TOKYO (JAPAN)

27th August to 14th September 1979

Seminar Director : Lionel Gunawardana
Joint Director & Specialist
in Agricultural Cooperation
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Education Officer (Women & Youth)
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Jointly organised by

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REGIONAL SEMINAR ON "BETTER LIVING ACTIVITIES THROUGH COOPERATIVES",
Tokyo (Japan) : 27th August to 14th September 1979

CONTENTS

	<u>Part-A</u>	<u>Page No.</u>
1.	Introduction	1
2.	Observations on the Japanese Agricultural Cooperative Movement	3
3.	Observations on the Korean Agricultural Cooperative Movement	9
4.	Recommendations	15
5.	Seminar Programme	21
6.	List of participants	24
	 <u>PART-B</u>	
7.	A Case Study on Mikkabi Agricultural Cooperative Society by Lionel Gunawardana	29

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PART-A

REPORT OF THE

REGIONAL SEMINAR ON BETTER LIVING ACTIVITIES THROUGH COOPERATIVES,
Tokyo (Japan) : 27th August to 14th September 1979.

INTRODUCTION

A Regional Seminar on "Better Living Activities through Cooperatives" was held by the International Cooperative Alliance Regional Office and Education Centre for South-East Asia, in collaboration with the Central Union of Agricultural Cooperatives (CUAC) and the Institute for the Development of Agricultural Cooperation in Asia (IDACA) from 27th August to 14th September 1979. Twenty three participants from ten countries and an observer from ILO attended the seminar. The countries represented were Bangladesh, India, Indonesia, Republic of Korea, Malaysia, Nepal, Philippines, Singapore, Sri Lanka and Thailand. The inaugural session of the seminar was addressed by Mr. S. Ochiai, Managing Director, Central Union of Agricultural Cooperatives, Mr. K. Fujimoto, Managing Director, the Institute for the Development of Agricultural Cooperation in Asia and Mr. Lionel Gunawardana, Joint Director and Specialist in Agricultural Cooperation, ICA ROEC.

The seminar was directed by Mr. Lionel Gunawardana. Mrs. M.D' Cruz, Education Officer (Women & Youth) assisted him in the conduct of the seminar.

Objectives

1. To review the better living activities carried out by the cooperative movements in the Region and to discuss the problems encountered in carrying out such activities.
2. To study the better living activities of agricultural cooperatives in Japan and the Republic of Korea.
3. To discuss ways and means of improving better living activities of cooperatives and introducing such activities in cooperatives which at present do not carry out such activities.

Study Visits

In order to provide seminar participants with an opportunity of learning about the better living activities and the working of the agricultural cooperatives in the Republic of Korea, a study visit programme for 6 days was organised by the International Cooperative Alliance in collaboration with the National Agricultural Cooperative Federation (NACF) prior to the seminar.

Study visits to agricultural cooperatives in the Republic of Korea began with a visit to the National Agricultural Cooperative Federation where participants were addressed by Mr. Dong Hoo Joh, Executive Vice President of NACF.

The seminar participants were taken to two primary agricultural cooperative societies, two county agricultural cooperatives, Agricultural Cooperative College and to the National Agricultural Cooperative Federation in the Republic of Korea. The seminar programme also included study visits in Japan. The participants were taken to two primary agricultural multipurpose cooperatives in Shizuoka Prefecture for intensive study with the help of a case study specially prepared for the seminar. The participants also visited the Enshu Hospital run by the Welfare Federation of the Shizuoka Prefecture.

The seminar reviewed the better living activities carried out by the agricultural cooperatives in the Region. The seminar noted that only a small number of agricultural societies in the countries of the Region is engaged in better living activities. It recommended that these activities should be introduced in agricultural cooperatives. Some of the areas in which a beginning can be made were :

- (a) Saving promotion.
- (b) Introduction of supplementary income generating activities such as poultry farming and cottage industries.
- (c) Living improvement activities such as nutrition and health education.

OBSERVATIONS ON THE JAPANESE AGRICULTURAL COOPERATIVE MOVEMENT

General observations

The economy of Japan was shattered by the Second World War, but its reconstruction has been rapid, with the emphasis on manufacturing and chemical industries. Industrial and commercial development led to rapid urbanisation and a corresponding reduction in the rural population. Today only 12% of the population are farmers - some of them only part-time. In order to keep pace with the general socio-economic development in the country, the agricultural cooperatives found it essential to organise various facilities and services, and to open their doors to non-farmers also.

1. The government's concern in its activities and sharing financial support is a major factor for the success of agricultural cooperatives. Such involvement has provided excellent services to their members, as in the extending of loans and funding of projects. Hence, the agricultural cooperatives play a major role in the country's economy.
2. Active participation of associate members, who are non-farmers fostered the development of these societies.
3. Mechanisation of farming has reduced labour or manpower needs and increased productivity but has increased product expense and pollution.
4. As a result of modernisation and better living activities, rural life style is almost similar with urban life.

The agricultural cooperatives in Japan are very strong, both financially and organisationally. They have dedicated leadership and competent and devoted staff. They have diversified their activities to keep pace with general socio-economic development of the country and its people.

The main problem the Japanese agriculture and the agricultural cooperatives face is the lack of interest of the younger generation in agriculture. They have been undertaking various schemes and programmes to create interest among the younger people in taking up farming as a profession. It will be interesting to watch their success in this important task in the coming years.

Structure and organisation

1. There is a three-tier structure :
 - (a) The national level apex organisations,
 - (b) The prefectural level regional organisations, and
 - (c) The municipal level primary cooperatives.
2. While the primary level cooperatives are multipurpose, the prefectural and national level organisations are functional in nature.
3. The area of operation of the primary cooperative generally consists of all the villages and hamlets within the jurisdiction of the Municipal Government.
4. Membership is of two kinds :
 - (a) Regular - a full time or even part-time farmer, and
 - (b) Associate - a resident non-farmer having no right to vote.

The agricultural cooperatives have reached almost all hamlets in the country. There are also some single-purpose agricultural cooperatives for specific sectors like fruits and vegetables and raising of livestock.

Most of the primaries are supported by voluntary organisations like women's associations, youth associations and commodity groups.

There is an integrated approach at the primary level to the various activities which contributes to the increased agricultural production and farm income and to improvement of living standards by the guidance service offered through the farm advisers and home life improvement advisers. The farm advisers also act as conveners of commodity groups and the home life improvement advisers and as secretariat for the women's associations.

Management

1. The general body of members is the supreme authority as per law. Most of the societies have replaced the general meeting with direct participation of members with representative meeting. The delegates are selected from different hamlets to represent them in the representative meeting.
 2. Representatives recommend names for President, Directors and Auditors and usually the ultimate choice is made through consensus after discussion in meetings of representatives.
 3. The President works full-time and receives an honorarium for his services.
 4. There is a Management Committee consisting of the President, some Directors, General Manager and Managers of different Departments.
 5. The office is organised on modern management principles and practices. The office is divided into different departments and the departments are divided into sections or divisions.
 6. The staff are well qualified, recruited from the open market, have necessary training and are well paid. They are devoted.
 7. Maintenance of records is highly scientific. Even computers are in use to economise on staff expenditure and for the sake of accuracy and quick action.
-

Functions and services

1. The agricultural cooperatives provide services not only to farmer-members but also to associate members and even to non-members.
2. They provide :
 - (a) Comprehensive banking services. The societies are very successful in mobilising member savings. Loans are extended for various agricultural needs. Overdraft facilities are also given.
 - (b) Comprehensive services and facilities for grading and marketing of not only agricultural produce but also of dairy, piggery and poultry produce.
 - (c) All types of fertilisers, insecticides, pesticides, cattle and poultry feed, young calves, piglets and chicks, etc.
 - (d) Service and maintenance facilities for different types of agricultural machinery which are very much in use.
 - (e) Comprehensive personal and damage insurance cover.
 - (f) Comprehensive consumer services through department stores and chain stores. Agricultural coop brand consumer goods are supplied at reasonable prices. The brand goods have earned a name for quality.

Thus the varied needs of every member are adequately met in the business of agricultural cooperatives. These services include credit, marketing, supply, insurance, processing, warehousing, utilisation of farm machineries, guidance, education and information.

Better living activities

1. The Japanese cooperatives have a long history and tradition in encouraging and organising better living activities compared to cooperatives in neighbouring countries.
2. They have been running well-equipped hospitals for many years. There is great stress on health keeping and health improvement activities. There are arrangements for regular and periodical checking of health through mobile hospital vans.
3. Nursery schools are run by cooperatives.
4. The improvement of living conditions was started by facilitating the improvement of the kitchen and introducing methods of better cooking and proper nutrition.
5. Consumer activities, like sales promotion of high quality products and joint purchasing are carried out by members.
6. Savings and rational spending are promoted. Wasteful expenditure on festivals, etc. are discouraged.
7. The acquisition of additional knowledge, reading and attending meetings are continuously promoted.
8. The cooperatives publish their own bulletins and journals regularly.
9. The Ie-No-Hikari Publishing Association publishes books and monthly magazines. The national and prefectural unions sponsor activities for members' education, culture and recreation. This includes lectures by resource persons, exhibitions, festival days, athletic meetings and conferences.

10. Mutual insurance has effected better living welfare activities, particularly on scholarship and educational programmes, safety measures and facilities for rehabilitation.

11. The cooperatives run gas-filling stations and repair and service stations for automobiles of members and non-members.

12. The cooperatives provide consultancy services to members interested in travelling for recreational purposes.

13. The cooperatives have wire-broadcasting service not only to give farm-guidance and weather reports regularly but also to broadcast cultural programmes.

14. They also undertake activities for youth and for the aged.

The success of better living activities is largely due to the active participation of the women's associations. The mechanisation of agriculture and the purchase of labour saving kitchen equipment has given the farmer's wife leisure for participation in the activities of the women's associations.

OBSERVATIONS ON THE KOREAN AGRICULTURAL COOPERATIVE MOVEMENT

General observations

The Republic of Korea has achieved a high level of socio-economic development in the agricultural sector within a comparatively short period of fifteen years and agriculture has been modernised to a large extent. Some of the factors responsible for this were such measures as land reform, which led to the consolidation of small farm holdings, provision of irrigation facilities and mechanisation of agriculture which helped to fill the gap created by the scarcity of farm labour due to urbanisation. Korea is now self-sufficient in rice and there is a strong government price support policy for foodgrains.

Perhaps the biggest single factor responsible for the high degree of agricultural development is the government support to the agricultural cooperatives by way of finance and other facilities, especially in the initial stages. The government is channelling funds for integrated rural development through the agricultural cooperatives and is utilising them for providing guidance to farmers and for mobilising them. The agricultural cooperatives have been given the monopoly in the business of fertilisers, pesticides and insecticides.

The national project for integrated rural development, viz. the Saemul Undong, is being implemented in the rural areas with the active participation of farmer members and women and youth groups through Saemaul Farming Groups, Saemul Women's Clubs and youth bodies. The expansion of horticulture, production of vegetables, livestock breeding, dairying, piggery, poultry and small scale industries is helping to supplement farm incomes. There is a close link between the Saemul Undong and the cooperatives in a variety of activities which embrace all aspects of the lives of members of the agricultural cooperatives.

Continuous education and training of employees and members are contributing factors to the proper functioning of the cooperatives. An institute and a college for cooperatives have provided a base to meet the requirements of manpower in the cooperative sector. However, Korean women who are involved in agricultural activities are found to be less involved in having such training.

The primary agricultural cooperatives have dedicated leadership and competent staff, well defined schemes and programmes, and strong government support. This makes it possible for them to provide numerous facilities and services to their members, and thus play an effective role in the overall socio-economic development of the country.

Structure and organisation

The structure of the agricultural cooperatives is a three-tier one with :

- (a) the township level primary cooperatives at the base,
- (b) the county level agricultural cooperatives at the secondary level, and
- (c) the apex level National Agricultural Cooperative Federation at the top.

Formerly there were village level ri or dong cooperatives which were very small societies. They acted as agents of gun or county cooperatives. These were later amalgamated into large-sized multipurpose cooperatives at the township level.

The area of operation of a primary agricultural cooperative consists of all the villages in the township. Membership is of two kinds :

- i. Regular members who are resident farmers, and
- ii. Associate members, composed of agricultural associations.

These primary cooperatives are federated at county level into county or gun cooperatives. The gun cooperatives and the special type cooperatives (for horticulture and livestock) federate into the National Agricultural Cooperative Federation (NACF).

The National Agricultural Cooperative Federation is the apex level cooperative organisation in the agricultural sector. It gives guidance and integrates the various functions, such as the promotion of cooperatives, financing supply of agricultural inputs and exercises an overall supervision on cooperatives through audit and its general policies and guidelines.

The structure of the agricultural cooperative movement in Korea is strong and well organised, and the integration of all functions in one organisation at each level promotes efficiency and gives a good base for better living activities with the active participation of the grass-root level bodies, especially the Saemul Women's clubs. To some extent there is guidance from the top, but the NACF is responsive to enlightened cooperative leadership.

Management

The cooperatives have adopted the representative meeting method in place of general meeting with direct member participation. Groups of members elect their delegates, and these delegates represent their groups in the representative meeting.

According to law the President has to be elected in the general meeting. At present, however, under a temporary law, the President of the NACF appoints the Presidents of the county cooperatives, who in turn, nominate the Presidents of the primary agricultural cooperatives.

The general meeting of the members' representatives elect four Directors for a term of 3 years. They also elect two Auditors from among the members, for a term of two years.

The President works full-time. Although he is not paid a fixed salary he receives allowances for the work he does.

Modern management systems and practices have been introduced. The Manager works directly under the President. Generally there are five departments :

- (a) Income Increase,
- (b) Farm Guidance,
- (c) Commercial Business,
- (d) Banking Business, and
- (e) Living Guidance.

These departments are divided into suitable sections.

Staff are recruited directly. They are given proper training and are well paid.

Functions and services

As multipurpose organisations the agricultural cooperatives have progressively expanded their functions and services to include the following :

They provide long and short-term credit to their members. They offer comprehensive banking services. The mutual credit programmes of the cooperatives is utilised for mobilising internal resources to meet the credit needs of the farmers.

The cooperatives have the monopoly for supplying fertilisers, insecticides, pesticides, etc. They have facilities for advance storage, and guide the members in the use and application of fertilisers, etc. The cooperatives have been playing a major role in modernising agriculture through such means as : regular and sustained farm guidance to members; arranging irrigation facilities; supplying agricultural machinery, helping to consolidate land holdings

In the field of marketing, the agricultural cooperative provide members with market information on a regular basis through the automatic telephone information system, their own newspapers and other media. They offer special marketing facilities for various agricultural produce, especially each crops like fruit and vegetables. They also own various processing plants. Farmers are encouraged to expand horticulture, production of vegetables and fruits, livestock breeding and other income generating activities.

The cooperatives have group housing projects in the rural areas, for which they provide credit and also arrange supply of construction materials. They also run house improvement programmes.

The agricultural cooperatives run consumer departmental and chain stores at the primary level for the benefit of members. They engage in joint purchasing of selected consumer goods from the manufacturers through the NACF, to ensure quality and reasonable prices.

They provide comprehensive insurance coverage for their members.

In collaboration with the Saemul Undong Movement the agricultural cooperatives conduct a variety of programmes for integrated rural development through Saemul farming groups, Saemul Women's Clubs, Savings promotion groups and 4-H clubs for young people.

Better living activities

The agricultural cooperatives undertake various programmes which are aimed at bringing about better living conditions for the members of the farm households. These programmes are conducted with the active participation of the farmer members, farm wives, the aged and the young.

Farmer members are provided with credit, farm inputs and necessary farm guidance to help them increase productivity. They receive market information. The agricultural cooperatives provide marketing facilities which enable farmers to get the best prices for their produce.

Farm households are taught how to rationalise their consumption and expenditure, thus inculcating in them the habit of thrift and savings.

Health programmes lay stress on the maintenance of good health and on health improvement. The cooperatives provide facilities for health checks, immunisation against epidemic diseases and treatment of diseases by running hospitals and providing mobile hospitals.

The agricultural cooperatives provide members and their families with numerous services such as : barber shops, spacious halls which members can utilise free of charge for social occasions such as weddings, etc. and/or for religious ceremonies. They have established reading rooms and libraries in the villages, and offer scholarships to rural students.

The primary societies run consumer stores which provide goods and services required by members at reasonable prices.

The Women's agricultural associations and the Women's Saemul Clubs undertake a variety of activities. They conduct cooking classes, run community kitchen during the peak cultivation seasons, teach handicrafts, and conduct cultural activities. They also run nurseries and creches, undertake joint buying, etc.

The rural housing programme initiated by the cooperatives in the villages is one of the significant projects of the better living activities. They also work for improved housing - especially the improvement of kitchens.

RECOMMENDATIONS

1. The full support of the Government is necessary for the growth of agricultural cooperatives especially in the initial stages. Therefore, financial and other support from the government must be enlisted for cooperative activities.
2. The Government should extend loans and other financial assistance for funding projects and seminars and conferences on cooperatives.
3. The Government should use the agricultural cooperatives as an agency for channelising funds for rural development.
4. Agricultural cooperatives should be given preference in the business of distribution of fertilisers, pesticides, insecticides, seeds and other farm inputs.
5. In agricultural colleges, cooperation should form an integral part of the curriculum.
6. The primary cooperatives should be reorganised with a view to making them viable units. Different types of single-purpose cooperatives should be amalgamated, wherever feasible, into multipurpose societies to enable them to expand their business activities. Multipurpose cooperatives are viable and successful in the Republic of Korea and Japan, and other countries may adopt this pattern wherever feasible.
7. The first and foremost objective should be to increase members' incomes by increasing their productivity. All steps should therefore be taken to modernise agriculture by providing farm machinery, farm inputs and full production and investment credit. Joint marketing arrangements should be made to enable the members to have better prices for their products. For this purpose warehouses and processing plants should be established and if necessary pledge credit (credit given in hypothecation of agricultural produce stored in the warehouses) should be arranged.

8. The primary cooperatives should be strengthened so that they form a stable base for the movement.
9. Small farmers and landless labourers should be helped to start dairy, piggery, poultry, fishery and other allied activities cooperatively.
10. Cottage and sham-scale artisans should be given assistance in organising cooperatives and these organisations should be assisted in obtaining raw materials, equipment, etc. and in marketing their products.
11. Presidents of cooperatives should be on full-time basis and receive reasonable remuneration. Directors may be part-time and paid allowances for attending meetings.
12. Membership should be of two kinds : regular for farmers and associate for non-farmers. The facilities of the society should be available to both classes of members. Active involvement of all members in the affairs of the society should be encouraged.
13. Continuous education and training for members, employees and prospective members should be given.
 - 13.1 Training programmes and short courses should include cooperative principles, personal hygiene and sanitation, nutrition and consumer information.
 - 13.2 Farm guidance and better living advising must be included in the cooperative programme and services.
 - 13.3 Adult education must be a part of cooperative activities.
 - 13.4 Exchange programmes for cooperative personnel should be included.
14. The concept and spirit of diligence and self-help should be emphasised in the cooperative movement in Asia as has been done in Saemul Undong Movement in Korea.

15. The board of management of the society should be selected by consensus where possible and otherwise by election.

16. The management should consist mainly of the regular members but a few associate members should be included so that the society can benefit from their expertise. Similarly, there should be representation to women.

17. The management may have a term of three years, where preferred, one-third of them may retire annually by rotation.

18. The staff should be recruited as far as possible from within the area of operation of the society. After recruitment, they should be given training in agriculture and cooperatives. There should also be periodic refresher training courses for employees.

19. Agricultural cooperatives should have farm guidance advisers and they should not depend salary on the extension staff of government departments.

20. Agricultural cooperatives should maintain farm machinery for hire by members together with repair facilities.

21. Agricultural cooperatives should undertake the following activities :

- (a) Assisting member families in household budgeting and rationalising consumption expenditures.
- (b) Encouraging savings habits.
- (c) Education in health and sanitation.

- (d) Periodic health checks of all members and their families.
- (e) Forming of community kitchens during busy farming seasons.
- (f) Nurseries and baby creches.
- (g) Reading room and library for children and adults.
- (h) Encouragement for handicraft and other income generating activities.
- (i) Cultural and leisure time activities and hobbies.
- (j) Community hall for holding the above activities and also for conducting community as well as personal functions.

22. Improvement of homes especially the kitchen, should be encouraged. Loans should be given at subsidised interest for this purpose.

23. Agricultural cooperatives should cooperate with the government and other agencies engaged in execution of various rural and area development schemes with a view to taking over responsibility for such work in future.

24. The cooperatives should gradually engage more and more technically qualified staff in various better living activities.

25. Women could provide additional resources in the successful promotion of social and economic objectives of cooperatives. They must be actively involved in cooperatives.

25.1 The principle of adequate representation of women should be accepted from the grassroots to the highest levels of the movement.

25.2 Women should be given education and training in income generating projects.

25.3 A survey in each country to ascertain the present situation and role of women in cooperatives should be made, as such surveys will help in determining action plans for better living.

26. Agricultural cooperatives should encourage the formation of women's associations in their areas as these will be the best machinery for undertaking better living activities.

27. The women should be organised and exposed to theoretical and practical training in :

- i. Health keeping and nutrition,
- ii. Kitchen improvement,
- iii. Improvement of other household work,
- iv. Community welfare work of local nature,
- v. Joint purchase of consumer goods.

28. The cooperatives should fully cooperate with the government and other agencies engaged in various programmes for the youth, women and children.

29. Youth clubs, commodity groups and elderly persons' clubs should be formed in each area.

30. Most of the cooperatives, in their present stage of development, cannot establish and run hospitals. But, wherever possible, they should establish small clinics and cooperate with government and other agencies for establishing and running dispensaries, mobile hospital vans etc. However, they should take all steps for spreading health and sanitation education.

31. Wherever possible the cooperatives should establish and run nursery and primary schools and adult literacy centres or they should cooperate with the government and other organisations in establishing and running them.

32. Cooperatives should encourage and promote family planning activities.

33. The cooperatives should arrange for supply of consumer goods to the residents of the area by running a chain store or forming a joint purchasing group. They should also take up consumer guidance activities for the education and protection of the members.

34. Cooperatives should educate members to reduce unnecessary expenditures especially on marriages, funerals and other festivals.

35. Cooperatives should take up insurance activities wherever possible. In countries where insurance is nationalised the government should be persuaded to allow cooperative insurance.

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SEMINAR PROGRAMME

19th Aug Sun.		Arrival of participants in Seoul
20th Aug Mon. to 25th Aug Sat.		Study visits in the Republic of Korea
26th Aug Sun.		i. Departure for Japan ii. Arrival at IDACA
27th Aug Mon.	1000-1100	Opening session
	1130-1230	Introduction to ICA and IDACA
	1400-1700	Presentation of background papers
28th Aug Tue.	0930-1230	Presentation of background papers (contd.)
	1400-1700	Presentation of background papers (contd.)
29th Aug Wed.	0930-1230	Lecture : Introduction to Japan by Mr. H. Togawa
	1400-1700	Lecture : Japanese Agricultural Cooperative Movement - its organisation and business activities by Mr. Shiro Futagami.
30th Aug Thu.	0930-1230	Lecture : Better Living Activities of Agricultural Cooperatives in Japan by Mrs. Nanako Takashiro.
	1400-1700	Lecture : Better Living Activities of Agricultural Cooperatives in Japan by Mrs. N. Takashiro (contd.)
31st Aug Fri.	0930-1230	Lecture : Credit Activities for Living of Members of Agricultural Cooperatives by Mr. Misao Saito.
	1400-1700	Lecture : Practical Activities for Life- Betterment in Yokohama-Kita Agricultural Cooperative Society (Better Living Activities) by Mrs. Teruyo Inoue.

1st Sep Sat.	0930-1230	Lecture : Mutual Insurance and Better Living Welfare Activities of Agricultural Cooperatives by Mr. S. Fujitsuka.
	Afternoon	Free
2nd Sep Sun.		Sight-seeing in Tokyo
3rd Sep Mon.	0930-1230	Lecture : Agricultural Cooperative Activities for Members' Education, Culture and Recreation by Mr. Yasuo Kawazu
	1400-1700	Lecture : Better Living Activities through Cooperatives by Mr. N.K. Naik.
4th Sep Tue.	0930-1100	Talk on "Family Welfare Education" by ILO observer.
	1100-1230	Lunch break
	1230	Leave for study visits
5th to 8th September		Study visits in Shizuoka Prefecture
9th Sep Sun.		Return to IDACA
10th Sep Mon.	0930-1230	Group work on "Observations in the Republic of Korea and Japan".
	1400-1700	Group work on "Observations in the Republic of Korea and Japan" (contd.)
11th Sep Tue.	0930-1100	Better Living Activities - questions and answers.
	1100-1230	Plenary on observations
	1400-1700	Plenary on observations and revision based on plenary discussion.

12th Sep Wed.	0930-1230	Group work on recommendation for adoption in the cooperatives in the Region.
	1400-1600	Plenary on recommendation
	1600-1730	Country group work on recommendation for each country
13th Sep Thu.	0930-1230	Country group work on recommendation for each country (contd.)
	Afternoon	F r e e
14th Sep Fri.		Final plenary and evaluation
15th Sep Sat.		Departure of participants

Lunch break : 1230-1400
 Tea breaks : 1100-1115 &
 1530-1545

Regional Seminar on "Better Living Activities through Cooperatives",
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LIST OF PARTICIPANTS

- | | | |
|------------|----|---|
| Bangladesh | 1. | Mr. Ali Hossain
Chairman
Bangladesh Samabaya Bank Limited
9/D Motijheel Commercial Area
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| | 2. | Mr. A.M. Mustafizur Rahman
Deputy Registrar
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Dacca. |
| India | 3. | Mr. S. Ramakrishna
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| | 4. | Mr. D.K. Ghosh
Registrar of Cooperative Societies
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| | 5. | Mr. V.S. Kushnoor
Minister for Cooperation
Government of Karnataka
Bangalore. |
| Indonesia | 6. | Mrs. K. Dibyo Soempono
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Jakarta Timur. |
| | 7. | Mrs. S. Sukono
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Surabaya
East Java. |
| | 8. | Mrs. K. Siswoko
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- Rep.of Korea 9. Mr. Moon Sik Lee
 Manager of Home Economics Guidance Division
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 Jung-ku, Seoul.
10. Miss. Yeo-Ran Chang
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 Penang Port Commission Coop Society Limited
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12. Mrs. Zainab Mohd. Yunus
 Cooperative Officer
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- Nepal 13. Mr. Narendra K. Basnyat
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- Philippines 14. Miss. Josefina E. Gaerlan
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 Philippine National Federation of
 Women for Cooperatives
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 Quezon City 3010.
15. Miss. Patrocinio R. Estacio
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 Women for Cooperatives
 1320 La Paz, Galicia
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- Singapore 16. Mr. Roland Tay Tatt Jin
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 Galle.
18. Mr. Everard Anthony Payoo
 President
 Hatton Dickoya Multipurpose Coop Society &
 Director, National Coop Council of Sri Lanka
 Hatton.
19. Miss. J.C. Tennakoon
 Project Director
 Women's Consumer Education Project
 15 Kumara Vidiya
 Kandy.
20. Miss. Chitra S. Mantilake
 President, Women's Central Committee
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PART-B

A CASE STUDY ON

MIKKABI AGRICULTURAL COOPERATIVE SOCIETY

By

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Joint Director & Specialist
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ICA ROEC.

MIKKABI AGRICULTURAL COOPERATIVE SOCIETYESTABLISHMENT

The Mikkabi Agricultural Cooperative Society was formed in May 1948 by reorganising the agricultural association which existed prior to the World War-II. It is situated in Mikkabi Cho in Shizuoka Prefecture in the main island of Japan - Hokkaido. The Shizuoka Prefecture covers an area of 7,772 square kilometers and has a population of 3.37 million and the density of population per square kilometer is 434 persons.

GROWTHInitial Failure

After functioning for four years the society collapsed in May 1952 due to bad management. The main reasons attributed to the collapse were :-

- i. Continuation of ineffective management methods followed by the earlier agricultural association which was a government controlled organisation.
- ii. Dominance of the president.
- iii. Corruption.
- iv. Neglect of employee training.
- v. Lack of communication with members.

Revival

In December 1952 the members decided to reorganise the society. At the time of the collapse of the society it had a deficit of 12 million yen. It was decided to make good this amount by collecting contributions from the President, Directors, Employees and Members. A special commission of one per cent also was charged

for marketing members produce and for supply of agricultural and other commodities to the members to be used for the reorganisation of the society. The members also agreed to forego the interest for their deposits in the society for the period in which it has not been active - 21st May 1951 to 11th December 1952.

The Shizuoka Prefectural Union assisted the society in drawing up and implementing its reconstruction plans and it kept a special adviser at the disposal of the society. With the guidance of the adviser discussion meetings were held among members. Youth and Women Groups were organised. Youths were specially mobilised to work for the improvement of agriculture. They in groups manufactured fertiliser for citrus cultivation which is one of the main crops of the area and thereby help in increasing production.

Communication with members was given special attention. In July 1953 a publication entitled "Agricultural Cooperative News" was started to keep the membership informed. The stencil for the paper were handcut and duplication done with manually operated machines. The employees of the society distributed the paper among the membership by bicycles.

Youth and women groups organised movie shows in hamlets. Twice a year hamlet meetings were held to discuss the affairs of the society.

Each member household was required to display a "membership plate" giving the members serial number and the name of the cooperative society. This was thought to identify the household with the society and create in the members of the family a consciousness that they form a part of the society.

The society slowly and steadily recovered from the collapse. Some of the major events in the growth of the society from 1952 to 1961 were :

- (a) Provision of overdraft facilities for members in 1955. The upper limit of overdraft facility for a member was 70% of the value of the annual marketing done through the society or 200,000 yen - whichever was less.
- (b) Introduction of simple mechanisation in the accounting system in 1956 e.g. cash register and semi-automatic calculator.
- (c) Introduction of a machine for maintenance of saving accounts in 1959.
- (d) Introduction of wire broadcasting system in 1960 with 1,225 subscribers at an investment of 16 million yen.
- (e) Formation of a joint marketing and shopping association for citrus within the cooperative in 1960. The number of members who joined this association was 154 or 12% of the total membership.
- (f) The merger of the nearby Highashi-Hamana Agricultural Cooperative Society with Mikkabi Society.

In August 1961 Highashi-Hamana Agricultural Cooperative Society was merged with the Mikkabi Society. At the time of the merger the Mikkabi Society had 1586 member households and 21 employees and the Highashi-Hamana Society 1,010 member households and 14 employees.

First five year development plan

In 1961 the society started implementing five year development programmes. The first 5 year development plan covered the period from April 1961 to March 1966. Some of the major achievements during this period were :

- (a) Purchase of 5,176 tsubos of land (1 tsubos = 3.3 sq.meters) for construction of facilities hitherto scattered in several places and also for construction of new facilities at an expense of 24,572,000 yen.

- (b) Citrus grading house - cost of construction 16,000,000 yen.
- (c) Cooperative building - cost of construction 36,940,000 yen.
- (d) Extension of wire broadcasting facility to the area served by the branch office. Number of subscribers increased to 2475.
- (e) Piglet market - cost of construction 2,250,000 yen.
- (f) Cooperative marketing centre and cafeteria for employees. Cost of construction 12,615,000 yen.
- (g) Gas filling station.
- (h) Warehouse for animal feeds. During the plan period citrus study and observation groups were formed to impart skills in citrus cultivation and a youth study association was started. Joint chemical spraying facility was started in one part of the society area.
- (i) Facility for playing volley ball for women were jointly organised with the prefectural government.
- (j) Training ⁱⁿ mountain climbing for employees was provided and this has become an annual event.

During the above period agriculture was badly affected by unfavourable weather. Heavy rainfall in July 1962 and July 1963 caused reduction in the production of wheat and extreme cold weather in January 1963 damaged crops to such an extent that it was necessary to borrow 170 million yen from the State for recovering the damage. The above stated achievements were made inspite of this damage.

Second development plan

The second development plan was implemented from August 1966 to March 1971. Achievements under this plan were :

- (a) Egg collection centre. Cost of construction 4,372,000 yen.
- (b) Car repair centre. Construction cost 41,000,000 yen.
- (c) Farm guidance office. Cost of construction 19,500,000 yen.
- (d) Modernisation of the wire broadcasting system and construction of a broadcasting hall. Cost of construction 13,000,000 yen.

- (e) Gas filling station at branch office. Cost of construction 13,220,000 yen.
- (f) Additional building for citrus trading house and new machinery. Cost of construction and machinery 103,440,000 yen.
- (g) Installation of computer. Rent per month 750,000 yen.
- (h) Expansion of fertiliser warehouse and purchase of a sorting machine. Cost of construction 43,967,000 yen.
- (i) During the plan period special attention was given to help members in their live-stock raising activities.
- (j) Assistance was given for raising cattle and pig for meat purposes.
- (k) Women's group started training classes for folk dances.
- (l) Publication entitled "Coop News" was started.

The weather has not been kind in the area during the above period also. Heavy rain in October 1966 and hailstorm in May 1967 caused wide-spread damage to crops.

Third development plan

The third development plan was implemented from April 1971 to March 1976. The first and second development plans were largely 'desk plans' prepared without much consultation with members. Extensive consultations were made with the members in the preparation of the third plan. Investigations were made of the needs and wishes of the membership. Nearly 900 households were visited by the planning staff for this purpose. A full year was spent in the preparation of this plan. Some of the achievements during the third development plan were :

- (a) Purchase of 3,621 tsubos of land. Out of this 509 tsubos were sold to the government for constructing a national highway.
- (b) Construction of a branch office at a cost of 31 million yen.
- (c) Construction of a pig raising centre.

- (d) Centre for selling special/products of the area.
Construction cost 3.3 million yen.
- (e) Expansion of the live-stock market at a cost of 24 million yen
- (f) Cooperative store. Construction cost 15 million yen.
- (g) Orchid growing complex with the participation of 13 households.
Cost of construction 65 million yen.
- (h) Establishment of open air market for fruits and vegetables.
- (i) Special campaign for increase of share capital. The share capital was increased to 330,000,000 yen.
- (j) Training centre for family members of the member-households.
Cost of construction 163,000,000 yen.

Fourth development plan

The fourth development plan covering the period between April 1976 to March 1981 was drafted in 1975 after extensive consultation with the members. The plan is being implemented. One of the significant feature of this plan is the emphasis it gives to the training of employees and also to members' education and welfare.

During this period the society was commended for its excellent performance in banking and it received the Agricultural Minister's award for good performance in this field.

AREA

The operational area of the society covers 69 square kilometers. The length (east to west) of the operational area is 11 kilometers and the breadth (north to south) 9 kilometers. Bordering the society area on the southern side is the lake Hamana. The society area has 33 hamlets of which 10 are urbanised hamles.

Farmland area

Citrus	:	1,760 hectares
Paddy	:	330 hectares
Upland	:	10 hectares

POPULATION AND MEMBERSHIP

The total population of the society area is 16,110 and the number of households is 3,650. The number of member households is 2512. Out of which 1920 are regular member households and 592 are associate member households.

Member farm households classified according to the landholding

Less than 1 hectare	:	998
One to two "	:	636
Two to three "	:	256
Over three "	:	<u>30</u>
Total "	:	1920 =====

The regular members are classified into 3 categories according to their involvement in agriculture.

- (a) Full time farmers : who get their full income from farming.
- (b) Part time I farmers : who get the major part of their income from farming.
- (c) Part time II farmers: who get major part of their income from non-farming occupations.

There are 580 full time farm households.

Classification of full time farm households
according to crop or livestock raised

1.	Citrus and rice	:	237	households
2.	Citrus, rice & beef cattle	:	51	"
3.	Citrus, rice & pig raising	:	187	"
4.	Citrus, rice & broiler	:	13	"
5.	Citrus, rice & egg	:	25	"
6.	Citrus, rice & orchid	:	28	"
7.	Citrus, rice & horticulture	:	38	"
8.	Pig raising	:	1	"
	Total	:	580	"
			=====	

The number of part time I farmhouse is 539. They mainly grow rice and citrus and get a part of their income from non-farming occupations.

The number of part time II farmers is 801. They are mainly citrus growers and get a major part of their income from non-agricultural occupations. Some of them also grow rice for home consumption.

The number of associate members is 592 and are salaried employees or have their own enterprises.

Members income 1977

Agricultural income of the 1920 regular member households	:	3.99 billion yen
Average income of one regular member households	:	2.08 million yen
Non-agricultural income of the 1920 regular member households	:	2.50 billion yen
Average non-agricultural income of one regular member household	:	1.30 million yen
Total income of 1920 regular member households	:	6.49 billion yen
Average total income of one regular member household	:	3.38 million yen
Total income of 592 associate member households	:	1.95 billion yen
Average income of one associate member household	:	3.30 million yen
Total income of all households (2512)	:	8.44 billion yen
Average income of one household	:	3.36 million yen
Average living expenses of a household	:	2.50 million yen
Average net saving of a member household	:	0.86 million yen

The savings of the members are normally accumulated in their savings accounts with the society and also used to buy insurance policies.

GENERAL MEETINGS

As the society has a membership of over 2500 it has adopted the representative meeting system. On the average there is a representative for every six households. A significant departure from the normal procedure of holding representative meetings in Japan found in this society is that the hamlet level meetings are held after the annual representative meeting where what transpired in the representative meetings is explained. The normal procedure in most other societies is to hold hamlet meetings prior to the annual representative meeting. On the average 15 households are included in one group in a hamlet. 140 such meetings were held in the year 1978-79.

BOARD OF DIRECTORS

The board of directors consist of 15 members. The President and the Managing Director work full time.

The Sub-committees

There are three sub-committees. They are :

- (a) Management sub-committee.
- (b) Farm management sub-committee.
- (c) Better living sub-committee.

These sub-committees meet once a month and review the work done and the plans for the coming month in their respective fields.

COMMUNICATION WITH MEMBERS

Hamlet meeting

One of the most effective methods of maintaining contact with members is the holding of hamlet meetings. The officials of the society attend these meetings and explain to them the activities and

achievements of the society using chart, graphs, slides etc. The problems of members are discussed and their suggestions for the improvement of the working of the society received. In order to encourage regular and punctual participation of members each member attending the meeting is given a raffle ticket and raffle is drawn at the end of the meeting. Everyone gets a prize.

Movie shows

The society used to organise movie shows in different places in the society area where members get an opportunity not only to see movies and learn from them but also to meet and discuss their problems. The youth groups take an active part in organising these shows and leaders of women's groups provided meals to the movie operators. This practice was discontinued in 1960 as the television viewing has become popular.

Elderly People's Club

In order to provide facilities for elderly women for recreation and making friends the women association promoted the idea of the women's club for elderly ladies. Provision of opportunities for out door activities by these clubs also helps in reducing conflicts between young housewives and their mothers-in-law.

Elderly men followed the example of the ladies and formed their own club. Later these two clubs were merged together. There are small groups formed within the club like painting group, folk song group, flower arrangement group etc.

News bulletin

The society is publishing a news bulletin since 1953 giving news regarding activities of the society and agricultural news.

Wire broadcasting

Wire broadcasting system is a combination of telephone and broadcasting. The telephone machine is used both as the receiving set for broadcasts and as a telephone. The society started the wire

broadcasting in 1958 and now has nearly 2500 subscribers. Daily news bulletins are broadcast giving society's news and agricultural news through this system.

Visits by employees

Visits by society employees especially the better living and farming advisers to member households help in keeping a track with the members and receiving their suggestions for improvement of the services of the society.

Employees

There are 162 employees including the General Manager, 53 out of them are women.

Communication with employees

The meetings of the 3 sub-committees are attended by the heads of the section of the particular field dealt with by the sub-committee. They communicate the discussions and decisions to the employees during their meetings with them.

Meetings of the managers of different sections are held once a month. The deputy managers also hold meetings once a month.

The managers of each department hold meetings with the employees of their department at least once a month.

Monthly meetings of male employees and female employees are held separately.

BUSINESS ACTIVITIES

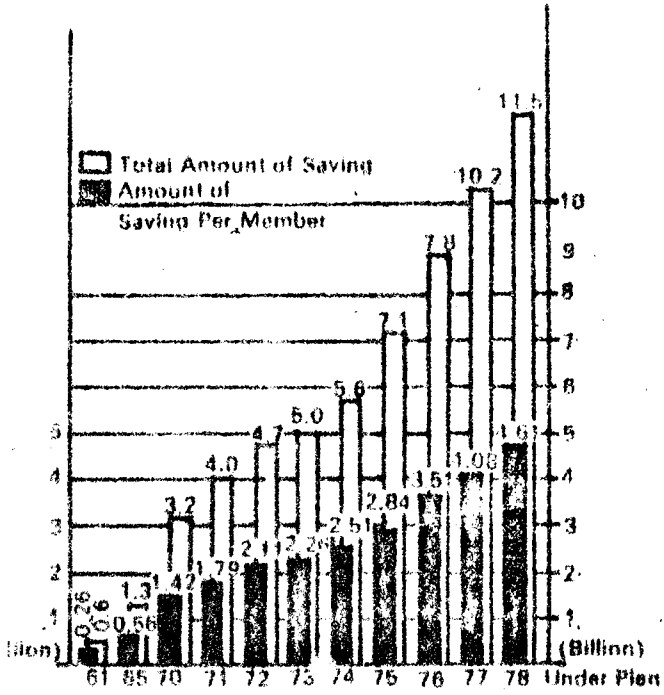
C R E D I T

Savings

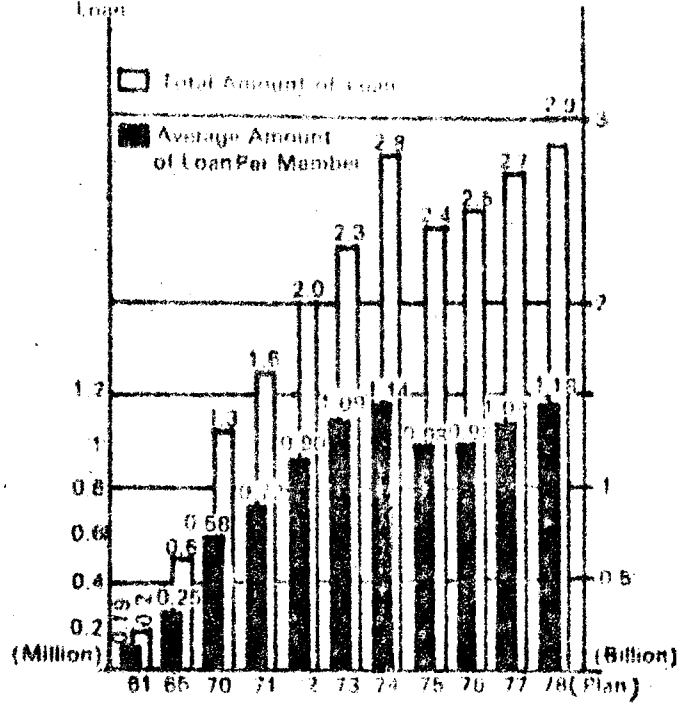
The amount of members' savings at the end of the fiscal year 1978 was 11.5 million yen. The total savings at the end of the fiscal year 1975 was 7.1 million yen. Therefore the savings in 1978 represent an increase of 61 per cent over 1975.

The average savings per member household in 1975 was 2.84 million yen and in 1978 the amount was 4.61 million yen, an increase of 62 per cent.

Saving



Loan



Some of the savings accounts operated by the society for members are :

1. Current accounts : Operated similar to current accounts in banks.
2. General saving accounts : At the end of the fiscal year 1978 the society had 1320 million yen in these accounts.
3. Demand deposits : For withdrawals from these accounts prior notice has to be given.
4. Fixed time deposits : These deposits are made for a fixed period of time and carry a higher rate of interest. The balance at the end of the fiscal year 1978 in these accounts was 730 million yen.
5. Instalment deposits : The deposits are made at regular intervals. The balance at the end of fiscal year 1978 was 430 million yen.
6. Farm management accounts : The members operating farm management accounts are obliged to deposit their marketing proceeds in the accounts. There is no restriction on withdrawals. At the end of the fiscal year 1978 the society had 1970 million yen in these savings accounts. Overdraft facilities are granted through these accounts. The security for these overdrafts is the members future farm produce and their obligation to credit their income to these accounts.
7. The citrus production accounts : These are special accounts maintained for citrus producers. The citrus growers inform the society in advance the amount of citrus they intend to market through the society. The society deposits 80% of the expected marketing proceeds in the account of the member. The balance 20% is deposited after the marketing transaction is completed. The growers are obliged to keep atleast 10% of the marketing proceeds in their accounts. This amount is intended to help the growers during the seasons in which price of citrus go very low.

Loans

The amount of loans outstanding from members at the end of the fiscal year 1975 was 2.4 million yen and the amount at the end of the fiscal year 1978 was 2.9 million yen, an increase of 20 per cent. Average amount of loans per member household in 1975 was 0.98 million yen and in 1978 the amount was 1.18 million yen, an increase of 20 per cent.

MARKETING

The main commodity marketed by the society is oranges. The amount of rice marketed is small. The fruits are marketed through the Prefectural Economic Federation and rice is purchased on behalf of the government.

The total value of agricultural produce marketed by the society in 1975 was 7300 million yen and in 1978 the amount was 8,893 million yen. This is an increase of 22 per cent in four years.

The average value of agricultural produce marketed per member household in 1975 was 3.8 million yen and the corresponding figure for 1978 was 4.63 million yen.

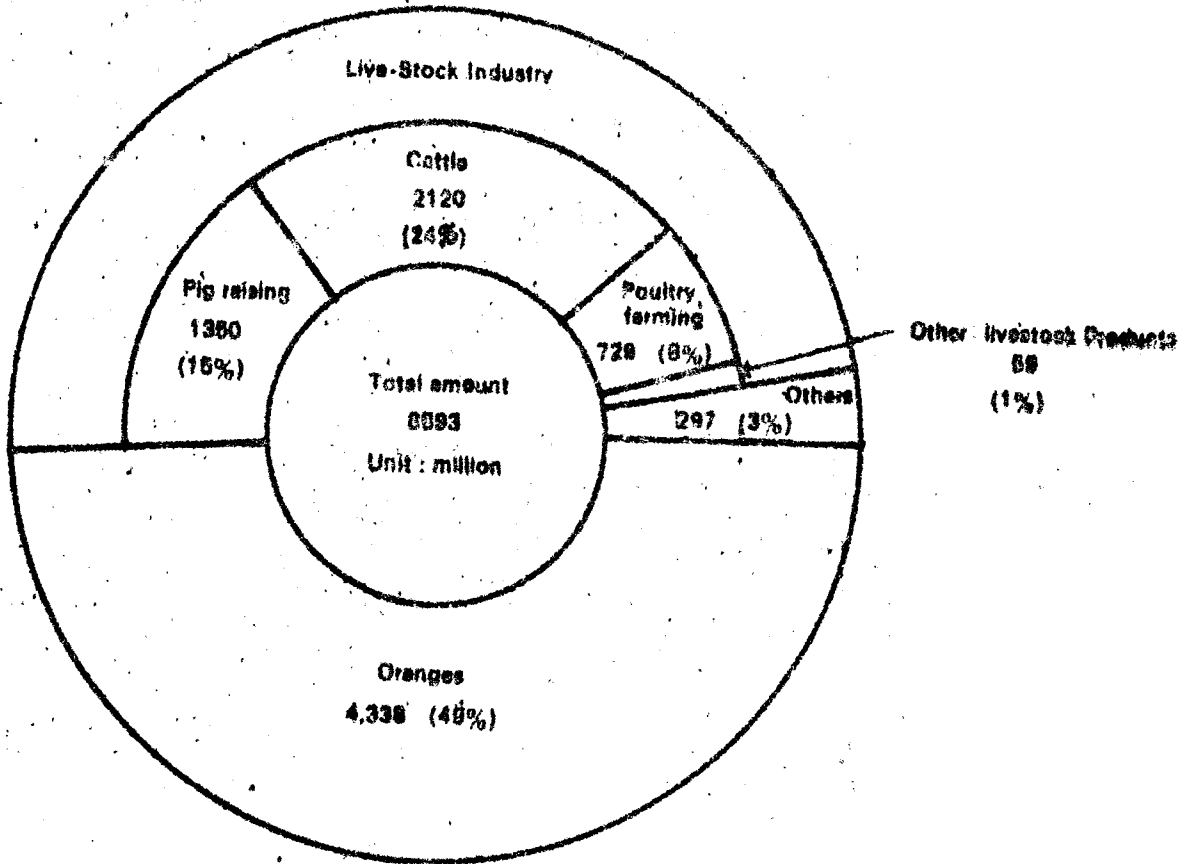
SUPPLY

The value of the goods supplied by the society of both production material and consumer goods in 1975 amounted to 4000 million yen and the corresponding figure for 1977 was 5,100 million yen, an increase of 27.5 per cent.

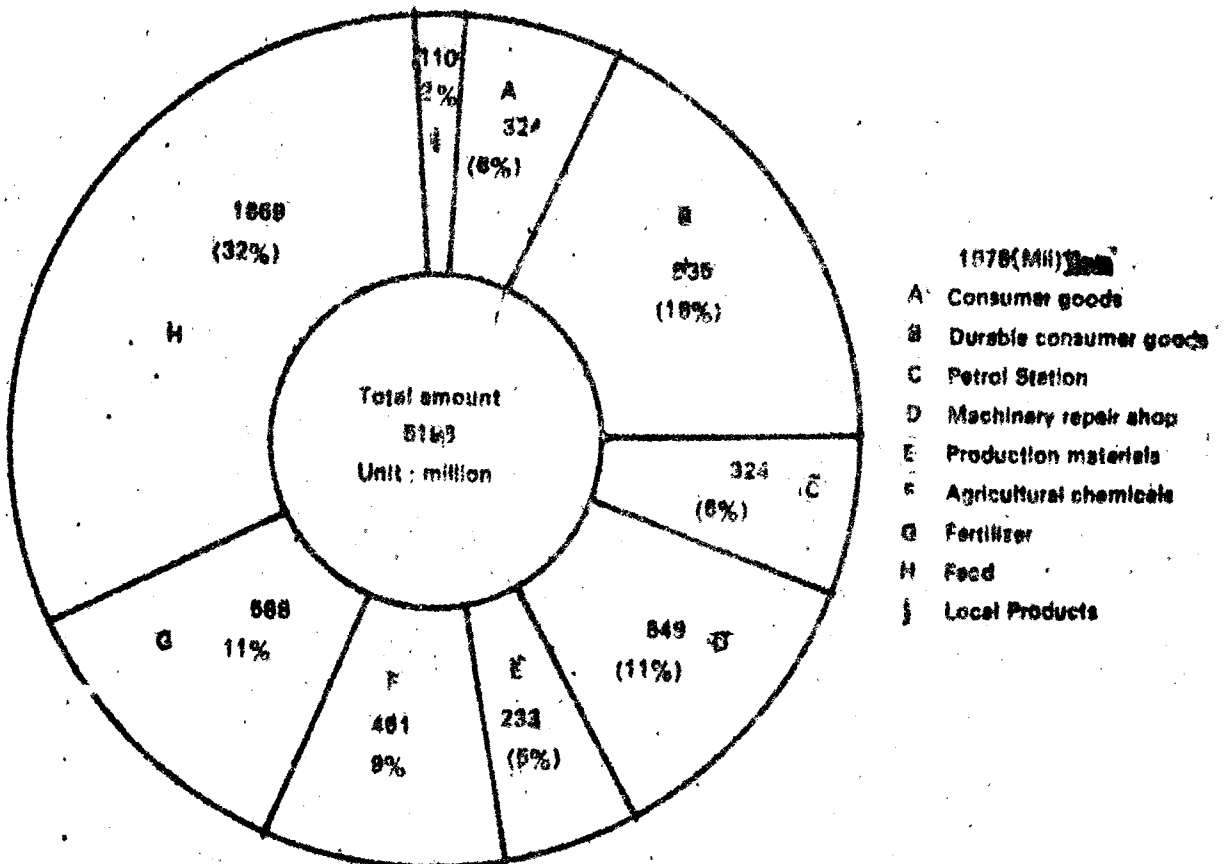
The value of goods supplied per member in 1975 was 1.67 million yen and in 1977 was 2.06 million yen, an increase of 23 per cent.

Most of the agricultural and consumer goods needed by the society are purchased through the Prefectural Economic Federation. Largest single item of supply is animal feed (32%) followed by fertiliser (18%).

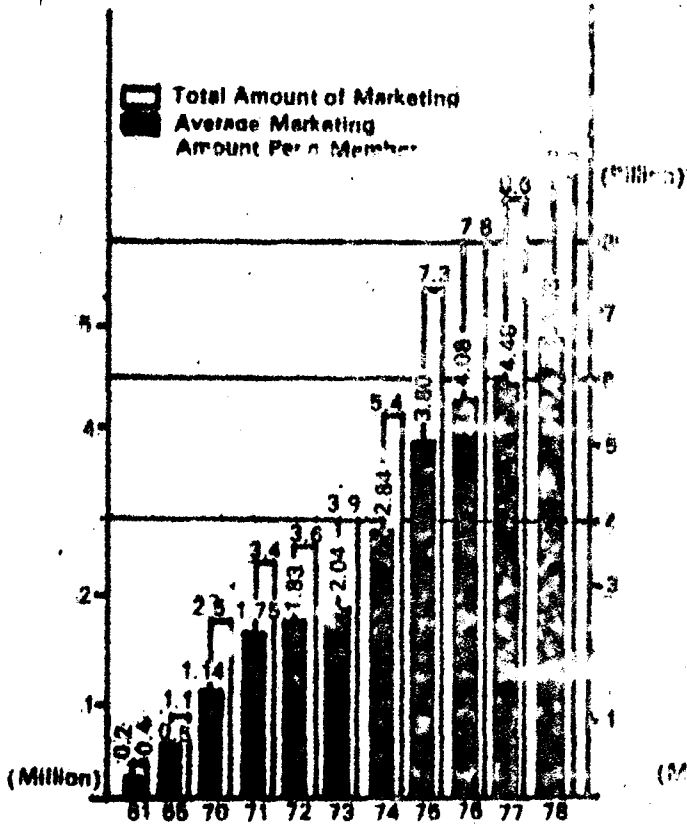
Marketing



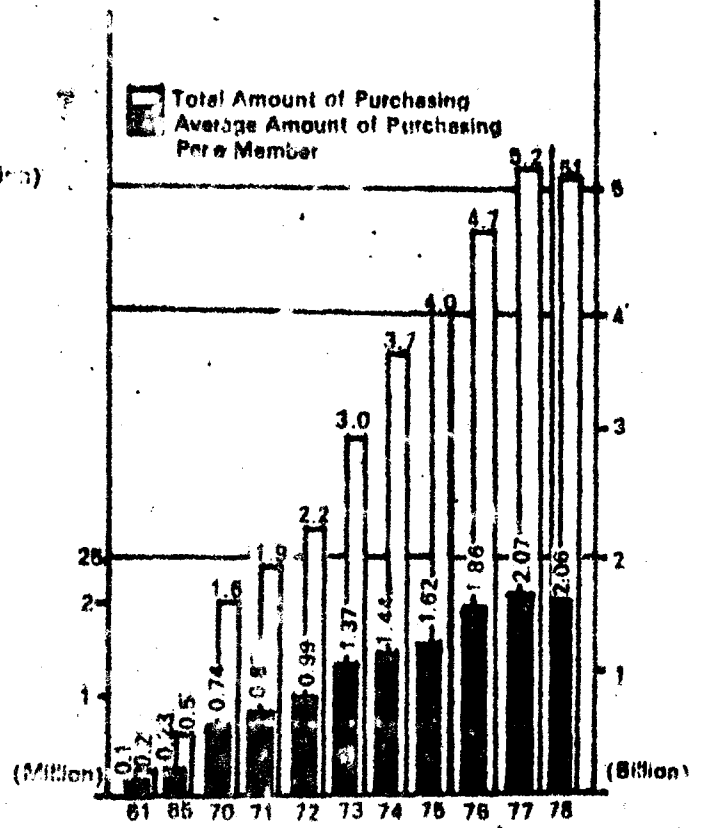
Purchasing



Marketing



Purchasing



INSURANCE

The total value of long-term insurance policy holdings at the end of the fiscal year 1975 was 50.7 billion yen and in 1978 the amount rose to 74.7 billion yen, an increase of 143 per cent. The average value of policy holdings per member household in 1975 was 13.84 million yen and in 1978 the amount was 33.74 million yen, an increase of 143 per cent.

Payment of claims in 1978

Long-term Insurance

Life :

Death by illness or accidents (4 cases) : 3,200,000 yen

Hospitalised treatment (58 cases) : 6,638,500 yen

Building :

Fire (2 cases) : 419,863 yen

Total : 10,308,363 yen

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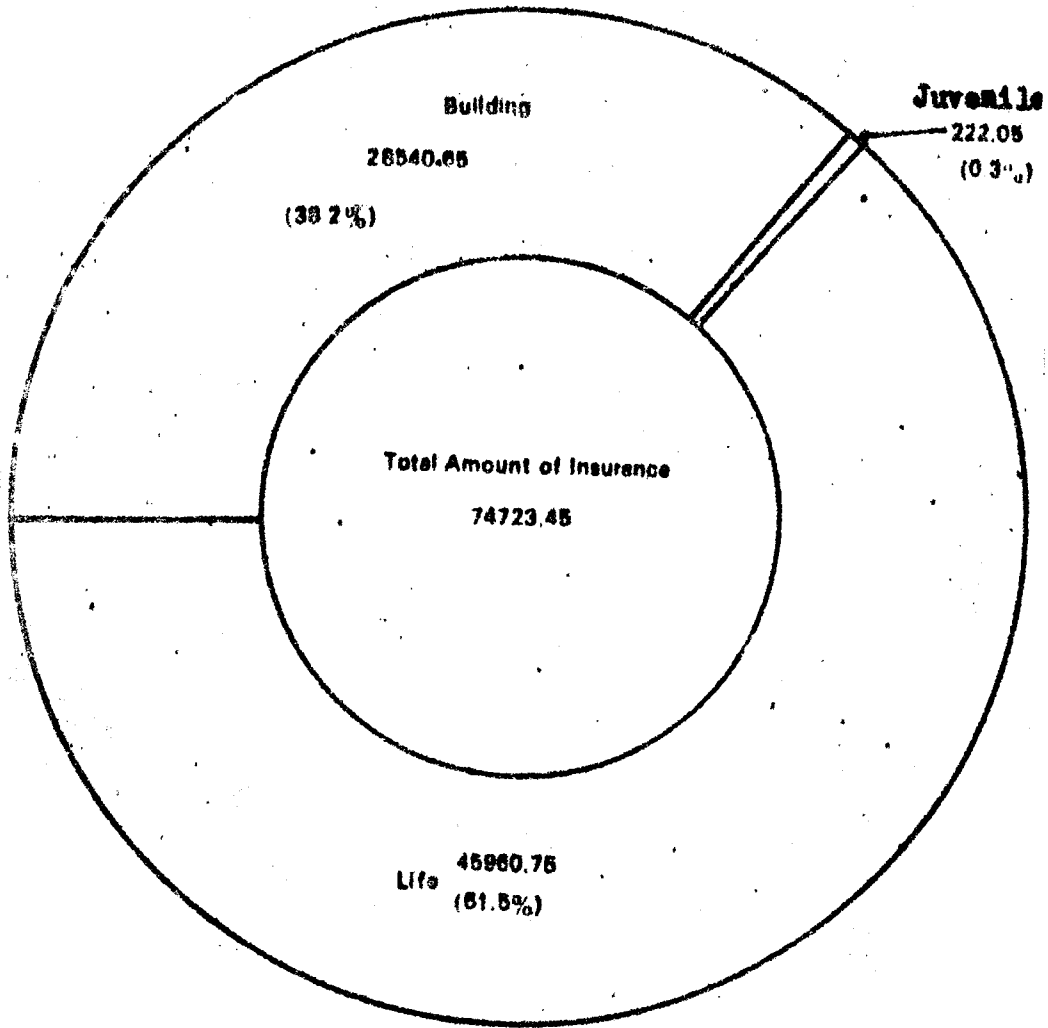
Life insurance

Four types of life insurance policies are sold by agricultural cooperatives in Japan, namely, endowment I, II, III and IV. In the case of category endowment I, the full amount insured is payable in the event of death of insured before the maturity of the policy and in the case of the endowment II twice the amount, in endowment III thrice the amount and in endowment IV four times the amount is paid.

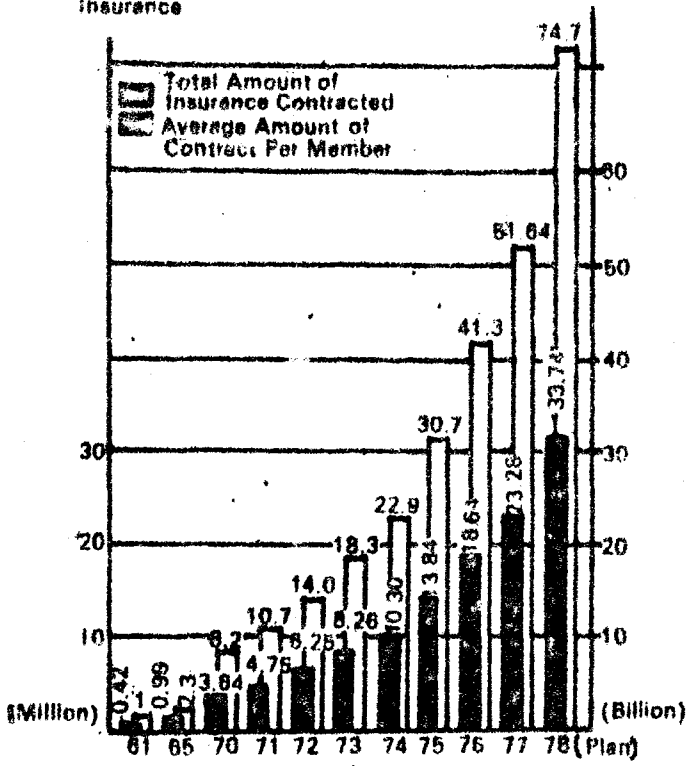
The premium is higher for policies where a higher multiple of the amount insured is paid.

INSURANCE POLICY HOLDINGS

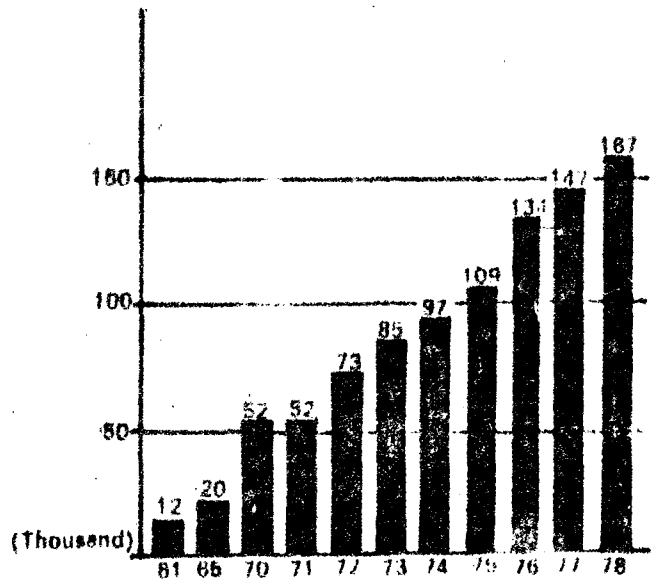
Unit. 1 Billion yen



Insurance



Share Capital



Children insurance

In the case of Juvenile insurance if the child dies before the maturity of the policy the accumulated premium and the interest on it is paid back. If the father dies before the maturity of the policy the full amount is paid to the insured on the due date of maturity. No premium is payable during the interim period.

The society does not employ agents for sales. The members themselves buy the policies from the society. The society does propaganda work to promote sales.

When a policy is sold and the premium received the primary society retains a part of the cost portion of the premium and sends the balance cost portion, risk portion and the saving portion to the Prefectural Insurance Federation.

The Prefectural Insurance Federation retains a part of the cost portion, all of the saving portion and sends the balance cost portion and the risk portion to the National Cooperative Insurance Federation (ZENKYOREN).

As a major portion of the insurance funds is retained with the Prefectural Federation the responsibility for investment lies with them. Presently about 90 per cent of the total insurance funds of the cooperatives are with the Prefectural Federation and the balance 10 per cent are with the National Federation. This ensures giving priority to rural needs in the use of the funds.

Settlement of claims

Claims made in the event of death or disablement in the case of life insurance and in the event of destruction of building by fire and in the case of building insurance are referred to the Prefectural Insurance Federation for sanction of payment. In the case of claims made on maturity of the insurance policies the primary society takes the decision regarding the payment.

FARM GUIDANCE

The society has several farm guidance advisers. Advisers are specialists in the production of different crops and livestock.

There are commodity groups for the following crops and livestock :

- (a) Orange
- (b) Horticulture
- (c) Orchid
- (d) Beef cattle
- (e) Poultry
- (f) Pigs.

The members of the commodity groups from each hamlet hold their meetings in the hamlets. The full group meets whenever there are common problems for discussion.

In addition to the visits to the farms the farm advisers attend meetings of the commodity groups and discuss problems and render necessary advice.

There is also a young farmers organisation. This organisation takes active interest in introducing modern and scientific practices in agriculture. The farm advisers also make use of this organisation for extension work.

BETTER LIVING ACTIVITIES

All activities of the society in a broad sense are performed to facilitate better living of members and their families. As is seen in the organisational chart the activities of the society are divided into two broad categories - the better farming and better living. Supply of consumer articles and running of gas stations and repair shops are regarded as activities directly related to better living activities in addition to the activities of the Women's Association. The activities of the society directed at improving farm production and earnings of members are regarded as activities that indirectly help better living by increasing incomes. We will, however, under this heading discuss only the activities carried out by the women's association.

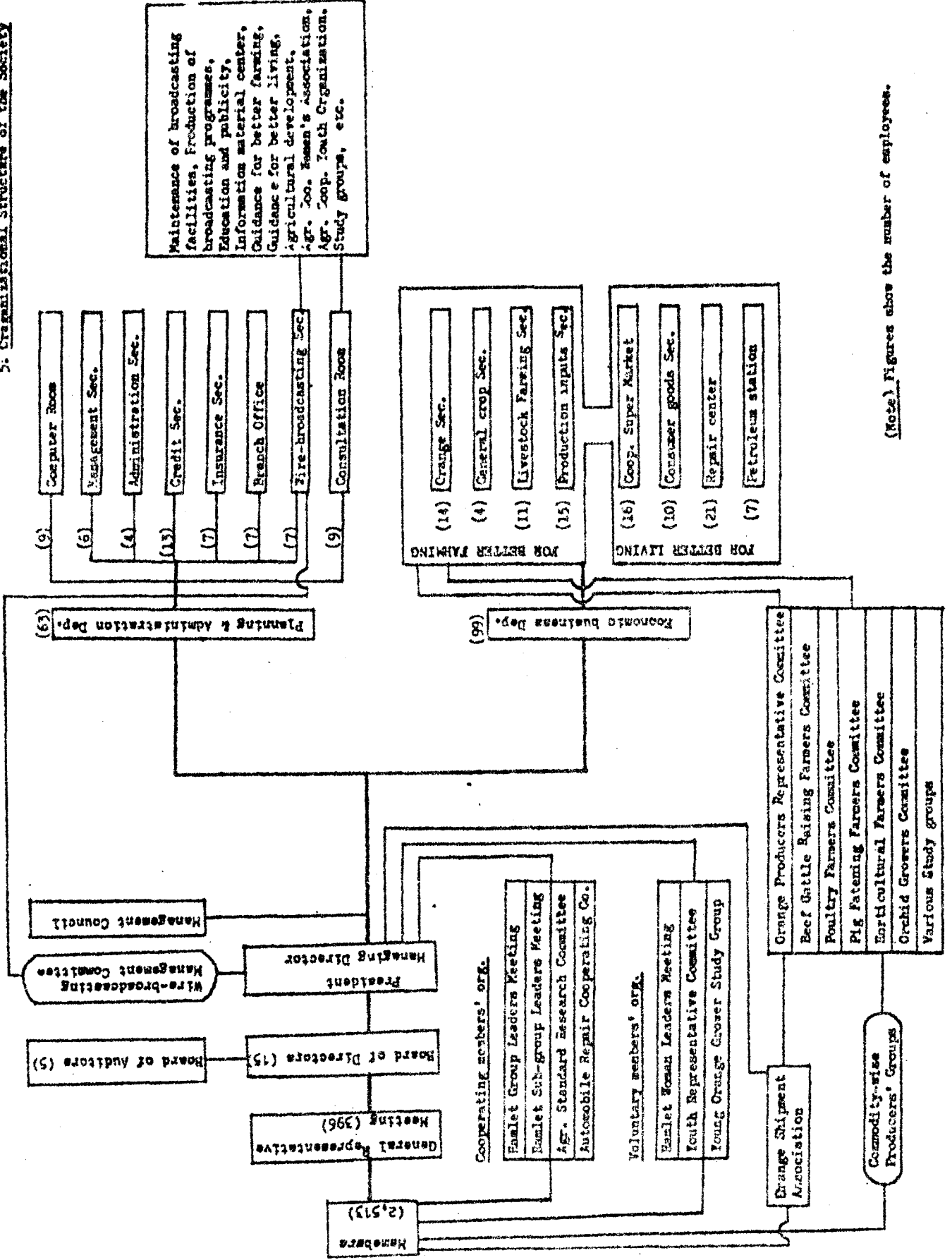
The women's association of the society has a management committee consisting of a chairwoman, a vice-chairwoman and five members. There are selected group leaders and sub-group leaders in every hamlet. During the fiscal year 1978 group leaders had held 13 meetings and the sub-group leaders 12 meetings.

The major objectives of better living activities are :

- (a) Improving of farming practices.
- (b) Rationalisation of consumption pattern of member families.
- (c) Maintenance of health of members of farm families.
- (d) Improvement of facilities for living.
- (e) Provision of educational facilities for women.
- (a) Improving of farming practices

Most of the work in the farm is done by women. As most of the Japanese farmers are part-time farmers, they work in the farm only during weekends. In order to help in increasing incomes by improving yields the study groups are organised among women to learn better methods of farming. The funds for this activity is obtained by voluntary contributions and from subsidies given by the women's associations.

5. Organizational Structure of the Society



(Note) Figures show the number of employees.

Lectures on agricultural subjects are organised to help in increasing production. Some of the topics on which lectures and training are held are :

- (a) Production forecast and chemical spraying in consumer season.
 - (b) Soil improvement.
 - (c) Fruits thinning in orange trees.
 - (d) Harvesting and storing of oranges.
 - (e) Study visits are arranged to other producing areas of oranges etc. in order to learn from the experience gained in agriculture in these areas.
 - (f) Workshops on farm are arranged to give opportunities to farmers to see how the work is done in other farms.
- (b) Rationalisation of consumption

In order to help farm families to spend their earnings to get maximum benefits and also to be able to save for future use the women's association organises joint purchasing groups who jointly purchase in bulk essential commodities like soap, fruits, drinks, cooking oil, farm clothes, etc. and distributes them among the members of the group.

Saving in various types of saving accounts in the society and through buying insurance policies is encouraged.

Rational spending is encouraged. For instance there had been a practice, at funerals, of giving several kilograms of sugar, sake (rice wine), bread and 500 yen to those who attend them by the household of the bereaved family. The women's association had been able to convince the people to discontinue this practice. Now only a small towel and a "thank you" card is given.



During commencement exercises in schools the mothers of students used to wear expensive kimonos. These ladies used to compete among themselves to wear the best kimonos on these occasions. The women's association had introduced the practice of wearing a uniform dress at these functions, thus avoiding dress competition and avoiding the avoidable expenditure.

(c) Maintenance of health of members of farm families

The Welfare Federation of Shizuoka Prefecture in which this society is a member maintains 4 hospitals. The medical services of these hospitals and the activities carried out by the society and the women's organisation are aimed at prevention of diseases, treatment of diseases and rehabilitation of patients and also educating members on nutrition.

There are 90 doctors, 40 chemists, 200 para medical personnel and assistants serving in these hospitals. They have a total of 1505 beds. 1.03 million persons receive services of these hospitals yearly. This represents 10 per cent of the total number of persons receiving services from all hospitals in the Prefecture.

The welfare federation conducts research on various aspects of prevention of diseases (e.g. the effects of working in vinyl houses on the health of farmers). The findings and the advice to reduce bad effects are disseminated to farmers through the society.

The women's association in the society arranges periodic medical examinations of the family members of the members households. Lectures by doctors and nurses on prevention of diseases and other aspects of healthy living are organised. The Enshu hospital run by the Welfare Federation of Shizuoka Prefecture assists by providing resource persons for delivering lectures i.e. lectures on precautions to be taken in spraying insecticides and pesticides and (2) skin diseases by agricultural chemicals.

Training on nursing of children are organised for young ladies.

Workshops and classes are held to teach cooking of nutritive food and making pickles and other methods of food preservation.

Volley ball tournament are organised and also facilities for other exercises are provided. The farmer's training centre of the society provides modern facilities for such exercises.

(d) Improvement of facilities for living

In order to help the members to lead a better and fuller life they are not only helped in their economic pursuits but also in the cultural and recreational activities, the women's association organises folk dancing classes for girls and women. Lectures on subjects such as "table manners" and "maintenance of toilet and sanitation facilities" are held. Classes on kimono dressing and flower arrangements are organised. Workshops on manual arts are held. Educational and pleasure trips are organised.

(e) Provision of educational facilities for women

Seminars and meetings are held to educate women in cooperative methods and practices and in the need for constant attempts to improve one's living conditions.

In June every year hamlet and sub-hamlet level meetings are held in the residences of group leaders to discuss "better living". These meetings are attended by the better living advisers of the society.

Seminars are organised to discuss subjects such as "what is a cooperative".

The women's association holds a festival every January in the Farmers Training Centre of the society. During this festival an exhibition of products made by members of the association such as preserved food, box lunches for children and garments made of old cloth is held.

The magazine and papers published by IE-NO-HIKARI Publishing Association are read in reading circles organised by the association.

BALANCE SHEET
As on 31st March 1979

Assets	Yen
Financial Assets	12,501,821,587
Cash	15,415,267
Deposit	8,765,969,277
Securities	623,664,776
Loans	2,953,474,705
Miscellaneous assets	45,850
Debt deferred and accrued a/c	143,251,712
Insurance asset	35,374,275
Uncollected commission	35,374,275
Economic business assets	3,657,657,545
Bills receivable	2,505,200
Purchasing account receivable	613,315,476
Marketing account receivable	149,188,503
Goods to be supplied	227,738,596
Goods to be marketed	3,330,847
Stocks	18,332,272
Miscellaneous assets Fixed assets	1,916,362,268
External investments	132,728,000
Deferred assets	9,662,344
Special account	481,669,149
Debt deferred and accrued a/c	10,154,459
Total	16,194,853,407

Liabilities & Capital

Financial Liabilities	12,423,338,478
Members' saving	11,577,138,238
Borrowings	554,181,234
Credit—miscellaneous liabilities	12,971,405
Credit—deferred and accrued a/c	279,047,601
Insurance liabilities	183,403,160
Insurance fund	113,389,622
Unexpired additional revenue from insurance	70,013,538
Economic business liabilities	2,676,731,056
Bills payable	63,916,109
Purchasing payables	397,925,357
Marketing payables	419,928,767
Economic credit deferred and accrued a/c	245,100,226
Borrowings	492,789,000
Miscellaneous liabilities	89,395,270
Depreciation reserve	757,860,325
Reserves for retirement allowance	24,780,198
Reserve for bad debt	40,551,691
Reserve for price fluctuation	22,439,238
Reserve for bonus	41,952,330
Reserve for officials retirement allowance	20,092,554
Reserve for tax payments	60,000,000
Total liabilities	15,283,472,674
Capital	911,380,733
Share capital	304,593,000
Revolving capital	115,853,183
Legal reserve	117,000,000
Special reserve	198,000,000
Profits c/f	30,001,379
Current profits	145,933,171
Total	16,194,853,407

PROFIT AND LOSS ACCOUNT
From 1st April 1978 to 31st March 1979

Expenditure	Yen
Financial business expenses	508,913,085
Interest for savings	415,562,083
Interest on borrowings	37,464,208
Miscellaneous expenses	55,886,794
Insurance business expenses	71,074,956
Economic business expenses	361,442,624
Purchasing expense	297,399,837
Marketing expense	48,198,344
Special account loss	887,054
Utilisation business expenses	14,873,929
Expenses for supplying house lands and the like	83,460
Guidance activities expenses	114,031,870
Business activities expenses	779,805,457
Other expenses	277,338,361
Non-business expenses	154,130,331
Transfers of reserves	114,759,813
Special loss	8,448,217
Taxes	60,000,000
Current profit	145,933,171
Total	2,318,539,524

Income

Financial business incomes	716,282,494
Deposit interest	431,392,934
Income from securities	55,630,123
Loan interests	216,190,399
Miscellaneous incomes	13,069,038
Insurance business incomes	229,564,767
Economic business incomes	1,060,032,145
Purchasing income	753,626,166
Marketing income	238,910,763
Special account income	41,753,945
Utilisation of business income	25,672,671
Income from supplying house lands and the like	68,600
Guidance activities income	89,039,766
Other incomes	223,620,352
Non-business income	120,053,871
Reimbursement from reserves	103,221,506
Special income	344,975
Total	2,318,539,524

Yen 212 = 1 US \$