



**XXX<sup>th</sup> CONGRESS**  
**Tokyo October, 1992**  
**Agenda & Reports**



International Co-operative Alliance  
Review of International Co-operation  
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# **The Congress Office**

## **Registration of Participants to the 30th ICA Congress**

Keio Plaza  
Inter-Continental Hotel  
2-1 Nishi-Shinjuku 2-chome  
Shinjuku-ku  
Tokyo 160

Tel: (03) 3344-0111

Fax: (03) 3345-8269

Telex: J26874

Participants should register at the ICA Registration Desk at the Keio Plaza Hotel as soon as possible after arrival in Tokyo, where they will be issued with credentials and other relevant information.

The Registration and Information Desks will be situated in the "Grace" room on the 3rd floor of the south wing in the Keio Plaza Hotel. Opening hours will be 9 to 6 from 22 to 30 October 1992.

The Japanese host desk will also be open during the entire Congress period to provide participants with information on hotels, tours, meals, travel arrangements, etc.

## Past Congresses

1. LONDON	1895	16. ZURICH	1946
2. PARIS	1896	17. PRAGUE	1948
3. DELFT	1897	18. COPENHAGEN	1951
4. PARIS	1900	19. PARIS	1954
5. MANCHESTER	1902	20. STOCKHOLM	1957
6. BUDAPEST	1904	21. LAUSANNE	1960
7. CREMONA	1907	22. BOURNEMOUTH	1963
8. HAMBURG	1910	23. VIENNA	1966
9. GLASGOW	1913	24. HAMBURG	1969
10. BASEL	1921	25. WARSAW	1972
11. GHENT	1924	26. PARIS	1976
12. STOCKHOLM	1927	27. MOSCOW	1980
13. VIENNA	1930	28. HAMBURG	1984
14. LONDON	1934	29. STOCKHOLM	1988
15. PARIS	1937		

*The Tokyo Congress is being hosted by ICA's nine member organizations in Japan:*

- Zen-Noh, the National Federation of Agricultural Co-operative Associations;
- Zenkyoren, the National Mutual Insurance Federation of Agricultural Co-operatives;
- Norinchukin Bank, Central Co-operative Bank for Agriculture, Forestry and Fisheries;
- IE-NO-HIKARI, National publishing federation for Agricultural Co-operatives;
- SHIMBUNREN, National Press and Information Federation of Agricultural Co-operatives;
- ZENCHU, Central Union of Agricultural Co-operatives; and
- JCCU, Japanese Consumers' Co-operative Union.

# **International Co-operative Alliance**

## **30th ICA Congress Tokyo, 1992**

### **Order of Proceedings**

#### **Congress Agenda**

#### **Tuesday, 27 October a.m. - Opening Ceremonies**

10:00 Entertainment  
Official Welcome  
Address by President of ICA  
Address by President of JJC  
Special Presentations

12:00 Adjourn

#### **Tuesday, 27 October p.m. - ICA Business**

14:30 Report on Work of ICA  
New Rules and Structure

17:30 Adjourn

#### **Wednesday, 28 October - Basic Co-operative Values**

09:00 Introduction  
Report on "Co-operative Values in a  
Changing World"

12:30 Adjourn

14:30 Discussion Continues

17:30 Adjourn

**Thursday, 29 October - Environment and Sustainable  
Development**

09:00 Introduction  
Reports from ROAP and JJC  
Development Strategies

12:30 Adjourn

14:30 Discussion Continues

17:00 Adjourn

**Friday, 30 October a.m. - Sectoral Issues**

09:00 Reports from Specialised Organisations

12:30 Adjourn

**Friday, 30 October p.m. - ICA Business**

14:30 Motions and Resolutions

16:00 Official Closing

# **ICA Elected Officers**

## **Members of the ICA Executive Committee**

*As of May 1992, the members of the Executive Committee are as follows:*

Mr. Lars Marcus, President (Sweden)  
Ms. Raija Itkonen, Vice President (Finland)  
Vice President (vacant)  
Mr. Luis Armando Carello (Argentina)  
Mr. Momodou M. Dibba (The Gambia)  
Mr. Mitsugu Horiuchi (Japan)  
Mr. Ota Karen (Czecho-Slovakia)  
Mr. Ian MacPherson (Canada)  
Mr. Jacques Moreau (France)  
Mr. Knud Ollgard (Denmark)  
Dr. Anton E. Rauter (Austria)  
Mr. Robert Scherer (USA)  
Mr. Lanfranco Turci (Italy)  
Mr. B. S. Viswanathan (India)  
Mr. Reimer Volkers (Federal Republic of Germany)  
Mr. Deshou Yang (People's Republic of China)

## **Members of the ICA Audit and Control Committee**

*As of May 1992, the members of the Audit and Control Committee are as follows:*

Mr. Hans Thuli, President (Switzerland)  
Mr. Frank Dahrendorf (Fed. Rep. of Germany)  
Mr. Erlendur Einarsson (Iceland)  
Mr. Ivar O. Hansen (Norway)



# ICA Secretariat & Regional Offices

## 1989 - 1992

Since 1990, the Personnel Department has been incorporated in the Development/ Administration Department according to the ICA Executive Committee's decision on the new ICA Geneva Staff Structure. The Deputy Director is responsible for the hiring of international staff including project officers for the ICA Regional Office while the Finance & Personnel Officer is responsible for local hiring and all administrative matters.

The emphasis of the activities in this area has been the streamlining of the ICA personnel policy. Both job descriptions and salary scales have been revised at headquarters as well as in the Regional Offices. The ICA Personnel Policy was amended in July, 1990. The ICA has increasingly stressed the importance of Human Resource Development (HRD) and has encouraged staff training in such areas as computer literacy, language and general management skills. In addition, staff exchanges (Headquarters with Regional Offices) have been carried out in view of standardizing practices in areas including finance and administration, documentation, and communications.

Present ICA Staff is listed by office and in alphabetical order:

### Headquarters - Geneva

Marie-Claude Baan	Membership Liaison Officer
Sonia Barakat	Receptionist/ Administrative Assistant
Sven Åke Böök	Basic Values Project Manager
Enid Borboen	Mailing List Processor
MariaElenaChavez	UN/ Development Liaison Officer
Vivianne Dubini	Finance & Personnel Officer
Jan Eirik Imbsen	HRD Manager

Alexander Leukhin	Special Projects Officer
Finola Marras	Meetings Consultant
Amelia Morgado	Apprentice
Aline Pawlowska	Documentation Officer
Bruce Thordarson	Director
Claes Thorselius	Deputy Director
Mary Treacy	Director of Communications
Lajos Varadi	SO Liaison Manager
Laura Wilcox	Communications Officer

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**Staff who left during the period 1988-1991:** Adrienne Auderset, Robert Beasley, Jane Challen, Sam Mshiu, Viatcheslav Ouglev, Jacques Pelichet, Jayasinh Rana, Marie-José Scognamiglio, Josiane Trovatelli.

### Regional Office for Asia and the Pacific - New Delhi

✓ Karl J. Fogelström	Senior Development Advisor
✓ A. H. Ganesan	Project Assistant
✓ Yong Kang Guo	Agricultural Advisor
✓ W.U. Herath	HRD Advisor
✓ K. Kukeja	Accountant
✓ Prem Kumar	Administration Manager
✓ Pradit Machima	Consumer Advisor
✓ M.V. Madane	*Project Advisor (Agricultural Management Training)
✓ P. Nair	Secretary/Desk-top Publisher
✓ B. P. Pandey	Librarian
✓ Daman Prakash	Development, Planning & Coordination Advisor
✓ Ram Prakash	(Assistant Librarian) Data Bank Officer
✓ P. S. Rana	Messenger
✓ K. Sethumadhavan	Executive Secretary/Planning Assistant
✓ G. K. Sharma	Regional Director

\* Until 30 June 1992

Man Venkatesan Asst. Lib.

Ramesh Srinivasan Asst. Librarian

Man Mohan Sharma, Typist in Charge

✓ R. D. Driver

✓ Tancija Cars. Proj. Secy.

✓ Rajiv Melita Project Coord. Trade

✓ Ram Pher Cleaner

✓ Vasudevi Prasad Gardener

✓ P. C. Singhal	Finance Officer
✓ Balam Singh	Receptionist
✓ Jagdish Singh	Driver
✓ Ram Singh	Office Attendant

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**Staff who left during the period 1988-1991: Sten Dahl, Jayasinh Rana.**

**Regional Office for East, Central and Southern Africa - Moshi**

Noel Bulamba	Finance & Administration Manager
S.C. Gakwaya	Office Attendant
Bernard A. Kadasia	Research, Planning and Consultancy Project Manager
Abraham Klootwijk	*Banking, Savings and Credit Project Manager
J. N. Lyimo	Secretary to Regional Director
Vincent Lubasi	Regional Director
Patrick Makikumbu	Administration Officer
Labourn S. Minishi	HRD Project Manager
Benjamin Mutambukah	Cooptrade Project Manager
J. Mwakatobe	Driver
B.A. Ngoro	Typist
Raymond Uriyo	Documentation & Publicity Officer
Mutua S. Waema	Banking, Savings & Credit Project Assistant Manager

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*\*Until 31 August 1992*

**Staff who left during the period 1988-1991: Folke Dubell, Charles Gashumba, R. Kankomba, M. J. Marealle, Elizabeth Minde, Adam Shafi.**

**Regional Office for Central America & the Caribbean - San José**

Rita Calderón	Secretary
Andres Campos	Human Rights Manager
Marlin Castro	Assistant to Women's Programme
Alejandro de Sarraga	Consultant
Alberto Delgado	Finance & Administration Manager
Edith Guizado	Women's Programme Manager
Maricarmen Moya	Secretary
Juan Diego Pacheco	Regional Director
Alberto Salom	Research Programme Manager
Randall Solis	Messenger

**Staff who left during the period 1988-1991:** Patricia Jimenez, Jean-Marc Lampron, Julia Piedra.

**Regional Office for West Africa - Abidjan**

Thérèse Aka	General Secretary/ Documentation Officer
Ardy Jeng	*HRD Manager
A.S. Kibora	Regional Director
Anna Loum	Administrative & Financial Assistant
Essoh N'Cho	Driver and Liaison Officer
Fassiamo Soumahoro	Office Attendant

*\*Until 31 March 1992*

**Staff who left during the period 1988-1991:** Babacar N'Diaye.

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**Project Office - Argentina**

Arsenio Invernizzi    Project Office Director

**Insurance Project Office - Botswana**

Bo Engström            \*Insurance Project Manager

Boniface Oppong      Assistant Project Manager

*\*Until 29 February 1992*

**Project Office - Australia**

R. Mathimugan        Executive Coordinator

**Project Office - Singapore**

G. K. Sharma           Project Director & Regional Director

# **Standing Orders Governing the Procedure of Congress**

## **The Congress Sessions**

(1) Provision shall be made for the proceedings of the Congress to extend over four full days of two sessions each.

(2) No specialized conference shall take place during the sittings of the Congress, and all social functions, excursions or visits during the periods allocated for the sessions of the Congress which would in any way hinder the work of the Congress, shall be strictly eliminated.

(3) The President of the ICA is responsible for conducting the business of the Congress, assisted by the members of the Congress Committee, in so far as they are called upon by the President to do so.

(4) A timetable shall be prepared for the discussion of each subject which shall be strictly adhered to, subject only to such modifications as the Congress Committee may find necessary for the admission of emergency notions under Article 22 (b).

## **Official Languages**

(5) The business of the Congress shall be carried on in such of the official languages - English, French, German, Russian and Spanish - as the Executive Committee shall decide. Any delegate who is unable to express himself in one of the official languages of the ICA may be accompanied by an interpreter, approved by the ICA, who shall interpret from the native language of the delegate into one of the official languages, interpretation into the other language in use at the Congress shall be made by the official interpreters.

The names of personal interpreters must be forwarded to the Director of the ICA at least two weeks before the date of the Congress. Whenever possible the personal interpreter shall be included in the number of official representatives of the organization concerned.

(6) No delegate, except the President in the chair shall be permitted to deliver his speech in more than one language.

(7) All printed matter relating to the Congress shall be issued in the official languages in use at the Congress. Each delegate shall be entitled to one set of documents in the official language of his or her choice.

### **Order of Debate**

(8) Delegates desiring to speak on any subject must hand in their names in writing. As a rule they will be called upon in the order in which their names are received, but in the discussion of definite motions the President may call upon supporters or opponents of the motion to speak alternately.

(9) Each delegate who rises to speak must address the President and direct his speech to the motion or question under discussion or to a question of order.

(10) Each speaker shall be allowed five minutes, except the mover of a motion or amendment or the mover of a paper, and no delegate shall be allowed to speak more than once on any subject except the mover of a motion or amendment of a paper.

(11) The mover of a motion shall be allowed ten minutes for his speech and five minutes in which to reply to the discussion before the motion or amendment is put to the vote. Such reply must be strictly limited to points raised in the discussion. The mover of an amendment shall be allowed ten minutes for his speech, but

has no right of reply, unless the amendment is carried and becomes the substantive motion.

(12) Any speaker may be accorded an additional five minutes by the decision of the Congress, the question being put without discussion.

(13) The mover of a paper shall not be subjected to a fixed time limit in presenting this paper but, if the timetable demands, a time may be fixed by the President. The mover shall have fifteen minutes in which to reply to the discussion on his paper.

(14) When more than one motion or amendment is submitted for discussion on any item of the agenda (except motions of procedure and formal matters) they shall be referred to the Congress Committee, which shall endeavor to prepare an agreed text. Exceptionally, an amendment proposed in the course of the discussion may, at the discretion of the President and with the approval of Congress, be considered by Congress. If an amendment is so accepted by Congress for consideration the President has discretion to deal with it immediately or to refer it to the Congress Committee.

(15) In the preparations of any agreed text under Standing Order 14 above, the mover of any motion or amendment shall have the right to attend the meeting of the Congress Committee to support his motion or amendment.

(16) The discussion of any question may be closed by a motion "that the question be now put". Such motion must be moved formally and may only be moved by a delegate who has not spoken on the question under discussion. If the motion for the closure is seconded, the President shall put it to vote.

If the motion is accepted the mover of the original motion or amendment shall have the right to reply before the vote is taken.



If the motion for the closure is rejected the mover of the closure motion shall have no further right to speak on the question under discussion.

(17) Fraternal delegates and guests may, with the consent of the Congress Committee, address the Congress on any subject under discussion but may not vote.

### **Voting**

(18) All motions and amendments shall be decided by a show of delegates' attendance cards, unless a card vote is required to be taken by the Congress Committee, or on the written request of five member organizations, or on the demand of 50 delegates.

(19) Organizations which are entitled to more than one vote may entrust their votes to a single delegate, provided, however, that no one delegate shall use more than ten votes.

(20) The President shall have only one vote. In the case of an equality of votes being cast on any question, the President shall declare the proposition "not carried".

(21) Cards shall be provided for use in all cases in which a demand for a card vote is made under Standing Order 18.

(22) The voting shall be certified by the Director under the supervision of the Congress Committee.

(23) Such number of tellers as may be required shall be appointed by the Congress at its first sitting.

(24) Personal explanations are only admissible at the end of a debate and after the voting has taken place.

## **Emergency Appointments**

(25) Any delegate whose appointment has not been previously notified shall only be admitted by handing in to the Congress Committee satisfactory evidence of his or her appointment.

## **Suspension of Standing Orders**

(26) No motion to suspend a Standing Order shall be accepted unless notice in writing has been given to the Director by not less than 20 delegates stating the reason for the motion. The motion to suspend Standing Orders shall be put to the vote after it has been moved and formally seconded, and not more than one speech made in opposition. A card vote must be taken on the motion to suspend Standing Orders and approved by a three-fourths majority. If defeated, no second motion can be permitted for the same purpose.

**The Work of the ICA Since the  
Stockholm Congress**



*The ICA Office at 15, route des Morillons, Grand Saconnex, Geneva, Switzerland.*



## **From Congress to Congress - 4 years of change**

World events should actually affect co-operatives less than other sectors of the economy; we are so local. Nevertheless, the last four years have made it clear that, for co-operatives also, there is no such thing as absolute security. The changes which have affected our movement in recent years have been more dramatic than any that have occurred in the post war era, and their consequences have been far-reaching.

Long-standing ICA members, who have been operating for almost 50 years in the planned economies of Eastern and Central Europe, have been facing far-reaching reforms or even confiscation of property. Additionally, Western European members, who still form the financial backbone of the ICA, are in the midst of structural changes which have become more radical on account of the growth of a common market, which has challenged their local or national characters.

Younger members of our Alliance have other reasons for worry. Not only have many of them been hit by the economic recession but also by the growing tendency for protectionism and an abuse of economic might by the industrialized countries. Furthermore, co-operatives in the Third World are likely to find that development support will shrink due to the new political and economic situation. The OECD area has problems of its own and has, therefore, become more inward-looking.

In many respects, the co-operative situation does not differ from what has happened to joint stock companies or the public sector. Although co-operatives have faced losses in the past four years, there have also been gains - our growth in Asia is evident. Already more than fifty percent of the co-operators are to be found there.

The role of the ICA during this period has been to use its resources in the most flexible way. Our position is not one of superiority or dominance. We offer common ground and a friendly network for a membership that has co-operation as its guiding principle. In addition, we have tried to act in defense of our membership whenever this has been requested.

At a time when many co-operatives have been under strain, ICA has anticipated the ideological risks of structural changes and focused the attention on basic values, through seminars and working parties in all continents. This process has been invaluable to the movement and will culminate in a report to the Tokyo Congress.

Another effort has been our reaction to the economic and political reforms in Eastern and Central Europe. At the request of its members in the region, ICA has not only made contact with the new political powers, but has also hosted meetings of their leaders, arranged seminars and given information on the current situation in the ECEC to co-operators worldwide.

The consequences of change in Eastern and Central Europe have been far-reaching. A number of our weaker members have found that essential support to their development efforts has drained. We have tried to find new contacts for them and prove that they are not isolated. On the other hand we have found that co-operatives, which had initially decided not to join the ICA, are now showing an increasing interest in our activities. Our membership development is not only positive but strong.

Our efforts in the Third World will remain a major task for years to come. Since the last Congress, the role of the ICA has been redefined and the results of our regional offices have dramatically improved. So far this has helped us to enlarge the group of partners and sponsors. A number of ministerial conferences in Asia and Africa have raised the respect of governments for the contributions to national economies that co-operatives can offer. As self-aid projects become increasingly attractive for donors, the ICA will be prepared to assist.

Finally, the Executive has proposed a new structure for the ICA, which was accepted by the Central Committee meeting in Berlin last year. It was the result of a careful analysis of the past and of present trends. Above all it tried to anticipate a future where international collaboration between co-operatives would no longer be limited to fraternal delegations, but where one would expect joint ventures as well as mergers.

The going might seem a little rough at present for many of us, but the message from ICA, as well as from co-operatives in almost all parts of the world, is that we will come out of this recession and through the political changes which are taking place, stronger than ever.

*Lars Marcus*



*Members of the Geneva and Regional Offices of the ICA at the 1991? Central Committee meeting in Berlin.*



## Director's Report to Congress

If the years 1984-88 were dominated by reorganisation and renewal for the ICA, 1988-92 has been a period of relative stability which has enabled the organisation to focus on its basic priorities, to expand its activities, and to plan for the future with some optimism.

As a membership organisation, ICA is inevitably affected by the changes affecting its diverse members around the world. These changes are felt most immediately in the annual subscription payments.

During the last two years significant surprises have required the secretariat to make emergency adjustments to preliminary budgets. Nevertheless, it is now possible to carry out the core ICA functions within existing revenue. Each year since 1987 has seen a modest surplus in the ICA accounts, and an increase during the last four years of approximately 33 percent in its total funds and reserves.

Staff stability continues to be a source of strength. The ICA's small Geneva-based secretariat of 14 employees come from 13 different countries, enabling ICA to operate in all of its five official languages, even if for reasons of economy its working language is English, as are the majority of its publications.

According to ICA's development policy, its only permanent regional employees are the Regional Directors. From this rela-



tively modest investment has grown a development programme which now totals over CHF 8.2 million, thanks to support from some 20 co-operative and international development agencies, who have seen the ICA Regional Offices as useful vehicles to support their own co-operative development efforts, and from regional members themselves. Both total funding and the number of partners have increased by over 30 percent during the last four years.

A new focus of activity since 1988 has been Latin America. In close collaboration with existing regional co-operative organisations, ICA officially established a Regional Office for Central America and the Caribbean in Costa Rica in 1990, and established in the same year a two-year project office in Buenos Aires with the goal of transforming it into another Regional Office if conditions were favourable.

Although the international community as a whole may be transferring resources from the South to Eastern and Central Europe, this has not been true for the co-operative movement. While ICA members continued their support for ICA's development programme, 18 co-operative organisations from 10 countries responded favourably to ICA's request to support a special programme for Eastern and Central European countries (ECEC). ICA's efforts have been concentrated in the areas of policy and information, so as not to duplicate the bilateral efforts already underway between ICA members. The results, however modest, demonstrate the need for more joint efforts of this kind to deal with important, topical issues.

Following a three-year review of the ICA structure, undertaken in response to a 1988 Congress resolution, the 1992 Congress will be asked to approve the new Rules for implementation of this revised structure. The major changes include:

- an amalgamation of the functions of Congress and Central Committee into a new governing body, the ICA General Assembly. Maximum representation per country will be 20 delegates;

- creation of four new Regional Assemblies - for Asia-Pacific, Africa, the Americas, and Europe - which will meet on alternate years from the General Assembly;
- provision for the regional nomination of Vice-Presidents in order to ensure effective regional representation on the ICA Board (the current Executive Committee);
- clarification of the relationship between ICA and the Specialised (sectoral) Organisations, which shall all self finance their own activities in the future;
- gradual increase in the maximum and minimum membership subscription fees.

The benefits of a regionalised approach have also been recognised by the majority of ICA's Specialised Organisations, most of which are also developing regional committees, often in association with ICA's regional offices. This combining of forces can be expected to increase, and produce good results, in future years.

The strengthening of regional programmes has special implications for the ICA in Europe, which is still the home of the majority of its member organisations, if not individual members. Within its new structure, ICA will be able to develop a "European programme" to support some of the increasingly common interests of its European members. Whether this programme should be implemented through a separate Brussels office, as recommended by a 1988 Congress resolution, is still being discussed with member organisations and the sectoral associations in Brussels.

Implementation of the new ICA structure will require close consultation with ICA members in all regions. ICA plans to hold consultation meetings in its four regions between December 1992 and June 1993 in preparation for the holding of the first General Assembly in the second half of 1993. The new Regional Assemblies themselves will meet in 1994.

Much of ICA's attention during the next years will be focussed on follow-up to the Basic Values report, which is the main theme of the Tokyo Congress. In response to a 1988 Congress resolution, and with the financial support of its Swedish member KF, ICA engaged the services of Mr. Sven Ake Böök to coordinate a review of co-operative values and their implications for co-operative identity and efficiency. This process stimulated extensive and useful reviews within many ICA member organisations. The Tokyo report, "Co-operative Values in a Changing World", is Mr. Böök's own responsibility, however.

If agreed by Congress, ICA will use Mr. Böök's report, along with other work contributed by his advisory committee and member organisations, as the basis for a review of the current ICA co-operative principles. The British movement has invited ICA to hold a special Centennial Congress in Manchester in 1995, which would be the occasion for the adoption of a "Co-operative Charter" reflecting the essence of the co-operative identity. At the same time, the Specialised Organisations will be asked to contribute to this review and to develop their own set of complementary operating guidelines for their individual sectors, thereby strengthening the integration of the overall co-operative system.

It was also in view of the ICA's centennial celebrations that a 1988 Congress resolution urged the UN to declare an International Year of Co-operatives in 1995. Since then many ICA members have contacted their national governments. Unfortunately, while many governments have indicated their willingness to support such a resolution, none has yet been prepared to initiate it. The presentation this year by the UN Secretary-General of a special report on co-operatives, to which ICA and other members of the Committee for the Promotion and Advancement of Co-operatives (COPAC) have contributed, could help to keep the issue alive at the General Assembly.

The difficulty which ICA and its members have experienced with regard to the "Year of Co-operatives" is only one manifestation of a larger problem - the weak and unclear image which co-operatives often project to the public (and sometimes even to their own members). Reflections of this problem can be seen in almost all parts of the world. To date ICA's own information programme - both communications and documentation - has been largely focussed on its first priority, service to ICA members. There is clearly much more to be done, first within the co-operative system itself to clarify what image it wishes to project, and then to determine how its combined force can be used to convey the message most effectively. This will be a major challenge for ICA, as well as for its members, in the future.

In general, the ICA's workplan for the coming years will be focussed on the five priorities identified in last year's Structure Committee report:

- promoting and defending values shared by ICA members;
- stimulating interchange of ideas and collaboration;
- spreading information about the co-operative system;
- acting as a catalyst for co-operative development;
- speaking on behalf of its members with international organisations and governmental authorities.

*Bruce Thordarson*

# Development

## Head Office

The ICA's Development Section is responsible for overall planning and management of the ICA development programme, for initiating special activities in the field of human resource development (HRD), and for coordinating research and new initiatives.

In 1989 the development and administrative functions of head office were combined under the Deputy Director, Claes Thorselius. The HRD activities have been coordinated by two officers during this period, J.M. Rana and Jan-Eirik Imbsen. Support is provided by other head office departments, including personnel, communications, documentation, and UN relations.

The objective of ICA's development programme is to support the growth of independent, economically-viable, democratic co-operative organisations in all sectors. It has four main programme priorities: to influence government policy and legislation so that co-operatives are allowed to develop as independent organisations; to strengthen national apex and sectoral co-operative structures; to improve the quality and quantity of assistance provided for co-operative development; and to implement programmes in the priority areas of human resource development and co-operative trade.

ICA's direct financial contribution to its development programme is divided between the salaries and associated costs of head office staff and those of the Regional Directors, who are the only permanent ICA employees in the regions. This annual contribution of less than CHF 500,000 has led to a total development budget in 1992 of CHF 8.2 million, including contributions by some 20 co-operative and international development agencies as well as regional members. These figures have grown steadily

every year since ICA's new development programme was initiated in 1986.

In addition to regular planning and administrative support, head office has coordinated several special programmes since 1988. The most visible have been the establishment of two-year "project offices" in Costa Rica in 1987 and in Argentina in 1990 designed to provide support to co-operatives in the region and to assess the potential and need for full ICA Regional Offices. In 1990 the Costa Rica office became the Regional Office for Central America and the Caribbean. The future of the Argentine office is to be determined during a regional consultation in 1992.

In 1991 ICA coordinated an analysis of the co-operative potential in newly-independent Namibia. This report was followed by a joint ICA-ILO-SCC policy dialogue with Namibian government and co-operative leaders as input into a new national co-operative policy.

### **Regional Office for Asia and the Pacific**

A total of 58 national co-operative organisations from 24 countries, representing over 400 million individual members, now participate in the work of the Regional Office. Since 1988 new members have come from Afghanistan, Iran, Fiji, and Vietnam.

The Regional Office's policy work has been implemented through the preparation and organising of regional conferences of co-operative ministers. The first was held in Australia in 1990 and the second in Indonesia in 1992. Since 1988 significant improvements in co-operative policy and legislation have been introduced in several countries of the region.

The office carries out its technical work through six on-going projects: Development Planning, Agriculture, Consumer, HRD,

Trade, and Agricultural Management Training. In 1991 a new five-year training programme for women involved in agricultural co-operatives was begun. The major external funding supporters of these activities have been Sweden (SCC), Japan (CUAC, JCCU, MAFF), Australia (AAC), and Canada (CCA).

A new focus of activity for the region is the environment. In 1990 the Regional Office published an information brochure on the role co-operatives can play in protecting the environment, and in 1992 it began a regional study designed to develop national and regional strategies for environmental enhancement. Chinese co-operatives have shared their experience in waste resource recycling with other ICA members by means of a regional workshop and direct technical assistance.

Since 1988 the office has strengthened its information capacity. Its library has been computerised and updated, a data bank has been established, and the office's quarterly journal has been supplemented by newsletters on consumer and HRD issues.

In November 1988 the ICA Domus Trust was created in the memory of Dr. Mauritz Bonow, former ICA President. Ownership of the ICA's Regional Office building in New Delhi was transferred to the trust from its previous British-registered owner, ICA Domus Limited.

In addition to its main office in New Delhi, the Regional Office has established project offices in Australia and Singapore to coordinate and implement specific development and trade activities.

### **Regional Office for East, Central and Southern Africa**

Since 1984 the Regional Office has been organising conferences of Co-operative Ministers every three years in order to promote greater strength and independence for co-operatives in the re-



gion. The 1990 conference, held in Nairobi, reflected a continued desire on the part of co-operative and government leaders to move towards the goal of self-reliance. In several countries co-operatives have taken over activities previously carried out by government or by parastatals, although often without sufficient resources.

Since the 1988 Congress the Regional Office lost one member country, Somalia, due to internal problems, reducing its membership to eight countries. However, in 1991 the Regional Council agreed that national commercial co-operative organizations should be admitted as members in future, in addition to multi-sectoral apex organizations, as is the practice in other regions.

During the last four years the Regional Office introduced three new programmes in the areas of banking, trade, and women, in addition to its on-going activities in the fields of research and consultancy, agriculture, human resource development, and insurance. The latter project, which is managed from a project office in a member country, moved from Zambia to Botswana.

The office's activities are supported by Sweden (SCC), the Netherlands (Rabobank Foundation), Australia (CDL), and the Co-operative Insurance Development Bureau. Recently-terminated support from Canada (CCA) and the Netherlands (HIVOS) is being renegotiated.

In 1991 Vincent Lubasi, former Executive Secretary of the African Confederation of Savings and Credit Associations, was appointed Regional Director.

### **Regional Office for West Africa**

Since 1988 the Regional Office has developed a new work programme centred on four priorities: legislative review and

government policy, promotion of national co-operative organisations, education and training, and promotion of economic exchanges.

The Regional Office's membership declined by one country during this period with the expulsion of Mauritania for non-payment of dues. It now serves members in 15 countries.

The results of a regional legislative consultation, held in Conakry in 1991, were published by ILO and widely circulated in the region. The office has provided support to new national organisations in Cape Verde, Côte d'Ivoire, and Mali.

In 1990 the Regional Council agreed to amend the office's by-laws to remove the membership of government representatives on the council, which had previously been a provisional body.

The Regional Office's major education and training programme, funded by Norway (NRD), reached its final year in 1992. A new multi-year programme is being negotiated. The office also receives support for activities from Canada (SOCODEVI), Germany (DSE), France (Crédit Coopératif), and from two ICA specialised organisations (CICOPA and ICIF-CIDB).

In 1989 Ada Kibora was appointed Regional Director.

### **Regional Office for Central America and the Caribbean**

The newest ICA Regional Office was officially opened in 1990, although it had functioned previously as a project office. Mr. Juan Diego Pacheco was appointed Regional Director. The office is carrying out activities in the fields of women's integration, human rights, research, and strategic planning with funding support from Norway (NRD), Sweden (SCC and Diakonia), Canada (CCA and SOCODEVI), Australia (CDL), and FAO.

In view of the existence of several important regional co-operative organisations, the Regional Office has signed agreements with OCA, CCC-CA, and COLAC in order to define and clarify respective fields of responsibility and action.

During this initial stage of its activity the office is collaborating with co-operative movements in Mexico, Belize, Guatemala, El Salvador, Honduras, Nicaragua, Costa Rica, Panama, Colombia, Ecuador, Dominican Republic, and Puerto Rico.

### **Future Directions**

As the ICA development programme is based on three-year workplans, the most recent having been approved in 1991, no major changes in direction are anticipated in coming years.

A continued priority will be increased contributions to the programme from members in the region, as well as a further diversification of external funding sources.

As the programme continues to grow, the capacity of head office to provide administrative and backstopping support becomes increasingly important. Accordingly, Mr. Arsenio Invernizzi, former director of Italy's Cooptecnital and currently director of the ICA office in Buenos Aires, will join head office in late 1992.

As the increased integration of women in co-operatives is a priority in all Regional Offices, the ICA will develop global and regional gender strategies in future as the basis for its expanded activities in this field. The Regional Offices will seek to strengthen their collaboration with members of the ICA Women's Committee and with INCOTEC in this regard.

The implementation of the new ICA structure after the Tokyo Congress will have special implications for those continents in which there is already more than one Regional Office. Various techniques for collaboration between offices will be examined.

## **ICA and the United Nations**

ICA has continued to increase its collaborative activities with the United Nations and its specialized agencies since the XXIX ICA Congress (Stockholm). Collaboration has taken the form of ICA participation in various UN fora where ICA represented the interests of the co-operative movement as well as technical and financial support from the UN and its specialized agencies for ICA activities. These activities have confirmed the words of the UN Secretary-General, Mr. Javier Perez de Cuellar, when he addressed participants of the Stockholm Congress reasserting the support of the UN to the development of co-operatives and praising the work of the ICA.

The UN Department has provided follow-up for a number of the Stockholm Congress Resolutions including the declaration by the UN of an International Year of Co-operatives, the support for activities in the field of Literacy, the Rights of the Child and Co-operative Development. The UN/Development Liaison Officer has coordinated representation to meetings of the UN and its specialized agencies and has provided information on a regular basis to ICA members and UN bodies.

### **Co-operative Development**

The ICA has collaborated in a number of co-operative development activities obtaining both financial and technical assistance from the UN and its specialized agencies including : UNIFEM (ICA/WOCCU Seminar on Women and Co-operative Credit, November/December, 1988); UNIDO (International Seminar of Latin American Industrial Co-operatives, April, 1989); UNDP (ICA/TCDC Programme in Co-operatives in Asia, 1989); UNESCO (Travel Grants for Leaders in Workers' and Co-operative Education, 1990-1991); FAO (Studies: Agricultural Co-op-

eratives: Assessment Based on Selected Country Studies in Central America and the Caribbean; Co-operatives and Other Rural Organizations: Regional (West Africa) Assessment Based in Selected Country Studies, 1991; and FAO/ICA/ECE Workshop on Specific Problems of the Transformation of Collective Farms into Viable Market Oriented Units, 1992); ILO (ILO/ICA/UN Centre for Social and Humanitarian Affairs Regional Workshop on Co-operatives of Disabled Persons, January 1992).

The UN/Development Liaison Officer continued to represent the ICA and collaborate with the Committee for the Promotion and Advancement of Co-operatives (COPAC). The ICA has participated in the regular meetings of COPAC to coordinate development activities with the FAO, ILO, UN, and other NGOs working in co-operative development. The ICA was also represented and provided technical expertise in a meeting organized by COPAC in the Philippines - International Meeting on Co-operative Education and Training (October, 1990). Another joint activity with COPAC has been the United Nations Secretary-General's report, The Status and Role of Co-operatives in the Light of New Economic and Social Trends in which the ICA has provided input for the preparation of the questionnaire for the collection of information for the report and financial support for the preparation of the final report.

Over the period 1988-92, the UN/Development Liaison Officer has provided information on UN priority themes for inclusion in the ICA News, as well as providing regional offices, ICA specialized organizations and working parties with information on United Nations and other development organizations' activities. In this regard, a computerized databank on ICA present and potential development partners was established in 1991, and ICA Project Information Sheets have been updated on a regular basis and disseminated to interested organizations.

## **Environment**

During the period under review, the UN Department became a focal point for information regarding environment and development activities. In the early part of 1990, the Secretariat provided ICA representation to NGO preparatory meetings for the United Nations Conference on Environment and Development (UNCED) including meetings organized by the UN in Geneva; the Centre for Our Common Future, and GLOBE 90. After the adoption of the Central Committee resolution (Madrid 1990), "Environment and Development", the UN/Development Liaison Officer provided and coordinated representation during 1991 to UN meetings on the Environment including the Second and Third Preparatory Committee of UNCED in Geneva, the FAO/Netherlands Conference on Agriculture and the Environment, UNIDO/Denmark Symposium on Sustainable Industrial Development and various working groups established under the UN agencies. In addition, the Secretariat has continued to collect information on ICA member activities in the field of environment protection, has received delegations from member organizations interested in exchanging information on environmental activities and collected general environment and development information for dissemination in ICA publications, as well as to the UN organizations and non-governmental organizations. The UN Department has provided assistance with the selection of the Environment as one of the Congress themes and has continued to provide support as necessary. The UN/Development Liaison Officer coordinated representation for ICA participation in UNCED and assisted in the organization of a Co-operative Seminar held as part of the Global Forum in Rio, Brazil.

## **International Year of Co-operatives**

The Secretariat provided information to member organizations on the procedure of having an international year declared by the United Nations. Given that a Government needed to propose a

resolution for the international year to the UN General Assembly (GA), members were requested to seek support from their respective governments. Due to political changes both in Asia and East and Central Europe, the ICA was unable to secure a firm commitment from a government to introduce a resolution to the GA. With the assistance of the ICA Regional Office for Central America and the Caribbean, the Secretariat is presently investigating the possibility of commemorating the centenary of the ICA with another UN event, i.e. an international day, week or month.

To assist in UN representation the following persons have served as ICA Permanent Representatives providing representation and information :

UN - New York	R. Scherer 1988-1990 P. Sheehan 1988-1990 R. Beasley 1990-1991
UN - Vienna	Dr. A.E. Rauter S. Schlifke
FAO	G. Vecchi L. Visani
UNESCO	F. Baulier
UNCTAD	E. A. Wohlner
UNIDO	V. Sielanko 1988-1990 J. Svoboda 1990-1991
HABITAT	I. Hansen
ECE	C-J Hachmann

Reports of their activities follow:

#### **United Nations - New York**

ICA representatives to UN-NY have over the reporting period kept in contact with the Secretariat of the UN in order to obtain information and support for the declaration of an International Year of Co-operatives. In addition, the representatives have

attended meetings of the United Nations Development Programme (UNDP) and have provided information on World Bank activities of interest to co-operatives.

#### **UN - Vienna**

ICA representatives to the UN in Vienna have continued ICA representation to the regular sessions of UN bodies (Peace and Disarmament, Women, etc.). In addition, regular meetings have been arranged with the Department within UNIDO dealing with industrial co-operatives, and collaboration has been strengthened with ILO-MATCOM (Material and Techniques for Co-operative Management Training).

#### **Food and Agriculture Organization of the United Nations (FAO)**

ICA representation at FAO has concentrated on the topic of People's Participation. The ICA representatives participated in a number of meetings in which the FAO Plan of Action for People's Participation in Agricultural and Rural Development was discussed and made a number of interventions to express ICA's support for the Plan. The ICA also followed the discussions of the FAO Plan of Action for the Integration of Women in Agriculture and Rural Development.

Both the ICA Regional Office for Asia and the Pacific and the ICA Women's Committee participated in meetings of the FAO.

#### **United Nations Industrial Development Organization (UNIDO)**

ICA has been particularly involved with UNIDO through its collaboration with CICOPA. The two organizations planned and organized a number of training courses for industrial co-operatives. The ICA was also represented at various UNIDO meetings on co-operatives and topic of interest to producer co-operatives



including a Symposium on Industrial Sustainable Development (October, 1991).

**United Nations Conference on Trade & Development (UNCTAD)**

The ICA was represented on the Committee on Invisibles and Financing related to trade (CIFT) which is responsible for insurance and re-insurance issues.

**United Nations Educational, Scientific and Cultural Organization (UNESCO)**

The ICA representative to UNESCO has participated in a number of meetings of the UNESCO NGO Standing Committee as well as the General Conferences of UNESCO.

**Economic Commission for Europe (ECE)**

The ICA is principally represented on the Committee on Housing, Building and Planning of the Commission. Discussions have been focused on the following : urban renewal and modernization policies; human settlement problems; urban and regional planning etc. The ICA has been particularly active in topics relating to housing co-operatives in East and Central Europe.

**Economic and Social Commission for Asia and the Pacific (ESCAP)**

ICA has been represented at various sessions of the Economic and Social Commission for Asia and Pacific by the ICA Regional Office for Asia and the Pacific.

**Economic Commission for Latin America and the Caribbean (ECLAC)**

The ICA was represented by the ICA Regional Office for Central America and the Caribbean in a regional conference on the integration of women.

# Communications Department

## Introduction

In accordance with the communications policy adopted in April 1987, the Communications Department has continued to develop and consolidate ICA's communications programme, to upgrade its publications and to further develop the co-operative information network.

Two full-time employees and recently one employee working three half-days per week, together with additional temporary secretarial and translation assistance when needed, handle the Department's workload.

## Publications

Throughout the years 1988-91 the Department was able to make full use of the technology available at Head Office. More publications are now produced in-house, with desk-top publishing facilities being used for typesetting and layout, considerably reducing printing costs.

Since 1988, the Department has produced **14 issues of the ICA Review** and **four annual reports**, including special issues on co-operatives in Sweden, India, Spain, Germany and Japan, special sections on Eastern and Central Europe and the Environment, reports from ICA meetings and articles on Co-operation around the world.

The Department has continued to collaborate with INTERCOOP Editora Cooperativa Limitada (Argentina), the Norinchukin Research Centre (Japan) and China's Co-operative Economy newspaper, which all produce translations or summaries of the ICA Review in their own publications. In addition, many articles from the Review are quoted or reprinted in the co-operative press generally.

In the year 1988-89 four issues of the **ICA News** were published, six issues each year thereafter, including three inserts on co-ops in Eastern and Central Europe, and one insert on the environment. A special 28-page colour issue on co-ops and the environment was also published in May 1992 for distribution at the UN Global Forum in Rio de Janeiro and the Tokyo Congress.

The **ICA directory** is published annually - in 1992 a new directory was issued in the form of a ring binder for easy updating.

**ICA Rules:** A new set of pages was issued following the 29th Congress in Stockholm, (distributed in all five ICA languages). After the 30th Congress in Tokyo, where important statutory changes are expected to be approved, new rules will be published in all official languages. The proposed rules are published on pages 123 - 155 of this Agenda and Reports.

During the period under review ICA also published the following **books:** The International Co-operative Movement - Changes in Economic and Social Policy in 1988 - 18th in the Studies and Reports series; The Future of Participative and Democratic Enterprises, Third World Conference of CICOPA (English, French and Spanish versions) in 1989; and two volumes of Consumer Co-operatives in a Changing World in 1989. The report to the XXXth Congress on Co-operative Values in a Changing World is currently being printed. This 250-page volume is 19th in the Studies and Reports Series. The ICA has approached its member-organizations to try to arrange for publishing in French, German, and Spanish and a Japanese version should also be available at the Congress in October. A summary of the last mentioned publication will also appear on page 157 of this Agenda and Reports for the XXX Congress.

The Department prepared **documentation** for ICA meetings and co-ordinated translations of ICA documents and publications into the organization's official languages as required.

## **Technical and Editorial Assistance**

The Department continued to provide technical and editorial assistance to other sections of the Secretariat and to the ICA Specialized Organizations and Working Parties.

## **Information and Promotional Items**

Since the production of the last four-yearly report the Communications Department has concentrated on giving the ICA a higher profile. Six new information pamphlets on the ICA itself and on the ICA and its Development role have been produced in English, French and Spanish and new information sheets have been compiled giving information on various aspects of ICA and details about its specialized organizations and working parties (available in English, French, Spanish, German and Japanese). The Japanese information sheets and a Japanese version of the ICA pamphlet have been produced by the Central Union of Agricultural Co-operatives (Zenchu/Cuac). A pamphlet in Portuguese, combining both the ICA brochure and the ICA development brochure has also been produced by the Instituto Antonio Sergio, ICA member organization in Portugal.

The Department was also more active in its dealings with the co-operative press: it contributed articles to co-operative journals and also supplied information, photographs, slides and graphics to assist ICA member organizations with their preparation of articles, pamphlets, slideshows and exhibitions.

Various promotional items were made available: rainbow umbrellas, earrings, ties, lapel pins and badges, pencils and pens and ICA T-shirts and polo shirts.

## **Audio-Visuals**

The Department purchased audio-visual equipment and set up a library of videos on subjects concerning ICA member organizations and the international co-operative movement. It is planned

to loan videos produced by members to interested parties for a nominal charge to cover postage costs.

In September 1989 a promotional video "**The Wave of the Future**" was produced, examining the role of the co-operative movement in the light of the massive social, economic and political changes in the world. It was subsequently made available in Spanish, French and Japanese (in PAL, SECAM and NTSC versions). In 1990 an audio visual slideshow was produced, and this is now available in English, with texts also in Japanese, French, German and Spanish.

### **Sale of Publications**

The new ICA publications list, which was issued in 1991, provides details of all publications issued or sold by the ICA Head Office, and lists available audio-visual and promotional items.

Orders/sales are now handled by the Receptionist/ Administrative Assistant and a new strategy will be followed with the aim of boosting sales over the next four-year period.

### **Public Relations**

The Communications Department, with other staff members, was responsible for welcoming large groups and individual visitors. It arranged programmes and made audio-visual and verbal presentations for the visitors and also helped other members of staff to prepare presentations and arranged for lectures and visits.

The Department continued to maintain a high profile, hosting a meeting of the Public Information Directors' Roundtable at ICA Head Office in December 1988, and attending a further meeting of the group in June 1990. Each year it helped to set up Communication Programmes during the ICA annual meetings, collaborating with WPoCC members and host organizations in

the production of daily news bulletins. In addition to attending meetings of the WPoCC Executive and Plenary sessions, the Department hosted an Executive meeting of the group in 1991.

At the invitation of ICA members, the Director of Communications attended meetings and visited member organizations in Australia, Canada, Czechoslovakia, Germany, India, Spain, Romania and the UK.

As a continuation of the Department's commitment to offer support to member organizations, and at their request, the Director of Communications regularly sits on the Editorial Board of the Plunkett Foundation's Yearbook of International Co-operation, acts as one of the External Assessors at the Co-operative College in Loughborough, and provides assistance in the production of the UK Co-op Congress newsletter.

## **Messages**

Each year **Co-operative Day messages** were sent out in all five official languages: 1988 - the promotion of women in the co-operative movement; 1989 - "Unity in Diversity" highlighting the fact that during the cold war ICA was one of the few organizations in the world where North/South and East/West found a common meeting ground; 1990 - protection of the environment; 1991 - solidarity with Eastern and Central Europe; 1992 - the Basic Values of Co-operation.

Other messages on behalf of the Director and President were issued at the request of ICA member organizations.

## **Future Direction**

The department's work over the next four-year period will continue in the same vein and will of course focus on preparations for the organization's Centenary in 1995.

A new communications policy for the whole organization will be drafted once the new structure is in place and a style book will be introduced as a guideline for ICA personnel and membership.

## Documentation Service

There are three main functions carried out by the Documentation Service : to buy and record books, pamphlets, annual reports and periodicals from co-operatives all over the world as well as ICA publications; to support the administrative work of the Secretariat and to act as a clearing house for information related to the Eastern and Central European Countries (ECEC).

Currently there are over three hundred titles received periodically at the Library. Interesting articles are circulated to the staff and filed in sectoral files. The computerized data base has 1,100 records. Bibliographies on special subjects are issued at the request of staff and outside visitors. The library receives frequent requests for interlibrary loans and provides services to overseas researchers. During the past 4 years the Archives have been extensively used for the preparation of historical books.

Collaboration with the Regional Offices was another priority during the last four years. There is a close working relationship between Headquarters and the Regional Office in New Delhi. A common data base has been established and the information on libraries' holdings is regularly exchanged. A meeting of library operators from two regional Offices was conducted in February 1991. During the reporting period the report of a seminar on co-operative legislation in West Africa was produced jointly with the Regional Office in Abidjan and the ILO.

Since 1989 the section has been participating actively in the Secretariat's Task Force on East and Central Europe. The information programme developed by the Documentation Section includes the production of reports on development in the ECEC. A report of a seminar on co-operative legislation which took place in Prague in 1990 and compendium of co-op laws in the

ECEC were published jointly with the ILO in 1991. Information on East and Central Europe is now a regular feature in the ICA News. The documentalist attended regional conferences on agriculture and worker co-operatives in Budapest in March 1990, on co-operative rural banks in Poznan in March 1991, on insurance in Budapest in November 1991, on credit unions in Geneva in February 1992. She also participated in a Research Working Party meeting on Structural Changes in Eastern Europe, in Warsaw in May 1992.

## Special Projects

The Special Projects Section of the ICA Head Office was set up in January 1990 with the task of providing policy and administrative support to three major ICA projects - Basic Co-operative Values, New ICA Structure & Rules, and Eastern & Central Europe.

### **Basic Co-operative Values**

The final result of the Project is a Congress Report which will be presented in Tokyo by its author and Project Director, Sven-Åke Bööck.

In the process of preparation, he was assisted by the ICA Advisory Committee on Basic Values, set up in 1989. The Section organised four meetings of the Advisory Committee in 1990-91, in Moscow, Madrid, Athens and Berlin.

In addition, a large number of interviews and visits to ICA member organisations were organised for the Project Director. All this was meant to broaden the scope of consultation process in order to incorporate various regional and sectoral approaches to the crucial issue of Co-operative Values.

The implementation of the Project was made possible thanks to special financial support from KF of Sweden.



## **New ICA Structure and Rules**

This Project was initiated in response to the Stockholm Congress resolution on "ICA to Meet the Challenges of the New Century". The special ICA Structure Committee, consisting of Lars Marcus, Raija Itkonen and Bruce Thordarson, met 10 times between 1989-1991 to produce the Structure Report and the new set of ICA Rules, together with new ICA Policies, Procedures & Standing Orders.

These documents have been considered and approved by the ICA Executive and Central Committees in 1991, in Berlin. It is now the turn of the Congress to deal with the new Rules.

A draft resolution has also been prepared for the Congress, detailing the process of ICA's transition to the new Structure and Rules.

## **Eastern & Central European Countries (ECEC)**

In the last three years ICA became actively involved in programmes of support to the co-operative movements in the ECEC. The broad range of activities included development of a data bank; policy-dialogue missions to the region; regular consultation meetings with co-op leaders from the ECEC; publication of information reports and news about ECEC co-operatives.

ICA has also organised, in collaboration with its Specialised and Member Organisations, a number of training seminars and workshops for co-operatives in Eastern and Central Europe:

- seminar on co-operative legislation (Prague, December 1990);
- management training seminar for co-op leaders (Tel-Aviv, April 1991);

- seminar on co-op wholesaling, with INTER-COOP (Budapest, July 1991);
- seminar on co-operative insurance, with ICIF (Budapest, November 1991);
- workshop on credit unions, with WOCCU and ILO (Geneva, February 1992);
- seminar on transformation of agricultural co-operatives, with FAO and Economic Commission for Europe (Gödöllő, Hungary, June 1992);
- seminar on privatisation and co-operative property (to take place in Geneva, September 1992).

Credit for the above activities should also be given to ICA members in Canada, Belgium, Israel, Japan, Norway, Sweden, United Kingdom, former USSR, and to WOCCU members in Australia, Ireland and United States, who all made contributions to the ICA Special Programme of ECEC Support.

## **Specialized Organizations**

During the period under review, the Specialized Organizations have continued to become stronger in both membership and activities. Some of them opted to regionalize their activities. This is a trend which is likely to increase following the new regional set-up of the ICA.

In the last four years it has become a regular practice for the ICA President and Director to meet all Specialized Organization and Working Party Chairmen and Secretaries immediately prior to the Central Committee meeting for consultations on various matters of interest to the ICA.

The Specialized Organizations and Working Parties' reports given at the Central Committee meetings have become an integral part of ICA.

During future years, it is expected that there will be increasing practical collaboration between the Specialized Organizations and the ICA, both with the Secretariat in Geneva and with the Regional Offices. At the same time, the new ICA Rules confirm the independence and self-reliance of the Specialized Organizations for the future.

Detailed reports of the various Specialized Organizations and Working Parties are found on pages 65 - 122 of this report.

## Meetings

Since the 29th Congress of the ICA in 1988, the ICA Secretariat has organized the annual Central Committee of the ICA in close collaboration with host organizations in each country, India, Spain and Germany.

The ICA staff person responsible for the organization of ICA's annual meeting moved to Sweden in 1990. Her services were retained on a part-time basis until the Tokyo Congress as she had already begun work on this project before leaving the ICA Secretariat in Geneva.

### ICA Meetings Manual

This 90-page document is a working tool and source of reference for those responsible for the organization of an ICA Congress or Central Committee meeting. The Manual was compiled and

developed over a period of three years in consultation with ICA member organizations which have hosted an ICA Congress or Central Committee meeting during that period.

Although the Manual will be revised to reflect changes in the ICA structure after 1992, the basic document will remain valid for future ICA meetings.

### **Executive Committee**

Since the 1988 Congress, the Executive Committee has met on nine occasions in: Beijing, Geneva, Salzburg, New Delhi, Strasbourg, Madrid, Helsinki, Berlin, and Florence.

Five new members have been elected by the Central Committee to replace members who resigned since 1988: Luis Armando Carello, Argentina; Ota Karen, Czech and Slovak Federative Republic; Ian MacPherson, Canada; B. Vishwanathan, India; and Reimer Volkers, Germany.

In October 1991 Raija Itkonen of Finland was elected Vice-President following the resignation of Yvon Daneau, Vice-President since 1984. She is the first woman ever to hold this position. In January 1992 Pavel Fedirko, Vice-President since 1988, resigned from the Executive Committee.

At the 1991 Central Committee meeting it was agreed that the terms of the current Executive Committee members be extended until the meeting of the new General Assembly in 1993 in order to facilitate transition to the new structure. As a result, the only elections scheduled to take place during the 1992 Central Committee meeting in Tokyo are to fill existing vacancies, including the one vacant Vice-President position.

### **Audit and Control Committee**

The Audit and Control Committee has held two meetings per year during the period under review: one takes place at the end of the annual audit, when the external auditors are present, and

the second is held in conjunction with the Central Committee meetings each year. In addition, the Chairman of the Committee participated in the annual Workplan and Budget meetings in Geneva, where planning is carried out for the following year. He also attended the annual review meeting which is held in Geneva during the work of the external auditors.

At the Central Committee meeting in Berlin, 1991, Mr. F. Dahrendorf was elected to fill the vacancy on the Committee following the retirement of Dr. H. Fahrenkrog.

The members of the committee are listed on page 7 of this report.

The Committee has annually delivered reports on their findings to the Central Committee. These reports are included each year in the ICA Annual Reports.

### **Central Committee**

Since the 1988 Congress in Stockholm, the Central Committee has met each year as follows:

The 1989 Central Committee was held in the Vigyan Bhawan conference centre in New Delhi, India on 2-7 October 1989. The Central Committee meeting was hosted by the National Co-operative Union of India. This was the first time a Central Committee had been held in an Asian country and the event attracted over 700 participants. The following meetings were held in conjunction with the Central Committee meeting: ICA Executive Committee, Audit and Control Committee, nine Specialized Organizations working parties and a meeting of ICA Representatives to the UN. For the first time the Central Committee programme included a welcome reception for newly admitted members to the ICA. The two main themes on the Central Committee agenda were "The Challenge of Global Economic Integration" and "Co-operatives in Asia".

The 1990 Central Committee meeting was held at the Palacio de Congresos, Madrid, Spain, on 16-21 September 1990 and hosted by ICA member organizations in Spain. Over 600 participants attended the Madrid meetings which, in addition to Central Committee included the ICA Executive Committee, Audit and Control Committee, ten Specialized Organizations, two Working Parties, ICA Development Forum, Development Advisory Committee, meetings with Chairmen of Specialized Organizations, ICA Representatives to the UN, Basic Values Committee, CLICEC, and a welcome reception for new members to the ICA. Three main themes were discussed on the Central Committee agenda: "The Challenge for Co-operative Capital", "Co-operatives and the Environment" and "Developments in Eastern and Central Europe".

The 1991 Central Committee meeting was held at the Palast Hotel/Congress Centre Berlin, Germany, on 12-19 October 1991 and was hosted by Verband der Konsumgenossenschaften (VdK). Over 500 participants attended the meetings. Held in conjunction with the Central Committee were: ICA Executive Committee, Audit and Control Committee, 11 Specialized Organizations, 3 Working Parties, ICA Development Forum, Development Advisory Committee, meetings with Chairmen of Specialized Organization, ICA representatives to the UN, Basic Values Committee, CLICEC, the International Co-operative Petroleum Association and a welcome reception for new members to the ICA. Two themes were discussed on the Central Committee agenda: "Report of the ICA Structure Committee" and "Co-operatives in Eastern and Central Europe".

### **XXXth Congress**

The 30th Congress of the ICA will be held in the Keio Plaza Hotel, Tokyo on 27-30 October 1992. The Congress will be hosted by ICA member organizations in Japan and will be preceded on 15-25 October by meetings of the ICA Central Committee, ICA Execu-

tive Committee, Audit and Control Committee, 11 Specialized Organizations, 3 Working Parties, meetings with Chairmen of Specialized Organizations and ICA Representatives to the UN, CLICEC, as well as a welcome reception for new members to the ICA. The main themes to be discussed on the Congress Agenda will be: Basic Co-operative Values and Environment & Sustainable Development. The Congress will also discuss the new Rules & Structure of the ICA.

### **Future Direction**

The organization of meetings will remain a high priority for the ICA. Provided that the proposals of the Structure Committee are accepted by the Congress, a change in the ICA structure after 1992 will mean that the Central Committee and the Congress will disappear as they are now known, although extraordinary Congresses may be held from time to time to mark a special event. This will be the case in 1995 when the ICA will hold a Centenary Congress in Manchester. The Central Committee will become the General Assembly, which will meet every second year. During years when the General Assembly does not meet, a new meeting structure, called Regional Assemblies, will be in place. The organization of the General Assembly will be the responsibility of the ICA Head office whereas the organization of the Regional Assemblies will be the responsibility of ICA's Regional Offices. The change in the meetings structure was considered necessary in order to provide for a better representation of member organizations and to allow more in-depth discussion on regional activities, while not losing the global focus of the ICA's international network.

# Membership Report

*The following organizations have been accepted to membership since the Stockholm Congress in 1988:*

## **National Members**

Afghanistan	Union of Peasants Co-operatives
Australia	Australian Association of Co-operatives Ltd.
Brazil	Organization of Co-operatives of Brazil (OCB)
Bolivia	Cooperativa de Telefonos Automaticos de Santa Cruz de la Sierra Ltda. (COTAS)
Bulgaria	Central Union of the Productive Co-operatives
Colombia	Confederación de Cooperativas de Colombia
Egypt	General Co-operative Union of Egypt
Egypt	Higher Institute of Agricultural Cooperation
El Salvador	Confederación de Asociaciones Cooperativas de El Salvador (COACES)
Estonia	Central Society of Estonian Consumers Co-operatives (ETK)
FRG	Bundesverband Deutscher Konsumgenossenschaften e.V. (BVK)
Fiji	Fiji Co-operative Union Ltd.
Finland	Finnish Consumer Co-operative Association
Ghana	Ghana Co-operative Consumers Association Ltd.
Greece	Institute of Cooperation
Guatemala	Confederación Guatemalteca de Federaciones Cooperativas R.L
Honduras	Confederación Hondureña de Cooperativas Ltda.
Hungary	"Hangya" Coop Association
India	National Co-operative Dairy Federation Ltd.
India	National Co-operative Housing Federation Ltd.
India	National Federation of Urban Co-operative Banks & Credit Societies Ltd.



<b>India</b>	The All-India Federation of Co-operative Spinning Mills Ltd.
<b>Iran</b>	Central Union of Rural Co-operatives (CURC)
<b>Japan</b>	National Federation of Workers & Consumers Insurance Co-operatives (ZENROSAI)
<b>Japan</b>	National Press and Information Federation of Agricultural Co-operatives
<b>Kazakhstan</b>	Union of Consumer Societies
<b>Kuwait</b>	Union of Agricultural Products Co-operative Societies
<b>Latvia</b>	Latvian Union of Consumer Societies
<b>Liberia</b>	National Council of Agricultural Farmers Association (NCAFA)
<b>Lithuania</b>	Lithuanian Union of Consumer Societies
<b>Morocco</b>	Union des Sociétés Coopératives Agricoles Marocaines
<b>Nigeria</b>	Co-operative Federation of Nigeria Ltd.
<b>Pakistan</b>	Sind Government Employees Co-operative Housing Society Ltd.
<b>Puerto Rico</b>	Cooperativa de Seguros Múltiples de Puerto Rico
<b>Romania</b>	Union Centrale des Coopératives Artisanales de Roumanie (UCECOM)
<b>Russia</b>	Central Union of Consumer Societies (Centrosoyus of Russia)
<b>Russia</b>	Koopvneshtorg Ltd. (Coop-Trade)
<b>Rwanda</b>	Alliance Coopérative au Rwanda (CECOTRAD)
<b>Spain</b>	Confederación de Cooperativas Agrarias de España
<b>Spain</b>	Consejo Superior de Cooperativas de Euskadi
<b>Spain</b>	Fundación Espriu
<b>Spain</b>	Union Nacional de Cooperativas de Crédito
<b>Sri Lanka</b>	Federation of Thrift and Credit Co-operative Societies Ltd.
<b>Sri Lanka</b>	Sri Lanka Co-operative Marketing Federation Ltd.

Sri Lanka	Sri Lanka Consumer Co-operative Societies' Federation Ltd.
Syrian Arab Republic	General Union of Crafts Societies
Uruguay	Confederación Uruguaya de Entidades Cooperativas (CUDECOOP)
Vietnam	Central Council of Supply and Marketing Co-operatives
Zaire	Co-operative Emo-Baraka

### **International Members**

Colombia	Confederación Latinoamericana de Cooperativas y Mutuales de Trabajadores (COLACOT)
Panama	Confederación Latinoamericana de Cooperativas de Ahorro y Credito (COLAC)

*The following were deleted from the membership list:*

### **National Members**

Argentina	Federación Argentina de Cooperativas de Credito
Australia	Co-operative Federation of Australia Ltd.
Bangladesh	National Co-operative Federation for Rural Development
Israël	Bahan Audit Union of Agricultural Co-operative Societies
Malaysia	Federation of Housing Co-operatives Ltd.
Malaysia	Malaysian Co-operative Printing Press Society Ltd.
Morocco	Union Nationale des Coopératives Agricoles Laitières (UNCAL)
Portugal	Confederacao Cooperativa Portuguesa (CONFECOOP)
Rwanda	Alliance Coopérative au Rwanda (CECOTRAD)

Sénégal	Fédération Nationale des Coopératives du Sénégal
Singapore	The Singapore Amalgamated Services Co-operative Organization Ltd.
Sri Lanka	Sri Lanka Fisheries Co-operative Federation Ltd.
Uruguay	Centro Cooperativista Uruguayo
Uruguay	Federación Uruguaya de Cooperativas de Ahorro y Credito
Zaire	Co-operative Emo-Baraka

### **International Members**

Iraq	Arab Co-operative Federation
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*The following organizations were dissolved:*

### **National Members**

FRG	Bund Deutscher Konsumgenossenschaften (BdK)
India	National Federation of Industrial Co-operatives
Liberia	National Council of Agricultural Farmers Association (NCAFA)
Malaysia	Co-operative Central Bank
Poland	Central Union of Consumer Co-operatives
Poland	Central Union of Housing Co-operatives
Poland	Central Union of Peasant Self-Aid Co-operatives
Poland	Central Union of Work Co-operatives
USSR	Centrosoyus

*The following organizations were withdrawn under voluntary basis:*

### **National Members**

FRG	Bank für Gemeinwirtschaft (BfG)
FRG	COOP AG
FRG	Volkfürsorge Versicherungsgruppe
Switzerland	Co-operative Central Bank Ltd.

## International Members

Switzerland BfG Bank AG (INGEBA)

*The following organizations merged:*

Sweden Oljekonsumenternas Forbund (OK Union) with  
Kooperativa Forbundet (KF)  
Finland Kulutusosuustoiminnan Keskusliitto (KK) with  
Co-operative Eka Corporation

## International Organizations in Membership of ICA

updated June 1992

name of org.	location of secr.	no of countries	no of societies	no of individual members	activity sector
COLACOT	BOGOTA	23	39	2,500,000	union of work co-ops
SIDEFCOOP	LIMA	9	16	4,041,540	financing of co-ops
OCA	BOGOTA	19	146	40,000,000	regional apex union
CCC-CA	SAN JOSE	11	60	500,000	regional apex union
COLAC	PANAMA	17	19	4,340,376	regional federation of savings & credit co-ops
NAF	COPENHAGEN	8	9	15,700,000	joint purchasing
ICPA	DOORNRECHT	n/a	28	n/a	supply of oil products
ICI	PARIS	n/a	n/a	n/a	international co-operative university
WOCCU	MADISON	80	11	77,612,359	union of savings & credit co-ops

"n/a" - data not available

# ICA World Membership

May 1992

## AFRICA

23 ORGANIZATIONS  
15 COUNTRIES

1	BOTSWANA	61,000
1	COTE D'IVOIRE	213,405
6	EGYPT	3,850,000
1	GAMBIA	106,000
2	GHANA	1,099,002
2	KENYA	3,000,000
1	LESOTHO	57,058
1	MALI	4,447
1	MAURITIUS	125,000
2	MOROCCO	21,793
1	NIGERIA	3,000,000
1	SOMALIA	53,950
1	TANZANIA	640,463
1	UGANDA	980,076
1	ZAMBIA	500,000

## The AMERICAS

23 ORGANIZATIONS  
14 COUNTRIES

8	ARGENTINA	6,048,642
1	BOLIVIA	45,000
1	BRAZIL	3,320,000
2	CANADA	12,000,000
1	CHILE	600,000
1	COLOMBIA	1,383,300
1	EL SALVADOR	34,954
1	GUATEMALA	257,063
1	HONDURAS	137,990
1	JAMAICA	271,719
1	MEXICO	344,385
2	PUERTO RICO	713,433
1	URUGUAY	398,500
1	USA	60,000,000

662,970,545 INDIVIDUALS

194 NATIONAL ORG.

9 INTERNATIONAL ORG.

82 COUNTRIES

## ASIA and the PACIFIC

58 ORGANIZATIONS  
24 COUNTRIES

1	AFGHANISTAN	148,422
1	AUSTRALIA	2,700,000
1	BANGLADESH	6,816,519
1	CHINA	150,000,000
1	FIJI	9,471
11	INDIA	154,277,716
1	INDONESIA	29,000,000
2	IRAN	4,886,909
1	IRAQ	1,200,000
10	JAPAN	32,650,259
1	JORDAN	47,435
1	KAZAKHSTAN	3,700,000
1	KOREA D.P.R.	1,512,000
3	KOREA Rep. of	2,244,552
2	KUWAIT	143,094
5	MALAYSIA	3,407,716
3	PAKISTAN	3,390,756
3	PHILIPPINES	1,865,162
1	SINGAPORE	531,363
4	SRI LANKA	3,400,000
1	SYRIA	94,000
1	THAILAND	3,309,075
1	VIET NAM	20,000,000
1	YEMEN ARAB Rep.	12,450

## EUROPE

90 ORGANIZATIONS  
29 COUNTRIES

3	AUSTRIA	3,144,827
4	BELGIUM	2,725,967
2	BULGARIA	1,942,000
4	CYPRUS	287,533
1	CZECHOSLOVAKIA	3,945,883
3	DENMARK	1,173,774
1	ESTONIA	280,000
5	FINLAND	2,095,503
7	FRANCE	18,321,790
3	GERMANY	6,331,000
2	GREECE	934,863
5	HUNGARY	4,692,910
1	ICELAND	45,968
1	ISRAEL	1,540,274
3	ITALY	7,134,400
1	LATVIA	761,400
1	LITHUANIA	406,189
1	NETHERLANDS	1,000
5	NORWAY	1,218,600
1	POLAND	15,000,000
4	PORTUGAL	2,240,591
2	ROMANIA	14,976,698
2	RUSSIA	24,450,000
8	SPAIN	2,672,205
6	SWEDEN	4,456,271
3	SWITZERLAND	1,306,714
5	TURKEY	8,204,516
5	UK	8,085,590
1	YUGOSLAVIA	n/a

### Remarks :

No of individual members provided by organization. Latest available figures taken into consideration or estimation made.

# INTERNATIONAL CO-OPERATIVE ALLIANCE

## BALANCE SHEET

December 31, 1988, 1989, 1990 and 1991

	1988	1989	1990	1991
	CHF	CHF	CHF	CHF
<b>ASSETS</b>				
Current assets				
Cash	2,515,341	2,622,734	2,125,156	2,771,258
Accounts receivable and prepayments	<u>466,723</u>	<u>739,563</u>	<u>543,242</u>	<u>967,086</u>
Total current assets	<u>2,982,064</u>	<u>3,362,297</u>	<u>2,668,398</u>	<u>3,738,344</u>
Furniture and equipment				
At cost	272,014	289,203	305,852	303,668
Accumulated depreciation	<u>(212,681)</u>	<u>(232,295)</u>	<u>(276,632)</u>	<u>(286,610)</u>
Net furniture and equipment	<u>59,333</u>	<u>56,908</u>	<u>29,220</u>	<u>17,058</u>
Investments				
Deposits and guarantees	<u>1,588</u>	<u>1,588</u>	<u>0</u>	<u>0</u>
	48,299	41,034	36,409	35,945
Total other assets	<u>49,887</u>	<u>42,622</u>	<u>36,409</u>	<u>35,945</u>
	<u>3,091,284</u>	<u>3,461,827</u>	<u>2,734,027</u>	<u>3,791,347</u>
 <b>LIABILITIES, FUNDS AND RESERVES</b>				
Liabilities				
Creditors and accrued expenses	677,846	793,441	910,118	1,105,560
Deferred development support	<u>1,389,778</u>	<u>1,513,494</u>	<u>519,141</u>	<u>1,152,789</u>
Total liabilities	<u>2,067,624</u>	<u>2,306,935</u>	<u>1,429,259</u>	<u>2,258,349</u>
Special funds				
Development fund	191,533	48,307	0	0
Eastern & Central Europe fund	0	0	0	138,641
Asia & Pacific fund	0	0	0	59,500
West Africa fund	<u>29,023</u>	<u>0</u>	<u>0</u>	<u>6,263</u>
Total special funds	<u>220,556</u>	<u>48,307</u>	<u>0</u>	<u>204,404</u>
Reserves				
General reserve	750,000	803,104	1,106,585	1,304,768
Reported surplus of revenue over expense	<u>53,104</u>	<u>303,481</u>	<u>198,183</u>	<u>23,826</u>
Total reserves	<u>803,104</u>	<u>1,106,585</u>	<u>1,304,768</u>	<u>1,328,594</u>
	<u>3,091,284</u>	<u>3,461,827</u>	<u>2,734,027</u>	<u>3,791,347</u>

**International Co-operative Alliance**  
**Statement of Revenue and Expenses**  
**For the years ending December 31, 1988, 1989, 1990 and 1991**

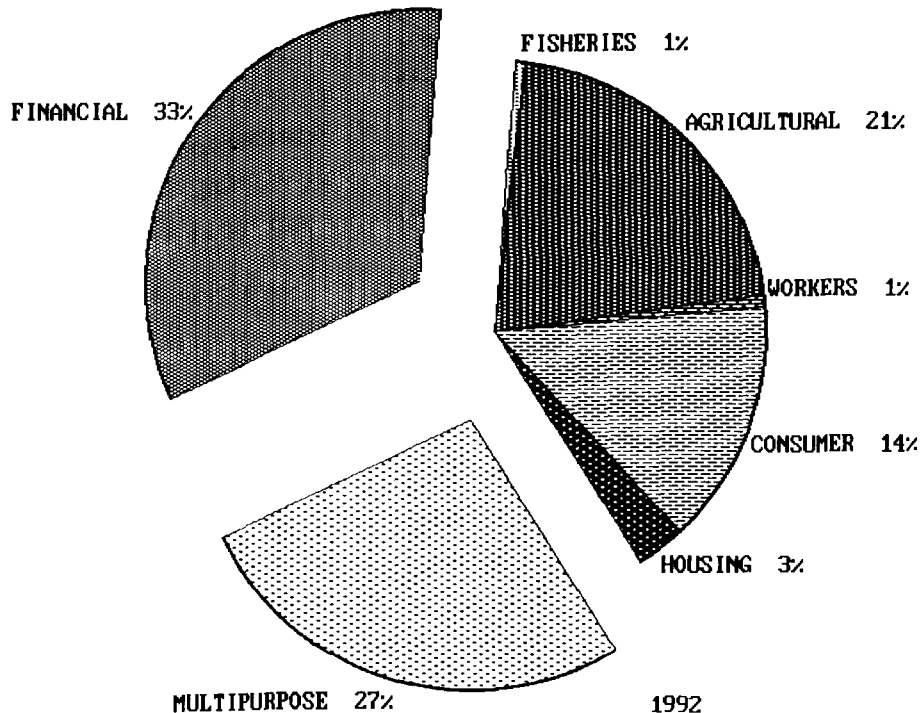
	1988 CHF	1989 CHF	1990 CHF	1991 CHF	Budget 1992 CHF
<b>REVENUE</b>					
Head Office operational					
Subscriptions	1,741,948	1,982,229	1,939,915	1,796,793	1,850,000
Interest income	37,957	77,775	105,546	109,187	120,000
Sales of publications and services	150,427	109,077	121,531	155,886	140,600
Other - net	<u>404,659</u>	<u>133,432</u>	<u>111,894</u>	<u>179,026</u>	<u>513,000</u>
	2,334,991	2,302,513	2,278,886	2,240,892	2,623,600
Direct development support					
Head Office	750,310	592,277	1,045,816	939,335	901,000
Asia & the Pacific	1,710,958	1,766,851	1,852,876	1,657,653	2,142,650
East, Central & Southern Africa	372,847	974,878	1,124,754	1,178,072	1,263,075
West Africa	651,371	519,731	603,316	639,931	565,000
Central America & the Caribbean	<u>0</u>	<u>205,938</u>	<u>670,501</u>	<u>877,260</u>	<u>1,081,900</u>
	3,485,486	4,059,675	5,297,263	5,292,251	5,953,625
Transfer from development fund	<u>117,856</u>	<u>178,346</u>	<u>53,104</u>	<u>0</u>	<u>0</u>
Total revenue	<u>5,938,333</u>	<u>6,540,534</u>	<u>7,629,253</u>	<u>7,533,143</u>	<u>8,577,225</u>
<b>EXPENSE</b>					
Head Office operational	1,928,026	1,999,032	1,848,802	1,804,556	2,193,900
Development programme expense					
Head Office	1,021,163	592,277	1,146,746	1,124,375	1,055,700
Asia & the Pacific	1,756,670	1,807,327	1,886,951	1,711,092	2,192,650
East, Central & Southern Africa	417,409	1,011,226	1,174,754	1,234,631	1,313,075
West Africa	678,953	563,688	653,316	693,931	615,000
Central America & the Caribbean	<u>0</u>	<u>263,503</u>	<u>720,501</u>	<u>940,732</u>	<u>1,131,900</u>
	3,874,195	4,238,021	5,582,268	5,704,761	6,308,325
Total expense	<u>5,802,221</u>	<u>6,237,053</u>	<u>7,431,070</u>	<u>7,509,317</u>	<u>8,502,225</u>
Actual surplus of revenue over expense	136,112	303,481	198,183	23,826	75,000
Loss carried over from previous period	83,008	0	0	0	0
Reported surplus of revenue over expense for the respective year	<u>53,104</u>	<u>303,481</u>	<u>198,183</u>	<u>23,826</u>	<u>75,000</u>

## Notes on the Financial Statement

1. Certain amounts for the years 1988 to 1990 have been restated and regrouped as a result of the changes in the format of the Financial Statements during the Congress period.
2. The financial data is presented here in a summarized form. For the full details of the annual financial statements, including footnotes, reference is made to the Audited Financial Statements of each individual year.
3. The auditors are the same during the entire period. The name of the auditing firm was changed in 1990 from Arthur Young & Company S.A. to ATAG Ernst & Young S.A.

### ICA Membership by Sector

Individual Members





# Reports of the Specialized Organizations

## Consumer Committee

### Executive Committee

President:	Turid Ström, Sweden
Vice-President:	Masao Ohya, Japan
Members:	Manfred Dabrunz, Germany Kalevi Suomela, Finland Peter Szilágyi, Hungary Giuseppe Fabretti, Italy Abdulatif Al Kharaza, Kuwait
Secretary:	Finola Marras

### Membership

The ICA Consumer Committee has 17 member organizations from the following 16 countries: Argentina, Costa Rica, Denmark, Finland, France, Germany, Ghana, Hungary, Israel, Italy, Kuwait, Norway, Portugal, Spain, Sweden and UK. It has one associate member in Canada. In addition, the following 11 countries are represented on the Consumer Committee's Sub-Committee for Asia: Bangladesh, Fiji, India, Indonesia, Japan, Republic of Korea, Malaysia, Philippines, Singapore, Sri Lanka and Thailand. Since the 1988 Congress, one member, Konsum Oesterreich, Austria, has withdrawn from membership. Two new members were recruited: Suomen Osuuskauppojen Keskuskunta (SOK Corporation), Finland and Norges Kooperative Landsforening (NKL), Norway.

### Meetings

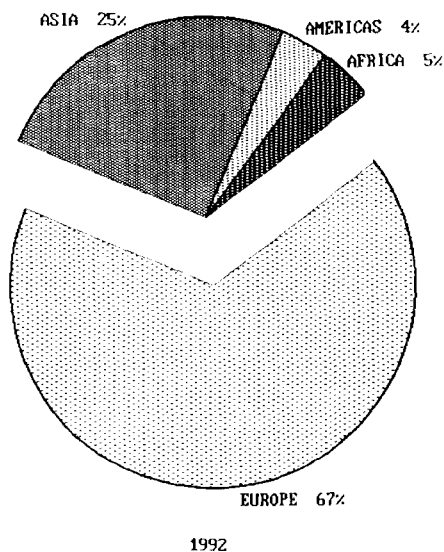
Since the ICA Congress in 1988 the Consumer Committee has met once a year in conjunction with the ICA Central Committee

meeting. The Executive Committee generally met twice a year, once at the beginning of the year and once at the same time as the full Committee in October.

The Committee has also organized three environment workshops for its members - in Sweden in 1990 (co-hosted by KF), in the UK in 1991 (co-hosted by the CWS), and in Japan in 1992 (co-hosted by JCCU and Inter-Coop).

Other meetings include joint meetings with the Consumer Committee for Asia in 1989 (India) and 1992 (Japan) and with the Agricultural Committee in 1988.

### Consumer Co-operatives in Membership of ICA



### Activities

In accordance with its objective to work in the field of consumer information, protection, enlightenment and education, the Committee has been active in discussing consumer issues of particular interest to co-operatives at its annual meetings. Topics include

“Co-operative Consumer Policies in Societal Development”, “Guidelines for Co-operative Consumer Policy”, “Role of Consumer Co-operatives in Socio-Economic Development in Third World Countries”, “Co-operative Values”, and “Consumer Co-operatives in Eastern and Central Europe”.

Not surprisingly, the Committee considers the environment to be one of its most important subjects, and it has been involved in monitoring and promoting environmental awareness amongst its member organizations. Several consumer co-operative organizations are very involved in developing and influencing environmental policies at the national level. The Consumer Committee has acted as an international forum for its members through the systematic exchange of information amongst its members and through the organization of environment workshops for people directly involved in environmental issues within member organizations. By developing and organizing Workshops especially directed to experts in the field, the Committee has progressed from discussing the broader environmental issues to experience-sharing of concrete issues amongst consumer co-operatives around the world. The 1992 Workshop in Japan will discuss, for example, the specific problems encountered with the packaging of liquid products.

The Consumer Committee also organized a Co-operative exhibit at the Global Forum which was held in Rio de Janeiro in conjunction with the United Nations Conference on Environment and Development (UNCED) in June 1992. The Exhibit featured co-operative products as well as co-operative development projects - thus emphasizing the role co-operatives play in environment and development.

At the same time, the International Consumers' Day Message, which is disseminated every year on the 15 March by the Consumer Committee to commemorate the adoption of a UN Charter on Guidelines for Consumer Protection, has specifically addressed the environment.

The Committee operates on an annual budget of 20,000 Swiss francs. Up to 1991, free Secretariat services were provided by the ICA. In accordance with an ICA directive to encourage financial independence amongst its specialized organizations, the Secretariat was moved to Sweden in 1991 and the Consumer Committee is now totally independent of any ICA support. The Committee continues to enjoy an excellent working relationship with the ICA Secretariat in Geneva.

### **Publications**

In 1989 the Committee published a book entitled "Consumer Co-operatives in a Changing World". This study of consumer co-operative movements in ten countries was compiled by the Co-operative Department of the University of Vienna, edited by the ICA and financed by the ICA Consumer Committee

In 1991, the Consumer Committee produced an information leaflet for general distribution.

In 1992, the Committee introduced ICA Consumer News, a four-page quarterly newsletter providing information on the activities of the Committee and its members and topics of general interest to consumer co-operatives.

### **ICA Committee on Consumer Co-operation for Asia and the Pacific**

The Consumer Committee has a sub-committee called the ICA Committee on Consumer Co-operation for Asia and the Pacific. It is presided over by Masao Ohya of JCCU, Japan and is comprised of consumer co-operative organizations in 12 countries. Its Secretariat, which is located at the ICA Regional Office in New Delhi, has its own budget and is particularly active in the field of consumer co-operative development. The Committee publishes a quarterly Bulletin called the ICA Asian Consumer Co-op News, which provides a very good overview of its activities in the region.

### **Co-operation with other Committees**

The Consumer Committee places considerable importance on collaboration with the ICA, its other specialized organizations, and international consumer organizations. The Consumer Committee organized a joint meeting with the Agricultural Committee in 1988. The Chairwoman addressed an INTER-COOP members' meeting in 1991, and the Committee will further collaborate with INTER-COOP when, together with JCCU Japan, it organized an environment workshop in Yokohama and Tokyo in May 1992. It has also offered assistance to the ICA Women's Committee in the form of free space in ICA Consumer News for the publication of issues particularly relevant to women co-operators in the consumer sector. Concerning collaboration with international consumer organizations, our Chairwoman, as Chairwoman of EFTA's Consumer Committee and sole representative of consumer co-operatives, has represented the interests of consumer co-operatives. Additionally, as Vice-President of EUROCOOP she has been able to maintain a close relationship between EUROCOOP and the ICA Consumer Committee. Similarly, our Chairwoman has been actively involved in developing closer ties with the International Organization of Consumer Unions (IOCU).

### **Future Directions**

The new ICA structure, to be confirmed at the Tokyo Congress in October 1992, has brought about a discussion within the Consumer Committee about its own future structure and role. At present, the ICA Consumer Committee largely represents consumer co-operatives in European and/or Industrialized countries. The Asian Sub-committee is independent of the main Committee, although liaison is provided by its President, who also serves as Vice-President on the main Committee. The future regional approach will accelerate discussions within the Consumer Committee on how it should resolve the issue of its own regional structures.

During the coming years, in addition to the review and rationalization of its structure, the Consumer Committee will continue to provide an international forum for consumer co-operative organizations through its meetings and publications programmes and through a closer collaboration with its members, the ICA, and like-minded international organizations.

## **Agricultural Committee**

### **Executive Committee**

President: Jean-Louis Doumeng, France

Vice-Presidents: Mohamed Idris, Egypt  
S.S.Dawra, India  
János Eleki, Hungary

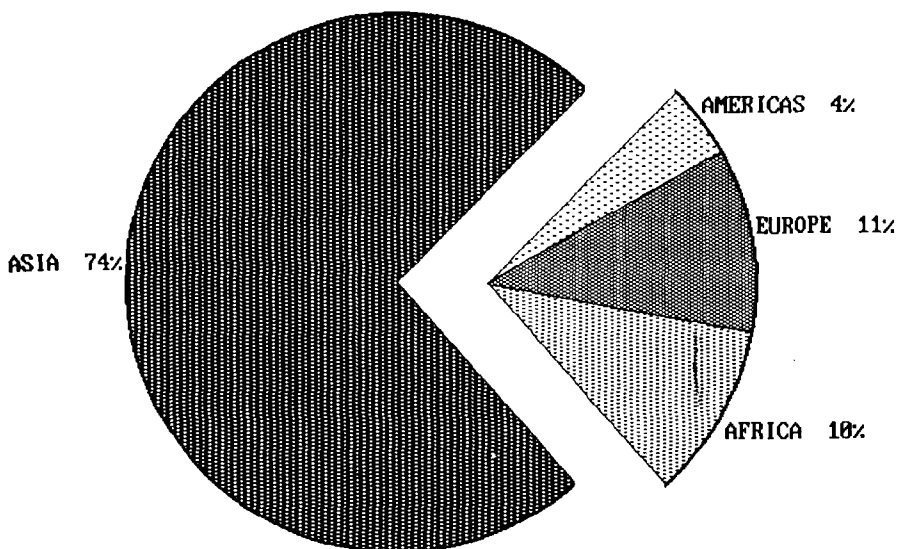
Members: Leónida A. Gasoni, Argentina  
Roberto Rodrigues, Brazil  
Emil Dufala, Czechoslovakia  
Bruno Oestergaard, Denmark  
Mamadou M. Dibba, Gambia  
Agostino Bagnato, Italy  
Won-Ho Suh, Korea  
Odd Gran, Norway  
Luis Lizares, Philippines  
Jan de Woul, Sweden  
Charles Kabuga, Uganda

Secretary: Lajos Váradi, ICA Geneva

### **Membership**

Membership of the Agricultural Committee for 1992 is the following: Africa: 12 organizations from 9 countries; Americas: three organizations from three countries; Asia: 10 organizations from 7 countries; Europe: 17 organizations from 15 countries. Altogether: 42 organizations from 34 countries.

## Agricultural Co-operatives in Membership of ICA



1992

### Meetings

**(a) General Assemblies:** June 1988, Stockholm, Sweden  
October 1989, New Delhi, India  
September 1990, Madrid, Spain  
October 1991, Berlin, Germany  
October 1992, Tokyo, Japan

**(b) Executive Committee:** June 1989, Toulouse, France  
May 1990, Sao Paulo, Brazil  
May 1991, Bacolod City, Philippines  
May 1992, Oslo, Norway

### Activities

During the period under review, the following themes were discussed by the Committee:

### **1989**

- The Role of Agricultural Co-operatives in the Socio-Economic Development of Third World Countries
- Overall presentation on Agricultural Co-ops in Asia

### **1990**

- New ways of financing Agricultural Co-operatives
- Agricultural Co-operatives and the Environment
- Changes in Agricultural Co-operatives of the ECEC

### **1991**

- Access to Credit for Agricultural Co-operatives
- Evolution in Central and Eastern European Co-operative Movements
- Uruguay Round of GATT (UN General Agreement on Tariffs and Trade)

### **1992**

- How Should Agricultural Co-operatives be Adjusted to Changing Conditions?
- Developments in Agricultural Co-operatives in Asia (Themes selected for discussion in Tokyo, Oct. 1992)

The Committee was interested mainly in three questions: the capitalization of the agricultural co-ops; the GATT talks to shape new trading regulations for agricultural commodities and the evolution in Eastern and Central Europe (ECEC).

### **Co-operation with other Committees**

The Agricultural Committee had a joint meeting with the Consumer Committee during the Stockholm Congress in June 1988. The subject for discussion was identified as "Opportunities for Closer Co-operation among Agricultural and Consumer Co-operatives". The two committees' members came to the conclusion that, although such co-operation seemed to be difficult, there were chances in the field of joint marketing, as has been shown in Japan, Argentina and Italy.



The other joint meeting was organized with CICOPA in March 1990, in Budapest, Hungary. The aim of the meeting was to assist producer co-operatives in the ECEC to identify priorities for the transition from centrally-planned to market economies. As a result of that meeting, West European experts helped these co-operatives to reformulate recommendations for new co-op legislation. Further follow-up activities are, and will be, taking place.

### **Future Directions**

The Committee wishes to further promote trade between members. A more profound examination of subjects affecting agriculture will be made, in order to make the Committee more attractive. Eventually, a more accentuated regional co-operation will be followed, if members agree on this at the Tokyo General Assembly.

## **Fisheries Committee**

### **Executive Committee:**

Chairman: Jirozaemon Saito, Japan

Vice-Chairmen: Datuk Haji Aziz Mohamed bin Ibrahim, Malaysia  
Dr. Antal Csoma, Hungary  
Erlendur Einarsson, Iceland  
Lee Bang Hoo, Republic of Korea

Members: Subash Chandra, India  
William Buckman, Ghana  
Maurice Benoish, France

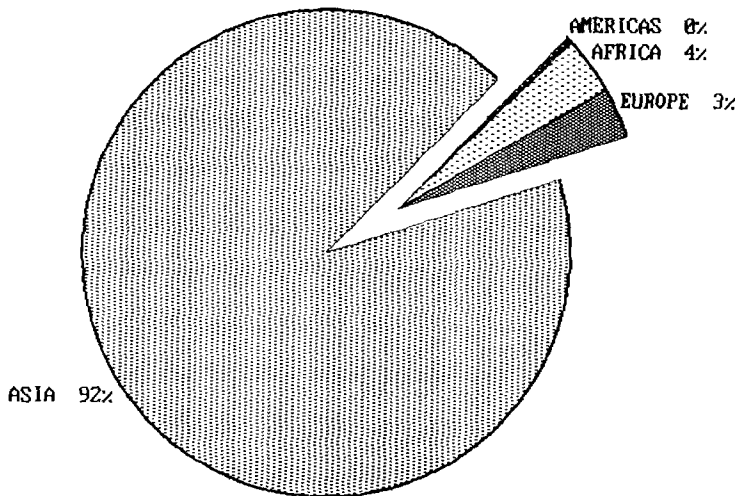
Secretary General: Hayao Okuda, Japan

Secretary: Masaaki Sato, Japan

## Membership

The membership of the Fisheries Committee during the four years from 1988 to 1991 has increased from 21 organizations in 18 countries to 26 organizations in 21 countries.

### Fisheries Co-operatives in Membership of ICA



1992

## Meetings

The Committee has held annual plenary meetings as follows:

- July 5, 1988 in Stockholm, Sweden
- October 4, 1989 in New Delhi, India
- September 18, 1990 in Madrid, Spain
- October 15, 1991 in Berlin, Germany

The members of the Executive Committee met prior to each of these plenary meetings,

### **Education and Training Activities**

One of the main activities of the Committee is to organize seminars/workshops on fisheries co-operatives in developing countries.

Our Committee has organized seminars on fisheries co-operatives for human resource development in the fisheries co-operative sector in two countries a year since 1987. The funds for the seminar have been contributed to the ICA by the Government of Japan under its Official Development Aid Programme. The seminar (referred to as the ODA seminar) has been held in eight countries during the past four years and a total of 607 participants have taken part. Including (fiscal year) 1987, the figures are as follows:

<b>Fiscal year</b>	<b>Country</b>	<b>No. of participants</b>
1987	Sri Lanka	94
	Malaysia	66
1988	India	97
	Thailand	59
1989	Indonesia	68
	The Philippines	82
1990	Colombia	120
	Bangladesh	63
1991	Hungary	78
	Czechoslovakia	40
<hr/>		
<b>Total</b>	<b>ten</b>	<b>767</b>

The themes of the seminars have covered various subjects ranging from management of co-operatives, business development and co-operation between the government and co-operative sector, etc.

The ODA seminar has provided a good stimulant for the development of human resources in the fisheries sector.

In addition to the ODA seminar, Zengyoren (National Federation of Fisheries Co-operative Associations of Japan) has organized a seminar on fisheries co-operatives for South-East Asian countries in Tokyo every year. This has been in line with the Committee's idea to promote the co-operative movement.

### **Studies**

The Committee has conducted two studies to provide essential information for co-operative leaders concerned to help devise ideas on institutional support systems for fisheries co-operative development:

- (1) Study on the European Fish Price Stabilization System conducted in October, 1988,
- (2) Study on Institutional Financing of Fishermen and Fishermen's Co-operatives in the European Community conducted from November, 1990 to February, 1991.

The results of both of the studies have been published.

### **Publications**

During the reporting period, the Committee published issues no. 15 & 16 of the Fishermen's Co-operative Bulletin in 1990 and 1991 respectively.

### **Co-operation with other Committees and Future Directions**

The Fisheries Committee has not had much contact with other Committees. However, we hope to establish wider contact with other Committees and exchange information as much as possible.

The emphasis of our Committee's activities has been on education and training programmes. In connection with this, we hope to have a joint workshop and other activities on co-operative management and related subjects in the future.

## **Inter-Coop**

### **Executive Committee**

**Chairman:** Sir Dennis Landau, Great Britain

**Vice-Chairmen:** L. Lewin, Sweden  
V. Tassinari, Italy

**Directors:** S. Adamca, Czechoslovakia  
P. Bartus, Hungary  
R. Ducrotte, France  
H. Gerharter, Austria  
J. Mondrup, Denmark  
E. Rantala, Finland  
V. Rasmussen, Denmark  
S. Sivertsen, Norway

**Secretary:** J. E. Dalgaard Jensen, Denmark

Inter-coop is an association of consumer co-operative central organizations in Eastern and Western Europe, Israel and Japan. 18 central organizations from 16 countries are members of Inter-coop. Its Chief Executive is J. E. Dalgaard Jensen and its Deputy Chief Executive is G. Güttler. The head office is located in Copenhagen.

Together with their 3,777 affiliated co-operative retail societies, the 18 Inter-coop member organizations form a trade group which exerts a significant influence on both national and international markets. In 1990, in Western Europe alone, they achieved a turnover exceeding ECU 34 billion in 13,970 sales outlets.

The aim of Inter-coop is to promote economic collaboration among its member organizations in order to improve their competitive position. Its working programme thus comprises the following tasks:

- promotion of joint purchases on world markets,
- promotion of the joint utilization of members' production facilities,
- promotion of exchange of experience in retailing, wholesale and logistics.

In the period 1988 to 1992, different economic developments in the member countries as well as the prospects of the EC Single Market after 1992 continued to influence collaboration between co-op central organizations in both positive and negative ways.

### **Food**

In the food sector joint purchases were effected through the buying offices of NAF, which, until 1990, was owned exclusively by co-ops in the Nordic countries. In 1990 its Board decided to turn NAF into a European company and invited other European Inter-coop member organizations to become owners. In November 1990 CWS, UK joined, followed by Konsum Österreich and Coop Italia in the beginning of 1991. In connection with this extension, Inter-coop transferred its food collaboration activities to NAF.

About 1300 different products from more than 1400 suppliers in 80 countries are bought through NAF, which has buying offices in various parts of the world. The local market knowledge of these offices, combined with the "on the spot" order placements, has given the food buyers of the owner organizations significant financial benefits.

### **Non-Food**

For the non-food sector, which comprises mainly joint buying activities, the Inter-coop Board decided to establish a separate section. The section is managed by a Board consisting of the Non-Food directors of participating member organizations. This Board has been given the task of developing collaboration within the non-food sector, and over the period 1991 to 1993, the

financing of the section will gradually be transferred to the organizations which participate in non-food activities.

The number of joint buying groups has been extended and, in 1991, covered a significant proportion of hardware products sold in hypermarkets and supermarkets. So far, attempts to establish joint buying groups for textiles have not been successful due to the different ways of quoting in the individual countries and consumers' varying views on price, quality and fashion. Consequently joint activities on textiles are still concentrated on Far East products and executed through the Inter-coop office in Hong Kong.

Individual member organizations send staff to the office in Hong Kong. They co-ordinate closely with the rest of the staff, but work on behalf of their own organizations. A similar concept has been introduced for toys, but here the chairman of the buying group acts as a supervisor for the toys activities of the office.

### **Transportation**

In connection with its Far East activities Inter-coop has established a transport system for all purchases from that part of the world. During the period under review around 6000 20-foot containers per year have been transported; and it is estimated that more than 80 percent of all goods were shipped under an Inter-coop freight agreement.

### **Export from members' industries**

The continued structural changes in the industrial sector of member organizations were intensified during the 4 year period, which has had a significant impact on the exchange of products from members' factories. Exports from these industries to other Inter-coop members dropped significantly, and this trend will continue because the majority of West European Inter-coop member organizations are concentrating their resources on wholesale and retail trade rather than on manufacturing activities. Additionally, economic changes in Eastern Europe have reduced

exports from organizations in this area to other Inter-coop member organizations.

### **Retail Trade**

The exchange of information and experience in retail trade has taken place under the supervision of the Inter-coop Retail Committee, established in 1988. The Committee itself has discussed such subjects as "co-op stores, profiles, and strategies", as well as "major European retailers and retail alliance", the latter on the basis of a comprehensive report prepared by the British Institute of Grocery Distribution.

The Committee initiated a study trip to German hypermarkets for Inter-coop members, and activities in ad hoc working groups, and has the possibility of defining the subjects to be discussed in such working groups, which consist of specialists appointed by the retail committee members.

During 1991 the Committee worked on the establishment of store-type oriented working groups as member organizations increasingly turn their organizational structure in the direction of chain operations. The plan is to set up retail groups for subjects relating to "discount stores", "supermarkets" and "hypermarkets".

Activities within Point of Sales (electronic cash registers), the original aim of which was to influence manufacturers' specifications and equipment to meet the requirements of the Inter-coop member organizations, continued in the form of an exchange of experience among users of POS systems. Collaboration in this field also comprises a bonus agreement with a major German computer company.

### **East and Central European activities**

The Inter-coop Eastern Europe Representation office, Budapest, established for a trial period of 3 years, was opened in 1990 on the basis of a working programme covering:



- assistance to West European member organizations in East and Central European countries (ECEC),
- assistance to ECEC member organizations in purchasing activities in countries with a market economy,
- assistance to ECEC member organizations in obtaining know-how and experience from West European co-op organizations in retail, wholesale and logistic matters.

The official inauguration of the office took place on 9th November, 1990 and attracted significant interest on the part of member organizations, trading companies, authorities, and the media.

Since its opening, the office has been in close contact with the Inter-coop member organizations in Poland, Czechoslovakia, Hungary, Bulgaria and Yugoslavia. However, due to the different economic developments in the individual East European countries trade opportunities have been identified mainly in Hungary and in Czechoslovakia. As a result of these contacts, purchases have now been signed on deliveries of cheese and canned goods to West European co-op member organizations.

The office has also supported initiatives on the part of West European member organizations regarding government funded management training programmes, which were implemented in 1991 and, depending on further financial support, may be continued in 1992.

The Baltic countries have recently been visited by Inter-coop, and its office in Budapest will also co-ordinate and assist those countries.

Inter-coop has a close collaboration with Euro-Coop in Brussels, where EEC relations with Inter-coop members are handled.

### **Publications**

Grocery Retailing in Europe, A Survey of the Major Operators  
Price: First copy: DKK 2,700 - further copies: DKK 400.

## CICOPA

### Executive Committee

President:

Yves Régis, France

Vice-Presidents:

Marco di Martino, Italy

Marian Rybar, Coop Union of CSFR

Members:

B.S. Vishwanathan, India

István Szabó, Hungary

Franco Buzzi Italy

Sayed Zaki, Egypt,

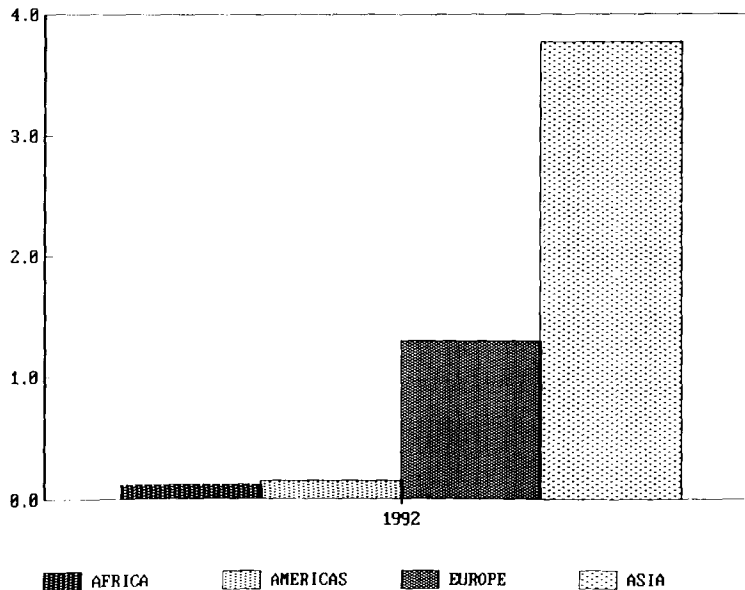
Secretary:

Lajos Váradi, ICA, Geneva.

### Membership

#### Worker Co-operatives in Membership of ICA

Millions



CICOPA's membership in 1992 is as follows: Europe: 31 organizations from 15 countries; Africa: 21 organizations from 18 countries; Americas: 11 organizations from 9 countries; Asia: 11 organizations from 9 countries. Altogether: 74 organizations from 51 countries.

**Activities:**

In the period under review CICOPA's activities were characterized by three main elements:

**(a) Exchange of views, disseminating information**

This is the traditional part of CICOPA's work, where members discuss concerns of mutual interest - normally once a year - at the General Assembly.

The following themes were discussed on these occasions:

*October, 1989, New Delhi, India:*

The Role of Industrial and Artisanal Co-operatives in Socio-Economic Development of Third World Countries;  
New forms of participatory and democratic enterprises: ESOPs (Employee Stock Ownership Plan) and SAL (Sociedades Anonimas Laborales).

*September, 1990, Madrid, Spain:*

Environment Protection and Industrial Co-operatives;  
Spanish experiences (with special regard to Mondragon and SAL).

*October, 1991, Berlin, Germany:*

Members' presentations on recent developments;  
Changes in Central and Eastern Europe;  
Discussion of the draft by-law for CICOPA.

On these occasions a large tour d'horizon is given, analyzing the development trends and drawing conclusions thereof. Greater

emphasis was given to ESOPs and SAL, as a possible future development for industrial democracy.

**(b) Assistance to developing countries**

One of the major objectives is to set up industrial and artisanal co-operative national federations in those countries where these do not yet exist. These will offer grassroots co-operatives the services necessary for their efficient running (book-keeping, legal advice, consultancy, etc.). With this in mind, CICOPA held meetings in India (1988 and 1989), Costa Rica (1989) and Uruguay (1990). Beyond that, the Chairman of CICOPA gave lectures on CICOPA to ICA Regional Council members in Niamey, Niger (June, 1990), Nairobi, Kenya (May, 1990), Thailand (June, 1991), Conakry, Guinea (June, 1991) and Tegucigalpa, Honduras (October, 1991). During his visits, the Chairman also visited neighbouring countries, to see what demand there was for industrial and artisanal co-ops.

One of the fundamental aims of CICOPA is to promote solidarity between co-operative movements in developed and developing countries. In line with this idea, several programmes have been elaborated for and with the co-operative organizations of West Africa, Latin America and Asia. A first programme in Côte d'Ivoire has already been realized. A second one (creation of saving and credit co-ops for industrial and artisanal co-operatives, permanent service in management control and advice, etc.) will soon be launched, when the European Community has approved it, and a third programme for Burkina Faso began in March 1992.

CICOPA also plans to implement programmes in Argentina, Chile, Uruguay and Paraguay within the near future, and has requested funding for a project for co-operatives in Costa Rica, Honduras, Guatemala and Nicaragua.

Funding is expected within the near future for projects in India, and once the financial support is ensured other countries of the

region will also be involved. CICOPA's aim is to establish Regional Committees for these co-ops based on the ICA Regional Structure and organized with the ICA Regional Offices' active collaboration.

**(c) Assistance to Central and Eastern European countries**

Sweeping changes have taken place in this part of the world. Formerly co-operatives were obliged to work under the conditions of centrally-planned economies, which contributed to the distortion of co-operative democracy and, consequently, to a lack of faith in the co-operative idea. However, we should not forget that producers' co-operatives in these countries usually had more autonomy than any other kind of enterprise, their results were generally better and their productivity higher than that of State-owned companies. Co-operatives sometimes played an important part in the national economies and it would be extremely regrettable to destroy them simply as a reaction to the death of communism. Hence, we need to help them find their way back to "normal" co-operative functioning.

In March 1990, CICOPA organized a seminar in Budapest, Hungary in co-operation with the Agricultural Committee. Its objective was to survey the most important needs of these countries. A number of priorities were identified regarding how the ICA in general and CICOPA in particular might be helpful.

As a result of these consultations, CICOPA sought and received funding for consultations on co-operative legislation. Bernard Piot, who is the Chairman of the European Community's Working Party on Co-operative Legislation paid visits to and received delegations in and from these countries, counselling them about the content of new co-operative laws. His views were largely taken into consideration. Czecho-slovak and Hungarian Parliaments have already adopted new Co-operative Laws, elaborated with the active help of ICA and CICOPA experts.

CICOPA works with all co-operative organizations of the ex-USSR and hopes that this great country will find an important place for the industrial co-operatives. A first meeting for them was organized in Paris in October 1991 and a second was held in April 1992, both on co-operative legislation and management.

Finally, we have to remark that CICOPA's general activities were recognized by the award of the Prize, "Txemi Cantera de Economia Social", by the Spanish organization ASLE. This prize was given for the activities of CICOPA to help spread industrial democracy all over the world.

### **Publications**

CICOPA Newsletter was issued twice in 1991. Due to the very positive reactions of member organizations, it is envisaged that twice-yearly publication will continue.

### **Co-operation with other Committees**

A joint meeting was held with the Agricultural Committee in March 1990 (see above).

### **Future Directions**

CICOPA wishes to organize the Fourth World Conference in the period 1993-95, devoted mainly to the emergence of new types of industrial co-operative and particularly to employees' shareholding and participatory democracy.

## **Housing Committee**

### **Executive Committee**

**Chairman:** Olle Lindström, Sweden

**Vice-Chairmen:** Bohdan Saar, Poland  
Jürgen Steinert, Germany

**Members:** Rolf Trodin, Sweden  
Murat Karayalcin, Turkey  
Nicola di Biaggio, Italy  
Herbert Ludl, Austria  
David Petrequin, France  
Ladislav Pollak, Czechoslovakia  
Ivar O. Hansen, Norway  
Louis Coelho, Portugal  
Mohamed Tantawi, Egypt  
Alexandra Wilson, Canada  
Harold Wilson, USA

**Secretary:** Sonja Cavling, Sweden

Four vacancies were filled by elections in Berlin.

### **Eastern and Central European Countries**

The recent developments in Eastern and Central Europe have been of utmost importance for the Committee. Poland, Czechoslovakia, Hungary and the former German Democratic Republic are undergoing a transition to a market economy and a process of democratization that affects the housing co-operatives in various ways.

New national federations are establishing resources for adequate services to the members in organizational, legal and technical matters. Western European organizations are assisting with

their experience and know-how. The plenary meeting in Berlin was mainly dealing with reports from these countries and suggestions for further activities.

The Gesamtverband der Wohnungswirtschaft in Germany, which is actively involved in the organizational and financial reconstructions of the housing co-operatives and associations of the former GDR, has an enormous challenge to meet. The methods applied by the German co-operators can serve as models in other reorganizing countries.

### **Less Developed Countries**

Due to the fact that most housing co-operative organizations in developing countries are poor, it seems impossible to create a regional structure at the present time. However, the committee has resolved to carry out a regional seminar on co-operative housing for Latin America in Santiago, Chile.

As before, organizations like CHF of the USA, DESWOS of Germany, BSHF of the United Kingdom and others are supporting projects of community development and co-operative housing projects in developing countries.

### **Social Activities in Co-operative Housing**

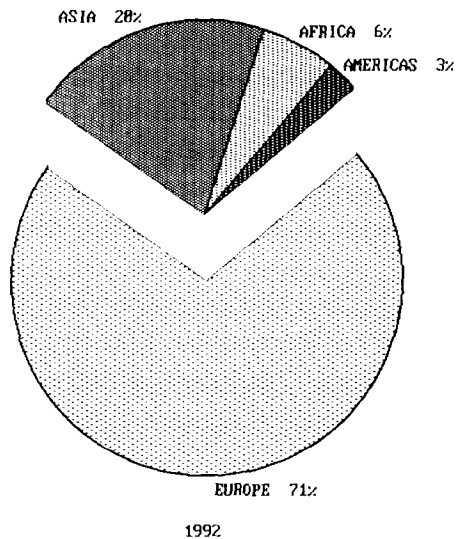
A workshop was held in May 1992 in Budapest for representatives of housing co-operatives and relevant authorities from European countries on the cultural and social integration of immigrant groups. The workshop was co-sponsored by the co-operative section of Cecodhas.

### **Publications**

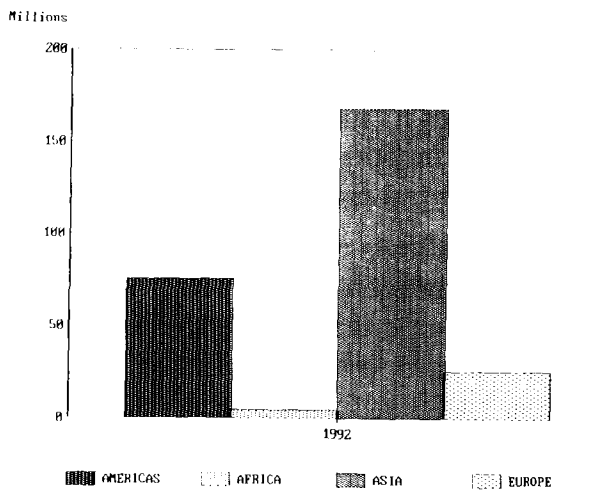
The committee has reviewed its public relations work. The Co-operative Housing Bulletin, up to now published twice annually in three languages, will be substituted with irregularly published ad hoc publications.



## Housing Co-operatives in Membership of ICA



## Financial Co-operatives in Membership of ICA



## **Banking Committee**

- President:** Terry Thomas, U.K.
- Vice-Presidents:** Dr. Jacobo Laks, Argentina  
Gordon E. Lindquist, U.S.A.  
Jacques Moreau, France  
Erastus K. Mureithi, Kenya  
Mahendra M. Vyas, India
- Members:** Konrad R. Bretscher, Switzerland  
Chit Bunwaree, Mauritius  
David Levinson, Israel  
Kjell-Olof Olsson, Sweden
- Observer:** G. A. Charbonneau, U.S.A. (WOCCU)
- Secretary:** , Sylvia Bardsley, United Kingdom

During the last four years, the Committee has moved to a Central and Regional Banking Committee structure. This means that we have a more representative and worldwide base and the work of the Committee can be geared more closely to the practical, mutual business needs of its members. The members maintain that essential global contact through their representation on the Banking Committee Central Executive.

The regional structure allows the regions to take a more active role in determining future agendas and priorities. We encourage the formation of new co-operative banks in the different regions and promote regional co-operation and even consolidation between co-operative banks within the regions and co-operative legislation within each Region.

The Central Banking Committee now sets the agenda for the major issues to be discussed by the Regional Committees, which enables members to participate more directly in Banking Com-

mittee activities at a regional level, and the issues discussed have more relevance to participants. In this way, the members contribute to the global debate on issues which affect co-operative financial institutions. The Central Banking Committee co-ordinates the responses to provide a genuine worldwide view on the topic in question.

The members now subscribe to their Regional Committee, with their Regional Chairman paying a subscription to the Executive Committees. The regional structure has thus reduced the cost of member participation in terms of both subscriptions and travel.

New Rules have been drawn up, under which the Regional Chairmen automatically become Vice-Presidents of the Committee. The Scholarship Fund Rules have also been incorporated into the Rules and have been extended to include the training of trainers as well as ordinary students.

### **Membership**

The following Regional Committees are currently operational and are themselves recruiting members, with the overall total now approximately 73 member organizations from 30 countries, as follows:

Asia & Pacific	1
East, Central & Southern Africa	2
West & Northern Africa	6
Latin America	25
West, Central & Eastern Europe	37
North America & Canada	2

The 27 members of the Association of Co-operative Banks of the European Community have recently become members of the Banking Committee through their representation (by their Secretary-General) on the European Regional Committee.

## **Meetings**

During the reporting period, three Executive meetings and one Plenary session have been held per annum

## **Publications**

We publish an annual Banking Committee Journal for circulation to all members and to other co-operative institutions, by which it is hoped to stimulate research and debate. It contains transcripts of, or extracts from, the key addresses at our Plenary Session.

## **Activities**

The Central Banking Committee exists to provide a forum for the exchange of banking information, to encourage business between members, and to assist in the establishment of new co-operative financial enterprises.

During the last 12 months, we have been studying the theme of capital formation/capital adequacy and co-operative values in each of our regions and the ability of co-operative banks to conform to the Basle Concordat. This theme will continue for the next 12 months.

## **Co-operation with other Committees**

The Central Banking Committee now enjoys reciprocal "observer status" at international level with WOCCU (World Council of Credit Unions) and our regional committees are duplicating this reciprocal agreement at a regional level. Our close association with WOCCU and the activities of the Committee members have stimulated participation in discussions of issues which concern all co-operative financial institutions, in particular the new international rules on capital adequacy.

We have also established closer contact with the International Liaison Committee on Co-operative Thrift and Credit (CLICEC).

We have established a Banking Committee Scholarship Fund for selected employees from participating banks within developing nations, with the aim of enabling students from those countries to acquire further technical banking skills. This will be linked to a specialized banking course at the Co-operative College, Stanford Hall, UK. The scholarship monies will be distributed amongst the successful applicants with a positive discrimination in favour of students from less developed countries.

### **Future Directions**

There are important opportunities in terms of funding and capital for less developed countries and talks are being held with the World Bank. Contacts are also being made with other UN organizations in order to establish what they are able to do for the Co-operative Movement worldwide in terms of banking.

We now intend to take advantage of the ICA restructuring and the fact that, at all levels, we are a self-funding specialized organization, by changing the name of the Committee, with our final choice decided upon by October 1992.

Regional discussions have highlighted certain issues which particularly concern co-operative banks, i.e.

1. the need to meet the requirements of international banking standards and conventions as they apply to all banks, whether they be co-operative or joint-stock, or whether they trade internationally or only on a domestic basis, and
2. the role of governments, particularly within the less developed countries, where debt forgiveness or the takeover of non-performing assets by the local government is leading to, or forcing, co-operative banks to become joint-stock banks, thereby giving up their co-operative status and philosophy.

We need to ensure that co-operative banks remain co-operative.

## **International Co-operative Insurance Federation (ICIF)**

### **Executive Committee**

Acting Chairman: Tan Kin Lian, Singapore

Secretary: Alan D. Sneddon, United Kingdom

Treasurer: Alan D. Sneddon, United Kingdom

Members: John E. Fisher, USA  
Alfredo Gonzalez Moledo, Argentina  
Kenichi Kasamatsu, Japan  
Joe Martin, Canada  
Enea Mazzoli, Italy  
Denis Ploton, France  
Siegfried Sellitsch , Austria

### **Ex Officio Executive**

Secretary: Terry H. Webb, United Kingdom

### **Membership**

At the start of 1992, the Federation has 114 members (84 groups) in 43 countries. In addition, there are six organizations with observer status in six countries, four of which have no member society at present.

Members in three regions have voluntarily combined to form regional associations. These are the Association of European Co-operative Insurers (AECI), the Americas Association of Co-operative/Mutual Insurance societies (AAC/MIS) and the Asia and Oceania Association of the ICIF (AOA).

The gross premium income of ICIF members amounts to almost 20,000 million (US\$ 40,000 million).

## **Meetings and Activities**

The two-yearly conference is the major membership activity. These normally take place in conjunction with the ICA congress and midway between congresses. The 1990 conference was held in Buenos Aires (Argentina) and attracted 230 delegates and accompanying persons.

The activities of the regional associations reinforce and supplement those of the Federation itself. Each regional association normally holds a formal conference in conjunction with the ICIF conference. In the intervening years, each association arranges a technical conference or seminar. In the case of the AECI, there may be more than one such meeting in a year.

The AAC/MIS (formerly the North American Association of the ICIF) met in Toronto (Canada) in 1989 and Columbus, Ohio (USA) in 1991. The AOA held seminars in Singapore early in 1990 and in Seoul (South Korea) in 1991. Since the last ICA congress there have been many meetings of AECI member societies and working parties, including conferences or seminars in Brussels (Belgium), Milan (Italy), Paris (France) and Manchester (UK).

**The International Co-operative Reinsurance Bureau (ICRB)** promotes, and assists with, the exchange of reinsurance between ICIF members and advises new co-operative insurers about their reinsurance requirements. Every three years the ICRB arranges a Meeting of Reinsurance Officials. The 40th anniversary of the ICRB was celebrated at the Paris Meeting in 1989 and a commemorative book was published to mark the occasion. The 1992 Meeting took place in Manchester, where the ICRB secretariat is located. There are now 52 Bureau offices in 32 countries and reinsurance premiums exchanged between them amount to more than £40 million (US\$ 74.7 million).

**The Co-operative Insurance Development Bureau (CIDB)** is the Federation's agency for planning, co-ordinating and evaluating the provision of assistance to new co-operative insurers or to

sponsoring organizations contemplating the creation of their own co-operative insurance arrangements. This assistance, which is usually provided gratuitously by well established member societies, ranges from feasibility studies and training seminars to long-term programmes of general and technical support. Funding from aid agencies is sought whenever possible for appropriate projects. The extent of CIDB activity continues to increase and the last four years have seen a notable expansion in the Asia/Pacific region. There has also been a significant strengthening of the internal organization of the CIDB as evidenced by such things as training for insurance advisers and a database of CIDB clients and their operating environments.

Towards the start of 1991 the Federation launched a project to assist with the development of co-operative insurance in Eastern and Central Europe (ECEC). An initial seminar, organized in partnership with the ICA and the AECI, was held in Budapest (Hungary) in November and approximately 150 people attended.

### **Publications**

The introductory brochure about the ICIF and its activities has been completely revised and published under the title 'Building Bonds of Co-operation' in English, French and Spanish. This is also the title of a video outlining the structure of the Federation and its activities.

A newsletter, 'Echo', was introduced in 1991. Intended to be quarterly, it is a simple-format publication to keep those interested in co-operative insurance informed about developments affecting ICIF members. Items are essentially brief and it is planned to revive the earlier publication, the 'Bulletin', for longer articles of a technical nature. A short brochure entitled 'Why Co-operative Insurance?', aimed at regulatory authorities, governments and potential sponsors of new co-operative insurers, has also been published.

For those who have an interest in the active development of co-operative insurance, the CIDB has its own newsletter, 'Servicio'.



It has also produced a promotional video about the work of the CIDB. The former North American Association of the ICIF produced "Insuring Development Through Popular-based Insurance" to reflect the experience of its members in helping to create indigenous insurance organizations in the developing world.

For the CEE seminar two books were specially prepared. Entitled 'Capitalizing on the Mutual Advantage', they deal with the advantages of a co-operative and mutual approach to insurance and with the considerations to be weighed in establishing an insurance operation on this basis. The main texts are in English and German with summaries in a further seven languages.

### **Co-operation with other Committees**

The chairmen of INCOTEC and INTER-COOP attended the ICIF Buenos Aires conference and the Executive Secretary of the ICIF attended the Banking Committee plenary meeting in New Delhi. The organizers appreciated the participation of a representative from WOCCU at the ECEC seminar in Budapest.

For many years there has been valuable collaboration between the ICA Regional Office for East, Central and Southern Africa and the CIDB. Similar arrangements with other offices are being explored.

### **Future Directions**

Since the beginning of 1990 the ICIF has been carrying out a strategic review, the conclusions of which will be presented to the Tokyo conference. It seems likely that a more integrated structure with a stronger secretariat fully financed by member societies will be recommended with a view to improving services provided to the members. It may also result in a revision of the definition of the types of applicant for membership, other than those of a strictly co-operative nature, which may be admitted to the Federation.

## **ICA Tourism Committee (IUCAT)**

### **Executive Committee**

**President:** George Ganneby, Sweden

**Vice-President:** Yosiharu Sato, Japan

**Members:** Maurizio Davolio, Italy  
André Guignand, France  
Peter Hamburger, Denmark  
Roman Lazarek, Poland  
Siegfried Merten, Germany  
Andras Toth, Hungary  
José L. Pratas Vieira, Portugal  
Bruno Ziegler, Austria

**Secretary:** Finola Marras, Sweden

### **Membership**

At the beginning of 1992, IUCAT had 17 member organizations from the following countries: Austria, China, Czechoslovakia, Denmark, France, Germany, Hungary, Israel, Italy, Japan, Malaysia, Poland, Portugal, Russia, Sweden and the UK. The significant drop in membership from 1991 is due to a decision by the Executive Committee to exclude 8 organizations for non-fulfilment of their membership obligations for two or more consecutive years. Although reluctant to make the decision, the Executive Committee considered that a serious step was warranted for the ultimate benefit of those members actively contributing to the Tourism Committee. One organization, Pankobirlik, Turkey, withdrew in 1991 and one new organization, Givat Haviva, Israel was recruited the same year.

### **Meetings**

In 1989-91 the Tourism Committee held its annual meetings in conjunction with the ICA Central Committee meeting. These were held in 1989 in New Delhi, in 1990 in Madrid, and in 1991 in Berlin. The Tourism Committee will also meet in conjunction with the ICA Congress in Tokyo, October 1992. In addition, the Executive Committee met in January 1989, January and May 1990, May 1991, January and October 1992. The May meetings of the Executive Committee were held in conjunction with the annual General Assembly of the International Federation of Popular Travel Organizations (IFPTO).

### **Activities**

When the present Executive Committee was elected (Stockholm, 1988) ICA Tourism was still a young organization with a hard but small core of supporting organizations. The new Executive made an all-out attempt to recruit new members to the Committee - an effort which brought in 19 new recruits. Although some of the newly recruited members did not remain on the Committee, the response by ICA member organizations at the time reinforced the view that an ICA Tourism Committee was considered an important sectorial organization by many ICA member organizations. A new membership list was then drawn up and a subscription level established. Since 1989, the Tourism Committee has been operating on an annual budget of 14,000 Swiss francs.

During 1989-1990 the ICA provided free secretarial support. In 1990 the Secretariat was moved to Sweden and is no longer dependent on the ICA for financial support. The Committee maintains an excellent working relationship with ICA Geneva, where its account is held.

The most important project of the Tourism Committee during the period under review has undoubtedly been its merger with the International Federation of Popular Travel Organizations (IFPTO). By 1990, the merger had been agreed in principle and a Troika was set up, composed of the Presidents and the Secretary General

of the two organizations (since 1990, the same person has been Secretary General to the two organizations). The Troika met frequently during Executive Committee sessions to ensure that the schedule for the completion of the merger would be respected. In 1991 the General Assembly of IFPTO and the Plenary session of IUCAT approved the draft Statutes for the organization resulting from the merger: TICA - Tourism International Co-operative and Associated. It will become official in October 1992 in Tokyo, at its first General Assembly to be held in conjunction with the ICA Congress.

The creation of TICA will put an end to a situation which lent itself to more inconveniences than advantages; duplicate structures, membership, administration and costs....and increasing difficulties in justifying two tourism organizations with similar objectives. And, while TICA will remain loyal to the social and humanistic principles which lie behind the creation of its member organizations, it will encourage its members to become better acquainted and to co-operate more closely.

The Tourism Committee's other activities were focused during 1988-1992 on the development of three projects, namely:

- (a) A tourist resort in Sao Tomé and Príncipe,
- (b) A home exchange service for ICA members,
- (c) A resource bank designed to promote and facilitate the development of co-operative tourist activities in Eastern and Central Europe.

These projects continue to be developed but in view of the large proportion of the Committee's resources spent on preparing for the IUCAT-IFPTO merger, these activities have not been fully pursued during the past three years. Of the three projects, the greatest headway was made with establishing a resource bank for developing co-operative activities in Eastern and Central

Europe. A questionnaire was sent out to all ICA member organizations in 1990 and the responses will be used to form the resource file. To complement this information, a consultation meeting was held in Bratislava in November 1991 with member organizations from Eastern and Central Europe to determine the difficulties facing these organizations since the fall of Communism and to make proposals to the Executive Committee on how the Committee could assist them.

The Committee also developed relationships with the World Tourism Organization, the ILO and the European Confederation of Trade Unions all of which are informed of the Committee's activities and invited to participate at its annual meeting.

### **Publications**

#### ***IFPTO/IUCAT News***

In September 1991 the first issue of IFPTO/IUCAT NEWS, a four-page newsletter reporting on the activities of the two organizations and on other items of interest to their members, was published. The Newsletter will be called TICA NEWS as soon as the merger becomes official, and it will be published four times yearly.

### **Co-operation with other Committees**

The Committee feels that there is a need to improve collaboration with ICA's other Specialized Organizations and Working Parties. As a demonstration of its goodwill in this regard, IUCAT made a 400 Swiss franc contribution to a Co-operative journalists' workshop organized partly by the ICA WPoCC in Berlin, October 1991.

### **Future Directions**

TICA will be in place by the end of 1992. It will bring together 27 organizations from 25 countries and its first priorities will be toward its members - to inform them, to share experiences with

them and, in the case of members in Eastern and Central Europe, assist them in their efforts to maintain and develop co-operative travel and social tourism structures in their own countries. Beyond that, TICA hopes to collaborate more closely with the ICA by providing its members with travel and holiday services available from TICA's members, not only in the form of a home exchange service but also in providing services to the ICA for the organization of its General and Regional Assemblies. A third priority area will be to continue to strengthen ties with international organizations to effectively represent the interests of co-operative travel and social tourism in the future.

## **INCOTEC**

### **Executive Committee**

**Chairman:** Dr. Robert Houlton, United Kingdom

**Vice-Chairmen:** Prof. U. Aziz, Malaysia  
Prof. Korobkin, Moscow (Russia)  
Dr. Y. Paz, Israel

**Members:** D. Rushton, United Kingdom  
E. Gicheru, Kenya  
S. Mueller, Germany  
M. Jonsson, Sweden  
F. Baulier, France  
Mr. Agarwal, India  
J. Juhasz, Hungary  
L. Schujman, Argentina

**Secretary:** D. Rushton, UK

The traditional task of INCOTEC is to advise the International Co-operative Alliance on international education and training policies. It was founded in the 1970s, when the ICA's Secretariat was based in London and most of the ICA's dynamic and resources for international development was flowing from the Swedish Co-operative Centre in Stockholm. For its first decade the committee was serviced by the ICA's Education Officer, but when this post disappeared as a result of organizational changes, the committee took responsibility for its own administration.

Throughout the 1980s the focus of the committee was on six areas:

- \* contributing to the work of the ICA
- \* helping the International Co-operative Training Centres the (CTCs)
- \* *producing the Co-operative Research Register in a three-way collaboration partnership between Poland, Hungary and COPAC*
- \* organizing education conferences at ICA Congresses
- \* supporting the CEMAS programme
- \* promoting the MATCOM programme.

Between Congresses, the committee organized conferences and workshops independently of the ICA Central Committee timetable - usually meeting in Co-operative Colleges which served as International Co-operative Training Centres. One advantage of this arrangement was that it ensured an in-country organizer for each event, who could arrange accommodation, study tours etc. These INCOTEC conferences and workshops were invaluable: they were focused, dedicated and able to deal with the fine detail of training programmes and techniques: they were the traditional beehives of co-operation. Through them the ICA was able to monitor, with the help of a group of dedicated professionals, the work of the ICTCs in the COMECON countries, the developing countries and aid-donor countries and provide an educational bridge between national movements.

The period since the 1988 Stockholm Congress has been a watershed for INCOTEC. The last of the "traditional" free-standing INCOTEC workshops took place in Berlin in 1989, complete with a fascinating study visit to the ICTC in Dresden. Another major change came in 1990, when the timetable of INCOTEC Executive Meetings was synchronized with those of the Central Committee. However, the Madrid programme of meetings, workshops and consultations was far from satisfactory as many of the INCOTEC constituents decided to go "shopping around" to other parallel meetings and workshops. Faced with the novelty of choice and variety in an entirely new kind of venue the conference bees turned into committee butterflies.

In Stockholm, INCOTEC also decided to establish its own funds and secretariat. However, raising funds through a collective levy on the membership proved to be an uphill task. An ambitious programme of international conferences for management trainers, arranged jointly with the ILO training centre in Turin, had to be abandoned. Other projects came to an end: the CEMAS project of the ICA was completed; the MATCOM programme of the ILO was concluded; and the Research Register became a casualty of the changes in Eastern Europe.

While key elements of the work programme failed to materialize, nevertheless INCOTEC has managed to contribute to the development of the new Human Resource Development policy within the ICA. At the 1991 Berlin ICA Central Committee Meeting the INCOTEC workshops featured three brilliant case-studies on the development of the Kobe Society, the HRD strategy of Folksum in Sweden and the evolution and management of the MATCOM project. A new constituency was being created.

In Berlin it was also recognized that INCOTEC would need to articulate its work in the future in an entirely different way. The linkage of the annual meeting with those of the Central Committee of the ICA was recognized as being invaluable and something to be maintained. But the abandoned conference programme in



ICTCs and other centres also needed to be reestablished. INCOTEC needed to create a synthesis between its traditional concern for the practice of co-operative education and the new emphasis on policy issues. The way forward was to adopt a regionalized constitution with practitioner conferences being organized within ICA regions and inter-regional collaboration becoming the responsibility of the international committee. At least, that is the theory.

At the beginning of April the first INCOTEC regional consultation will take place in Nairobi and African co-operators are being asked to give a lead to other regions of the world. If the consultation is successful then INCOTEC Europe, INCOTEC South-east Asia and INCOTEC for the Americas will hopefully emerge in the wake of INCOTEC Africa.

The world pattern of "trade" in co-operative education and training is changing. In Western Europe consumer co-operatives face increasingly sophisticated competition. European agricultural co-operatives may suffer if the EC Common Agricultural Policy is abandoned. It is possible that the export of co-operative training expertise and resources from Western Europe to the developing world may be in permanent decline. Eastern European countries, formerly exporters, are now becoming net importers of co-operative training resources. On the other hand, some former colonies, approaching their third and fourth decades of independence, have accumulated considerable experience, expertise and resources in co-operative training and are not only self-sufficient, but are themselves able to export. In South-east Asia, Japanese co-operators are growing in authority and confidence and shouldering the mantle of leadership laid down by others. A new pattern is emerging as we move towards a new century.

Within this kaleidoscope of shifting resources and changing relationships INCOTEC will continue to promote one of the most fundamental co-operative principles - education.

## **Women's Committee**

### **Executive Committee**

**Chairman:** Katarina Apelqvist, Sweden

**Vice-Chairmen:** Galina Kovalskaya, Russia  
Bernadette Wanyoni, Kenya

**Members:** Piroska Gódó, Hungary  
Ada Gillan, Israel  
Natsuko Yuasa, Japan  
Irena Drazewska, Poland

**Secretary:** Muriel Russell, UK

### **Membership**

The Executive comprises nine members, elected at the meeting held after each Congress. Sadly the Chairman, Norah Willis, who had held office for five years, died in May, 1991. Due to reorganization in their respective countries Eugenia Vasyukhina, former USSR, Bozena Najerova, Czechoslovakia, and Josefa Palmowska, Poland, withdrew. The Committee wishes to record its gratitude for their valuable contributions to our work. Interim elections brought Katerina Apelqvist to the Chair and Irena Drazewska to the Executive, leaving two vacancies.

The Women's Committee has members in 32 countries, of which 15 are from the developing world. The individual membership is 53, drawn from 48 organizations representing consumers, agriculture, insurance, bankers and thrift and credit.

### **Meetings**

The Committee holds one meeting per year, usually convening an Open Conference on the following day: the Executive meets twice annually.

During the quadrennium useful conferences have taken place and include the following:

- Stockholm, 1988 - "The Role of Women in the Promotion of Basic Co-operative Values"
- New Delhi, 1989 - "Women in Co-operatives in South-east Asia"
- Madrid, 1990 - "Women's Concern for the Environment"

Berlin, 1991 - No conference was held as it was decided to join forces with the Development Forum. The case for the involvement of women in the expansion and strengthening of co-operatives in Africa was ably presented by Bernadette Wanyoni.

Brussels, 1991 - A successful collaboration with EUROCOOP resulted in a valuable day's Conference entitled "Consumers in the EEC Internal Market - with particular reference to the Contribution of Women in Co-operatives". With some welcome financial help from the Commission, the participants included women from the European Community, the European Free Trade Association and East and Central European Countries (ECEC).

Tel-Aviv, Israel, November - December 1988 - A month's seminar was held in collaboration with WOCCU and Histadrut on "Women and Co-operative Credit". 22 women from 20 countries took part, and the feedback over the last 3 years has been very satisfying.

### **Activities**

Other events with which the Women's Committee has been associated are:

*Regional Conference for Central America and the Caribbean Women and Co-operatives, Nov. 1991:-* Katerina Apelqvist, played an important role in this first women's conference organized by the Regional Office in Honduras, an event which stimulated activities in the Region.

**U. N. International Centre, 1990:** - While holding its meeting in Vienna the Executive paid a useful visit to the Centre, holding discussions with representatives of the Division for the Advancement of Women and the Director of MATCOM.

**Côte d'Ivoire, 1990:** - The Secretary and five women from East and West Africa and Asia assisted at the consultancy, which drew up a policy statement for the ICA on Human Resource Development.

### **Co-operation with Other Committees**

Berlin, 1989 - A joint discussion was arranged with the WPoCC and proved valuable and constructive. Recently the Secretary also participated as a guest lecturer at the Workshop for Young Journalists organized by the WPoCC in Berlin.

At the time of preparing this Report, a joint event with the Housing Committee is being planned.

### **Future Direction**

Arrangements are in hand for a seminar in March in Israel, and for a seminar in April in Sri Lanka to discuss the gender issue. This is preliminary to another on the same theme in 1993.

The Committee welcomes the trend towards regionalization, which should make it easier to focus on the needs of women at the grassroots level. Its only regret is that there still remains a tendency to avoid the fair representation of women. It is, therefore, with great joy we congratulate Raija Itkonen, a member of our own Committee, on becoming Vice-President of the ICA. We also commend Finland for its continuous inclusion of her in its delegation to the Central Committee and its support during her service on the Executive Committee. May we suggest that, during the coming four years, all countries with eight or more members in their allocation resolve to include two or more women in their delegations? It would surely be an incentive to increased participation by women.

# Reports of the Working Parties

## Working Party on Co-operative Communications (WPoCC)

### Executive Committee

Chairmen: M. MacKenzie, Canada (1988 - 91)  
P. Dines, Denmark (1991 - 92)

Vice-Chairman: A. Fomin, USSR (1988 - 92)

Members: K. Aboul Kheir, Egypt (1988 - 92)  
A. Barbosa, Portugal (1988 - 92)  
P. Dines, Denmark (1988 - 92)  
G. Krinelke, GDR (1988 - 90)  
D. Strey, FRG (1990 - 91)  
I. Williamson, UK (1988 - 92)  
H. Kempinnen, Finland (1991 - 92)

Secretary: M. Treacy (ICA)

Milton MacKenzie left the CCA in 1991 and officially resigned from the Working at the Plenary Meeting in Berlin. At the request of the committee, Poul Dines agreed to take over as Acting Chairman until the next elections at the Tokyo meeting in October 1992.

### Membership

The Working Party has 41 individuals in membership (including 3 honorary members) from 22 countries. Of these, about 1/3 are active members.

The WPoCC has its own modest budget since a small subscription fee was introduced in 1987. This income is supplemented by in-kind support from some of the organizations in membership of the WPoCC. As the Working Party's workplan complements that of ICA, and working party members help the Communications Department with reporting services at ICA meetings, paid up members of the WPoCC do not have to pay the subscription fee to Central Committee and Congress. Starting in 1992 paid-up members will receive an ICA Press Card which will automatically grant them this right.

### **Activities**

In 1988 the Working Party agreed on a workplan which included: providing input to ICA News, the promotion of ICA publications, updating the Directory of Co-operative Press, provision of a news service to the ICA Congress and Central Committee Meetings, and planning a campaign of support for the ICA Resolution adopted in Stockholm, that 1995 would be declared International Year of Co-operatives.

### **Meetings**

The Working Party plans its meetings to coincide with ICA Central Committee and Congress. An Executive meeting is also scheduled to coincide with these meetings with a second meeting held in the Spring and hosted by the ICA or a member of the WPoCC Exco. Since the Stockholm Congress plenary meetings have been held in New Delhi, Madrid and Berlin, and Executive meetings in Copenhagen, Geneva and Rochdale as well as at the above mentioned locations. A meeting planned for Cairo in 1991 had to be re-located due to the Gulf War.

### **Photo Competition**

An ICA photo competition on the theme of "The Worldwide Co-operative Family" was organized in 1991 by WPoCC, together with ICA member organization, Verband de

**Konsumgenossenschaften (VdK).** An excellent exhibition was made from the entries, and this was put on display at the meeting in Berlin. The exhibition, which can be viewed at the ICA head office where it has been set up as a semi-permanent display, is available on loan to co-operative organizations provided they meet transport costs. The winning entrants were requested to make their negatives available to the ICA so that copies of the photographs could be printed in the ICA Publications.

### **Development Workshop for Young Journalists**

In 1991 a Young Journalists' Workshop was organized by the working party. This took place at the International Institute of Journalism in Berlin. Thirteen participants from Eastern and Central Europe, Africa and Asia attended a five week course in journalistic skills and techniques and then assisted with the production of the Central Committee News Bulletin. This provided them with the "hands-on" experience necessary for them to qualify for the Course Diploma. Resource people were provided by the Working Party and the IJJB, ICA member organizations in the UK and Sweden and Incotec; guest lecturers from the ICA Tourism Committee and the ICA Women's Committee. Financial support, including sponsoring of student travel was supplied by the WPoCC, ME Magazine of Finland, the Friedrich Neumann Foundation, Dr. Kamal Hamdy Abul-Kheir of the Higher Institute of Managerial Studies (Egypt), the ICA Tourism Committee, the ICA Central Banking Committee.

The course was very successful, with 12 out of 13 students qualifying for the Course diploma, and positive feedback was received from both resource people and participants (copies of the workshop assessment are available from the ICA Communications Dept.).

### **Publications**

In the year 1987 - 88 the Committee for the Promotion of Aid to Co-operatives provided staff and printing services for the updat-

ing of the Directory of Co-operative Press. From 1990 onwards Co-op Novos Pioneiros, Portugal, agreed to provide annual updates for the Directory. These are based on the responses to questionnaires distributed by the Secretariat.

### **Conference News Service**

Delegate reactions to the daily newsletter produced at the 1988 Stockholm Congress were overwhelmingly positive. As a result of this it was agreed that the group would collaborate with host organizations and the ICA Communications Department in the production of daily bulletins at future Congresses and Central Committee Meetings.

In the period under review, daily bulletins were issued in Stockholm (three 4-page issues and one 8-pager); New Delhi (two 4-page issues and one 8-pager with colour insert); Madrid (three 4-page issues in English and three 4-page issues in Spanish); and Berlin (three 4-page issues plus a special welcome to Berlin issue). A similar newsletter is planned for the Tokyo Congress.

### **Co-operation with Other ICA Committees**

The Working party has always had strong affinities with the Working Party of Co-operative Librarians and Documentation Officers (WPoCLIDO) and when the ICA Structure Committee suggested that this group merge with the Research Working Party, WPoCLIDO suggested to the WPoCC plenary in Berlin, that a merger between the two working parties would be more appropriate. The WPoCC agreed and the merger will take effect at the ICA Congress in Tokyo in October 1992.

The Tourist Committee, Central Banking Committee, Women's Committee and Incotec all contributed to the ICA/IIJB Journalists' Workshop organized by the WPoCC (see above).



### **Future Direction**

During the next few years the working party plans to tailor its activities to complement ICA plans for the 1995 Year of Co-operatives, ICA's Centennial. Some possibilities being examined are the elaboration of a common policy for implementation by journalists belonging to all ICA member organizations, the organization of regional meetings for co-operative journalists, and the production of a WPoCC Press Pack to promote the co-operative movement. It is thought that, in future years, a press pack could be published every year to coincide with International Co-operative Day.

It is also hoped that it will be possible to continue arranging, and to improve on, the journalists' workshop, provided that funding can be found, and to republish the Directory of Co-operative Press every 2-3 years.

### **WPoCLIDO**

#### **Executive Committee**

Chairman:	Bernard Howcroft, United Kingdom
Executive:	Roy Garratt, United Kingdom
Secretary:	Aline Pawlowska, ICA

WPoCLIDO held its 17th meeting on October 27 - 28, 1988 in Geneva and its 18th meeting on October 14 - 16, 1991 in Berlin.

A workshop for co-operative librarians from India was organized in October 1989 in New Delhi in conjunction with the ICA Central Committee meeting. Thanks to support from the Regional Office and its Library Consultant, Mr. B. D. Pandey, 15 participants from India and one from Sri Lanka studied modern management techniques and computer application.

The implications of the ICA's changing structure were thoroughly discussed during the Berlin meeting.

It was suggested that the WPoCLIDO, having had a long association with the Communications Working Party, should merge with the latter. The proposal was accepted by the Plenary Meeting of the WPoCC. Accordingly the recommendation was drafted by the Chairman of the WPoCLIDO and, with the approval of the Chairman and Secretary of WPoCC, presented to the session of the ICA Central Committee dealing with new structures. The recommendation being approved by the Central committee, the merger will take effect in January 1993, subject to endorsement by Congress.

The Chairman of WPoCLIDO since 1977, Mr. Bernard Howcroft, has retired from the British Co-operative Wholesale Society after 44 years' service. Manager of the CWS Library and Information Unit, Mr. Howcroft joined WPoCLIDO in 1961 and has given outstanding service to the ICA.

### **Background & Justification of Merger**

The meeting in Berlin last October of the ICA Communications and Librarians Working Parties marked the initial stages of the merger of these two bodies as envisaged in the ICA structure report. As both Working Parties were engaged in the dissemination of information and have had a close and friendly working relationship over many years it seemed natural and logical that the two should merge.

This has been particularly welcomed by the Working Party of Librarians, Information and Documentation Officers which has been suffering in recent years from diminishing concern by Co-operative organizations in the developed world to devote adequate financial resources to provision for libraries, archives and generally to the dissemination of information. The result has been a progressive reduction in attendance of librarians and documentation officers at the Working Party's meetings. So often, when long serving Working Party members have retired, they have not been replaced by their organizations.

The Communications Working Party is extremely conscious of the advantages of this merger and is anxious that there should not be a mere token representation of the librarians on the new working party. The journalists on the working party recognize the value of close collaboration with their library colleagues and hope that this merger will spur their respective Co-operative organizations to realize that considerable benefits can stem from international collaboration between the journalists and the librarians.

For a number of years, officers of the Librarians' Working Party attended the Press (now Communications) Working Party's meetings as fraternal delegates and at the invitation of the Press Working Party a paper was presented on the utilization of Co-operative libraries by journalists.

### **History of WPoCLIDO**

The ICA Working Party of Librarians, Information and Documentation Officers has a remarkable history of service to the ICA and its member-organizations. Over the years it has provided practical guidance and information to Co-operative libraries all over the world.

This Working Party began its service to the world-wide Co-operative Movement outside the umbrella of the International Co-operative Alliance. Informal contacts in the 1950s between the librarians of Kooperativa Forbundet (Sweden), Coop Nederland, and what is now Coop Suisse led them to seek to broaden contacts with fellow-librarians and other information specialists, principally in Europe. Indeed, some research workers demonstrated their own interest in furthering international contacts by participating in the Working Party's activities before the specialist ICA Research Officers' Working Party was established.

It seemed obvious to W.P. Watkins, then Director of the ICA, that such a valuable international group should come within the ICA fold and he welcomed members of the infant organization to the ICA's London headquarters at the end of April 1954, when a plenary meeting was held.

In the ensuing years, membership of the Working Party continued to grow with representatives attending from a number of Eastern European countries and from North and South America. The attendance of the ICA Librarian from the ICA Regional Office in New Delhi led to the involvement of librarians in South East Asian co-operatives in international activities.

Whilst useful information and ideas were exchanged at Working Party meetings, these discussions also usually led to practical action.

There was seen to be a need for basic guidance in the operation of newly-established Co-operative library and information services in many countries. Indeed information was frequently requested on how to start a library or information centre.

To meet these needs, Cornelius Kamp, the Working Party's Chairman, at that time assisted by Werner Kellerhals, Coop Suisse librarian, wrote in 1962 a manual for librarians and documentation officers based on their long Co-operative experience.

This manual is still relevant and has been supplemented in more recent times by a series of specialist library guides written and edited by members of the working party. Among the subjects and activities covered are "Press Cuttings" (1980), "Archives Organization and Administration" (1980) and the "Introduction of Automation in Libraries" (1981). Early in the Working Party's deliberations, terminology used by participants was seen to have

different meanings in various countries so another need was identified. From these initiatives, the ICA Director and its Librarian (W.P. Watkins and Anne Lamming) produced the volume (still relevant today) "A Vocabulary of Co-operative Terms" published in 1973.

In view of the quantity of literature about various Co-operative Movements, the Working Party published a manual of basic books on the Co-operative Movements of several ICA member-countries aimed specifically for researchers, educationalists and students wishing to study the essential works.

Also a Directory of Co-operative Information resources was published in 1980 to assist the Working Party's own members to direct their own inquiries to the best resource able to help.

Current topics of interest were featured in the Working Party's periodical "Libradoc" which was started in 1968 by Cornelius Kamp and later appeared in a more attractive format with considerable assistance, especially financial, from Kooperativa Forbundet and its Librarian Margareta Wangius who acted as editor until 1982 when the publication ceased.

Cornelius Kamp was succeeded as Chairman by Françoise Baulier of the FNCC Library, Paris, who played a leading role in co-ordinating and supervising the various international tasks assigned to individual members of the Working Party.

When he was Working Party Chairman, Cornelius Kamp went on a gruelling and extensive South Asian Tour to foster the development of Co-operative libraries. Later he assisted in the early stages of the establishment of the Library at ICA Regional Office at Moshi, Tanzania. In April 1981, a workshop for Co-operative librarians in South East Asian countries was held at the University of the Philippines, Los Baños, outside Manilla, in

which 23 participants received basic training in Co-operative librarianship and information service. Bernard Howcroft, the current chairman of the Working Party, assisted B.D. Pandey, ICA South East Asian librarian, in the organization and teaching sessions at this workshop.

At the request of CEMAS, Roy Garratt, Co-operative Union Librarian, was asked to prepare a manual for new Co-operative libraries in developing countries. However it was felt that the shortened version of Cornelius Kamp's manual with some revision and updating by Bernard Howcroft and Gillian Loneragan, Co-operative Union Assistant Librarian, would in the main fill the gap identified by CEMAS. Roy Garratt wrote in 1986 a supplement in which the values of publicity for new libraries was emphasised.

For many years the Working Party's publications programme was supported financially by the availability of the printing resources of the Central Union of Peasant Self-Aid Co-operatives in Poland. Indeed, the ICA was never called upon to provide finance to assist the Working Party's activities. However, the closest links have always been maintained between the Working Party and ICA headquarters through its librarians from 1961 always acting ex-officio as secretary of the Working Party.

This report can give only a brief indication of the valuable practical work undertaken in almost 40 years by the Working Party. By merger with the Communications Working Party it is hoped that there will be a renewed international stimulus to continue this work in the future.

## **Working Party on Co-operative Research, Planning and Development**

*We believe that co-operative organizations could benefit from research, either directly through results or indirectly through deeper understanding of co-operative performance and the role within society at large. We also believe that there are contributions from research that could be developed in order to increase the efficiency of co-operative performance in the future. ("From Guidelines for a Co-operative Research Programme" for the ICA Party on Co-operative Research, adopted in 1989).*

### **Executive Committee**

**Chairman:** Sven Åke Böök, Sweden (elected 1988)

**Vice-Chairmen:** Kaj Ilmonen, Finland  
Stefano Zan, Italy  
Janos Juhasz, Hungary (elected 1988)  
Mario Patera, Austria (elected 1991)

**Secretary:** Vacant

### **Programme for 1988 - 1992**

The Research Conference held in Stockholm in 1988 outlined a programme on "Traditions and Trends in Co-operative Development and Change", which was finalised by the Committee meeting in April 1989. The programme considered the following issues as the most challenging to co-operative identity and performance in contemporary world:

- (a) The ability to reproduce the co-operative character, in other words to adapt to the environment without destroying the co-operative identity;
- (b) Co-operative organizations as agents for economic democracy, participation and mobilisation;

- (c) Co-operative organizations as agents for improving conditions for work; food production; and consumer and environment protection.

For the period 1988 - 1992, aspects of these issues considered as important when dealing with basic co-operative values and principles for the future were emphasized.

Our ambitions have been to broaden the scope of the Working Party by bringing in more participants from universities and institutes, building up a network of co-operative researchers and improving the integration between research and practice. We have taken our first steps in that direction during the reporting period, however we still have a long way to go.

### **Activities**

Our programme is carried out through the following instruments: an annual seminar and a conference every four years, an annual yearbook containing papers from the seminar, a network newsletter and fund-raising campaigns. To some extent we have managed to carry out these plans; the lack of proper resources (financial and administrative) have been main obstacles.

#### **(a) Annual Seminars**

The themes of seminars over the reporting period are as follows:

- Bologna 1988 on "New Perspectives on Co-operative Development and Research";
- New Delhi 1989 on "Co-operative Values and the Relations between Co-operatives and the State";
- Madrid 1990 on "Co-operative Values and Identity" with special reference to capital formation;
- Berlin 1991 on "Co-operative Values and Identity" with special reference to co-operative federalism and the on-going transformation to joint stock companies;



- Warsaw 1992 on "Challenges for Co-operatives in the Contemporary World" with special reference to the ongoing transformation to market economies in Eastern and Central Europe.

These seminars have been organized in collaboration with the co-operative research institutions. Participation has increased over the years. In the latest seminar in Warsaw, organized in collaboration with the Polish Co-operative Institute, there were approximately 70 participants and about 25-30 papers were introduced.

An international research conference will be held in Tokyo prior to the ICA Congress on the theme "What are the viable co-operative models for the future?" It is organized in collaboration with Japanese co-operative research institutions.

#### ***(b) Publications***

It has not been possible to publish proceedings from all the seminars owing to lack of resources for editing and printing. This is not a satisfactory situation as there are many interesting papers which are not made available to a broader circle of interested co-operators and researchers. However, we published the following documents:

- Proceedings from the seminar in Bologna 1988;
- Proceedings from the Research Conference in Stockholm 1988, Co-operative Development and Change (available from ICA);
- Proceedings from the seminar in New Delhi, Relations between Co-operatives and the State (available from ICA).

We plan to publish papers from the seminars in Madrid (1990) and in Berlin (1991) in one volume in 1992, resources permitting. Papers from the seminar in Warsaw (1992) and from the forum in Tokyo (1992) will be published in separate volumes.

We started a network newsletter "Cop-net" for current information on co-operative research among the growing network of co-operative researchers.

### **Future Direction**

The programme for the next four years will be discussed at the conference in Tokyo. We can look back at a period when we have started to build up a basis for international co-operative research, but we have only partially been able to realize our ambitious programme.

There are many challenging issues awaiting closer analysis in the future. This has been especially obvious during our seminars on basic values and principles. The Working Party on Co-operative Research is deeply convinced that the co-operative future will have much to gain from research and can obtain deeper understanding and efficiency from this source.

To transform this potentiality into practice requires more resources for these tasks at the ICA level. As a minimum, there is a need for secretarial resources, resources for co-ordination and for current information, and some resources for publishing in order to make the research contributions more widely available. Only then will it be possible to carry out a more systematic international research programme and to integrate the work with other aspects of the ICA organization.

**ICA Rules  
Policies, Procedures &  
Standing Orders**

# ICA Rules

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# **Rules of the International Co-operative Alliance**

## **Mission Statement**

The International Co-operative Alliance is an independent, non-governmental association which unites, represents and serves co-operatives worldwide.

## **Section I. Constitution**

### **Article 1. Name and Seat**

The name of this organisation, which was founded in London, August 1895, is the International Co-operative Alliance, ICA (Alliance Cooperative Internationale, ACI; Internationaler Genossenschaftsbund, IGB ; Mezhdunarodny Kooperativny Alliance, MKA ; Alianza Cooperativa Internacional, ACI ). Its registered headquarters, since 1982, is Geneva, Switzerland.

The status of the ICA is that of an association organised as a corporate body regulated by the Swiss Civil Code in Articles 60-79.

The seat of the ICA may be changed by resolution of the General Assembly.

### **Article 2. Objects**

The ICA, as a universal representative of co-operative organisations of all kinds , shall have the following objects:

- (a) to promote the world co-operative movement, based upon mutual self-help and democracy;

- (b) to promote and protect co-operative values and principles;
- (c) to facilitate the development of economic and other mutually beneficial relations between its member organisations;
- (d) to further the economic and social progress of people, thereby contributing to international peace and security.

The ICA shall not associate itself with any political or religious organisation and shall maintain such independence in all its activities.

### **Article 3. Methods**

The ICA shall seek to attain its objects:

- (a) by serving as a forum for exchange of experience and as a source of information on co-operative development, research and statistics;
- (b) by providing technical assistance for co-operative development;
- (c) by creating international specialised bodies in various sectors of co-operatives' economic and social activities;
- (d) by collaborating with United Nations organisations, and with other non-governmental international and national organisations which pursue aims of importance to co-operatives;
- (e) by any other appropriate means.

### **Article 4. Official Languages**

English, French, German, Russian and Spanish shall be the official languages of the ICA. It shall be for the Board to decide to what extent each language shall be used.

## **Section II. Membership**

### **Article 5. Co-operative Principles**

Any association of persons, or of societies, shall be recognised as a co-operative society, provided that it has for its object the economic and social betterment of its members by means of the exploitation of an enterprise based upon mutual aid, and that it conforms to the Co-operative Principles, as established by the Rochdale Pioneers and as reformulated in 1966 by the 23rd Congress of the ICA:

- (a) Membership of a co-operative society shall be voluntary and available, without artificial restriction or any social, political, racial or religious discrimination, to all persons who can make use of its services and are willing to accept the responsibilities of membership.
- (b) Co-operative societies are democratic organisations. Their affairs shall be administered by persons elected or appointed in a manner agreed by the members and accountable to them. Members of primary societies shall enjoy equal rights of voting (one member, one vote) and participation in decisions affecting their societies. In other than primary societies the administration shall be conducted on a democratic basis in a suitable form.
- (c) Share capital shall only receive a strictly limited rate of interest, if any.
- (d) The economic results arising out of the operations of a society belong to the members of that society and shall be distributed in such a manner as would avoid one member gaining at the expense of others. This may be done by decision of the members as follows:



- by provision for development of the business of the co-operative;
  - by provision of common services; or,
  - by distribution among the members in proportion with their transactions with the society.
- (e) All co-operative societies shall make provision for the education of their members, officers and employees, and of the general public, in the principles and techniques of co-operation, both economic and democratic.
- (f) All co-operative organisations, in order to best serve the interest of their members and their communities shall actively co-operate in every practical way with other co-operatives at local, national and international levels, having as their aim the achievement of unity of action by co-operators throughout the world.

#### **Article 6. Eligibility**

Organisations which practice the Co-operative Principles and observe the aims of the ICA shall be eligible to apply for membership of the ICA.

The types of association eligible to apply for membership are the following:

- (a) national unions or federations of co-operative societies;
- (b) national confederations of co-operative unions;
- (c) national co-operative business organisations such as wholesale societies, banks, insurance societies, oil societies, etc.;
- (d) international co-operative organisations.

As an exception, admission may also be granted to:

- (e) regional federations or unions of co-operative societies where there is no national union;

- (f) co-operative societies where there is no national or regional union;
- (g) educational, research and other institutions which promote co-operatives.

The decision to admit to membership of the ICA lies with the Board. In the event of the Board's rejecting an application, the organisation in question may appeal to the General Assembly.

#### **Article 7. Cessation of Membership**

Membership of the ICA shall cease:

- (a) by a decision of the Board following non-payment of full subscriptions for two successive years;
- (b) by voluntary withdrawal, notice of which shall be given by the organisation concerned at least six months before the end of the calendar year; subscriptions for the year in which the withdrawal occurs are payable in full, regardless of the cause of withdrawal;
- (c) by resolution of the General Assembly in the case of a member organisation's acting contrary to the Rules or interests of the ICA.

#### **Article 8. Rights of Members**

Subject to the proper and timely fulfillment of their financial obligations to the ICA, member organisations shall have the right:

- (a) to take part in formulating the ICA policies and work programmes at the meetings of the ICA Authorities;
- (b) to receive from the ICA all appropriate services, information and assistance;
- (c) to participate in any Specialised Body of the ICA in accordance with its constitution;

- (d) to appoint representatives to the ICA General and Regional Assemblies, and to nominate candidates for election to the Board.

### **Article 9. Obligations of Members**

Every member organisation shall have the following obligations:

- (a) to observe the aims and policy of the ICA and to conform in its activity to the Co-operative Principles as defined in Article 5;
- (b) to supply the ICA with its annual report and a gratis copy of all its publications, as well as regularly inform the ICA on national co-operative developments, changes in its rules and by-laws, and all actions of the public authorities which affect the co-operative movement;
- (c) to pay during the first three months of the calendar year its annual subscription;
- (d) to take all such actions as shall be recommended by the Authorities of the ICA in support of its policy decisions.

## **Section III. Finance**

### **Article 10. Income**

The income of the ICA shall be derived from:

- (a) subscriptions of its affiliated organisations;
- (b) sales of publications and promotional items;
- (c) funds provided through agreements with development agencies;
- (d) donations;
- (e) other sources as agreed by the General Assembly on the recommendation of the Board.

## **Article 11. Subscriptions**

- (a) Every member organisation shall pay an annual subscription in proportion to its economic activities and in accordance with the formula established by the General Assembly for different co-operative sectors.
- (b) Any co-operative association affiliated to the ICA which is not engaged in economic activities of its own shall pay its annual subscription on the basis of the aggregate business activity of its members, including primary members in the case of secondary and tertiary organisations, unless their members are themselves ICA members.
- (c) On the recommendation of the Board the General Assembly shall review the formula at least every 4 years to ensure adequate resources for the ICA and , if considered appropriate, shall determine the minimum and maximum levels of subscriptions.
- (d) Annual subscriptions shall be due and payable in the first quarter of a calendar year and, together with the appropriate supporting documentation, shall be remitted to reach the ICA Headquarters by 31 March. Failure to comply with this requirement shall lead to withholding a member's participation rights and other penalties as determined by the Board.
- (e) Any member organisation which, because of exceptional circumstances, has difficulty in paying its subscription may apply to the Director-General for leniency. Such requests must reach the ICA Headquarters by 31 March and be accompanied by full supporting documentation. Decisions shall be reported to the Board.

## **Section IV. Governing Bodies and Congress**

### **Article 12. Authorities.**

The Authorities of the ICA are: General Assembly, Regional Assemblies, Board, Auditing and Control Committee, President.

### **Article 13. World Co-operative Congress**

A World Co-operative Congress may be convened by the ICA, with an open participation, both for members and the general co-operative public.

The time, venue, agenda and procedures for the Congress shall be decided by the General Assembly.

### **Article 14. General Assembly**

- (a) The General Assembly, being the highest authority of the ICA, shall consist of representatives appointed by affiliated organisations for a 4-year term, and one representative from each of the Specialised Organisations and Committees.
- (b) The General Assembly, as a rule, shall meet every second year.

Extraordinary meetings of the General Assembly may be convened:

- on the decision of the Board, or
  - at the request of one-fifth of member organisations or one fifth of the total representatives' votes in the General Assembly.
- (c) All member organisations, subject to the full discharge of their financial obligations, shall be entitled to at least one representative with a vote.
  - (d) The number of representatives shall depend on the amount of subscriptions paid to the ICA Head Office and shall be calculated in accordance with the rules set by the General

Assembly, provided no single member organisation or a group of member organisations from one country shall have more than 20 representatives, excluding the President of the ICA.

**Article 15. Powers of the General Assembly**

The General Assembly shall have the following powers:

- (a) to formulate and implement the policy on major issues affecting the future of the ICA and the world-wide co-operative movement;
- (b) to approve the work programme of the ICA;
- (c) to elect the Board and the Audit and Control Committee;
- (d) to approve the appointment of the Director-General on the recommendation of the Board;
- (e) to amend the ICA Rules, and Standing Orders, Policies and Procedures, by a majority of two-thirds of the votes represented;
- (f) to decide on the membership subscriptions and representation formulae;
- (g) to approve the ICA budget, annual audited accounts and report of the Audit and Control Committee;
- (h) to confirm on behalf of the ICA all dispositions taken by the Board, or by any other regional or specialised body of the ICA, which impose liabilities or obligations on the ICA, such as investments, borrowings, mortgages, buying and selling of real estate, as well as other agreements;
- (i) to approve the establishment or dissolution of ICA Specialised Bodies on the recommendation of the Board;
- (j) to decide upon the dissolution of the ICA by a majority of two-thirds of the votes represented.

All questions, on which the General Assembly votes, unless specified otherwise, shall be decided by a majority of the votes cast. In special circumstances voting may be by correspondence.

### **Article 16. Regional Assemblies**

In order to promote collaboration among the ICA member organisations at the regional level and to provide a forum for discussion of regional issues, the ICA shall establish Regional Assemblies as part of its governing structure.

The geographic area of each such body shall be as follows:

Regional Assembly for Europe - open to all member organisations with head office in Europe;

Regional Assembly for Asia and Pacific - open to all member organisations with head office in Asia, Australia and the Pacific;

Regional Assembly for Africa - open to all member organisations with head office in Africa and adjacent islands;

Regional Assembly for the Americas - open to all member organisations with head office in North, Central and South America, and the Caribbean.

International member organisations may participate fully in other Regional Assemblies, provided they have members in those regions.

The Regional Assemblies shall, as a rule, take place every second year, alternating with the General Assembly. They shall:

- (a) implement the decisions of the General Assembly in the regions;

- (b) establish the priorities for the ICA work programme in the regions;
- (c) submit reports, proposals and resolutions for the consideration of the General Assembly;
- (d) nominate one regional candidate each for election as an ICA Vice-President;
- (e) draw up their own business procedures and representation rules, subject to approval by the General Assembly.

ICA members from other regions may attend Regional Assembly meetings as observers upon payment of the established registration fee.

#### **Article 17. Board**

- (a) The Board shall consist of the President, four Vice-Presidents and eleven other members, elected by the General Assembly for a 4-year term. Vacancies shall be filled through election at a subsequent General Assembly.
- (b) The Board shall meet at least once a year. Meetings may also be called at the request of one-third of the members or by the decision of the President. Substitutes without voting rights shall be allowed to attend the meetings only under exceptional circumstances and dependent on approval by the President. Decisions may be taken by correspondence.
- (c) The member organisations from one country shall not have more than one representative on the Board, excluding the President of the ICA.

#### **Article 18. Powers of the Board**

The Board shall have the following powers:

- (a) to control the affairs of the ICA between the meetings of the General Assembly;



- (b) to prepare the agenda and organise the meetings of the General Assembly ;
- (c) to decide on all membership issues;
- (d) to propose to the General Assembly the ICA budget;
- (e) to take decisions on investment, borrowings, mortgages, buying and selling of real estate for confirmation by the General Assembly;
- (f) to be responsible for the appointment or removal and the remuneration of the Director-General of the ICA;
- (g) to receive reports from the Audit and Control Committee prior to their submission to the General Assembly;

**Article 19. Audit and Control Committee**

The General Assembly shall elect from amongst its member representatives an Audit and Control Committee, consisting of not less than three and not more than five members.

The Audit and Control Committee shall:

- (a) appoint the Auditor of the ICA, whose fee shall be confirmed by the Board;
- (b) report to the General Assembly on whether decisions of the ICA Authorities have been implemented within the approved budget and in accordance with the ICA Rules;
- (c) review all financial reports prepared for the Authorities of the ICA and report to the General Assembly on the fulfillment of the financial obligations of member organisations;
- (d) receive the report of the Auditor and submit it to the Board with comments as seem appropriate.

For these purposes the Committee shall have access to all relevant ICA documents.

## **Article 20. President**

- (a) The President is the chief representative of the ICA and shall preside over the General Assembly and Board of the ICA.
- (b) The President shall provide the policy and organisational leadership of the ICA, in collaboration with the Director-General.
- (c) The President shall meet once a year with the Auditing and Control Committee to review the finances of the ICA.
- (d) The Vice-Presidents shall assist and support the President in every possible way. One of them, appointed by the President, or by the Board, shall act in the absence of the President and, in such cases, shall act in the name of the President.
- (e) The President shall have the right to attend the meetings of the ICA Specialised Bodies.

## **Section V. Administration**

### **Article 21. Director-General**

The Director-General is the Chief Executive Officer of the ICA, accountable to the Board, and, as such, responsible for the leadership, recruitment and efficient management of its Secretariat.

The Director-General shall:

- (a) be responsible for implementing the policies of the ICA Authorities and take the necessary initiatives to present to the Board and General Assembly any relevant issues affecting the co-operative movement;
- (b) attend and advise the meetings of the ICA Authorities, without voting right;
- (c) prepare documentation for the meetings of the ICA Authorities;

- (d) report to the Board on the use of finances, implementation of the work programme and changes in staff dispositions;
- (e) maintain close working relations with the ICA Specialised Organisations, and provide support as mutually agreed to the Specialised Committees of the ICA;
- (f) maintain relations with the ICA present and potential members, and submit regular reports on membership issues to the Board;
- (g) designate a member of the Secretariat as second-in-command, subject to Board approval;
- (h) deal with any other issues as may be required by the Board.

#### **Article 22. Regional Offices**

In order to extend the services of the ICA Head Office, the ICA may establish Regional Offices headed by Regional Directors, appointed by and acting under the authority of the Director-General of the ICA, with responsibility for:

- (a) co-ordination and implementation of the ICA co-operative development programme within the region;
- (b) representation of members' policy concerns to governmental bodies and the public;
- (c) promotion and defense of co-operative values and principles;
- (d) organisation of the Regional Assemblies.

These offices are to be established with the collaboration and agreed financial support of the co-operative organisations in the Regions, subject to approval of the General Assembly.

The Regional Directors shall be responsible for submitting annual programmes and budgets to the Director-General for ap-

proval and inclusion in the overall global budget of the ICA. The Director-General shall also approve all agreements with funding agencies.

**Article 23. Regional Councils**

Regional Councils for particular regions may be set up to assist and advise the Regional Offices in:

- (a) formulating the overall policy and reviewing the results of the activities of the Regional Office;
- (b) serving as a permanent contact organ between the national co-operative movements in the region and the Regional Office.

The Councils shall consist of two representatives from each of the ICA member organisations served by the Regional Office. Both national apex and national sectoral co-operative organisations shall be eligible for membership in the Regional Council. In case of a vote, each country shall have one vote.

Each Council may elect a Chairman, Vice-Chairman and not more than four members who shall constitute an Executive Committee to assist and advise the Regional Director between the meetings of the Council.

The Councils shall meet annually. Non-members of the ICA may be allowed to participate in the regional meetings as observers.

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

## **Section VI. Specialised Bodies**

### **Article 24. Specialised Organisations and Committees**

The ICA may establish International Specialised Organisations and Committees in such sectors of economic and social activity of co-operatives as considered desirable.

The Specialised Bodies shall:

- (a) draw up their Rules, which shall be approved by the ICA Board;
- (b) report regularly on their activities to the ICA Board and General Assembly;
- (c) be entitled to one representative at the General Assembly, who shall have full voting rights;
- (d) have the right to propose to the ICA Board themes for discussion at the meetings of the ICA Authorities;
- (e) seek to establish a working collaboration with each other, where practicable and desirable.

The Specialised Organisations, based on sectoral membership, shall self-finance their own activities.

The Specialised Committees, based on functional or multi-purpose activities, shall receive support from the ICA, as mutually agreed.

## **Section VII. Special Dispositions**

### **Article 25. Status of the ICA in Switzerland**

As long as the Head Office of the ICA is in Switzerland it is subject to Swiss legal requirements and any legal or judicial query will be handled in Geneva, according to Swiss Procedures.

**Article 26. Amendments to the Rules**

Proposals to amend the Rules may only be submitted by the Board to the General Assembly, or by a special committee appointed by the General Assembly for that purpose, or by not fewer than five member organisations.

**Article 27. Definitive Text of the Rules**

The definitive text of the Rules shall be that of the English language.\*

(\*In legal matters arising in Swiss Law as stated in Article 25, the French text shall be regarded as definitive.)

# **ICA Policies, Procedures and Standing Orders**

- I. Membership Application and Admission Requirements**
- II. Subscription Formula**
- III. Representation at General Assembly**
- IV. Standing Orders for General Assembly Procedures**
- V. Standing Orders for Board Elections**
- VI. ICA Specialised Bodies**

## **I. Membership Application and Admission Requirements**

- 1. Organisations shall apply for membership on the proper form to be supplied by the ICA Secretariat and shall send with their applications two copies of their rules, and their last annual report and balance sheet. If the language in which the rules are printed is not one of the official languages of the ICA, a translation in one of the official languages shall be enclosed.
- 2. All applications must include the calculation of the subscription based on the economic activity of the applying organisation, or on the aggregate business activity of its own members (Article 11), and in accordance with the formula established for the following types of co-operatives:
  - (a) consumer, agriculture, industrial, fisheries, tourism and other types not specified below;

- (b) housing;
  - (c) insurance;
  - (d) banking, credit and other financial institutions.
3. If the amount of subscription calculated by the applying organisation in accordance with the relevant formula fails to reach the established minimum dues level, the organisation shall undertake to pay minimum subscription.
  4. Organisations applying as educational, research and other institutions which promote co-operatives may request the Board to consider granting them a "minimum dues-paying" status.
  5. Before any application is submitted to the ICA Board, the Director-General shall make appropriate inquiries as to the suitability of the organisation concerned to be admitted to membership of the ICA, including consultation with existing member organisations from the same country.
  6. New members of the ICA shall pay their subscriptions in full beginning with the year of admittance.
  7. Organisations once expelled from the ICA for non-payment of subscriptions cannot re-apply for membership until their outstanding debts are cleared.

## **II. Subscription Formula**

1. Membership subscription formula, which shall be reviewed by the General Assembly at least every 4 years, is established for different co-operative sectors and at present is as follows:

(Note: all calculations should be made on the basis of economic performance 2 years previous to the year of payment. Calculation should be made in national currency and then converted into Swiss Francs using the current rate of exchange.)



**(a) consumer, agriculture, industrial, fisheries, tourism and other types not specified below:**

$$\boxed{\text{Number of complete millions of annual turnover}} \times \boxed{3} = \boxed{\text{ICA Subscription}}$$

**(b) housing:**

$$\boxed{\frac{(\text{Factor A} + \text{Factor B}) \times \text{per capita GNP}}{18,67}} = \boxed{\text{ICA Subscription}}$$

No. of co-op apartments managed during the year	FACTOR A	No. of co-op apts constructed during the year	FACTOR B
Up to 50,000	5	Up to 1,000	5
50,000 to 99,999	6	1,000 to 1,999	6
100,000 to 149,999	7	2,000 to 2,999	7
150,000 to 199,999	8	3,000 to 3,999	8
200,000 to 249,999	9	4,000 to 4,999	9
250,000 to 299,999	10	5,000 to 5,999	10
300,000 to 399,999	11	6,000 to 7,999	11
400,000 to 499,999	12	8,000 to 9,999	12
500,000 to 599,999	13	10,000 to 11,999	13
600,000 to 799,999	14	12,000 to 15,999	14
800,000 to 999,999	15	16,000 to 19,999	15
1,000,000 to 1,249,999	15	20,000 to 24,999	17
1,250,000 to 1,599,999	19	25,000 to 31,999	19
1,600,000 to 1,999,999	21	32,000 to 39,999	21
2,000,000 to 2,499,999	23	40,000 to 49,999	23
2,500,000 and more	25	50,000 and more	25

**(c) insurance:**

$$\boxed{\text{No. of complete millions of net premium income}} \times \boxed{30} = \boxed{\text{ICA Subscription}}$$

**(d) banking, credit and other financial institutions:**

**Banking:**

$$\boxed{\text{No. of complete millions of share capital \& reserves}} \times \boxed{90} = \boxed{\text{ICA Subscription}}$$

**Credit:**

$$\boxed{\text{No. of complete millions of share capital \& reserves}} \times \boxed{9} = \boxed{\text{ICA Subscription}}$$

2. Organisations with membership from more than one economic sector shall calculate their subscriptions using appropriate sectoral formulas, and pay the aggregate amount.
3. Minimum subscription, as established by the General Assembly, shall be as follows:

1993	-	SFR. 2,500
1994	-	SFR. 3,000
1995	-	SFR. 3,500
1996	-	SFR. 4,000
1997	-	SFR. 4,500
1998/on	-	SFR. 5,000

4. Maximum subscription, as established by the General Assembly, shall be as follows:

1993	-	SFR. 200,000
1994	-	SFR. 225,000
1995/on	-	SFR. 250,000

Maximum subscription, either for an individual member organisation, or for the group of member organisations from one country, shall only be used on a voluntary basis, and shall not prohibit payment of dues above the maximum level.

### **III. Representation at General Assembly**

1. The basis for calculating the number of representatives to the General Assembly shall be SFR. 5,000 of subscriptions, giving a member organisation the right to appoint one representative with a vote. (In the years 1993-1997 member organisations paying minimum subscription, below SFR.5,000, shall be entitled to one representative with a vote.)
2. Each member organisation or a group of member organisations from one country shall be entitled to one additional voting representative for each complete SFR. 5,000 of their total subscription, after the first SFR. 5,000 of subscription, with a maximum of 20 representatives per country, excluding the President of the ICA, as laid down in Article 14 of the Rules.
3. In countries where there is more than one affiliated organisation, the number of representatives and votes shall be divided in proportion to their financial contribution to the ICA. Any cases of dispute shall be decided by the Board, subject to appeal to the General Assembly.
4. Member organisations shall have the right to entrust all their votes to one or more representatives, provided that no representative shall hold more than ten votes.

5. Member organisations shall have the right to send substitutes for their appointed representatives to attend the General Assembly by submitting to the ICA formal written notice of any such change.
6. Member organisations shall have the right to send observers to the meeting, not exceeding the number of representatives to which they are entitled unless special permission is granted by the Board.
7. Observers from non-member organisations, unless invited by the ICA, shall only be admitted by a decision of the Director-General.
8. A registration fee, as determined by the Board, shall be paid for each representative and observer, and shall be sent to the ICA Head Office with the nomination form in due time.
9. Member organisations which are in arrears with the ICA for the previous or current financial year shall not have the right to attend the General Assembly unless leniency has been granted.

## **IV. Standing Orders for General Assembly Procedures**

### **Sessions of General Assembly**

1. Provision shall normally be made for the proceedings of the General Assembly to extend over three days.
2. No specialised conference shall take place during the sittings of the General Assembly, and all social functions which would in any way hinder the work of the General Assembly, shall be strictly limited.
3. The President of the ICA shall preside over all sessions of the General Assembly but may be substituted when necessary by one of the Vice-Presidents. The President is member of all Special Committees appointed by the General Assembly, and should, when possible, preside over their deliberations.
4. A timetable shall be prepared for the discussion of each subject which shall be strictly adhered to, subject only to such modifications as the Board may find necessary for the admission of emergency motions under Para.17.
5. The business of the General Assembly shall be carried on in such of the official languages - English, French, German, Russian and Spanish - as the Board shall decide. Any delegate who is unable to use one of the official languages of the ICA may be assisted by a personal interpreter.
6. No delegate, except the President in the chair, shall be permitted to speak in more than one language.
7. All General Assembly documentation shall be issued two months before the date of the meeting.
8. All motions and amendments shall be submitted to the Director-General one month before the date of the meeting for consideration by the Board, who shall determine their admissibility.

## **Order of Debate**

9. Members' representatives desiring to speak on any subject must indicate their wishes to the President, who shall call upon them in the order in which their requests are received.
10. All speeches must be addressed to the President and directed to the subject under discussion, or to a question of procedure.
11. Members' representatives may speak more than once on any matter under discussion, but may only make a second speech after all those inscribed have had an opportunity of speaking.
12. Questions of order or personal explanations may be raised at the end of any speech, or translation thereof, but may not interrupt either the speaker or the interpreter, or the President in the act of taking vote.
13. Proposers of motions or substantive motions shall have the right to reply to the discussion before the motions are put to the vote. Not more than one motion or amendment to it shall be discussed at any one time unless the President decides otherwise.
14. As a general rule, no time limit shall be fixed for speakers at the General Assembly. Should, however, the circumstances demand limitation either of the number of speakers or the length of speeches, such limitation may be applied by the President obtaining the support of a majority of the members present. In such cases the proposer of a motion shall be allowed not more than ten minutes, and each succeeding speaker not more than five minutes.
15. Discussion on any question may be closed by a motion, "That the question be now put". Such motion may only be proposed by a representative who has not already spoken on the subject under discussion. If the closure is seconded the President shall put it to the vote. The proposer of the original motion shall have the right to reply before the vote is taken.

16. Dilatory motions, i.e. "That the discussion be adjourned", or "That the matter be dropped", shall be formally moved and seconded and put to the vote without discussion.
17. Emergency motions which any affiliated organisation may desire to submit to the General Assembly must be handed in by noon, on the first day of the meeting, to the President, who shall report on them to the General Assembly on the second day, following decision by the Board.
18. No motion shall be put to the vote unless it has been presented in accordance with the Standing Orders and has been seconded.
19. Amendments to a motion must be submitted in writing to the Director-General before the discussion upon the motion begins, and shall be considered in the order in which they occur. At the close of the discussion each amendment shall be put to the vote before the original motion.

## **Voting**

20. All motions shall in the first instance be submitted to the vote by a show of hands. As, however, voting at the General Assembly is on a national basis, allocated under Article 14, any representative may demand a count which shall be taken by the Director-General calling aloud the name of each country in alphabetical order, and at the same time announcing the number of votes to which it is entitled and recording the responses of the respective members.
21. The President shall have only one vote. In the case of an equality of votes being given on any question, the President shall declare the proposition "Not carried".
22. Voting shall be certified by the Director-General under the supervision of the President.

## **Suspension of Standing Orders**

23. No motion to suspend a Standing Order for any purpose shall be accepted unless notice in writing is given to the Director-General by not less than 10 representatives stating the reason for the motion. The motion to suspend Standing Orders shall be put to the vote after it has been moved and formally seconded and not more than one speech made in opposition. To suspend Standing Orders the motion must be approved by a three-fourth majority. If defeated, no second motion for the same purpose shall be permitted.



## **V. Standing Orders for Board Election**

1. ICA member organisations shall have the right to nominate candidates for election to the ICA Board, with the exception of Vice-Presidents. All nominations shall be sent to reach the ICA Secretariat not less than 3 months before the General Assembly in order to be included in the final agenda and documentation issued 2 months before the meeting.
2. Each ICA Regional Assembly shall have the right to nominate one candidate for election as ICA Vice-President. The nominations shall be submitted in accordance with Para.1.
3. Emergency nominations may be accepted at a later date provided it has been impossible to submit them under Para.1.
4. All candidates, at the time of election, shall have served on one or more ICA Governing Bodies for at least two years.
5. The members of the Board, after serving a 4-year term of office, are eligible for re-election provided their candidatures are supported by their member organisations or Regional Assemblies.
6. The Board election shall, as a rule, be conducted by secret ballot.
7. The voting shall be certified by the Director-General assisted by an adequate number of tellers elected by the General Assembly.
8. Board members may be removed during their term of office, in the case of action contrary to the interests of the ICA, by a vote of 2/3 of the member representatives to the General Assembly in attendance.

## **VI. ICA Specialised Bodies**

In accordance with Article 24 of the ICA Rules, the ICA General Assembly recognises the following bodies as ICA Specialised Organisations and Committees:

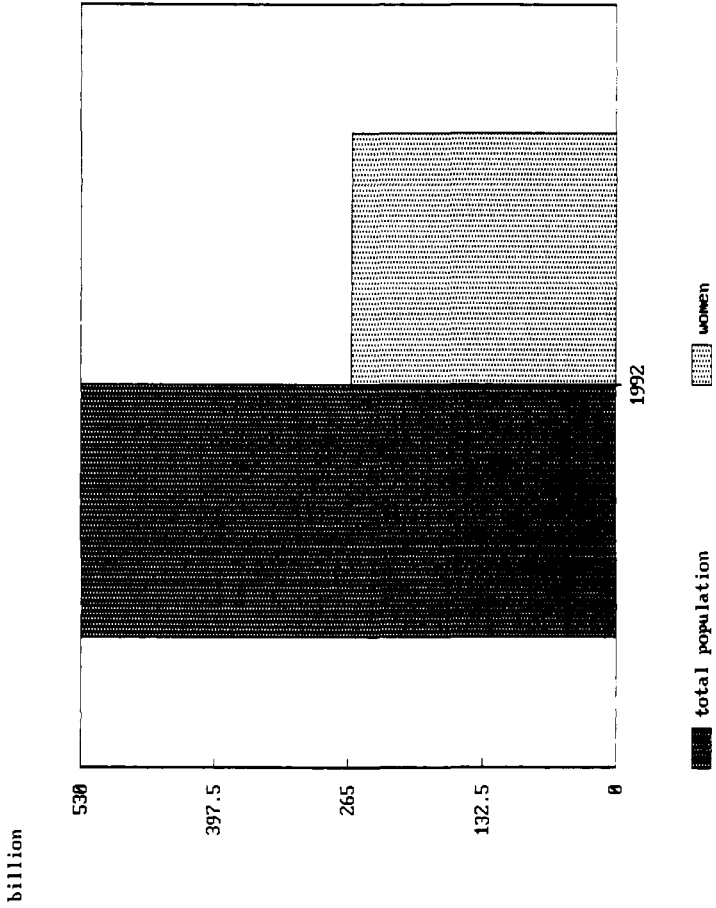
### **ICA Specialised Organisations**

1. International Co-operative Agricultural Organisation
2. International Co-operative Banking Organisation
3. International Co-operative Consumer Organisation
4. International Co-operative Fisheries Organisation
5. International Co-operative Housing Organisation
6. International Co-operative Insurance Federation (ICIF)
7. International Organisation for Consumer Co-operative Distributive Trade (INTERCOOP)
8. International Organisation of Industrial, Artisanal and Service Producers' Co-operatives (CICOPA)
9. Tourism International Co-operative and Associative Organisation (TICA)

### **ICA Specialised Committees**

1. Committee on Co-operative Communications
2. Committee on Co-operative Research
3. International Co-operative Training and Education Committee (INCOTEC)
4. Women's Committee

# Half of us are Women



## **Basic Values in a Changing World Summary\***

*\*The main report on basic values is in a separate document "Basic Values in a Changing World" by Sven Åke Böök, which was sent to delegates and observers registered to the XXX ICA Congress with this report.*

# Co-operative Values in a Changing World Report to the 1992 ICA Congress

by Sven Åke Bööck

## Summary

### 1. Background

The subject "Basic Co-operative Values" was the main theme of the ICA's 1988 Congress in Stockholm. The Congress adopted a resolution in which it:

"Entrusts the ICA Executive Committee to set up an independent International Committee of Experts to analyse these principles in the light of the new challenges facing co-operators and co-operative institutions today and in years to come;

"Requests that the ICA Executive Committee regularly inform the ICA Central Committee on the progress being made in implementing the provisions of this resolution and draw appropriate conclusions and recommendations as to the future policy of the ICA to be presented at the ICA Congress in 1992."

In 1989 the ICA Executive Committee appointed Sven Ake Bööck from the Swedish co-operative movement to serve as project director and to be responsible for this report. The task and purpose of the project were:

- (a) To serve as a basis for discussion and review at the ICA Congress in Tokyo in 1992 of co-operative values and of the

need to change the ICA principles. If the Congress decides there is such a need, the Executive will make a further study on such changes for presentation to Congress in 1995;

- (b) To initiate and encourage a process of consideration and development among co-operative organisations on how to apply co-operative values and principles in order to improve co-operative performance and effectiveness.

## **2. The Project**

The project was carried out through research and contacts with co-operative practitioners. A representative Advisory Committee was appointed by the ICA Executive Committee to serve as a reference group to the project. Its members were Philip Chilomo, Zambia; André Chomel, France; Dante Cracogna, Argentina; Morley Fletcher, Italy; Raija Itkonen, Finland; Janos Juhasz, Hungary; Dionysos Mavrogiannis, International Labour Office; Masao Ohya, Japan; Hans Münkner, Germany; Ian MacPherson, Canada; Yehudah Paz, Israel; Igor Vytoulev, USSR; and Lloyd Wilkinson, U.K. Alexander Leukhin of the ICA served as coordinator and secretary.

The project also received assistance from the ICA Research Working Party, which has oriented its seminars towards various aspects of co-operative values and principles. Some fifty papers were prepared on these issues during this period. Some special background reports were also prepared by S. Saxena, M. Ahnlund, and R. C. Dwivedi. The preparation of the report benefitted from seminars, conferences, meetings, and interviews with co-operative organisations and leaders in most parts of the world.

The report was delivered to the ICA Director in January 1992. The author, Sven Ake Böök, is responsible for its contents.

### **3. The Co-operative Environment**

The last two or three decades have been a period of expansion in the membership of the world-wide co-operative movement, combined with unusually large changes in its total pattern of development. Co-operatives have grown in more parts of the world, in more sectors, and for more needs. There are now more co-operative members in Asia than in Europe, even though the European co-operatives remain stronger from an over-all financial view-point. Today there are some 700 million individuals who are members of co-operatives around the world. The international co-operative movement has become more pluralistic and international during these last decades.

### **4. A Period of Radical Change**

During recent decades there has been a rapid change in the environment, which has required co-operatives to undertake significant changes to their basic structures and ideas.

\*In the industrialised countries the older, established co-operative organisations have usually expanded in size. They have increasingly specialised their activities within secondary and tertiary level structures, and many have introduced changes that have been debated in terms of traditional values. This is particularly true with respect to methods of capital formation and the increased use of the joint stock company model.

\*In the developing world many of the newly-independent states of the 1960s and 1970s have chosen the co-operative way for their economic and social emancipation, and have given co-operatives key tasks in their development strategies. In general, these co-operative approaches are at an early stage of development, and are still searching for the most viable forms. There have been problems especially in finding the proper relations between co-operatives and the state. Their potential remains enormous.

**\*In the former centrally-planned countries of Eastern Europe and the USSR, the co-operative way is at a turning point. It is in the process of developing a new identity within the on-going transformation of these countries.**

Now, and for the foreseeable future, co-operatives are living in a world of transition. The highly-industrialised countries are approaching the stage of post-industrialisation; more developing countries are entering the industrial stage of development; and the one-party political systems and state-planned economies seem to have become remnants of history, replaced by pluralistic political and economic systems. It is certainly no exaggeration to say that we are living in a period of history of unusually radical changes for mankind. Some observers even speak of the advent of a new epoch which will succeed the industrial era.

## **5. A Period with Lack of Change**

In other parts of the world, however--and for most of the world's population--the situation is still characterised by pre-industrialisation and relatively slow progress towards the industrial stage of development. In this way the world is much the same as it was some decades ago. The same is true when it comes to basic issues of distribution of wealth, income, and living standards. The clefs between rich and poor parts of the world have become even larger during the 1980s. Moreover, the present generation, especially in the rich countries, is more than ever exploiting, plundering, and destroying the air, the earth, and the water to the detriment of future generations.

## **6. A Common Denominator**

The international co-operative movement is carrying out its work in a variety of contexts and needs, and therefore in different ways. Nevertheless, the basic conditions of mankind are becom-



ing more global and more interconnected. This makes the value of **global solidarity** even more crucial as a common denominator for the other basic values.

## **7. The Report**

It is against this background that the Report approaches the discussion of long-term value guidelines for the future. The Report first identifies the traditional co-operative basis of values, and then discusses these in light of the experiences of recent decades and prospects for the future.

From that basis the Report presents:

- \* **Conclusions about the traditional basic co-operative values;**
- \* **Recommendations about basic global values for the future; and**
- \* **Recommendations about approaches for the revision of the ICA Principles.**

During this review it has been observed that some aspects of co-operative practice require deeper examination. These have been dealt with as special recommendations.

## **8. Traditional Basic Co-operative Values**

One might have expected that, especially among co-operative organisations in the industrialised countries, there would exist a readiness to change traditional basic values, or at least to reinterpret them to a significant extent. After all, during recent years co-operative practise has often questioned and departed from the traditional values. Some of them may also have been seen as no longer necessary in the society at large.

This study, however, has not detected any strong desire to abandon explicitly or to change radically any traditional values that are seen as long-term guidelines for co-operative practice. On the contrary, co-operators seem to wish to maintain the original values, even if they might be expressed in a different way. This leads to the conclusion that the recent tendency of co-operatives to deviate from traditional values reflects primarily a pragmatic adaptation to a difficult environment rather than a desire to change permanently the basic values themselves.

The Report has identified three kinds of basic values:

- \*Basic ideas
- \*Basic ethics
- \*Basic principles

It is not very meaningful to establish priorities among the various elements of these basic values at the ICA level, since the priorities must be made in the various contexts of practice. However, some **basic ideas** seem to be emphasised more than others:

- \*Equality (democracy) and Equity
- \*Voluntary and Mutual Self-Help
- \*Economic and Social Emancipation

These have always been regarded as the essential ideas and eternal values of the concept of Co-operation within the ICA. On the other hand, the way to interpret these values will surely vary in different parts of the world on the basis of different political, economic, and cultural conditions.

Close to these values, and partly imbedded in them, are the **basic ethics**. They are not often discussed explicitly, but remain in the hearts and minds of committed co-operators. The most important of those ethics seem to be:

- \*Honesty
- \*Caring
- \*Pluralism (democratic approach)
- \*Constructiveness (faith in the co-operative way)

These might be regarded as personal qualities. But it is more relevant to identify them as part of the “co-operative spirit” and the “co-operative culture” for co-operative organisations as a whole. In other words, they are values which should characterise the relations between members, between members and their co-operatives, and between co-operatives and the community at large.

Finally there are the more instrument-oriented values, which might be called “basic principles and characteristics of the co-operative organisation”. They reflect the members’ views on how to build viable co-operatives, and are based on a combination of experience and ideas. These are the values to which co-operators are usually referring when they discuss “basic values”. Among the most important are:

- \*Association of persons
- \*Efficient member promotion
- \*Democratic management and member participation
- \*Autonomy and independence
- \*Identity and unity
- \*Education
- \*Fair distribution of benefits
- \*National and international co-operation

These basic principles and characteristics are the most relevant when it comes to a consideration of revising the ICA Co-operative Principles.

## 9. Recommendations on Basic Global Values

At the global level the most relevant way to express basic values is within an action-oriented context. For this reason the Report identifies some common and crucial perspectives for the coming decades, which are referred to as “**basic global values**”. These reflect the basic values as a whole, establish some overall priorities of the individual values, and might be considered as a basis for the development of a global co-operative identity. They might also serve as a basis for the development of a long-term programme at the ICA level.

To this end the Report recommends that co-operatives should consider themselves as organisations **based on**:

- \*Economic activities for meeting needs
- \*Participatory democracy
- \*Human resource development
- \*Social responsibility
- \*National and international co-operation

These characteristics are the essence of the co-operative way, both in terms of its basic organisation and its purposes. As a whole they also reflect the basic ideas of peace and global solidarity, as well as international economic democracy.

**10. Economic activities for meeting needs** implies that co-operatives continue to orient their activities towards the needs of ordinary people as farmers, workers, consumers, producers, fishermen, savers, etc. This has always been their main orientation, and the emphasis on **needs** is what gives significance to the co-operative way. It also includes a responsibility to **efficiently economise** scarce human, economic, and environmental resources, since co-operatives are based mostly on the savings of relatively poor people. This value also emphasises that, in the

global perspective, the main orientation of co-operatives is to contribute to an improvement in the situation of the relatively poor part of the world's population.

**Participatory democracy** highlights the fundamental co-operative role of contributing to democratic relations between people, and of serving as a "school of democracy" and an "instrument of economic democracy". This role is only beginning in many parts of the world, and the task is as important as ever. In many co-operative contexts these roles should be refined by paying special attention to the **participatory** aspects of democracy. Special attention should be paid to new forms of organisation, and to involving women, young people, and co-operative employees to a greater extent.

**Human resource development** is as crucial as ever as a basic purpose of the co-operative movement. In many parts of the world the co-operative way has just begun and the need for **economic and social emancipation** is urgent. The goal of increasing people's human dignity and giving them a voice, individually and collectively, in influencing their living conditions and communities also implies that the co-operative way is based on people working together and not on exploitation by capital.

**Social responsibility** is imbedded in the very motives for co-operative formation: groups of people establish co-operatives in order to take responsibility for their own conditions and for the community at large. This sense of social responsibility has always been reflected in basic co-operative policies, both inside co-operatives and in their relations to the society at large. In light of the current emphasis on individualism and the private market economy, which will likely continue for some decades, it is all the more important to have organisations that are able to articulate and defend the needs of weaker parts of the population.

**National and international economic co-operation** is the key to the future expansion and penetration of the world-wide co-operative movement. This value is even more important than in the past as a result of the rapid internationalisation of the world. Co-operatives have a great challenge to demonstrate that they are a world-wide, people-based alternative to the mainstream, capital-associative way of running the world's economy.

### **Recommendations about the ICA Principles**

The ICA Co-operative Principles are the basic guidelines for the practical application of these values. As the task of this project has been limited to recommending some **main lines** of orientation for revision of the ICA Principles after the Tokyo Congress, two approaches have been considered--one more modest and the other more ambitious:

The more modest approach recommends that the existing Principles should be changed in the following way:

- \* The Principle about **limited interest on capital** should be formulated in a more flexible way. It should no longer be a separate Principle, but it should rather be included in a new Principle about capital formation.
- \* A new Principle on **capital formation** should stress the need to rely as much as possible on member capital, both individual and collective, and to ensure a proper degree of independence in the raising and use of capital.
- \* The Principle about **democracy** should be supplemented with a statement about the **participation of employees** in the democratic management of co-operatives.
- \* A new Principle should emphasise the need for a proper degree of **autonomy and independence** of a co-operative

- \* A new Principle should emphasise the need for a proper degree of **autonomy and independence** of a co-operative organisation. Such a Principle might be combined with the new Principle about capital formation.

These recommendations are based on the experience of recent decades, and on their relationship to co-operative basic values and principles.

With respect to the possibility of a more ambitious revision, the Report recommends that ICA should develop two types of Principles--Basic Co-operative Principles and Basic Co-operative Practices (or Rules):

- \* The **Basic Co-operative Principles** should be formulated in order to express more explicitly the universal essence of Co-operation. They should be formulated in terms of the basic values.
- \* The **Basic Co-operative Practices (or Rules)** should be related to the different co-operative sectors and should more concretely express the essential practises and rules for co-operative activity.

The first type of principles is more eternal in character. The second is short-term and subordinate to the first. The second type should now be revised in order to serve as relevant guidelines in contemporary society. This work could be done, and monitored, by the ICA's specialised bodies.

**The Environment and  
Sustainable Development**

**Report to the 1992 ICA Congress**



## Wood is one of our most precious resources



*Photo: Mark Edwards/WWF Switzerland*

Trees protect the soil from erosion, rivers from siltation and indirectly affect the climate, through helping to regulate the amount of carbon dioxide in the atmosphere. Destruction of forests leads to the expansion of deserts.

# **The Environment and Sustainable Development**

## **Report to the 1992 ICA Congress**

### **Summary**

#### **1. Background**

While the deteriorating condition of the natural environment has been a concern of many ICA member organisations for a considerable period of time, the topic first appeared on the agenda of the ICA itself during the 1990 Central Committee meeting in Madrid.

Following an extensive discussion, members adopted a resolution which expressed their concern about the critical state of the environment, stressed the inter-related nature of environment and development issues, and called upon ICA member organisations to "join in local, national, regional and international efforts to address the issues of environment and development, and take measures to stop the degradation of the human and natural environment." ICA was asked to serve as a centre of information exchange in this area.

In conjunction with the United Nations Conference on the Environment and Development in Brazil in June 1992, ICA coordinated a co-operative participation which included presentation of a co-operative position paper to the U.N. conference, holding of a two-day co-operative seminar at the parallel meeting of non-governmental organisations, facilitating a co-operative exhibition organised by the ICA Consumer Committee and member organisations, publication of a special environment newsletter, and participation in seminars organised by other organisations.

## **2. Co-operatives in the Asia-Pacific Region**

During recent years the ICA Regional Office for Asia-Pacific, along with many of the 56 national organisations affiliated to ICA in the region, have undertaken a number of initiatives.

The Asia-Pacific region has major environmental problems. With over half of the world's total population, and almost three-quarters of the world's agricultural population, the region has less than one-third of the world's arable and permanently cropped land. The population of the region is expected to have doubled from 1980 levels by the year 2000. Faced with the twin problems of population pressure and land scarcity, the region's main response has been to increase agricultural production by intensifying cultivation on a more-or-less fixed land resource base. But there are questions about whether this continued growth in agriculture, fisheries, and forestry development can be continued in a sustainable and environmentally-sound manner.

Two particularly acute problems are deforestation and use of pesticides. Deforestation is greatest in Indonesia, with a mean annual deforestation of over half a million hectares, followed by Thailand, Malaysia, India, Laos, and Philippines. In 1985 the Asia-Pacific region accounted for 16 percent of the world's pesticide market. By 1995 developing countries in the region are expected to double their expenditures on pesticides, thereby increasing the negative effects on human health, the environment, and pest resistance.

In 1990 the ICA Regional Office published a small brochure, entitled "A Place to Live", written by Dr. Daman Prakash, the office's Development Planning and Coordination adviser. This attempt to sensitise co-operative members in the region has already been translated and published in Japanese, Hindi, Urdu, Bahasa Indonesia, and serialised in many co-operative journals

in the region. Co-operative movements are also beginning their own programmes. Dr. Prakash has contributed this report on their activities to the Congress.

**(a) India**

The Indian Farmers' Fertiliser Co-operative Limited (IFFCO) has launched a farm forestry project designed to demonstrate the viability of afforestation on waste-land and sub-marginal lands. To date 33 primary co-operative societies have been organised and 4,040 hectares of waste-land have been put under green cover. The co-operatives provide irrigation facilities, product marketing, and educational programmes for their members.

The National Dairy Development Board (NDDB) has initiated a pilot project on Tree-Growers' Co-operatives in five states. More than 100 co-operatives have been registered and 1.75 million trees planted. The co-operatives have emphasised training programmes for members, and particularly for women.

**(b) Philippines**

The National Confederation of Co-operatives (NATCCO) has actively encouraged its member co-operatives to introduce environment-friendly programmes, including use of organic fertilisers. It is considering adding a new requirement for membership in a co-operative--a promise to plant an agreed number of trees.

The Co-operative Union of the Philippines (CUP) and its members are initiating programmes for water resource recovery and utilisation. CUP is preparing model co-operative by-laws that include environment protection, and is including environment protection in co-operative training materials.

The National Market Vendor's Service Co-operative has begun collaboration with local governments to improve health and sanitation standards in the public and private markets where its

members operate, and is promoting a biodegradable laundry soap ("Co-op Soap") which is sold at prices lower than the leading brands. The Philippine Federation of Credit Co-operatives is advising farmers and fishermen to use organic fertilisers and appropriate fishing methods.

**(c) Thailand**

Reforestation has become the main area of environmental activity among co-operatives in Thailand. The government's Co-operative Promotion Department has encouraged land settlement co-operatives to undertake reforestation activities. The planting of bamboo trees in idle public land will improve land fertility as well as members' incomes. In other areas the planting of fruit and teak trees is being promoted. By 1991 the project had resulted in the planting of some three million trees.

Rural electric co-operatives are another important vehicle to improve people's awareness of forestry protection at the same time as they produce an important product. Members of rural electric co-operatives have learnt that a healthy forest will build up the watershed that will in turn enable them to generate electricity.

**(d) People's Republic of China**

The All-China Federation of Supply and Marketing Co-operatives has taken the lead in promoting the recovery and utilisation of waste materials. The Shanghai Resource Recovery and Utilisation Company, a co-operative subsidiary, is the country's leader in waste resource recovery. At present 16 categories of reclaimable waste material are processed and recycled--scrap ferrous and non-ferrous metals, rubber, plastics, paper, cotton, hemp, rags, chemical residues, domestic animal bones, human hair, glass bottles, machines, machine parts, and acids.

Since its establishment in 1956 the company has reclaimed more than 37 million tons of waste materials with a value of more than 12.6 billion Yuan. The re-use of these materials has saved an

amount of energy comparable to 23.62 million tons of standard coal.

In March 1991 the All-China Federation of Supply and Marketing Co-operatives and the ICA Regional Office jointly organised a regional training workshop on waste resource recycling. Participants from India, Philippines, Sri Lanka, and Thailand were able to study how grass-roots supply and marketing co-operatives in China have been able to organise and manage the extensive network of waste material purchasing stations that are required for such a programme. The All-China Federation and ICA have agreed to follow up the workshop with technical assistance missions to Thailand and Philippines in order to assist these co-operative movements to establish their own waste resource recycling programmes.

#### **(d) Future Work**

The ICA Regional Office for Asia and the Pacific, in collaboration with the Canadian Co-operative Association, has decided to undertake an in-depth study of five countries in the region--India, Indonesia, Thailand, Philippines, and Japan. The study will be a participatory exercise with ICA member organisations in these countries designed to document the current involvement of co-operatives in dealing with environmental issues and to establish national and regional plans for future action. The study should also have an important educational benefit for co-operatives throughout the region.

### **3. Environmental Problems and Japanese Co-operative Movements**

#### **(a) Background**

Members of four sectors of Japanese co-operatives--agricultural, forest owners, fishery, and consumers--have prepared a report for the Tokyo Congress in order to demonstrate their commit-

ment that co-operatives must play a leading role in environment conservation activities, in harmony with sustainable development. Japanese co-operatives are committed to supporting environment programmes from a family, regional, national, and global level.

In the course of its modernisation, Japan has experienced many pollution problems. From the Meiji Restoration in 1868 until the end of World War II in 1945, industrial development and military expansion took precedence, thereby causing many pollution problems including the greatest destroyer of the environment--war. During the post-war period, high economic growth was combined with an explosive increase in all kinds of industrial pollution as well as urbanisation. Japan became known as a "Pollution Archipelago".

The two oil crises in 1973 and 1978 forced Japan to reconsider its mode of economic growth based on mass energy consumption. Government and industry standards were introduced and strengthened. Japan's standards for automobile emissions became the strictest in the world, thereby accelerating the development of automobiles with low fuel consumption and low pollution. Japanese people began to reflect upon their consumption-oriented society and values.

Although the environmental situation has improved considerably through pollution prevention measures, the destruction of the natural environment continues in many areas. Air and water pollution have increased since 1986. Disposal of industrial and domestic waste--the "garbage war"--is a serious problem. Building of resorts and highways have further damaged land and wildlife. Rural industries--agriculture, forestry, and fisheries--are suffering from the effects of urbanisation and pollution.

#### **(b) The Global Challenge**

At the Earth Summit, the Japanese government expressed its intention to contribute to the establishment of an international

framework, including increased development assistance, to deal with global environmental problems. The Federation of Economic Organisations has established a charter designed to limit the export of pollution. At the 1992 Global Forum, Japan announced an "Earth Charter" of Japanese citizens, based on the following concept: "We who live in the materially affluent countries of the north must, first of all, endeavour to mend our own wasteful life styles and at the same time spare no effort to extend assistance to the people of the countries of the south who have been cornered as a result of our material desire to grope for a new way of life...."

### **(c) Environmental Problems and Japanese Co-operatives**

Since 1988 agricultural co-operatives in Japan have been committed to "3-H Agriculture"--healthy, high quality, and high technology. They and their members are involved in improving soil productivity and reducing the amount of fertilizer used; reducing the use of chemicals; safety and hazard prevention measures; development of new fertilizers; and development of livestock treatment facilities and materials. In mountainous regions, the area of newly-cultivated land is on the increase.

Forest-owners' co-operatives are leading the effort to replant the country's forests. They are also carrying out thinning operations and processing small-diameter wood in order to maintain healthy forests. In 1989 the national convention of forest owners' co-operatives adopted a resolution aimed at "enlivening forests" by promoting the growth of mushrooms and edible wild plants, as well as other techniques to make the forests accessible and useful to people.

Since 1983 Japanese fisheries co-operatives have been committed to the stand that "fishermen themselves will tackle the question of environment conservation in a more positive manner". Under



their present three-year action programme, fisheries co-operatives have established an environment conservation and monitoring system for fishing grounds, have created an environment assessment system, have opposed the use of synthetic detergents, and have promoted the planting of trees.

Consumers' co-operatives have developed a uniform slogan of "Let us Watch our Life and the Earth". They have developed more than 180 environment-friendly products. In 1991 the Japanese Consumers' Co-operative Union sold 7 billion Yen worth of merchandise made from recycled paper. A co-operative electric car development company was established with investments from 50 consumers' co-operatives throughout the country. Shops operated by the agricultural and fisheries co-operatives are also emphasizing recycled and environment-friendly products.

#### **(d) Co-operative Members' Participation**

Co-operative organisations' efforts have been based on the premise that their members must become directly involved in environment problems in their daily life and consumption. Since the 1970s, women's associations from all sectors have carried out a "Water/Environment Protection" drive based on monitoring the discharge of domestic waste water and exchanging information on the life style that causes water pollution. Agricultural co-operatives have offered rice-planting and vacation village opportunities for the children of members of consumers' co-operatives living in cities. Fishery co-operative members and officials have been carrying out a beach-cleaning campaign. Forest owners' co-operative associations are inviting city people into the forests for pruning and educational activities.

Consumers' co-operatives alone recovered 120 million milk packages from their members during their 1991 recycling drive. They are promoting member awareness and understanding by

organising study tours to water treatment and sewage treatment plants, organising environment funds, and conducting their own simple measurement tests of acid rain and air pollution.

**(e) Co-operatives' Basic View of Environmental Problems**

Co-operatives in Japan declare that their 25 million members will, through a united effort, intensify their campaigns and environmental activities in every field of their business operations and will make every effort to strengthen global solidarity and international relationships between co-operatives in different countries of the world.

Co-operatives, established for the purpose of enabling members to meet their basic needs, have social responsibilities to create communities in which people can enjoy a high quality of life. The environment is part of the social responsibility of co-operatives. Concrete actions must be implemented in many ways: economic business activities, people's participation, and national and international co-operation.

However, as there is a limit to the environment conservation activities that co-operatives can carry out themselves, it is important to obtain co-operation of governmental authorities and other businesses, as well as wide-ranging popular support.

**(f) Co-operatives' Environmental Plans**

Through study courses, the 25 million members of Japanese co-operatives will learn about the effect of the environment on their daily lives, and will launch a drive for consumption practises that protect the environment. They will also participate in fundraising campaigns to support the effort of developing countries for sustainable development.

In their business activities the agriculture, forestry, fisheries, and consumer co-operatives will emphasize production technologies, pricing policies, products, distribution systems, and other techniques which will strengthen the long-term future of these industries.

Given their increasing concern about high population increases and a worsening environment in Asia, Japanese co-operatives are determined to participate positively in environment conservation movements of co-operatives in Asian countries who are in need of development.

Japanese co-operatives will give positive assistance to the International Co-operative Alliance for its role, in collaboration with environment efforts of co-operatives at the global level, to strengthen international co-operative collaboration towards a sustainable "common future".

Japanese co-operatives will participate in environment/development activities organised by ICA in such areas as exchange of information and experience, regional workshops, development of action programmes, supply of technologies, and development of human resources.

As well, a promotional system consisting of the four co-operative sectors--agriculture, forest owners', fishery, and consumers' co-operatives-- will be established to promote co-operatives' environmental efforts. A "Co-operative Environment Campaign Fund" will be established to support co-operatives' domestic and international environment activities.

## **4. Co-operative Values and Development Aid**

### **(a) Background**

This paper, prepared by Hans-H. Münkner of Marburg University, Germany, emphasises the need for continued efforts to strengthen the development of independent, autonomous co-operatives that are capable of responding to the needs and interests of their members.

For decades development assistance to co-operatives has mainly meant aid to state-controlled co-operatives in highly centralised, paternalistic, and bureaucratic regimes. These organisations had

little in common with the ideal of voluntary, self-reliant, self-managed, member oriented, and democratically-controlled self-help organisations--which co-operative societies should be if they follow co-operative principles and respect the basic co-operative values.

During the colonial period, state-sponsored and state-controlled co-operatives were introduced to bring local people closer to the norms and values of their colonial masters--without, however, granting them the independence and autonomy to make their own decisions. After independence, the newly-established governments continued to use co-operatives as development tools and control mechanisms, applying the same or similar rules as the former colonial administrations.

Development agencies and non-governmental organisations have also used co-operatives as instruments for channelling their aid and technical assistance to target groups of their choice, with goals and priorities fixed by the donors in agreement with recipient governments. Again, such co-operatives were seen by the local population as alien institutions, following their own foreign rules and measures, which had to be accepted and applied not because they were considered to be reasonable and useful but rather as a pre-condition to qualify for external aid.

Autonomous, self-managed co-operatives, operating with their members' own resources to achieve goals set by their members and democratically controlled by them, although proclaimed as the ultimate objective of all development efforts, have been and still are the exception rather than the rule.

#### **(b) Co-operative Values and External Aid**

Promoting co-operatives means helping co-operators to help themselves. However, the idea of "aided self-help" is an ambiguous concept and difficult to put into practice. How to give co-operatives aid and encouragement without negative effects on

their independence and self-reliance remains an open question. It is especially unclear how far and for how long government assistance to co-operatives should go, and whether it can be effective at all.

In theory policy-makers and development planners accept basic co-operative values. In practice, however, things look different. Although it is agreed in principle that co-operatives should ultimately become autonomous, self-help organisations, government is not prepared to reduce its powers over co-operatives. Even though co-operatives are to promote the economic interests of their members, often they are expected and even forced to work also in the public interest--especially in the case of co-operative produce marketing societies. While supposed to follow the principle of voluntary membership, co-operatives are sometimes given monopolies for supply and marketing of certain commodities, making membership a must. Finally, democratic control becomes impossible when strict government powers leave little room for self-management.

#### **(c) Government Policy**

Governments' co-operative development policies are frequently based on inconsistent and unrealistic assumptions. With few exceptions co-operative legislation dating back to colonial times has not been thoroughly amended. In many countries government officials are underpaid, demotivated inspectors with a paternalistic and bureaucratic approach to their work. Often development aid is equated to investment in physical structures such as buildings, processing plants, and equipment. Short-term, isolated education and training programmes without follow-up are usually ineffective.

#### **(d) Instruments of Self-Help Promotion**

Experience has shown that government services used in the past for initiating, supervising, and controlling co-operatives cannot

**be** easily transformed into instruments for the promotion of self-reliant co-operatives.

The actual tasks of self-help promotion--information, education, training, advice--require specialists experienced in co-operative extension work, adult education, and co-operative management--i.e. a corps of professional self-help promotors which need either attractive service conditions as a specialised branch of government administration or to operate outside government structures in an autonomous, co-operative service centre. If such co-operative service centres were financed by the proceeds of trust funds (provided by foreign donors) and fees charged for their services, and if they were structured in such a way that co-operatives could take over such centres (for example by buying shares until they hold the majority), mistakes of the past could be avoided.

Promoting the development of self-reliant co-operatives is a process that works through a combination of instruments which have to be simultaneously applied. The exact combination depends on the stage of development and local conditions, and can only be determined on a case-by-case basis.

In his book "Self-Help Promotion", Koenraad Verhagen mentions a total of eight instruments for self-help promotion. They include identification of target groups, participatory research and planning, education and mutual training in self-help promotion, resource provision, management consultancy, linkage-building with third parties, process extension (spreading the knowledge about good ideas), and movement building (vertical and horizontal integration).

#### **(e) Consequences for Development Strategies**

For the past several years structural adjustment has been seen by development agencies as a precondition for overcoming stagna-

tion and decline. This includes reducing government expenditures, decreasing government tasks, simplifying administrative procedures, liberalising markets, and encouraging private initiatives. Although structural adjustment programmes bring hardship mainly to the poorest strata of the population, they also offer citizens the chance to take their destiny in their own hands and to use their newly-acquired autonomy to form self-help organisations (co-operatives, associations, pressure groups, trade unions, and political parties) to protect their legitimate interests.

The basic co-operative values--such as self-help and mutual assistance, liberty and voluntariness, equity and democracy--are identical with most of the general ideas underlying structural adjustment programmes. At the same time the reduction of government influence and control remove the main obstacles in the way of the development of self-reliant co-operatives.

However, if donors of development aid want to promote self-reliant co-operatives operating in line with basic co-operative values, they have to reorient their programmes and projects for co-operative development. They will have to abandon technical and financial assistance to government services and other bureaucratic institutions, and instead use instruments appropriate for the promotion of self-reliant, member-based co-operatives.

In a paper on the role of ICA in promoting co-operative development in West Africa, former Regional Director Babacar N'Diaye stated that, "The main objective of the ICA policy is the creation and expansion of independent, democratic, and economically-viable organisations in which men and women can participate on an equal footing. These organisations should be capable of serving their members efficiently and contribute to social justice in the respective country."

For donors of development aid to co-operatives, this means that the working conditions and the climate for co-operative societies have to be improved by way of dialogue between the self-help

promoters on the one hand and the policy-makers, development planners, and administrators on the other. Links have to be established among these actors.

Co-operatives have to be recognised by government as private self-help organisations and as a positive economic and social force promoting primarily the well-being of their members but also contributing considerably to the overall development of the country.

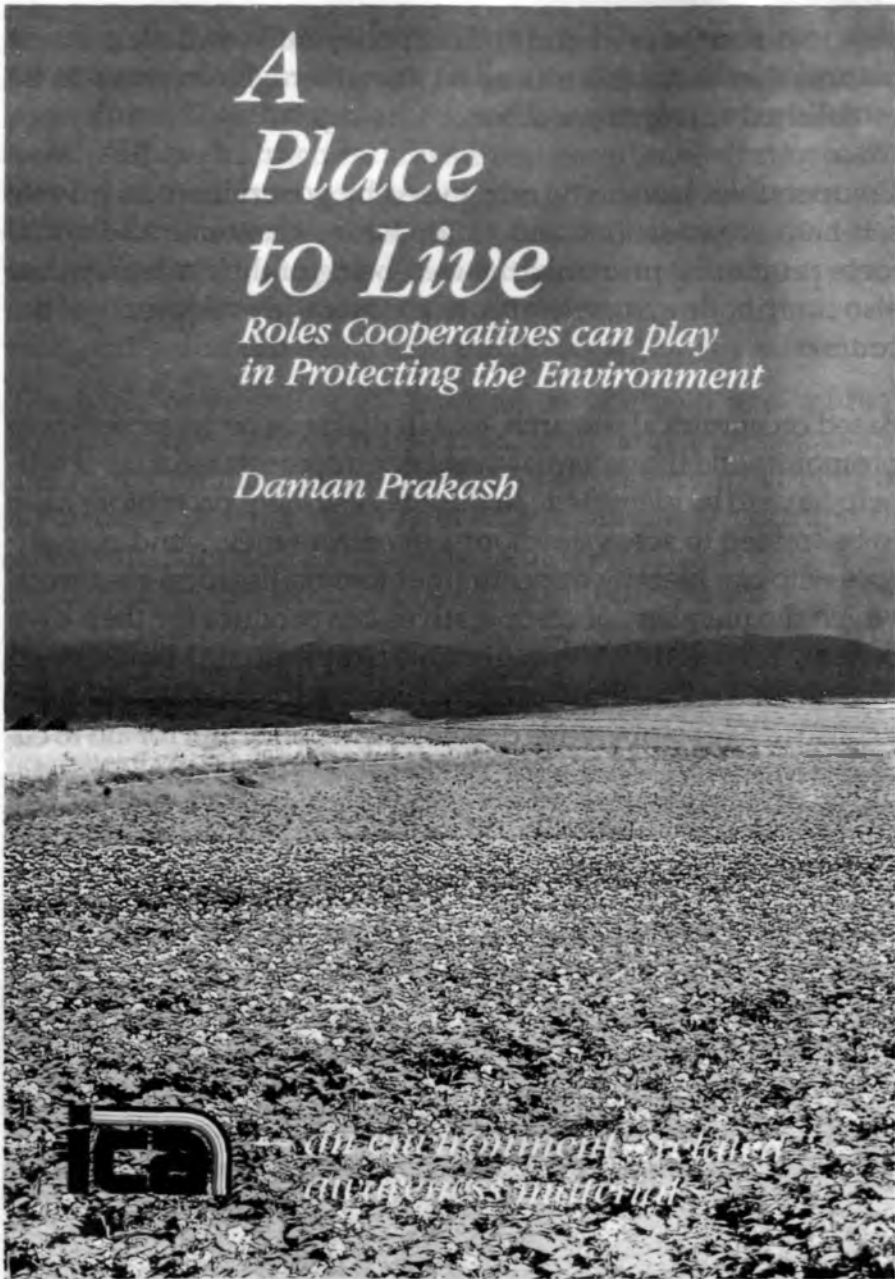
Based on empirical research, and in dialogue between self-help promoters and the potential members, appropriate forms of self-help have to be identified. In this way self-help promoters have to be trained to act as development entrepreneurs and consultants who can identify opportunities to mobilise local resources, which the members of co-operatives can produce for their own benefit. FAO's AMSAC programme (Appropriate Management System for Agricultural Co-operatives) could serve as a guide for a constructive co-operative development policy and for aid to co-operatives which does not have negative effects on their independence.



# A Place to Live

*Roles Cooperatives can play  
in Protecting the Environment*

*Daman Prakash*



*Daman Prakash, who wrote the following paper, was also the author of the booklet called "A Place to Live" pictured above, which was published by the Regional Office for Asia and the Pacific in 1992. The booklet aims to generate environmental awareness and suggest ways in which co-operatives can participate in the protection of the environment.*

# **Environment & Sustainable Co-operative Development in Asia**

**by Daman Prakash  
Regional Adviser, ICA, New Delhi.**

## **1. Introduction**

1. The deteriorating condition of environment and ecology is causing increasing concern. National governments, non-governmental and international organizations have launched a number of projects which aim to protect the environment. The matter was discussed at considerable length at the Central Committee of the International Co-operative Alliance (ICA) at its meeting held in Madrid in September 1990. The Committee adopted the following resolution in this context:

### **ICA Resolution on Environment and Development**

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

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

**Noting** that the major cause of the continuing deterioration of the global environment is the unsustainable pattern of production and

consumption which has resulted in the depletion of the ozone layer, the greenhouse effect, the contamination of air and water, the degradation of land resources, etc.,

**Recognizing** the inter-related nature of development and environment necessities, that environmental protection be viewed as an integral part of the development process and that economic policies need to be reviewed on issues including debt,

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

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

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

2. In its message issued in conjunction with the 68th International Co-operative Day (1990), the International Co-operative Alliance, a world confederation of the Co-operative Movement, called on its 600 million individual members "to continue the battle to protect the environment, by supporting their societies'

environmental campaigns and sustainable development programmes, lobbying local governments to adopt environment-friendly policies, boycotting products which are harmful to the environment, recycling reusable items and informing themselves and educating their children about nutrition and the environment."

3. Being aware of the harmful effects on mankind of pollution, and in accordance with the general policies laid down by the International Co-operative Alliance in this sector, the ICA Regional Office for Asia and the Pacific (ICA ROAP), New Delhi, undertook to develop and launch modest programmes for its member-organizations in the Region, by way of developing awareness materials. A small brochure - A PLACE TO LIVE - written by Mr. Daman Prakash, issued by the ICA ROAP in November, 1990, is a modest attempt in generating awareness among the co-operative populace and to create situations where all members of the co-operative world stand together to participate in this most important activity of our life time, i.e. protecting the environment. 3,000 copies of this have been distributed extensively. ICA member-organizations have been requested to give the widest possible publicity to the material by reproducing it or by undertaking its translations. The material has already been translated into various languages including Japanese, Hindi, Urdu, Bahasa Indonesia etc., and has been serialized in a number of co-operative journals throughout the Region.

4. Already in this region some positive steps have been taken by certain Movements e.g. the Japanese Consumers' Co-operative Union, the Agricultural Co-operative Movement of Japan, various sectors of the Indian Co-operative Movement etc. During the year 1991-92, the ICA ROAP decided to undertake a comprehensive regional study leading to the identification of causes of imbalances in the eco-system. The study is also aimed at developing suitable recommendations and national plans for the benefit of co-operative organizations in the Region.

5. In this connection, ICA ROAP has developed collaborative arrangements with certain ICA member-organizations to carry out the proposed study. Active co-operation and support is available from the Canadian Co-operative Association (CCA), the Indian Farmers' Fertilizer Co-operative Limited (IFFCO-India), and the Japanese Co-operative Movement.

6. ICA ROAP is also aware of the efforts made by the Canadian Co-operative Association (CCA) in this sector. Of special significance was the holding of a Regional Conference on "Environment and Sustainable Co-operative Development" in May 1990 in Chiang Mai, Thailand, which was also attended by a representative of ICA ROAP. The Conference, besides suggesting long-term and short-term action plans, also issued a declaration, called the Chiang Mai Declaration, which is reproduced below:

#### **Chiang Mai Declaration on Environment and Development**

" We, the Co-operators of the Earth, who have gathered for a common cause, at the CCA Asia Regional Conference - Environment and Sustainable Co-operative Development - who believe the time for concern and action is now, do hereby declare:

- That every person is entitled to live in a clean and ecologically balanced environment;
- That future generations of humankind should not be deprived of their share of Earth's bounties;
- That it is every person's duty to conserve, protect and enhance his/her environment.

To these ends, we pledge ourselves and our co-operatives to implement the recommendations of this Conference."

## Environment Problems in Pictures

### Endangered Species



Photo: Kojo Tanaka

*Manchurian or Japanese Cranes at Zhalong Nature Reserve, China. The Japanese crane is severely threatened by alienation of its marshland habitat, despite a promising rise in numbers since the setting up of feeding stations on farmland since the 1920s.*



## Industrial Pollution



Photo: WWF. Maan Rautkari

*Above and below: Industrial pollution in Wanxian Town, Yangtse River, China.*



Photo: WWF. Maan Rautkari

## Harnessing Natural Energy



Photo: WWF, Mauri Rautkari

*Water wheel powering a rice threshing machine in Sumatra, Indonesia.*

## & Researching Alternatives



Photo: JCCU

*The Japanese consumer co-ops are carrying out field tests on electric and methanol cars to replace the diesel trucks currently being used. The electric car is on the right and the methanol car on the left.*



**Stop the Destruction**  
**The horrific results of slash and burn**



Photo: M  
urti Kaulskari

*Over half a million hectares of forest disappear annually in Indonesia owing to population pressures.*

## Stop the Waste



*Above and below: tropical hardwood, veneers and plywood destined for destruction at a city dump - while the rainforests are disappearing at an alarming rate, precious resources are being discarded, wasted and burnt .*





## Reforestation



Photo: WWF, Mauri Raulkari

*Reforestation: a tree plantation in Madras, India. An intelligent use of natural resources means that nothing is wasted. Planted trees are harvested after eight years; trunks are used for building homes, etc.; branches and roots are used for household energy requirements.*

## Pesticides



Photo: Sylvia Yonah

*Spraying tobacco plants with insecticide in West Malaysia - workers frequently reject protective clothing as being too uncomfortable for use in tropical climates.*

## The Importance of Water

Photo: WWF Mauni Rautkar



*Women carrying water near Sasan Gir, Gujarat, India - water shortages mean that, in many developing countries, (mainly) women have to walk miles each day to fetch water.*

Photo: WWF Mauni Rautkar



*A mountain well in Maharashtra, India.*



## Electricity



Photo: WWF/ Mikantl Kaczunagh

*Hydro-electric scheme in Malaysia - main dam under construction in 1984.*



Photo: WWF/ Mauri Rautkari

*High tension electrical lines in India - rural electricity co-operatives are being set up in several countries in the region, where water resources can be developed for generating electricity.*

7. "Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs". This statement from "Our Common Future" (the Brundtland Report) is also relevant to the co-operative initiative. Besides generating awareness among the rich and the poor, this report had a galvanizing effect on international development. Another significant pressure on governments was put by the Stockholm Initiative on Global Security and Governance on "Common Responsibility in the 1990s". In the context of environment the following proposals were made to the international community:

"that fees are levied on the emission of pollutants affecting the global environment, in particular carbon dioxide emissions from the burning of fossil fuels;

"an international energy dialogue promoting a more efficient use of the world's energy resources, and, in particular, the use of alternative and renewable energy sources e.g. solar energy;

"that the United Nations be encouraged to take up environmental issues at the highest level in all appropriate fora; and

"that nations resolve to make the 1992 United Nations Conference on Environment and Development a breakthrough for achieving sustainable development."

8. The above points are the positive indicators that co-operative institutions and the co-operative members including all those who are responsible for co-operative development e.g. the concerned government departments, have a lot to contribute in protecting our environment and making co-operative development sustainable.

## **2. ICA ROAP Study**

### **Asia and Pacific Region - State of the Environment**

9. The Asia-Pacific Region has over half of the World's total population and almost three quarters of the World's agricultural population exists on less than one-third of the World's arable and permanently cultivated area.

10. The population in the Asia-Pacific Region is expected to have doubled from 1980 levels by the year 2000. If this population is to be fed, the rate at which food supplies grow should be greater than the rate at which population increases. Assessment of available land resources suggests that 75% of the extra food should come from higher yields. In turn, these yields will require major crop intensification programmes together with major increases in inputs.

11. The Region as a whole has reached or passed the safe limits for the horizontal expansion of agricultural production. As a result the fragile ecosystems of marginal and submarginal lands are being endangered through over-exploitation by man.

12. Faced with the twin problems of population pressure and land scarcity the Region's main response, however, has been to increase agricultural production by intensifying cultivation on a more-or-less fixed land resource base. This has been successful in keeping rates of growth in agricultural production ahead of population growth rates. The question now to be asked is whether growth in agriculture, fisheries and forestry development required to feed and support the ever-growing population can be maintained in a sustainable and environmentally sound manner.

### **Forest Resources of the Region**

13. The forest resources of 16 countries in the Asia-Pacific Region extends over 445 million ha. The countries with more than 20 million ha. of closed tropical forest area in the Region are Indonesia, India, Papua New Guinea, Myanmar and Malaysia.

The annual rate of deforestation is around 1.815 million ha. or 5,000 ha. per day. The causes of deforestation are shifting cultivation, encroachment into forest areas for agriculture, organized forms of settlement, and loss of forest area to mining, hydro-electric dams and urbanization. Reforestation efforts in the past were negligible. In recent years "Social Forestry" or "Community Forestry" programmes are gaining ground. However, reforestation efforts, which amount to only about 10% of deforestation, are inadequate and call for dynamic planning for sustained development of forest resources by developing countries of the Region.

14. An analysis of the rates of deforestation by country shows that Indonesia leads all others with a mean annual deforestation of over half a million ha; Thailand is the next with 333,000 ha. The range is between 100,000 and 250,000 ha. for Malaysia, India, Laos, the Philippines and Myanmar. The least affected countries in absolute terms are Bhutan (2,000 ha.), Pakistan (7,000 ha.) and Bangladesh (8,000 ha.).

15. As a consequence of deforestation and degradation of forest resources, the biological system is near the threshold of collapse. Unsolved forestry problems in the Region continue to exist and grow. Evidence accumulated has shown that conservation, as well as re-establishing tree cover, is best achieved by people's participation on a decentralized self-help basis. Participation provides the motive force for co-operative action; it helps conserve the natural resources while increasing production.

### **Pesticide Use**

16. In 1985, the Asia-Pacific Region accounted for 16% of the pesticide market. The average annual market growth in the Region has been estimated at 5 to 7%. Of the total estimated consumption of pesticides, 75.8% are in the form of insecticides, 13.4% herbicides and 8.4% fungicides. Insecticides are mainly used for rice, cotton, and vegetable; herbicides for rubber, oil



palm, tea, coffee and cocoa plantations, and fungicides for vegetables, bananas and tobacco.

17. Most of the active ingredients are imported from the main manufacturers in Europe, USA and Japan, although India, Indonesia, the Republic of Korea and China are now starting to produce for export. Most of the countries in the Region have formulation and repacking plants.

18. Developing countries in this Region are projected to double their expenditures on pesticides by 1995, assuming current use rates. Most of this increase is expected to occur in agriculture. It is also projected that these countries will continue to increase both the absolute quantities of pesticides they use and their proportion of the total global sales.

19. A number of factors contribute to excessive use and misuse of pesticides by agricultural and health workers in this Region. Some of these are related to economic conditions and government policies. Governmental pricing and input subsidies, which are intended to stimulate agricultural production, lower the cost of pesticides and other agricultural inputs, thus providing incentives to use more. In the health sector, subsidies are used because of the importance of lowering the incidence of illness caused by vector-borne diseases. Again, such subsidies create incentives to use more pesticides. In many cases the subsidies are channelled through co-operatives. The co-operatives are also involved in distributing agro-inputs including pesticides, directly and also through the distribution of credit.

20. Many farmers in this part of the world use substantial quantities of pesticides because they find pesticides to be a convenient means of pest control and because they lack information on alternatives. Climate is another factor. Tropical climates permit more crop cycles per year than temperate zones so that,

over the course of a year, greater quantities of pesticides are commonly used. Workers frequently reject protective clothing as too uncomfortable to use in tropical climates.

21. Lack of information on hazards is a common contributing factor to pesticide misuse. User illiteracy and warning labels in languages other than that of the users, as is the case in countries with no regulations, impede the communication of appropriate information. Additionally, farmers frequently lack access to technical assistance. Further, lack of proper training on the safe handling and efficient application of pesticides is another important contributing factor to pesticide misuse. In countries where pesticide use is not controlled, agricultural workers often have access, and are exposed, to highly toxic products which require special protective equipment. Farmers are often unaware of the importance of observing practices that may reduce their exposure to pesticides.

22. The problems that result from misuse of pesticides are numerous, most important of which are: human health effects, environmental damage, and pest resistance.

23. In this Region, there has recently been great awareness on the need to control residues on food, especially among agricultural commodities that are exported. A large number of studies have been conducted on pesticide residues in vegetables. In general, conclusions are that the residue levels are below the maximum recommended level, but that there are cases when these are exceeded and affect the countries' exports. Since organochlorines (DDT, BHC, endrin, aldrin) have been used extensively in this Region for the past 10 years, even if banned, residues persist. A number of studies have been conducted to measure the extent of the problem and the impact on soil, water and aquatic life. In Thailand, for example, organochlorine residue studies from 1976-1985 show that about 50.5% of the water

analyzed from canals, rivers and reservoirs still contains residues; the same applies to 90.6% of the fish and shellfish; and 96.6% of the soil from agricultural fields.

24. It is not enough to highlight the problem of pesticide misuse. Awareness of the situation is only the first step. The bigger, more important step is to find solutions to the problem. It was in this light that the FAO developed the International Code of Conduct on the Distribution and Use of Pesticides. It is the only international initiative which addresses most aspects of the pesticide problem and seeks to provide acceptable standards of conduct for governments, industry and the general public on the distribution and use of pesticides.

#### **A. Afforestation - A Co-operative Effort in India**

25. The environmentalists and policy makers of the world have been educating both developing and developed countries on the impending disasters due to excessive exploitation of natural resources. Policy-makers in India have pointed to the crisis that has risen due to the acute imbalance between green cover and cultivated land. It is an undisputed fact that there should be a check on the over-exploitation of nature and the restoration process should start with intensified efforts.

##### **(i) IFFCO Efforts**

26. The Indian Farmers' Fertilizer Co-operative Limited (IFFCO) has been successful in disseminating new farm technology to the farmers through several extension programmes. Its involvement in rural development has prompted it to launch a project on farm forestry. The project will demonstrate the viability of afforestation on wasteland and will become a model for involving the people in afforestation through Farm Forestry Co-operatives.

27. The project has been designed, and is being implemented, to meet the following specific objectives:

- to promote tree plantation on waste-lands and sub-marginal lands and help in restoration of ecological balance;
- to generate sustainable rural employment and help in the economic development of the rural poor;
- to promote afforestation as a people's movement and make it ongoing by organizing village level farm forestry co-operatives; and
- to develop a model for promoting afforestation on the lines of an integrated farming system.

**(ii) People's Participation**

28. The task of creating an institutional structure for bringing the rural population together for this noble but gigantic exercise was undertaken. Village level co-operative institutions were organized in the project area. Up till now 33 primary co-operative societies have been organized, of which 29 have already been registered. The societies create irrigation facilities (tubewells etc.), run centralized nurseries and provide services which are common to all members, including the marketing of produce and the recovery and repayment of loans. The societies are the centres for all extension and educational programmes and are also responsible for the arrangement of funds. In all, 4040 ha. of wasteland have been put under green cover in the states of Madhya Pradesh, Uttar Pradesh and Rajasthan since 1987.

29. Bylaws for a multi-state co-operative society, a federation of all the primary societies, have been prepared and the Central Registrar of Co-operative Societies has agreed in principle to register the society.

### **(iii) NDDDB Efforts**

30. The National Dairy Development Board (NDDDB) initiated a pilot project on Tree Growers' Co-operatives (TGCs) in five states viz Gujarat, Rajasthan, Orissa, Karnataka and Andhra Pradesh in 1986. By July 1991, there were over 101 registered societies and 12 functional but unregistered TGCs. Over 1000 ha. of land has been leased and over 1.75 million trees planted so far. Supplementary activities have also been carried out along with the plantation programme. In the Energy Conservation Programme over 3,000 smokeless chulhas and over 60 bio-gas plants have been installed. Various training programmes for farmers and especially for women, have been organized in all districts.

### **B. The Philippine Environment and Sustainable Co-operative Development**

31. The Philippines started to re-evaluate their development thrusts in the wake of massive environmental destruction brought on by past development activities. Increasingly, various sectors are clamouring for equitable and sustainable development.

32. Co-operatives represent the interest and welfare of their members, who predominantly come from the middle and low income sectors of the population.

33. Within the Co-operative Movement in the Philippines, the matter of environment/ecology is a fairly new concern and has just begun to capture the attention of both public and private co-operative policy-makers.

34. The Philippine Government launched a comprehensive programme of environmental protection and management, and established specific environment management policies and environment quality standards, and have embodied these in the Philippine Environment Code.

35. The Department of Environment and Natural Resources (DENR) is the primary government agency responsible for the sustainable development of the country's natural resources and ecosystems.

36. Government policy and programmes on the role of co-operatives in environmental/ecological matters are not very clear. Fortunately, the Philippine Strategy for Sustainable Development (PSSD) aims at strengthening the citizens' participation in environmental management.

37. The National Confederation of Co-operatives (NATCCO), an ICA member organization, has taken the lead and passed a resolution on environment and development in September 1990, urging member- organizations to join efforts to address environmental issues.

38. As Asian partner of the Canadian Co-operative Association it met with 31 other national representatives in Chiangmai, Thailand. The Conference came up with programmes, strategies and action plans for making the environment an integral part of sustainable co-operative development.

39. Its affiliates have included environmental/ecological matters and the importance of environmental-friendly actions like the use of organic fertilizers instead of chemical fertilizers in their environment programmes.

40. NATCCO plans to:

- (i) Source funds for environmental programmes;
- (ii) Create a taskforce to link with NGOs and governmental agencies;
- (iii) Implement more intensive educational programmes to encourage concrete actions on environmental issues; information sharing; and

- (iv) Give consideration to planting trees as an added requirement for membership of a co-operative.

41. Since 1989, the Co-operative Union of the Philippines (CUP) and its concerned affiliates have embarked on negotiations for the establishment of pilot programmes on water resource recovery and utilization in Davao City and Quezon City. These programmes involve the Davao Fibers Producers' Co-operative Inc. (DFPCI) and the Quezon City Federation of Co-operatives Inc. (QCFCI), with the support of the Regional Co-operative Union, Inc., and the National Capital Region Union of Co-operatives Inc. respectively, and the city governments of Davao City and Quezon City. This is in pursuance of the ICA policy for the protection of the environment, the conservation of natural resources and pursuing sustainable co-operative development programmes.

42. The CUP has so far been involved in the following activities:

- Safety and environmental protection awareness promotion through newsletter/bulletin quarterly publication;
- other mass media information dissemination;
- advocacy and policy initiatives;
- holding of continuous consultation and preparation of essential baseline data on subjects like "Chemical Hazards Evaluation" and "Status of Occupational Safety and Health".

43. Among the planned thrusts of the CUP for the protection of the environment as part of its sustainable co-operative development are:

- policy initiative on legislation;
- drawing up model co-operative bylaws to include environmental protection;

- inclusion of environmental protection in co-operative training; a joint programme with the Department of Interior and Local Government regarding local waste disposal and recycling;
- a national conference on Co-ops and the Environment, among others.

44. The National Market Vendor's Service Co-operative Inc., (NAMVESCO) has embarked on a programme of collaboration with local governments in the maintenance of health and sanitation standards in the public and private markets where their members operate. The Philippine Federation of Credit Co-operatives (PFCCI) advises farmers and fishermen to use organic fertilizers and legal methods of fishing. The Batangas Sugar Plantation Co-operative Marketing Association, Inc., (BSPCMA) suggests tree planting/reforestation by local governments, preventing tree cutting in highlands, and representation with local authorities to require firms to use anti-pollution control devices.

45. The CUP Co-optrade Project promotes and sells a biodegradable laundry soap. NAMVESCO's members have produced a laundry bar soap ("Co-op Soap") which they sell at prices lower than the leading brands.

### **C. The Environment and Sustainable Co-operative Development in Thailand**

46. The rapid growth of population and mismanagement of natural resources have accelerated destruction of resources and also created conflicts and pollution problems.

47. The most recent study by the Royal Forests Department indicated that there is only 28% of forest area remaining, while



the Thai national policy calls for 40% of the total land area to be preserved as forest.

48. Cultivable land area is about 65% of the country's total area. Per capita arable land is down to only 3.103 rai (4,965 m<sup>2</sup>). Moreover, there is evidence of degradation and erosion of Thai soils. Agricultural land has also been misused. The cultivation of paddy on unsuitable soils alone amounts to 13.48 million rai, and the growing of upland crops on unsuitable soils accounts for a further 14.58 million rai.

49. The increase in demand for water for domestic and agricultural purposes as a result of population expansion has caused problems of water shortage and conflicts among water-users, including conflict regarding the development and preservation of water resources.

50. The development of large-scale water sources is still lacking an efficient water management system, including appropriate continuous projects, and has also resulted in a low rate of irrigation water utilization, which is only 15% instead of a potential 60-70%. In Bangkok and surrounding areas, the groundwater has been over-utilized for domestic and industrial purposes. The level of groundwater has decreased 2-4 meters yearly and has caused ground levels to sink at the rate of 10 cms each year.

51. The quality of water in the main rivers, such as Chao Phraya River and Tha Jeen River, including coast waters in tourist areas is now below standard.

52. An environmental problem from polluted air can be seen clearly in the big cities like Bangkok, Chiangmai and Songkhla. The main causes of air pollution are dust, carbonmonoxide and lead. Generally, small industrial plants have no air pollution treatment systems.

**53.** There were some limitations in environmental development in the past, for example lack of clear and continuous policies. The previous policy on industry did not emphasize strict measures to control agricultural and industrial pollution or pollution which derives from residential areas. Another limitation is lack of knowledge on pollution control technology. A third is ignorance about pollution and the destruction of natural resources.

**54.** The Government of Thailand has declared the 4th of December of each year to be the National Environment Day.

**55.** As environmental problems in Thailand have become acute, either the government or the private organizations must undertake various activities if the natural resources and the environment are to be preserved.

**56. Reforestation in Northeast Land Settlement Co-ops:** The Co-operative Promotion Department has promoted reforestation in four land-settlement co-operatives in the Northeastern Provinces. Bamboo trees will be planted on 4,500 rai (720 ha.) of unused public land to increase forest area, improve land fertility and also provide income to the members, who will be responsible for bamboo cultivation. The project was started in 1989 and at present 40% of the area has been reforested.

**57. Planting Fruit trees in Northeast Land Settlement Co-ops:** The project is operated by land settlement co-operatives in six provinces with an operational area of 6,300 rai (1,000 ha.). The co-operatives cover the cost of cultivation, and the members can grow trees on their own land. From 1989 to date 5,530 rai have been planted with cashew nut, tamarind, bamboo, mango and other tree crops. The objective of the project is to encourage co-operative members to make their own area green and fertile and to obtain an income from the trees.

58. **Planting One Million Trees Project:** The Co-operative Promotion Department has persuaded all co-operatives and co-operative promotion offices to plant one million trees on uncultivated land. The objectives of the project are to create consciousness of forest conservation and tree value among co-operative members and the general population. The project was completed in 1991, with three million trees planted.

59. **Teak Growing Promotion in Co-operative areas:** Teak is a valuable wood in Thailand, but the number of teak trees cut down is much higher than those planted. Hence, teak growing needs to be promoted so as to restore the balance. The Tron Agricultural Co-operative Ltd. in Uttardir province has promoted a teak growing project with the objectives to increase forest area and to create a source of income for its members.

60. The co-operative's target is to grow 150,000 teak trees on 750 rai (140 ha.) cultivated by 308 members. The project was started in 1987, and teak has now been planted over an area of 30 ha.

61. **Rural Electricity Co-operative Ltd:** Rural electricity co-operatives can be organized in areas where water resources are available and can be developed for generating electricity. Therefore, the villages in a hilly area of the North were selected to start the project for water-powered electricity generation. One major benefit derived from the project, besides electricity, is that rural people have realized that forest will build up a watershed to generate electricity for them and want to preserve the forest, because they understand that "No Trees and no Water equals no Electricity".

62. At present, there are 29 Rural Electricity Co-operatives in Chiangmai and Chiangrai provinces.

63. The Co-operative League of Thailand and the Co-operative Promotion Department work jointly in imparting knowledge about conservation of natural resources and the environment to co-operative members. The co-operative institution will soon become the leading authority on protection of the environment and natural resources.

#### **D. Waste Resource Recovery and Utilization in China**

64. Waste materials are often rejected as useless in the course of production and people's daily life. But most of these rejects have not yet lost their use value and can be generated as raw material for further utilization i.e., turning the useless into the useful, and turning the waste into treasure.

65. Maximized recovery and the utilization of waste material contributes greatly to the conservation of natural resources and alleviation of environmental pollution, while boosting production, encouraging social frugality and creating employment.

66. Increases in production and in the consumption of natural resources increases waste, and this in turn increases the possibilities of resource recovery and utilization as a social engineering operation.

67. The Government of China has always attached great importance to resource recovery activities, and placed them under effective administration, adopting special economic policies and legal provisions to ensure the social status, role and production targets for recycling industries. All these are incorporated in the State programme for developing the national economy and social progress. The necessary funds, technologies and equipment for expanding the recycling industry are usually provided by local governments.

68. After the founding of the People's Republic, the All China Federation of Supply and Marketing Co-operatives (ACFSMC) set up specialized organizations for resource recovery and utilization. The Shanghai Resource Recovery and Utilization Company (SRRUC) is a subsidiary company of the Shanghai Federation of Supply and Marketing Co-operatives (SFSMC) and a municipal-level recycling enterprise, which was founded in 1956 and now leads the trade throughout the country with regard to the volume of resource recovery, transaction volume, integrated utilization and operational scale. In other words, the SRRUC possesses a complete organizational structure, processing system and business network. At present, 16 categories of reclaimable waste material (encompassing more than a thousand varieties) are processed and recycled by this enterprise. These include ferrous and non-ferrous scrap metals, rubber, plastics, paper, cotton, hemp, rags, chemical residues, animal bones, human hair, used glass bottles, old machinery and accessories, acids, etc.

69. During the 35 years since the establishment of the SRRUC in 1956 various kinds of recyclable waste materials have been reclaimed, totalling 37.02 million tons with a value in excess of 12.6 billion Yuan. The reclaimed raw materials and products have been supplied to various industries and innumerable households. The use of these materials conserves natural resources and saves energy equivalent to 23.62 million tons of coal and 2.3 billion kw/h.

### **Organizational Structure**

70. The SRRUC controls resource recovery in the Shanghai area and also offers management and sales services. A complete organizational system is necessary to ensure the smooth running of the various functional bodies, to make timely decisions and instructions and to carry out efficient planning, monitoring and co-ordination. The organizational structure consists of a municipal company and several district or county branches. Directly

subordinate to the municipal company, the SRRUC has four business departments, namely, metals, machinery and electric appliances; comprehensive waste reclamation; rubber, plastics and miscellaneous goods; and storage and transportation. In addition to these, there are three direct subsidiaries which are the Shanghai Precious Metals Refinery; the Haiguang Ferrous Metal Smeltery; and the SRRUC Vocational Training Centre. For administration purposes, there are 12 district branches and nine county branches. The SRRUC and the branches exercise administrative control over all their subordinating waste purchasing, processing and sales units.

71. In the districts there are currently 287 waste materials purchasing stations, with 215 such stations scattered over the suburban counties under the management of grass-roots supply and marketing co-operatives. The city of Shanghai has 26 comprehensive waste-material reclamation shops, chiefly undertaking the purchase of all recyclable industrial wastes, 66 reclaimed raw materials and products sales departments and 138 retail shops. Based on the different characteristics of reclaimable wastes, a complicated but streamlined network has been formed for reprocessing old machinery and electric appliances, plastics and rubber, steel and stainless steel, glass bottles, ropes and thread, paper, hemp, etc. Besides this, there are numerous large, famous and specialist shops, all dealing in the sale of recycled products.

72. Since used items are usually made of a mixture of materials, with many varieties and different specifications, they have to undergo processing, such as sorting, classification, removal of dust and impurities and refining, before they can gain reuse value. With this view, the SRRUC and its branches set up a group of commerce-based industrial enterprises specializing in the processing of scrap iron, steel and non-ferrous metals, and the refining of precious metals, fabrication of chemical products, rubber and plastics recycling, and crushing vehicles.

73. The SRRUC employs over 21,000 staff and workers, and possesses real-estate plus liquid capital totalling 430 million Yuan, more than 800 haulage vehicles, 600,000m<sup>2</sup> of building space for waste recycling and storage, and an enormous amount of processing equipment.

74. The above organizational structure forms an efficient resource recovery and utilization corporation for the district of Shanghai.

### **3. Approach to the ICA ROAP Study**

75. Growth in population, reduction in agricultural land, contamination of air, water and soil, and improper use of technology contribute to the degradation of the environment. A healthy environment leads to:

- (a) better standards and quality of life,
- (b) life support system,
- (c) conservation and regeneration, and
- (d) a pollution-free environment. In view of the limited information available on this subject, it was proposed that an in-depth study be undertaken in the Region covering India, Indonesia, Thailand, the Philippines and Japan to:
  - identify the causes and extent of pollution in the co-operative sector;
  - document measures already undertaken by co-operatives to control pollution and to participate in the sustainable co-operative development process;
  - develop local, national and regional plans of action; and
  - suggest measures (long- and short-term) and activities required to implement action plans.

**76.** A précis of the National Situation Papers will be thoroughly reviewed at a regional workshop to establish the following:

- (a) Extent of the problem in the countries examined;
- (b) Involvement of co-operatives in these problems;
- (c) An analytical regional report;
- (d) A set of recommendations;
- (e) A set of national plans, and
- (f) Any additional information relevant to the subject.

**77.** The Regional Study is a participatory exercise being undertaken by the ICA ROAP with the collaboration of its member-organizations. A major part of the expenses to be incurred by the Study will be covered by a grant made available to the ICA ROAP by the Canadian Co-operative Association (CCA). The remainder will be covered by member-organizations in the countries involved. The Indian Farmers' Fertilizer Co-operative Limited (IFFCO-India), a member-organization of the ICA, has kindly seconded one of its senior scientists to coordinate the Study and act as its Regional Consultant. Similarly, the Japanese Co-operative Movement has promised to develop a "National Situation Paper" based on the outlines of the Study.

#### **4. Expected Results**

**78.** Given below is an indication of the results that should emerge from the Regional Study:

- (a) A regional study of the subject undertaken in Indonesia, India, Thailand, the Philippines and Japan;



- (b) Local, national and regional plans of action based on first-hand information collected in the field;
- (c) Recommendations made to the ICA ROAP on follow-up activities required to implement and monitor plans;
- (d) Technical, first-hand material on the subject made available to the co-operative organizations and concerned government agencies in the Region; and
- (c) Encouragement to member-organizations of the ICA and other self-help groups to develop suitable strategies and participate in generating environment-related awareness material; development of education, extension and training programmes; and implementation of plans of action.

# **The Japanese Co-ops' Approach to Environmental Problems**

**by the Organizing Committee of the  
ICA Congress, Tokyo 1992**

## **1. Introduction**

"In this century mankind has caused more pollution and destruction to the environment than in any other period of the past. If we consider that mankind has rented this planet, the earth, the expiration of the term of rent is impending", warned Dr. Laidlaw at the 27th ICA Congress in Moscow in his speech entitled "Co-operatives in the Year 2000".

Mankind is currently facing a serious threat to its environment, the Earth, and to the natural world which supports it: This threat is pollution. While relying on other countries for almost all its resources, Japan has experienced the serious environmental problem of development and high economic growth without due consideration of the environment, which has made it a "Pollution Archipelago".

In presenting a report on Environmental Problems and the Japanese Co-operative Movement we, as members of Japanese Co-operatives consisting of four sectors of agricultural, forestry, fishery and consumers' co-operatives, have closely examined the ways in which our way of life and our society and culture have imposed a great burden on the global environment. And it is our desire to create a fair and democratic community by:

- (a) Realizing that the world is a community in which the limited resources of our environment should be shared equally by mankind, all other living organisms and future generations.
- (b) In-depth questioning of the lifestyle and the course of economic and social development of those industrialized nations of the world which followed the doctrine of material affluence.
- (c) Continuing our efforts toward sustainable development in co-operation with the people in need of “development”, thus avoiding environmental destruction resulting from a rapid increase in population and poverty and
- (d) Respecting the values and cultures that can coexist within the environment.

Co-operatives are based on links between people and organized on the principle of mutual assistance. They operate in almost all aspects of people’s lives, including agricultural, forestry and fishery industries which have multifarious environment conservation functions.

Today, when both “thinking on a regional level and doing on a global level” are required, co-operatives are expected to play a leading role in sustainable development activities in any country or region by making the best use of their organizing ability within the community and of their diverse business characteristics.

We propose that we will further strengthen our solidarity and friendship with the ICA and its members by putting into practice our environment conservation programmes from family to regional level, regional level to national levels, and then to the global level as steadily as possible.

## **2. Environmental Problems in Japan**

### **2.1 Historical Development and Background of Environmental Problems**

In the course of modernization, Japan has experienced various pollution problems. The history of environmental problems in Japan may be said to be the history of pollution problems.

#### **2.1.1 Precedence of industrial development over all other measures (prewar days)**

From the Meiji Restoration in 1868 until the end of World War II in 1945, industrial development and military expansion took precedence over all other political measures, with resultant pollution problems. Japan followed the dark and depressed history of the greatest destructor of the environment: the "war".

#### **2.1.2 High economic growth and frequent occurrence of serious industrial pollution**

During the postwar period, top priority was given to economic recovery. This centred around the development of heavy and chemical industries consuming large amounts of natural resources and of waterfront industrial zones, the remarkably high economic growth continuing from the latter half of the 1950s throughout the 1980s. In return for this economic growth, however, there was an explosive increase in all kinds of industrial pollution: air, water, noise, vibration, offensive odours, soil contamination, ground subsidence, industrial waste etc, with the successive occurrence of such tragic diseases as Minamata<sup>1</sup> disease. Japan became notorious as a "Pollution Archipelago".

High economic growth has also caused a sudden shift of population from farm and fishing villages to major cities, leading to frequent occurrence of urban living pollution such as traffic-related pollution, water pollution, increased waste, loss of open spaces due to indiscriminate development.

### **2.1.3 Spread of civil movements and progress of environment protection measures**

As a result of industrial pollution on a national scale, there was growing public opinion against pollution, with civil movements demanding substantial environmental measures through pollution-related test cases, improved pollution control administration by local governments, etc. The Japanese government strengthened its administration for environmental protection by taking radical measures to provide legislation that gives priority to the "protection of our living environment", including two water-quality related laws, the Industrial Waste Water Control Law (1959) and the Environmental Pollution Prevention Act (1967) and approval in the Diet<sup>2</sup> of the 14 pollution-related laws (1970), together with the establishment of the Environment Agency (1971).

The Environmental Pollution Prevention Act provides environmental standards for air and water pollution, soil contamination and noise levels. These resulted in increased investment in pollution prevention equipment and facilities and technological developments in pollution control, thus bringing about a considerable decrease in the occurrence of severe industrial pollution.

### **2.1.4 Lessons from oil crises and measures for the conservation of resources and energy**

What drastically changed the environmental situation of Japan, then a "Pollution Archipelago", were two oil crises in 1973 and 1978. Affected by these, the Japanese economy recorded negative growth for the first time in the postwar period (1974), and it became necessary to select economic activities which conserved resources and energy in production, distribution, lifestyle etc. For example, controls over levels of automobile emission became the strictest in the world, thus accelerating the development of low fuel consumption and less polluting vehicles. The Japanese began to realize that natural resources are finite and to reflect on their consumption-oriented society which saw consumption as a virtue.

## **2.2 Current Environmental Problems**

Although the domestic situation has improved considerably through industrial pollution prevention measures, the destruction of the natural environment has progressed due to urban pollution resulting from the growth of population and industry in the metropolitan area and the development of golf courses, resorts, etc. There is also concern about the deterioration of the environment conservation functions of agriculture, forestry and fishery.

### **2.2.1 Delays in measures for environmental protection and the aggravation of air and water pollution**

Since the oil crises, the nature of Japanese industry has shifted from high energy consumption, heavy and chemical industries to high-tech industry and information and service projects. The construction of the Seto-Ohashi bridge and national road networks gave rise to problems related to the conservation of the natural environment. In the latter half of the 1970s, environmental standards for the emission of NO<sub>2</sub> were relaxed due to economic stagnation, and industry's investment in pollution control equipment and facilities decreased from the peak in 1975. Moreover, with increasing motorization, and the recovery and expansion of economic activities, air and water pollution have tended to increase from 1986 onwards.

### **2.2.2 Serious "garbage war" and appearance of new types of pollution**

Changes in industrial structure and the increasing internationalization of information, finance and trade have resulted in the concentration of population and industry in major cities, particularly in Tokyo. Since the 1980s, urban, domestic pollution, such as water pollution caused by the discharge of domestic waste water and the increasing waste treatment problems, have become serious problems in addition to the air pollution in urban

areas caused by NO<sub>2</sub>. While the resources recycling movements are becoming active mainly because of the enforcement of the Resources Recycling Law (1991), the “garbage war” regarding the disposal of industrial and domestic waste has become a serious environmental issue, and there are now new types of pollution such as chemical pollution resulting from high technologies.

### **2.2.3 Development of resorts and environmental destruction**

Two thirds of Japan is forest, and the land is surrounded by beaches. Destruction of nature, including these forests and beaches, has further progressed with the recent increase of public projects such as highway construction and resort development on a national scale, such as the construction of sightseeing roads, golf courses, leisure facilities, villas, following the legislation of the Resorts Development Law (1987), in addition to the industrial development and land reclamation of the period of high economic growth. Recently, the development of golf courses, which brings about water pollution caused by agricultural chemicals, has become a major social problem and there is widespread public demand for a review of the Resorts Law.

As to the present state of wildlife, among animals originating in Japan, 20 species or subspecies of vertebrate are considered to have become extinct, and more than 200 species or subspecies (including animals other than vertebrates) are in danger of extinction. (1991 “Environmental White Paper”).

### **2.2.4 Agriculture, forestry and fishery industries and environmental problems**

Agriculture, forestry and fishery are closely related to environmental problems. Their basic role is to produce and supply agricultural, forest and marine products but they also have important public benefit functions such as the conservation of water, land and organisms, purification of the air, preservation

of the scenery and the provision of comfortable health and recreational environments.

However, a sharp decrease in the population of farm and fishing villages resulting from the migration of workers to urban areas; an aging workforce, contamination of soils and fishing areas (rivers, lakes and the ocean) by industrial and domestic pollutants; increased imports of agricultural, forest and marine products; an 80% reduction in the area under cultivation as paddy fields and an increase in area of abandoned arable land have led to weakening agriculture, forestry and fishery production year by year, and there is concern about the impairment of the environment conservation functions of these industries.

### **2.3 Japanese Attempts to Overcome Global Environmental Problems**

Global environmental problems such as the destruction of the ozone layer, global warming, acid rain, deforestation (of tropical forests in particular), and the extinction of species are rapidly worsening as a result of economic and social activities which give no consideration to the limit of non-reproducible resources or to the regeneration power of reproducible resources. For the solution of these global problems, international co-operation is indispensable and Japan, which depends on other countries of the world for many of its resources, has important obligations.

#### **2.3.1 Global environment and involvement of Japan**

Japan has very high production and consumption levels and her involvement in the global environment extends to almost all fields. For example, Japan's population is 2.4% of the world's population but her land area is only 0.3% of the total. However, Japan accounts for 14% (1988) of the world's GNP, with consumption of fossil fuels and emission of CO<sub>2</sub>, which lead to global warming, each accounting for 4.7% (1986) of the world total and the production of Freon gas, which is destructive to the ozone



layer, accounting for about 11% (1986) of world's total production. Japan is the world's largest importer of agricultural, forest and marine products, including cereals and timber. Her "affluence", supported by mass consumption of resources, is putting a large burden on the global environment.

### **2.3.2 Government policies for global environmental problems**

At the Earth Summit, the Japanese government expressed its intention to participate in the establishment of an international framework, to increase government development aids with more consideration to environmental conservation and to participate in international scientific study and research programmes, etc.

### **2.3.3 The "Earth Environment Charter" of the Federation of Economic Organizations**

Multifarious advance of operations and investment activities of Japanese corporations in the overseas market have also brought about an excess import of resources and the situation called "export pollution", which may impair the trust which other countries have with respect to Japan's consideration for the environment. For this reason, the Federation of Economic Organizations (KEIDANREN) mapped out the "Earth Environment Charter" and published a booklet entitled "The Environmental Matters to be Considered in Advancing into the Overseas Market" in 1991, thereby clarifying its view that addressing the environmental problem is indispensable for overseas activities.

### **2.3.4 "The Earth Charter" of Japanese citizens**

At the Earth Summit, the '92 NGO Forum, Japan presented a report entitled "I Have the Earth in Mind, the Earth Has Me in Hand" and announced "The Earth Charter" and "The Action Programme" of Japanese citizens. The Japanese Consumers' Co-operative Union (JCCU) was a participant at the Forum, which expressed in its "Earth Charter" the following views on North-South problems and development:

### **North-South problems**

We who live in the materially affluent "Countries of the North" must, first of all, endeavour to mend our own wasteful lifestyle and at the same time spare no effort to extend assistance to the people of the "Countries of the South" who have been cornered as a result of our materialistic desire to grope for a new way of life.

### **Development**

In order to overcome the contradiction between "environment" and "development" and realize a sustainable society for the 21st century, we must find a new way of life, a new sense of values and a new economic/social system. In such a social system, the following will be necessary:

- (a) People should try to be self-sufficient within their own area for necessities such as food, clothing, shelter and water, without destroying the environment of other countries distant in terms of space and time.
- (b) Man is a spiritual and social being who is aware of a link with other people and other living things. The spiritual needs to view the environment at the global level, without being confined by parochialism.

### **2.3.5 Measures to reform lifestyle and economic and social structures**

While the Japanese government, industries and civil organizations had the views mentioned above, they realize that the consciousness and activities of the Japanese, including the activities of co-operatives for environment conservation, are still extremely inadequate.

We must review our wasteful lifestyle and economic and social structures associated with mass production, mass consumption and mass dumping that have imposed a heavy burden on the environment and attempt to live in harmony with the environ-

ment. At the same time, we express our determination to continue our efforts for sustainable development in co-operation with the people of developing countries and regions in need of development by making use of the lessons Japan learned from its past activities and subsequent tragic pollution problems. It is essential for co-operatives in different countries to co-operate with one another and closely watch these investments for development and economic assistance which may be called "exports of pollution" or economic activities which may result in unilateral exploitation of resources.

The path toward harmony between conservation and sustainable development is never easy to follow. But every country and every people of the world have the obligation and responsibility to provide future generations with the right to equal development favoured by the earth environment.

### **3. Environmental Problems and Japanese Co-ops**

#### **3.1 Environmental Problems and the Activities of Co-ops**

##### **3.1.1 Production and distribution**

At the beginning of the 1960s when the first stage of economic recovery from the devastation of World War II was completed, the Japanese government announced modernization policies aiming to improve productivity within the agriculture, forestry and fisheries industries and abolish income differentials with other industries by helping them to stand on their own feet. Although useful, these policies also brought about new environmental problems.

##### **(a) Agriculture**

Japan's agriculture has developed around the cultivation of rice, which is the most suitable crop for the climate and natural

features of Japan. Based on policies to develop self-supporting farmers and selective expansion of agricultural production following the legislation of the "Agricultural Basic Law" in 1961, there was further progress in the specialized production of selected crops, agriculture in poly-tunnel or greenhouse, diversification of crop type large-scale stock raising and fruit production with increased mechanization and use of agricultural chemicals, with the subsequent spread of high energy consumption agricultural production. In stock and poultry farming, there was an increase in the number of animals raised, with increased dependence on feed imports.

While this was in progress, competition between production areas intensified and it became increasingly necessary to stabilize production and to standardize the quality and size of products in order to maintain the production area.

The oil crises of the 1970s made producers realize the need for resource- and energy-saving measures in agricultural production. At the same time, consumers became increasingly interested in health problems and food safety associated with industrial pollution.

In response to this movement, low-chemical cultivation and trials of organic methods intended to maintain production while paying attention to the environment were gradually spreading among producers. This bore fruit as an exchange between consumers and producers began to develop in various forms such as partnerships between consumers' co-operatives and agricultural and fishery co-operatives, and forest owners' associations.

At the 18th National Convention, 1988, agricultural co-operatives in Japan adopted a resolution to promote the "3 H Agriculture" (Healthy, High Quality and High Technology) as the future

course of agricultural production and to positively promote agricultural production giving due consideration to health and environment. The Ministry of Agriculture, Forestry and Fishery has also initiated a study of guidelines for the development of environment-friendly agriculture by establishing the Office for Organic Agriculture Measures.

In conjunction with livestock farmers' measures for the treatment of excrement, agricultural co-operatives' compost centres have been established in various parts of the country and the use of compost is being promoted positively. Agricultural co-operatives engaged in organic or reduced chemical agriculture now account for 30% of the national total.

At the 19th National Convention of 1991, Japanese agricultural co-operatives passed a resolution for "Challenges and Reforms of Agricultural Co-operatives toward the 21st Century", in which the "Guidelines for Supply of Safe and High Quality Food and Agricultural Products", which would encourage conservation-type agriculture and promote "3 H Agriculture", were adopted. Based on these guidelines, agricultural co-operatives and their members are tackling such tasks as:

- (i) The promotion of a "Healthy Soil Making Movement" for improved soil productivity and reduced use of fertilizer.
- (ii) Diffusion of preventive disease and pest control measures aimed at the reduction of the amount of agricultural chemicals used.
- (iii) Safety and hazard prevention movements (three safety factors - agricultural products, those engaged in chemical spraying and environment).
- (iv) Development and diffusion of fertilizing methods and environment-friendly fertilizers.

- (v) Development and diffusion of stock-rearing methods, and the implementation of chemical residue tests for agricultural products and safety tests for livestock products.

In districts with unfavourable conditions, such as mountainous regions, the area of land taken out of cultivation is on the increase. In these districts the promotion of agriculture is very important, as is the protection of water resources and environmental conservation. Agricultural co-operatives are appealing to the government and the public to recognize this as an important political issue.

#### **(b) Forestry**

Deforestation occurred when wood was felled for the military during World War II and for housing during the postwar period, and has resulted in frequent large-scale floods. Afforestation was subsequently promoted, mainly using coniferous trees such as pine, Japanese cedar and Japanese cypress, and was almost complete by 1960. In 1964, the Forestry Basic Law was enacted and the forestry structure improvement project was put forward to increase the gross forestry product, improve productivity and increase the income of forestry workers.

As fuels for home use were replaced by petroleum products, there was also a decrease in the use of domestic timber for construction owing to the increased use of non-wood materials and imported timber. The volume of low-cost timber from abroad increased as import restrictions were removed and Japan's use of home-produced timber fell below 50% in the 1970s. At the same time, the exodus of the rural population into urban areas decreased the number of forestry workers, resulting in labour problems for forestry management such as afforestation, pruning, thinning. There was also an increase in the number of absentee forest owners, with the resultant increase in the area of abandoned forests.

Planting in private forests, after peaking in the mid 1960s, began to decrease: but forest owners' co-operatives increased their afforestation work, and co-operatives are at the forefront of forest-making.

The forest owners' co-operatives also succeeded persuading the government to establish a thinning subsidy scheme, and came to be entrusted with thinning operations by members. The co-operatives are also engaged in the processing of small-diameter wood and are endeavouring to create healthy forests that are also useful for environment conservation.

As forestry has multiple conservation functions, at the 21st National Convention of Forest Owners' Co-operatives held in 1989 the forest owners' co-operatives adopted a resolution for "Enlivening Forests and People Movement" as a three-year campaign, aiming at a more comprehensive use of forests, such as the production of local specialities including mushrooms and edible wild plants depending on the geographical conditions, and the organization of forest recreation.

The principle of the forest owners' co-operatives begins with the creation of good forests and ends with the creation of good forests. Toward the 21st century when these man-made forests see the harvest season, it will be an important task of the forest owners' co-operatives to carry out appropriate thinning and pruning operations in co-operation with their members and to improve productivity by collective operations, introduction of high performance machinery and provision of high-density forest roads. Creation of forests and rural areas is also a matter for environment conservation.

### **(c) Fisheries**

The waters around Japan are the worlds' most prolific fishing grounds, where a cold current and a warm one mix and where numerous species of fish and shellfish are living. Accordingly,

marine resources have been used extensively in olden times and marine products now account for about 40% of the total Japanese intake of animal protein.

Following the enactment of the "Law Concerning the Promotion of Coastal Fishery" in 1963, a project for improvement of the structure of coastal fishery was announced to increase the productivity of coastal fishery, promote the welfare of fishermen and to improve management. Drastic measures were implemented. However, despite improved efficiency, production was held in check because of the increased water pollution caused by the reclamation of coastal water areas and by the discharge of industrial and domestic waste water.

As a result of environmental pollution, fishermen have suffered not only damage to their health, but also tremendous economic loss from contamination of fish and shellfish. The compensation offered by the industries involved was inadequate and the situation under which local residents and fishermen had to live in greatly reduced circumstances remained unchanged for some time. Fishermen and those related to fishery co-operatives throughout the country, concerned about the pollution of the marine environment, initiated an environment conservation movement. Since the National Fishermen's Convention for the prevention of water pollution, held in 1958, a number of national conventions were organized to appeal to the public and the government for the conservation of the marine environment. Fishery co-operatives themselves studied countermeasures by establishing the National Fishermen's Council for the Prevention of Water Pollution (1965) and also created the Oil-Polluted Fishing Grounds' Relief Fund (1975).

The National Federation of Fishery Co-operative Associations (ZENGYOREN) adopted a resolution for "Realization of Resources-Control Type Fishery to Self-regulate Resources and Fishing Grounds" at the 1st and National Conventions of Fishery



Co-operatives held in 1983 and 1986 respectively, and has taken a clear stand that “fishermen themselves will tackle the question of environment conservation in a more positive manner” since the last half of the 1980s. In 1987, the Federation resolved to totally ban the use of fishing net cleaning agents including organic tin compounds in yellowtail farms in 1987 and has been striving to establish a measure for the proper disposal of fishery-related waste materials such as scrapped fishing boats since 1991.

At the 3rd National Convention of Fishery Co-operatives held in 1989, a three-year action programme for 1990 - 93 was adopted, under which:

- \* the establishment of an environment conservation and monitoring system for fishing grounds, by and for co-operatives,
- \* the establishment of an environment assessment system,
- \* a positive drive for the elimination of synthetic detergents and
- \* a tree-planting drive for the conservation of fishing grounds' environments and for the increase of marine resources,

are being carried out.

As regards the relationship between the development of coastal areas (including reclamation) and fishing operations, negotiations are being held with developers to avoid further aggravating the environment of fishing villages and fishing grounds. It may be said that there is a pressing need for a movement to safeguard nature and marine wildlife from a viewpoint that “the sea is for the people - including future generations”.

### **3.1.2 Activities of co-operatives regarding consumption and lifestyle**

Our way of life is deeply involved in the current environmental problems. We must examine our lifestyle and grapple with a lifelong task to find a new lifestyle more in harmony with nature.

Co-operative business is intended to realize the wishes of members to live in plenty, but this is imposing burdens on the environment. Co-operatives should fully realize this fact and should never fail to give "due consideration to the environment" in carrying out their business. Co-operatives in Japan have been engaged in various activities with respect to this:

**(a) Co-operative members' own environment-conservation movements**

The point to which co-operatives in Japan attached the greatest importance in carrying out conservation activities was the fact that members themselves watched the environment closely, participated in those activities in which they thought they could play a useful role and continued to make efforts to change their own lifestyle step by step, together with many of their colleagues. The "Water/Environment Protection" drive is a typical example.

The "Water/Environment Protection" drive has been carried on continuously since the 1970s as voluntary activity by women's associations of agricultural co-operatives and fishery co-operatives and by members of consumers' co-operatives. "Water", one of the elements essential for life, is threatened by domestic and industrial waste, indiscriminate development of land, and inadequate sewers. The drive began with an inspection of the discharge of domestic waste water from members' own homes and exchange of information on the lifestyle that causes no water pollution. Efforts are being made to encourage the use of "original detergents" which do not contain LAS (a synthetic surface active agent), phosphorus and optical whitening agent.

Furthermore, a network of environment conservation drives was established in co-operation with consumer organizations and individuals having an interest in environmental problems. Their joint activities encouraged the authorities to set up periodic water quality monitoring in rivers, improved sewer systems and

water purification plants, elimination of synthetic detergents, public hearings on the Lake Biwa Comprehensive Development Project, etc.

Agricultural co-operatives organized water quality controls of streams, irrigation canals and reservoirs into which domestic waste water was discharged and a regional environment beautification programme to plant flowers by the roadside and to recover empty cans. Agricultural co-operatives are also engaged in activities to encourage children, the next generation, to become more aware of nature and agriculture through "Rice Planting Experience Tours" and "Children's Summer Camps" to be participated in by members of urban consumers' co-operatives and their children.

Within the fishery co-operatives, all the members and officials have been carrying on a beach cleaning drive. The women's section of a fishery co-operative in Hokkaido is mounting an "all Hokkaido tree planting campaign to increase marine resources", and "tree-planting drive" for environmental protection in coastal fishing grounds is spreading to many parts of the country.

Forest owners' co-operative associations are engaged in such activities as hosting a "Pruning Crusade" in which town dwellers participate in the work of rearing forests, educational activities such as providing guidance for nature observation so that parents and children can enjoy forests, promoting the use of wood, which is an energy-saving material.

Consumers' co-operatives are engaged in such activities as a study of living things at the waterside called "Brook Watching", the monitoring of water pollution, a study tour of water and sewage treatment plants, activities to protect the source of a stream from the development of a golf course, a tree-planting scheme under the "Forest Foster Parent System", a study of household waste and a study tour of a waste treatment plant,

financial aids to environment-friendly agriculture, forestry and fisheries industries through "Soil Making Funds" or "Environment Funds", and a fund-raising campaign for UNICEF. They also conduct simple measurement tests for acid rain and air pollution (NO<sub>2</sub>).

In the milk carton recycling scheme, which has spread rapidly among co-operatives, the consumers' co-operatives alone recovered 120 million cartons (approximately 4,000 tons) in a single year (1991), which were recycled as toilet and tissue paper. Schemes for the collection of empty cans and bottles, plastic containers, expanded foam trays and used batteries are organized by a considerable number of co-operatives.

In 1990, a "Three Million People Study Campaign" was launched by the women's sections of agricultural co-operatives, involving local women; and a "10 Million People Environment Conservation Drive", aiming at the participation of every member in environment conservation activities, was launched by consumers' co-operatives. Members of consumers' co-operatives are also engaged in activities such as the environmental audit of their homes with respect to waste water and household waste. This involves around 5.3 million members organized into units.

#### **(b) Consideration of environment in operating co-operative stores**

The period of high economic growth was also one of increasing consumer demand for food safety and healthy living, and for the general improvement of the community. Under these circumstances, consumers', agricultural and fishery co-operatives sought to restrict the use of harmful food additives and improvement of agricultural chemicals, conducted voluntary inspections of their own goods and strived to develop safe, high quality "original products" in a joint effort with members. For example, co-

operatives encouraged the use of "better detergents" linked with their members' "water and environment conservation drive" and developed various products making the best use of resources (repacking commodities, recycled products, and environment-friendly containers and packing materials).

Consumers' co-operatives adopted a "Special Resolution for Enhancement of the Setup to Cope with Environmental Problems" at the 40th regular general meeting held in 1990. In 1991, the "Environment Conservation Drive of Livelihood Co-operatives - Concept and Guidelines" was launched. This confirmed that environmental problems are closely linked with all the activities of consumers' co-operatives.

Based on these guidelines, the JCCU selected the slogan "Let Us Watch Our Life and the Earth" as a symbol of environment conservation activities, and developed over 180 "environment-friendly products", the sale of which was worth about 15 billion Yen in 1991. JCCU also sold 7 billion Yen worth of recycled paper products and is now engaged in work to promote the use of recycled papers and to eliminate the bleaching of paper products. Use of repacked commodities increased 1.5 times over the previous year, thereby saving 820 tons of natural resources. The JCCU now marks all drinks cans with the materials used and is also promoting similar marking of plastic containers, and pressing for reductions in the use of containers and packaging.

A co-op electric car development company was established with capital investment from 50 consumers' co-operatives throughout the country, and research and development work on small electric trucks to be used by consumers' co-operatives has progressed sufficiently to enable trials to commence. In addition, the JCCU has begun to map out a comprehensive business plan called the "Environment 21 Plan" with a view to the 21st century. This plan calls for a review of all commodities handled by

consumers' co-operatives to reduce damage to the environment. Agricultural co-operatives adopted a plan for the "Creation of Pleasant Villages and Towns" at the 19th National Convention of Agricultural Co-operatives, held in 1991. Action programmes under this plan include development of subsistence goods which are environment-friendly, recycling campaigns with the co-operatives playing a leading role, improvement of members' home environment and provision of joint sewage treatment tanks to prevent the pollution of rivers.

Agricultural co-operatives have developed more than 40 products of their own, which are environment-friendly, with annual sales amounting to about 4 billion Yen. They are also implementing schemes for the recycling of materials and simplification of packaging, converting household waste to compost, holding study classes on environmental problems in conjunction with co-operatives' women's sections and are also launching a campaign for the "joint purchase of safe and high quality perishable foods".

Fishermen's co-operatives pledged their support for environment conservation activities at the 3rd National Convention of Fishermen's Co-operatives. In the operation of co-operative stores, they are substituting synthetic detergents with soap and promoting the use of recycled paper products, and environment-friendly fishing net cleaning agents and keel paints.

### **3.2 Co-operatives' Basic View of Environmental Problems**

Co-operatives in Japan declare that their 25 million members will, by a united effort, intensify their campaigns and environmental activities in every field of their business operations and that they will make every effort to strengthen global solidarity and international relationship between co-operatives.

#### **3.2.1 How to address global environmental problems**

It may well be said that we can fulfil our responsibilities of caring for the environment by:

- \* Realizing that the world is a community in which the limited resources of the earth should be shared equally between mankind, other living things and future generations.
- \* Examining the economic and social conditions of industrialized countries practising mass production and consumption, and failing to make the best use of the available resources.
- \* Continuing our efforts for sustainable development in co-operation with the people of those countries in need of “development” and
- \* Following the course toward the creation of new sense of values, culture, livelihood and economic and social systems that can coexist with the environment.

For the fundamental solution of environmental problems, it is essential that each individual questions the way he or she lives and consumes goods, while considering the effect on a global scale, and that problems are jointly tackled by the whole community in the workplace and in the home.

### **3.2.2 Basic values of co-operatives, and environmental problems of the earth**

Co-operatives are established to improve the living conditions of their members on the basis of links between people and principles of the greatest service (non-profit), mutual assistance, etc. They have social responsibilities for creating a community in which people can enjoy a fair and affluent lifestyle, the so-called “symbiotic society”. Environmental problems cannot be avoided in achieving this. We are now required to indicate in concrete terms the consideration which we should give to the environment, and to implement these measures in every aspect of our future values, including economic business operations to meet members’ needs; participation and democracy; concentration and demonstration of the resources of members; economic justice, and national and international co-operation.

### **3.2.3 Steady implementation of feasible programmes**

Today, we are entering an age which requires us to “think on a global level and act on a local level” and “think on a local level and act on a global level”.

Co-operatives have many as local members and are engaged in various business activities in fields such as production, processing, distribution and consumption. It is necessary for co-operatives to play a leading role in environment conservation activities by making the best use of their local organizing ability and of the versatile characteristics of their business operations. However, there is a limit to the environment conservation work the co-operatives can undertake as an independent organization and business entity, and it is important to obtain the co-operation of states and industries, not to mention wide-ranging support from citizens, to achieve environment-friendly societies. With the creation of better relationships between man and the environment, and with business taking environmental considerations into account, we will steadily expand the feasible environment conservation movements of co-operatives from homes to districts, from districts to the whole country, and from the country to the world.

## **3.3 Co-operatives’ Environmental Movements**

### **3.3.1 Environmental conservation movements of 25 million members**

Through courses, members will learn the effect of their actions on the environment and will then launch a drive for environment-friendly consumption and the recycling of materials and become involved in activities to improve their local environments. In promoting these activities, interchanges of members between co-operatives and links with non-governmental organizations for environment conservation, industries and government schemes will be strengthened. We will also participate in fund-raising campaigns to support the efforts of developing countries for sustainable development.



### **3.3.2 Environment conservation activities in co-operative business**

Efforts will be made to promote environment-friendly agriculture, forestry and fishery practices. An environmental audit will be made on materials for production and home use handled by co-operatives and consideration will be given to the environment in every phase of production, distribution, consumption, disposal and recycling, including such activities as development of environment-friendly products, studies of new production (cultivation) standards agreed by consumers and producers, reduction of environmental harm imposed by transportation and distribution, and resource conservation, energy saving and recycling campaigns.

In the management of co-operative business, education of officers and employees regarding the environment will be intensified.

### **3.3.3 Maintenance and development of the agriculture, forestry and fisheries industries and promotion of environment conservation forms of industry**

With worsening environmental conditions and sharp increases in the world's population, stability of food production and maintenance and development of the agriculture, forestry and fishery industries within Japan have suffered due to the progress of internationalization, an aging workforce, a decrease in the number of capable workers, and decreased self-sufficiency in food owing to imports of agricultural, forestry and marine products and it is rather difficult to forecast the future of these industries.

For this reason, we will implement the following measures while strengthening our ties with national and international co-operatives to establish sustainable agriculture, forestry and fishery with importance attached to environment conservation functions and resource recycling industries.

**(a) Agricultural Co-operatives**

- (i) Development and spread of environment-friendly agricultural production technology such as organic agriculture.
- (ii) Harmonized development of crop types and livestock rearing in the region.
- (iii) Safeguarding farmers' income by providing stability of prices for agricultural products obtained by "conservation type" methods.
- (iv) Simplification of distribution standards and packaging for agricultural products (with an emphasis on taste and quality).
- (v) Development of production techniques and equipment suited to aging farmers, and improvement of purchasing ability.
- (vi) Establishment of a distribution system for agricultural products produced by environment conservation type farming methods.
- (vii) Intensification of activities for the restoration of clean, scenic rivers in rural areas.

**(b) Forest Owners' Co-operatives**

- (i) Promotion of interchanges between cities and rural areas through the construction of "natural accommodation recreational facilities" making use of the versatile functions of forests.
- (ii) Introduction of mixed forests composed of two or more tree species, creation of forests with trees of different heights,

encouragement of small-scale cutting, selective cutting and extension of the cutting period.

- (iii) Improvement of productivity and profitability through completion of high density forest road networks and introduction of high performance machinery.
- iv) Boosting demand for timber to ensure a basis for reproduction and promote conservation of energy.

**(c) Fishery Co-operatives**

- (i) Prevention of pollution of river, lake and sea waters.
- (ii) Switching to environment-friendly fishing gear and materials (biodegradable fishing nets, non-toxic keel treatment products, etc.) and promotion of conservation-type fish farms.
- (iii) Creation of an environment suitable for habitation by fish and shellfish through, for example, the establishment of woodland along the coasts.
- (iv) Promotion of the resource-management type fisheries.

**3.4 Toward the Sustainable “Common Future”**

**3.4.1 Intensification of co-operatives’ environment conservation movements on a global scale**

It is important to realize that the present global environmental problems are caused by the close and inseparable relationship between the economic and social system of industrialized nations characterized by mass production, mass consumption and

mass disposal and the world economic system characterized by the poverty of developing countries. Co-operatives, one of the largest NGOs both in Japan and the world, are called upon to intensify international conservation movements through collaboration between co-operatives toward the sustainable "common future", and the ICA is expected to take the lead in such movements. Japanese co-operatives will give positive assistance to the ICA in this role, in collaboration with environment conservation movements of co-operatives worldwide.

Amid the concern over increasing population and worsening environment in Asia, we, as Asian co-operatives, are determined to participate in the environment conservation movements of co-operatives in other Asian countries in need of development.

### **3.4.2 Establishment of a promotional system and funds to support environment conservation movements**

It is important that co-operatives' environment conservation movements be carried on steadily on a long-term basis. We will establish a promotional system with the united effort of agricultural, forest owners', fishery and consumers' co-operatives and also establish "Co-operatives' Environment Conservation Movements Funds" (tentatively named) as a long-term financial resource.

## **4. Environmental Action Programmes of Japanese Co-operatives**

### **4.1 Environmental Movements of 25 Million Members**

#### **4.1.1 Promotion of a drive for reviewing members' lifestyle and communities**

- (i) Participation of 25 million members in environment study activities.

- (ii) A review of members' life and production activities using an environment check sheet (environmental audit) or similar.
- (iii) Surveys and observations of communities and the natural environment using environment charts etc.
- (iv) Environment charts - Materials used for the measurement of NO<sub>2</sub> or acid rain, water quality, sceneries, etc.

#### **4.1.2 Participation in environment-friendly production and consumption activities**

- (i) *Environment-friendly agriculture, forestry and fishery schemes.*
  - \* Use of environment-friendly agricultural and fishing methods and forest management.
  - \* Low input and efficient use of production materials, appropriate recovery and disposal of waste materials.
  - \* Use of garbage, bark, excrement etc. in organic manures.
- (ii) *A drive for regular use of environment-friendly products and commodities.*
  - \* Environment conservation commodities such as organic agricultural products, perishable vegetables and marine products, soap, recycled toilet paper.
- (iii) *Participation in resources conservation, energy saving and recycling campaigns.*
  - \* A movement to carry a shopping bag and decline packaging of commodities at co-operatives' stores.
  - \* A campaign for recycling milk cartons, cans, bottles, plastic containers, etc.

## **4.2 Environmental Movements in Co-operative Businesses**

### **4.2.1 Promotion of environment-friendly production and processing operations**

- (i) *Research, development and spread of environment-friendly agricultural, forestry and fisheries technology.***
  - \* Research development and spread of new technologies, new materials and agricultural and fishing methods.
  - \* Promotion of "Guiding Principles for the Supply of Safe and Good Quality Food and Agricultural Products".
- (ii) *A tree planting drive for the preservation of marine resources.***
- (iii) *Creation of forests demonstrating versatile environment conservation abilities.***

### **4.2.2 Promotion of environment-friendly distribution business**

- (i) *Expansion of business affiliation between co-operatives (producer-consumer direct dealings, etc.) for agricultural, forestry and marine products.***
- (ii) *Research and development of an environment-friendly distribution system.***
  - \* Joint establishment and operation of key facilities such as collection and delivery depots and processing plants.
  - \* Simplification of distribution standards for agricultural, forestry and marine products.
  - \* Reduced use of containers and packaging.
  - \* Lightening the environmental damage caused by transportation and delivery.
- (iii) *Development of model stores and facilities.***

#### **4.2.3 Promotion of consumption and domestic products compatible with the environment**

- (i) Development and promotion of environment-friendly commodities.*
- (ii) Development and spread of a commodities assessment plan.*
- (iii) Research on a new production standard (food plan) based on agreement between consumers and producers.*

#### **4.2.4 Promotion of environment-friendly waste disposal and recycling**

- (i) Deployment of resource conservation, energy saving and recycling operations with co-operatives' offices, stores and other facilities at the forefront.*
- (ii) Promotion of joint development and provision of common sewage disposal tanks, etc.*
- (iii) Joint operation of waste disposal and recycling facilities, etc.*

#### **4.2.5 Promotion of business operations compatible with the environment**

- (i) Research, development and practical use of an environment assessment system for co-operative business.*
- (ii) Substantial education of co-operatives' officers and employees.*

### **4.3 International Movements to Open the Door to our “Common Future”**

#### **4.3.1 Participation in ICA environment/development programmes**

- (i) Exchange of experience and information on environment/development programmes*

#### **4.3.2 Promotion of activities in collaboration with the ICA’s regional secretariats**

- (i) Co-operation in holding an Asia/Pacific Co-operatives’ environment workshop.*
- (ii) Co-operation in the formation of co-operatives’ environment action programmes.*
- (iii) Supply of environment-friendly technology and information on production, processing and consumption.*
- (iv) Co-operation in the development of human resources such as education and training of personnel.*

\* The items mentioned above are only a few examples being studied by the Working Party and will be finalized following full consultation with ICA headquarters and the ICA’s Asia/Pacific regional secretariat.

### **4.4 Establishment of a Promoting Organization and Creation of a Fund**

- (i) A promotional system consisting of agricultural, forest owners’, fishery and consumers’ co-operatives will be established to promote co-operatives’ environment conservation movements.*



- (ii) *“Co-operatives Environment Campaign Funds” (tentative name) will be established as a long-term fund-raising measure to support co-operatives’ international campaigns and activities for environmental protection.*

## Footnotes

- <sup>1</sup> Minamata Disease is a neurological disorder caused by methylmercury poisoning which occurred by ingestion of fish and shellfish polluted by industrial effluent. The first epidemic of Minamata Disease occurred in 1956 in Minamata, a town located on the coast of Japan’s Shiranui Sea. The source of the poisoning was Chisso Corporation’s Minamata plant which produces acetaldehyde, a substance used in making plastics, drugs, perfumes and photographic chemicals.
- <sup>2</sup> The Diet is the national legislative body in Japan

# Co-operative Values and Development Aid

by Hans-H. Münkner, Marburg

## 1. Introduction

For decades development aid to co-operatives has mainly meant aid to state-controlled co-operatives in highly centralized, paternalistic and bureaucratic regimes. The organizations that were promoted had little in common with the ideal of voluntary, self-reliant, self-managed, member-oriented and democratically controlled self-help organizations, which co-operative societies should be, if they followed co-operative principles and respected the underlying basic co-operative values. The questions discussed in this paper are:

- whether and under what conditions the development aid to state-controlled co-operatives can contribute to their transformation into genuine self-help organizations working in accordance with co-operative principles and, if not,
- how development aid could be used to disseminate the knowledge of basic co-operative values and their practical application for a new start of successful co-operation in accordance with co-operative principles.

In order to discuss these questions in depth, it is necessary to recall how co-operatives were introduced in the developing countries, what has been their role in the process of development and how far this role has been compatible with co-operative values, principles and sound co-operative practices.

## 2. Co-operative Societies in Developing Countries

### 2.1 The Historical Perspective

For six to nine decades co-operative societies have been perceived by policy-makers, planners and many donors of development aid as preferred instruments for development. Despite many set-backs this belief still prevails, if only for lack of alternatives.

#### (a) *The Colonial Period*

Colonial governments imported the co-operative model of organization from Europe. However, they did not transfer rules and regulations governing co-operatives in their respective home countries but rather invented new types of state-sponsored and state-controlled organizations, which - at least in the long run - were supposed to develop into organizations following internationally recognized co-operative principles, which, however, until such time depended for their initiation and development on external (i.e. government) support.

Accordingly, the imported and often imposed co-operative societies in developing countries differed in many respects from European co-operatives and at the same time their imported rules of operation differed from local norms and values.

During the times of colonial government, most development planners were convinced of the superiority of European concepts. Local value systems, norms of behaviour and organizational patterns were largely considered as obstacles in the way of progress, which had to be removed and replaced by "modern" (i.e. European) norms and rules.

In this regard state-sponsored and state-controlled co-operatives were introduced to bring local people closer to the norms and values of their colonial masters, however, without granting them one of the most important rights which is an integral part of the

modern European value system, namely independence and autonomy of individuals and groups to make their own choice.

Furthermore, co-operatives were used by the colonial masters not only as instruments for solving economic and social problems of the masses of the population (e.g. indebtedness, dependence on money-lenders, exploitation by middle-men) but also to increase and improve production of cash crops by establishing co-operative supply and marketing channels.

Finally, co-operative societies served as mechanisms to consolidate state control over the masses of small-scale agricultural producers and to extract surplus earnings from the marketing of export crops in order to finance the operations of general administration.

It is not surprising that the local population looked upon such state-sponsored and state-controlled co-operatives with mixed feelings or with suspicion.

*(b) After Independence*

After independence, the newly established governments continued to use co-operatives as development tools and control-mechanisms, applying the same or similar rules as the former colonial administrations.

Often state control over co-operatives was extended even further so that in the eyes of the population registered (i.e. officially recognized) co-operatives were seen as the extended arm of government.

In further development, agencies and non-governmental organizations also used co-operative societies as instruments for channelling their aid and technical assistance to target groups of their choice, with goals and priorities fixed by the donors in agreement with the recipient governments. Again such co-operatives were

seen by the local population as alien institutions following their own foreign rules and measures, which had to be accepted and applied not because they were considered as being useful, but rather as a pre-condition to qualify for external aid.

Autonomous, self-managed co-operatives, operating with their members' own resources to achieve goals set by their members and democratically controlled by them, although proclaimed as the ultimate objective of all development efforts, have been and still are the exception rather than the rule.

## **2.2. Co-operative Values and External Aid**

Promoting co-operatives means helping co-operators to help themselves. At first sight this may seem to be standard practice in the development process, where "self-help promotion" has become a slogan. However, a closer look reveals that the idea of "aided self-help" is an ambiguous concept and difficult to put into practice. Considering past experience with self-help promotion, negative results prevail. In this field as in many other fields we know more of what has not worked, than what has proved to be successful.

How to give co-operatives aid and encouragement without negative effects on their independence and self-reliance remains an open question. It is especially unclear, how far and for how long government assistance to co-operatives should go to be effective and whether in the long run such assistance can be effective at all.

Whether or not development aid to co-operatives encourages their development depends to a large extent on the intentions with which it is given: It is not very likely that a co-operative department will promote the development of independent, self-reliant co-operatives, if the overriding (open or hidden) objective of government is to remain in control.

On the other hand, there are some examples showing that government aid to co-operative development can be successful, if carried under a clear concept, with determination and skill.

### **2.3. Ambiguities and Misconceptions**

The colonial past of co-operatives in most of the developing countries and the practices of development aid have created a confused and often wrong image of co-operatives in the minds of policy-makers, planners, administrators, the general public and even among co-operative leaders and members.

Instead of clear views about co-operative values, principles and practices, misconceptions appear to prevail. In a seminar on co-operative law in ASEAN, organized jointly by the ASEAN Co-operative Organization (ACO), the Co-operative Department of Malaysia (JPK) and the Friedrich-Ebert-Foundation (FES) in Kuala Lumpur in August 1988, the participants, asked to identify what are the common grounds concerning the co-operative concepts in the region, came to the following answer:

*“...there are a number of misconceptions that currently exist in the minds of members of the public as to the actual concept of a co-operative society. Among these misconceptions are:*

1. *The public generally feels that by forming a co-operative, they will be able to earn a maximum return with the minimum investment...*
2. *Some people believe that if the organization is a co-operative, then it is government-supported and as such, there will be financial assistance in the form of grants, subsidies etc. In this way they tend to believe that a co-operative cannot fail.*
3. *... there are some people who think that co-operatives are social organizations and therefore do not look at them as business organizations capable of being financially viable enterprises...*
7. *There is yet another group of people who make use of co-operatives to undertake activities which are prohibited or restricted by other rules and regulations. These are bogus co-operatives set up to benefit board members as they use the co-operative as an instrument for an easy way to obtain privileges - some as an escape route.”<sup>1</sup>.*

Another source of confusion regarding the concept of co-operation has come to light after the political changes in Eastern Europe and the former Soviet Union: The use of the same term “co-operative society” to describe two different phenomena namely self-reliant co-operatives and socialist collectives.

According to the socialist doctrine in centrally planned economies, co-operatives promoted and controlled by the state and aided by foreign donors were and sometimes still are seen as instruments for transformation of private property of means of production into co-operative property being an intermediate stage of transformation into state-property, serving to implement central plans and to educate co-operative members, leaders and staff as well as the general public in the socialist way of life.

Under this concept co-operatives were not perceived as autonomous, member-controlled self-help organizations to defend the legitimate interests of their members, but rather as a special type of political structure, firmly integrated into a tight network of party and state planning and control.

Using the same word “co-operative society” for the socialist type of collective organization, for self-reliant, autonomous self-help organizations in market economies, for intermediate stages in mixed economies and for state-controlled development tools in the developing countries did not help to clarify the issue.

Similar confusion caused by different meanings of the same term in different political and economic systems can be observed with regard to some of the co-operative principles:

- Voluntary membership appears to include automatic membership due to legal provisions<sup>2</sup> or factual compulsory membership due to lack of alternatives where co-operatives are given a monopoly or due to political pressure;

- democratic management and control includes democratic centralism;
- autonomy in planning and decision-making, includes autonomy reduced to implementation of pre-determined plans and decision-making subject to approval by government or party officials.

In discussions across the boundaries of different political and economic systems, the ambiguous terminology made it relatively easy to agree on the surface as long as discussions of substance were avoided. However, under such circumstances, agreement on basic values and on the contents of co-operative principles is difficult if not impossible.

### **3. Co-operative Values in State-controlled Co-ops**

Apart from the common misconceptions regarding the co-operative concept, there are also ambiguities and contradictions in government policies for promoting (and controlling) co-operative societies, which are reflected in policy declarations and co-operative legislation.

#### **3.1. Reasons for Establishing Co-operatives**

In many developing countries co-operatives have been formed in a top-down manner according to policies and plans set by government officials and planners of development aid. This is often done without consultation of the potential members (the target group).

Hence, the initiative to form a co-operative usually does not come from the potential members, but rather from influential persons (politicians, government officials, local leaders etc.). Often the motives are not to establish self-help organizations by organizing people and pooling their resources, but to qualify for external



aid. The aim is not to mobilize local self-help potential and to put it to use for the benefit of the co-operators, but to tap local resources for personal enrichment or for overall development.

When formation of co-operatives is encouraged and promoted by government, it is common to offer financial incentives (soft loans, grants or tax exemptions) to a nucleus of influential persons or to establish "co-operative" enterprises financed and managed from outside in order to reach a well-defined target group of beneficiaries with the services of such enterprise.

It is hoped (and sometimes feared) that a group of active co-operators will develop around such investment and turn the project into a self-reliant co-operative, after common facilities have been created with government or foreign donor assistance. More often than not, this hope (or fear) is unfounded. The project works as long as external aid is provided and stops when the project funds are exhausted.

### **3.2. Government Service to Promote and Control Co-ops**

Where the state provides special government services to promote and control co-operatives much of the external aid and technical assistance originally earmarked for co-operatives is used to promote the government agency in charge of promoting co-operatives. Over the years in many countries these agencies have turned into huge overstuffed and underequipped bureaucracies.

With a growing number of co-operatives, stagnant or declining budgets for government expenditure and co-operative legislation giving government more and more powers to supervise and control co-operatives, the concept of state-controlled co-operation has reached the limits of its applicability. State-control becomes increasingly extensive and expensive but remains largely ineffective. Yet, with government officials in charge of co-operative development, responsibility for the poor performance and

losses of these state-controlled co-operatives have to be taken over by government.

Officials trained as promoters of self-help organizations are often demotivated and frustrated by lack of orientation and support, unattractive service conditions and poor career prospects. Due to scarcity of funds and equipment, field work in such services often turns into paper work and sometimes even paper is lacking. Heavy turn-over of staff in co-operative development agencies means constant loss of investments made in the qualification of such staff. Accordingly, foreign aid for co-operative development used to promote government officials in charge of supervising and controlling co-operatives (promoters/inspectors) may well be wasted.

### **3.3. Contradictions in the Idea of State-controlled Co-ops**

The approach to promote state-controlled co-operatives is full of contradictions. The proclaimed goal is to help people to help themselves by enabling them to learn how to run their own co-operatives. However, where co-operatives are under stringent government control and all major decisions of their decision-making bodies are subject to the approval of government officials, co-operators have little opportunity to learn by making their own mistakes, to take initiatives and develop entrepreneurial skills.

The philosophy behind this approach is that to prevent mistakes is better than to cure. From the government's point of view, co-operators are usually seen as people lacking experience and business skills to run their societies according to the rules. In practice, there is no room for co-operators to learn how to run their societies without government control and there may be no intention to allow them to do so.

In theory, policy-makers and development planners accept basic co-operative values and propagate co-operative development in line with co-operative principles. However, in practice things look different:

- Although it is agreed in principle that co-operatives should ultimately become autonomous self-help organizations of their members, government is not prepared to reduce its powers over co-operatives and continues to control all co-operatives irrespective of their stage of maturity.
- It is prescribed under the current co-operative law that co-operatives have as their object to promote the economic interests of their members in accordance with co-operative principles. However, in practice co-operatives (especially co-operative produce marketing societies) are expected and even forced to serve all, whether they are members or not and to work in the public interest, rather than for the interest of their members.
- Co-operatives supposed to follow the principle of voluntary membership are given monopolies for supply and marketing of certain commodities, making membership a must.
- Co-operatives are by definition democratic organizations with the general meeting of members as the supreme authority and elected leaders to manage their affairs. However, strict government control leaves little room for self-management and democratic control. Government maintains the powers to inspect, supervise, audit, conduct enquiries, suspend activities, dismiss unfit officers, appoint care-takers, amalgamate, dissolve and liquidate societies. Such extensive government powers are incompatible with democratic management and control.
 

*“Government wants us to be democratic, but we are left with very little to be democratic about”<sup>3</sup>.*
- Co-operatives are supposed to become economically self-reliant, but they are not given access to lucrative business (like export of cash crops), which remains in the hands of parastatals or private firms.

Without profitable business, surplus of income over expenditure remains low, if there is any. This means that co-operatives cannot build up their own capital base and remain dependent on government loans and grants, although this is known to be detrimental to sound co-operative development. As Laidlaw has put it:

*"Subsidy as a form of state aid is invariably a kiss of death for co-operatives"<sup>4</sup>.*

In view of all these ambiguities state-controlled "co-operatives" are co-operatives mainly by name, which in practice work more like branches of the public administration. They may serve useful purposes, but they certainly do not encourage the development of self-reliant, autonomous, member-supported and member-controlled self-help organizations.

#### **4. Reasons for Failure of Externally Promoted Co-operatives**

Where the goal is lost from sight, all efforts to reach it may well be in vain. This is often true in case of efforts to promote co-operatives by development aid.

The concept of state-controlled co-operative development is based on assumptions, which are either difficult to implement or unrealistic. Furthermore, there often is a large gap between officially pronounced goals and the real intentions, between declared policies and their practical application.

##### **4.1. Unclear Concept**

Misconceptions or unclear ideas of what co-operative societies are, how they work and confusion about the meaning and importance of basic co-operative values and co-operative principles can be found at all levels.

A clear view of co-operative identity based on a consistent and convincing concept and knowledge of well-founded, workable and replicable models of co-operative organization are often lacking. This is reflected for instance in the heading of the relevant chapter of the Report of the Seventh African Regional Conference, Report III, Co-operatives, International Labour Office, Geneva 1988 (p. 104): "Inconsistencies in policy, strategies and methods of promotion".

In the proceedings of the first African Ministerial Co-operative Conference on Review of and Strategies for Co-operative Development in East, Central and Southern Africa, organized by the ICA Regional Office for East, Central and Southern Africa (Moshi) in 1984, it is suggested that

*"governments devise a system whereby co-operative knowledge could be disseminated within government circles so as to ensure support of the co-operative development within government ministries" (para. 6.3.2.).*

#### **4.2. Targets and Target Groups**

Many co-operative development schemes are strongly donor-oriented. Instead of allowing prospective co-operators to form co-operative groups and to set the targets for their joint action themselves, politicians, development planners and donor representatives tend to set targets and to select target groups for their programmes or projects.

This method of top-down planning of co-operative development is not in conformity with co-operative principles. Furthermore, the criteria for setting goals for co-operatives and identifying target groups for development aid are often determined by political convenience rather than by socio-economic considerations.

Empirical research on local conditions for development of co-operative societies is widely neglected. As a result, the knowl-

edge of existing social structures, resources, potentials and constraints is usually limited. Accordingly, decisions on targets and target groups often lack a solid empirical base.

#### **4.3. Policy**

Government's co-operative development policy is frequently based on inconsistent and unrealistic assumptions.

In many cases the officially pronounced objective is to promote the development of self-reliant co-operatives but at the same time the intention is to remain in control.

Government powers to control co-operatives and to interfere with their day-to-day operations are proclaimed to be temporary until such time when co-operatives can stand on their own feet. However, in many countries, this transition period has already lasted for decades and there is no end in sight.

The assumed intention is that government should phase out its involvement in co-operative development as soon as the co-operative movement has established its own institutions and can take over. However, over the years instead of phasing out, in many countries governments have maintained and even extended their powers to supervise and control co-operatives.

#### **4.4. Legal Framework**

With few exceptions the co-operative legislation dating back to colonial times has not been thoroughly amended. In many countries it is still largely based on imported and imposed rules, which are not adjusted to local norms and values, widely unknown and not applied and accepted as useful by the co-operators. Furthermore, these laws submit co-operatives to bureaucratic procedures and stringent government control.

The recommendation of the International Labour Conference expressed already in 1966

*“... to detect and eliminate provisions contained in laws and regulations which may have the effect of unduly restricting the development of co-operatives ... or ... [fail] to take account of the special character of co-operatives or of the particular rules of operation of co-operatives”<sup>5</sup>.*

has not been implemented.

#### **4.5. Limited Choice of Legal Patterns for Organized Self-help**

For many decades the only officially allowed type of organization for economic co-operation of people of limited means has been the registered co-operative society under government control. All other forms of economic group activity had to work with a limited number of members (in countries following the British Legal System: membership below 10 or 20 for persons forming a partnership) and with unlimited liability of its members for the debts incurred by the group. Larger unregistered groups risked to be prosecuted as illegal associations.

This rigidity dating back to colonial times has been abandoned during the past several years, allowing informal groups, village groups, pre-co-operatives and other economic organizations to operate side by side with co-operatives and creating additional legal patterns for self-help organizations, which are more flexible than the state-controlled registered co-operative societies.

#### **4.6. Co-operative Development Service**

The idea to build a team of well-trained, highly qualified and motivated co-operative officers, having as their task to inform, educate, advise and guide co-operators during an initial stage until they have learned to stand on their own feet, has proved to be difficult to implement in practice.

In many countries the co-operative development service has turned into a large, centralized and bureaucratic government administration, using much of its energy to solve its own admin-

istrative problems and the rest of its capacity for supervising and controlling co-operatives.

Instead of acting as dynamic promoters and extension workers to facilitate self-management and active participation of the co-operators, government officials often are underpaid, demotivated inspectors with a paternalistic and bureaucratic approach to their work.

According to the underlying concept, these co-operative officers should help co-operatives to become self-reliant, which means that they should work themselves out of their own jobs. It is not surprising that many of such government officials tend to maintain or even increase their influence on co-operatives rather than to reduce it, in order to retain their posts.

#### **4.7. Volume and Duration of Government Aid**

Often development aid is equated to investment in physical structures such as buildings, processing plants and equipment. Such investments are visible and measureable and can be completed within a relatively short period time. Running expenses and maintenance costs are supposed to be earned by the recipients of the development aid, which frequently proves to be an unrealistic assumption.

Education and training programmes needed to enable the recipients to help themselves require more time and produce results which can only be seen and measured in the long run, if at all. Education and training as techniques of "social engineering" are less spectacular and more demanding than investment in physical structures. Furthermore, where money is saved by planning education and training without sufficient knowledge of local conditions, i.e. without solid foundation on empirical research, non-adjusted education and training programmes or programmes for wrong target groups give no or negative results. Short-term



isolated education and training programmes without follow-up are usually ineffective and the funds invested in such programmes are lost.

#### **4.8. Unfavourable Climate and Conditions**

Promotion of co-operatives does not take place in a vacuum. The prevailing economic, political, legal and administrative conditions generally influence the work of self-help promotion agencies. In centralized, bureaucratic and paternalistic regimes, it is unlikely that government officials will be able to promote liberal, autonomous, democratic self-help organizations.

Under a political system in which development of private group activities is looked at with suspicion or is seen as potentially dangerous, co-operatives will remain state-controlled development tools in the hands of government, even if the officially declared policy claims to promote self-reliant co-operatives and to respect basic co-operative values.

### **5. Possibilities and Problems of De-officialization of State-controlled Co-operatives**

De-officialization of state-controlled co-operative societies can only be achieved in a difficult and time-consuming process, if at all. It has to take place first of all in the minds of the different actors in the political, economic and administrative system and of the co-operators at all levels.

The current structural adjustment programmes may offer an opportunity to create a favourable climate and improve conditions for the development of self-reliant co-operatives, i.e.:

- Adjustment of the economic system by de-regulation and liberalization of markets, freedom of association, autonomy of individuals and groups in the economic sphere, encouragement of individual and group activities, protection

of private (individual and group) property, equal opportunities for co-operatives as compared to commercial firms and protection of co-operatives against unfair and criminal practices.

Such adjustment of the economic system can only be brought about simultaneously with a reform of the political system. Such adjustments require:

- an official public pronouncement of a realistic co-operative development policy based on a clear concept of the role of co-operatives in the overall development of the country, and on a deliberate limitation of government's influence on co-operatives (reduction of government's powers, change of attitude towards co-operatives from a master and servant relationship to one of partners in development),
- revision of co-operative legislation reflecting this change of policy, i.e. limitation of government powers to skeleton functions (keeping the register of co-operatives, normative control regarding their compliance with the law), deregulation and simplification of administrative procedures. Such liberalized co-operative legislation has to enable the co-operators to take their own decisions, to set their own targets and to run their own joint enterprises as self-responsible adults, allowing them to succeed but also to fail.
- De-centralization of the re-organized government services mainly concerned with the registration of co-operative societies.
- Where a government agency for promotion of co-operatives and co-operative extension services is considered indispensable, an additional requirement is a special scheme of service for self-help promoters and extension workers, which would allow to recruit qualified and motivated officers and to retain them in the service.

Alternatively, intermediate structures have to be established providing the required extension services during a transition period until the co-operative movement has developed its own support organizations (federations, unions, research and training centers), to take over those functions and services, which the government intends to hand over (to phase in where government phases out). Such co-operative support system can only develop on the basis of strong and self-reliant primary co-operatives. Until this aim is reached, to support structures could work as projects or programmes of development aid.

However, the most important part of the structural adjustment and co-operative policy reform process has to take place in the heads of the policy-makers, development planners, programme and project administrators and co-operators.

The common misconceptions, the confusion concerning the basic co-operative values, co-operative principles and practices and the concept of co-operation, the tarnished image of (state-controlled) co-operatives, the general loss of confidence in officialized self-help organizations, can only be overcome, if all actors realize, what has gone wrong in the past.

As long as development aid will be "projected" upon target groups of pre-selected beneficiaries, the potential beneficiaries will react by establishing co-operatives mainly to qualify for development aid but otherwise remain inactive.

As long as development planners aim at rapid growths of physical structures, dependent on external technical and financial assistance, such artificial development will not bring about self-sustained co-operatives or replicable models but rather "co-operatives without co-operators."

To achieve the required change of attitude the entire system of co-operative education and training needs to be thoroughly revised.

## 6. Promotion of Self-reliant Co-operatives

### 6.1. The Concept of Self-reliant Co-operatives

If co-operative societies are seen from the perspective of basic co-operative values, they have to be perceived as self-reliant self-help organizations, owned, managed and controlled by their members and if they are allowed to play their role as organizations for promoting and defending the legitimate interests of their members, they must be given room and protection to carry out this task.

This way of looking at co-operatives is clearly expressed in the legal definition of co-operatives in various co-operative laws and for instance in the Recommendation No. 127 of 1966 of the International Labour Conference, where co-operatives are defined as

*“... an association of persons who have voluntarily joined together to achieve a common end through the formation of a democratically controlled organization, making equitable contributions to the capital required and accepting a fair share of the risks and benefits of the undertaking in which the members actively participate”<sup>6</sup>.*

According to this concept, co-operatives focus on people not on capital. The central characteristic feature of self-reliant co-operatives is the self-help of the members by working together and pooling their resources for their own benefit (principle of identity of owners, decision-makers and customers of the co-operative enterprise).

If it is intended to encourage the members of co-operatives to help themselves, they have to be treated as adults who are called upon to exercise self-management and democratic control and who are themselves responsible for success or failure of their joint undertaking.

Such co-operative self-help organizations must be allowed to start small and to grow at a speed which their members decide and which is determined by their capacity to contribute, by the development of their individual businesses or households and by the acquisition of skills to run their joint enterprise.

Self-propelled growth of co-operative self-help organizations is only possible, if the self-help mechanism is put into motion:

Participation in co-operative activities, which results in tangible advantages for the member, motivates the member to continue and intensify his or her active participation and attracts others to join the co-operative society.

In other words, membership in a co-operative society has to be meaningful for the members. The obligations of membership (submission to group discipline, participation in group action and contributions of own resources such as capital, labour, land etc.) have to be outweighed by the advantages to be derived from membership (access to consumer goods, inputs, loans, services, market channels which would not otherwise be available at all or at less favourable conditions). If not, voluntary membership cannot be expected and would not make sense.

## **6.2. Institutions in Charge of Self-help Promotion**

Experience has shown that government services used in the past for initiating, supervising and controlling co-operatives as instruments for development cannot be easily transformed into agencies for the promotion of self-reliant co-operatives.

There are certain functions with regard to co-operatives which always need to be carried out by a public authority, namely: their registration in a public register, normative control in terms of monitoring their compliance with the provisions of the co-operative law, imposition of sanctions for infringements of the

law and ex-officio dissolution, liquidation and cancellation of registration in cases prescribed by the law. These mainly administrative skeleton functions should be carried out preferably by a decentralized registration service with a minimum of bureaucratic red tape.

The actual tasks of self-help promotion in terms of information, education, training and advice require specialists experienced in co-operative extension work, adult education and co-operative management, i.e. a corps of professional self-help promoters which either need attractive service conditions as a specialized branch of government administration or operate outside government structures and public service regulations in an autonomous co-operative service center, having its own staff regulations, budget and sources of funds. Models of such institutions are the co-operative enterprise development centers of the ILO in the eighties, which, however, would have to be modified to avoid known shortcomings.

If such co-operative service centers were financed by the proceeds of trust funds (provided by foreign donors) and by fees charged for their services, and if they were structured in such a way that co-operatives could take over such centers after some time e.g. by buying shares until they hold the majority, mistakes of the past could be avoided.

### **6.3. Instruments of Self-help Promotion**

Promoting the development of self-reliant co-operatives is a process which works through a combination of instruments which have to be simultaneously applied. The exact combination of instruments, the right dose of external promotion and the optimal period during which such promotion should be given (so as to avoid negative effects of underpromotion or overpromotion), depends on the stage of development and local conditions. It cannot be calculated in advance, but can only be determined from time to time on a case by case basis.

In the case of self-help promotion the well-known instruments of development work, such as research and planning, education and training, management consultancy, monitoring and evaluation need to be modified and have to be used in a manner which is consistent with self-help promotion.

Verhagen<sup>7</sup> mentions a total of eight instruments for self-help promotion and has defined how they have to be applied in order to encourage rather than to inhibit the development of self-reliant, member-oriented and member-controlled co-operatives and to enable the co-operative movement to gradually take over control of the instruments and the entire support system.

- (a) **Identification of target groups** being not a one-way activity by which the development planners select the beneficiaries of their project or programme, but rather a two way process of mutual identification of development actors (the target group) and their promoters. The promoters encourage individuals and existing groups linked together by common interests or any other common bond to identify themselves as potential partners in development.
- (b) **Participatory research and planning** being the joint analysis of the self-help promoters and the target population regarding their social and economic conditions and development constraints as well as a joint assessment of the feasibility of the proposed action. Research with active participation of the target population leads to participatory planning.
- (c) **Education and mutual training in self-help promotion** being not a one-way transmission of knowledge from the educated to the non-educated, and training not being expertise brought from outside to be imparted on the ignorants. A mutual learning process is required, characterized by deliberate creation of learning situations and application of participatory teaching methods<sup>8</sup> which leave room for two-

way communication of ideas and transfer of skills. In this way a synthesis of local knowhow and expertise from outside (knowledge sharing) can generate new knowledge adjusted to local conditions.

- (d) **Resource mobilization and resource provision** in the context of promotion of self-reliant self-help organizations means to identify unused, underutilized or wrongly used local resources, to pool the (potential) members' own resources and to put them to productive use.

In self-help promotion, external provision of resources has to be strictly complementary to the members' own contributions. The margin between the right dose of external aid needed to overcome problems which cannot be solved with local resources and an overdose that undermines the members' self-help potential is extremely narrow.

Mobilization of local resources for local development is an entrepreneurial task. Accordingly, promoters, co-operative leaders and managers have to shed the image of project and programme administrators or bureaucrats and have to acquire entrepreneurial skills or be replaced by persons having such outlook and skills.

- (e) **Management consultancy** means advice on how to ensure best possible use of local human, financial and natural resources, on the use of appropriate technologies and on methods for the settlement of conflicts.

Management consultancy being the provision of an external resource which entails the danger of making the recipient dependent on the donor, i.e. the consultant, and of turning the consultant into the actual decision-maker. In the case of self-help promotion this danger is particularly serious.



- (f) **Linkage building with third parties** being important for co-operatives because they do not exist in a vacuum and depend on a good relationship with government agencies, private industry, traders, banks, social, political and religious institutions. Accordingly, to establish or improve linkages with third parties or to sever linkages which have lost their usefulness or become counterproductive are tasks which can be facilitated or undertaken by self-help promoters, e.g. by lobbying, information, collaboration or partnership.
- (g) **Process extension and movement building** refers to two different but closely related tasks.

Process extension means to spread the knowledge about good ideas, organization models, new technologies, to encourage imitation and replication by dissemination of information and organization of study tours and exposure training in successful self-help organizations.

Movement building means to facilitate the creation of networks and both horizontal and vertical integration. Such networking opens access to supply and marketing channels, to credit facilities and other services which otherwise would not be available to a small local self-help organization. It also allows distribution of economic and administrative functions within a multi-tier structure.

Self-help promoters can facilitate and speed up both processes.

- (h) **Monitoring and on-going self-evaluation** at all levels of activity are important tasks of self-help promotion. The development actors (i.e. the members, leaders and staff of these self-help organizations) and the self-help promoters have to review and assess the activities not as a static picture taken at periodic intervals but rather in a continuous dialogue

using a participatory approach. This can be achieved by integrating monitoring and evaluation activities in the work programmes of the self-help promoters and the co-operative leaders, by making efforts to involve the co-operative members in the process and by encouraging self-evaluation.

## **7. Consequences for Constructive Development Strategies**

For the past several years structural adjustment had been seen as a precondition for overcoming the period of stagnation and decline in which many of the developing countries find themselves.

Structural adjustment means,

- to reduce excessive government expenditures by cutting back government involvement in economic affairs,
- to decentralize and slim down overstuffed government services and reduce their tasks and powers,
- to de-regulate, simplify and streamline administrative procedures,
- to liberalize the markets and
- to encourage private initiative and the sense of self-responsibility of the citizens by calling upon individuals and groups to solve their economic and social problems themselves.

Structural adjustment programmes bring hardship mainly to the poorest strata of the population and special measures are required to ease the impact of the new measures on the low-income groups for a transition period. On the other hand, the new climate of liberalization and privatization also offers the citizens the chance to take their destiny in their own hands and to use the newly acquired autonomy to form self-help organizations (co-

operatives, associations, pressure groups, trade unions and political parties) to protect their legitimate interests. The new political and economic climate allows co-operatives to play their original and meaningful role as organizations fighting for the benefit of their members, if they are organized effectively. In such periods of rapid change, co-operatives can to some extent serve as "shock absorbers" and supplement other measures to protect weaker groups against the hardship of structural adjustment.

The basic co-operative values such as

- self-help and mutual assistance,
- liberty and voluntariness,
- equity and
- democracy,

point in the same direction as most of the general ideas underlying structural adjustment programmes, while the social dimension of structural adjustment, corresponding to the co-operative value of social responsibility is often neglected.

What is important in the context of co-operative development is that the reduction of government influence on and control of economic activities and the abolition of state monopolies remove the main obstacles in the way of the development of self-reliant co-operatives. Accordingly, self-help organizations built on basic co-operative values fit well into structural adjustment programmes and can play a significant role in making such programmes successful.

However, if donors of development aid want to promote self-reliant co-operatives operating in line with basic co-operative values, they have to reorient their programmes and projects for co-operative development. They will have to abandon technical

and financial assistance to government services and other bureaucratic institutions which try to perpetuate their power over state-controlled "co-operatives without co-operators" and adopt their approach to using appropriate instruments for the promotion of self-reliant, member-based co-operatives. By drawing the attention of governments and the donor agencies to the fact that development aid to co-operatives has to respect the basic co-operatives values, the ICA supports this view.

In a paper on the ICA's role in promoting co-operative development in West Africa, presented in Accra in 1986, Babacar Ndiaye stated that:

*"the main objective of the ICA policy is the creation and expansion of independent, democratic and economically viable organizations in which men and women can participate on an equal footing. These organizations should be capable of serving their members efficiently and contribute to social justice in the respective country<sup>9</sup>."*

For donors of development aid to co-operatives this means that the working conditions and the climate for co-operative societies have to be improved by way of dialogue between the self-help promoters on the one hand and policy-makers, development planners and administrators as well as co-operative movement representatives at various levels on the other and that links have to be established among these actors.

Co-operatives have to be recognized by government as private self-help organizations and as a positive economic and social force promoting primarily the well-being of their members but also contributing considerably to the overall development of the country. Based on empirical research and in dialogue between self-help promoters and the potential members, self-help potentials as well as appropriate forms of organized self-help have to be identified. For this purpose self-help promoters have to be trained to act as development entrepreneurs and consult-

ants who can identify opportunities to mobilize local resources, which the members of co-operatives can use for their own benefit.

The AMSAC<sup>10</sup> programme, which is not a new concept but rather a return to genuine co-operative practices in accordance with basic co-operative values and co-operative principles could serve as a guide for a constructive co-operative development policy and for aid to co-operatives which does not have negative effects on their independence.

In a nutshell the AMSAC concept includes the following:

- Governments co-operative development policy has to be oriented towards the promotion of members/co-operators, i.e. it has to be clearly stressed that co-operative societies are in the first place self-help organizations and as such have as their primary object the promotion of the well-being of their members.
- The management of co-operative organizations has to be improved by injecting a professional element into their operations, i.e. co-operative societies need a manager who sees his task to act as a development entrepreneur in favour of the co-operators and not as an administrator for the execution of the development programmes set from outside.
- The objectives of the co-operative organizations have to be diversified in order to increase the chances of co-operative societies to meet the real needs of their members and to earn more income through better use of local resources for local development and, last but not least,
- the basic units of the co-operative system (i.e. village groups or other local groups) have to be integrated horizontally and vertically into co-operative societies, unions and federations

which offer all services which are necessary for their development and which require professional skills. At the same time these local groups have to be given sufficient autonomy to organize their economic and social activities in their own way, following their own rules and satisfying their own needs.<sup>11</sup>

## Footnotes

- 1 Cf. ACO-JPK-FES: Report on the follow-up seminar on co-operative law in ASEAN, Kuala Lumpur 1988, pp. 57 - 58.
- 2 e.g.: "Every person who has attained the age of eighteen years and is resident of the village ... shall be a member of the rural co-operative society of the village in which he is a resident", Co-operative Societies Act of 1982, Tanzania, Sect. 24 (1), amended in 1985.
- 3 Westergaard, Poul, W.: Co-operatives in Tanzania as Economic and Democratic Institutions in: Widstrand, C.G. (Ed.): Co-operatives and Rural Development in East Africa, Uppsala, New York 1970, p. 143.
- 4 Report of the Royal Commission on the Co-operative Movement in Ceylon, Colombo 1970, p. 300, para. 20.22.
- 5 International Labour Conference: Recommendation No. 127 Concerning the Role of Co-operatives in the Economic and Social Development of Developing Countries, Geneva 1966, para. 10(a).
- 6 International Labour Conference: Recommendation No. 127 Concerning the role of co-operatives in the economic and social development of developing countries, Geneva 1966, para. 12 (1)(a).
- 7 Verhagen, Koenraad: Self-help Promotion - a Challenge to the NGO-Community, Oegstgeest and Amsterdam 1987, pp. 106 et seq.
- 8 Cf. Ullrich, Gabriele and Krappitz, Uwe: Participatory Approaches to Cooperative Group Events, German Foundation for International Development, Feldafing, 1991.
- 9 Report on the seminar on "Co-operative Law in West Africa - Ideology and Legislation", Accra, Ghana, 23rd to 25th April, 1986, published by the ICA Regional Office for West Africa, Abidjan, Côte d'Ivoire, 1986, page 90.
- 10 Appropriate Management Systems for Agricultural Co-operatives.
- 11 Cf. Münkner, Hans-H.: Strengths and Weaknesses of the Co-operative Movement in West Africa, Conditions for Its Development, Translation of an Article published in "Terre et Progrès" No. 71, Abidjan, July - August 1987, Marburg 1990, pp. 16 - 18; see also: FAO, Planning of Programmes and Projects for the Promotion of Co-operatives and Rural Groups based on the AMSAC Concept, Rome 1991.

**Resolutions Proposed to the  
XXX ICA Congress**

**Proposed Resolution on the  
Implementation of the  
New ICA Structure**  
*(submitted by the Executive Committee)*

1. Congress expresses its appreciation to the members of the Structure Committee (Raija Itkonen, Lars Marcus and Bruce Thordarson), and to the Executive Committee, for the proposals regarding the new ICA structure that were approved by the Central Committee in 1991.
2. The changes are timely and will improve the ability of ICA to carry out its role on behalf of, and in collaboration with, its member organisations.
3. It is appropriate that ICA place its emphasis on the five priority areas identified by the Structure Committee:
  - promoting and defending co-operative values and principles;
  - stimulating interchange of ideas and collaboration;
  - spreading information about and to co-operatives;
  - acting as a catalyst for co-operative development;
  - being a spokesman to UN organisations and governments, in consultation with member organisations.
4. A more formal regional structure will enable ICA to be closer to the interests and concerns of its members, while not losing the global focus that is of importance to all members.



5. Accordingly, Congress approves the new ICA Rules, as well as the ICA Policies, Procedures, and Standing Orders, which are to take effect on 1 January, 1993.

6. In order to ensure a smooth transition to this new structure, the present Central Committee should continue in existence until the end of 1992. By that time ICA member organisations should inform the ICA secretariat of their nominations to the new General Assembly.

7. As decided by the Central Committee in 1991, the present Executive Committee members should continue to serve until the meeting of the General Assembly in 1993, at which time the members of the new ICA Board will be elected.

8. In order to provide for nomination of the regional Vice-Presidents, and to plan for implementation of the new Regional Assemblies in 1994, the ICA secretariat should organise consultation meetings with member organisations in its four new regions before the end of June 1993.

9. Although the 30th Congress will be the last Congress as part of the ICA governing structure, it is recommended that a special ICA Centennial Congress be convened, in conjunction with the meeting of the General Assembly, in 1995.

**Proposed Resolution on**  
**"Co-operative Values in a Changing World"**  
*(submitted by the Executive Committee)*

1. The 30th ICA Congress, having received and discussed the report on "Co-operative Values in a Changing World", expresses appreciation to its author, Mr. Sven Åke Bööck, for a thorough and comprehensive report.
2. Congress also expresses thanks to members of the Advisory Committee who assisted Mr. Bööck in the preparation of his report.
3. The process of reviewing co-operative values, which was initiated after the 1988 Stockholm Congress, has been appreciated by ICA member organisations. National studies, involving co-operative leaders and thousands of members, have contributed to clarification of the co-operative identity and have therefore been of considerable benefit in themselves.
4. Co-operative commitment is based on shared values. Although it is not necessary to try to achieve complete consensus on values, there is general understanding that three core values are behind the co-operative concept: equality and equity; voluntary and mutual self-help; and economic and social progress.
5. Above all, the basis of co-operation is the member, whose interests and needs must at all times be reflected in the objectives and work of co-operative organisations.
6. From this perspective, Congress agrees that co-operatives should express their basic values through the following actions:

- \* economic activities for meeting members' needs
- \* participatory democracy
- \* development of human resources
- \* social responsibility
- \* national and international co-operation

7. Because of the importance of a clear articulation of co-operative identity, Congress recommends that the ICA Executive Committee initiate a process to review the current "ICA Co-operative Principles", as amended in 1966, and bring any recommendations for possible change to the 1995 General Assembly, after discussion with the Regional Assemblies in 1994.

8. In view of the sectoral structures within the ICA, the Specialised Bodies should participate in this review, and should furthermore be requested to develop operating guidelines which reflect the application of the Co-operative Principles in their specific areas of activity.

9. Congress accepts the invitation of the British co-operative movement that ICA hold a special Centennial Congress in Manchester in 1995, and expresses the view that this should be the occasion for the adoption of a Co-operative Charter to guide the work of the international co-operative movement of the twenty-first century.

## **Proposed Declaration on The Environment and Sustainable Development**

*(submitted by the Executive Committee)*

1. The 30th ICA Congress, having received and discussed the report on "The Environment and Sustainable Development", expresses its appreciation to the contributors to this report for their assessment and analysis of several important aspects of this question.
2. Congress reaffirms the priority which co-operative organisations in all countries should attach to issues affecting the natural environment in which they operate and in which their members live.
3. Congress also expresses its view that it is impossible to separate environmental and developmental issues, since a more equitable sharing of the world's resources is a prerequisite to the introduction of effective environmental programmes.
4. Co-operatives' commitment to action in these areas is a reflection of the basic values which they share both in terms of their business activities and their social responsibilities.
5. Accordingly, movement-to-movement programmes of support between co-operatives should be increased in order to promote democratic, member-owned co-operative organisations.
6. As well, co-operative organisations should initiate and strengthen their own environmental action programmes in order to educate their members, promote sustainable development through their business activities, and influence the policy of governmental authorities.

7. Since food reproduction is a key element of sustainable development, co-operatives should reinforce their commitment to strengthening agricultural and fisheries co-operatives which operate in a manner that preserves the natural environment.
8. The contribution of consumer co-operatives in setting high environmental standards should be recognised and encouraged in view of the leadership role they are playing in many countries.
9. The International Co-operative Alliance should strengthen its role as an information centre regarding environmental and development issues, and should promote the sharing of both information and technical knowledge among its members.
10. As a reflection of their commitment to sustainable development, national co-operative organisations and development agencies should establish their own special environment and development fund(s) and programmes for this purpose.
11. The ICA should be encouraged to establish its own Special Fund for Sustainable Development, which would replace its present Development Fund, in order to expand its own activities in collaboration with member organisations.

**Proposed Resolution on 1994, The 150th  
Anniversary of the Rochdale Pioneers**

*(Submitted by the Co-operative Union Ltd. UK)*

The XXXth Congress of the International Co-operative Alliance:

**EXPRESSES**      gratitude and admiration for the memory of the Rochdale Pioneers, who by their courage, inspiration and foresight founded the modern Co-operative Movement

**REMINDS**      all members of the Alliance that December 21, 1994 marks the 150th anniversary of the opening of the Pioneers' little shop in Toad Lane, Rochdale

**INFORMS**      the Alliance that the British Movement will be celebrating this outstanding event in an appropriate manner, with the aim of obtaining maximum publicity for the Movement's trading operations and promoting greater public understanding of Co-operative ideals and social aims in the UK and indeed throughout the world

**INVITES**      member organisations to join with the UK in celebrating this truly international anniversary.

**Proposed Resolution on 1995,  
The 100th Anniversary of the  
International Co-operative Alliance**  
*(Submitted by the Co-operative Union Ltd. UK)*

The XXXth Congress of the International Co-operative Alliance:

NOTES                      with pleasure that 1995 will mark the cen-  
   tennial of the Alliance

WELCOMES                the proposal that the next Congress be held  
   in that year

RECOMMENDS            that this landmark event should review  
   with pride the 100 years of achievement by  
   the Alliance since its foundation in London  
   in 1895 and plan for future progress

ACCEPTS                    the invitation from the British Movement  
   that the event be held in Manchester, UK.

## Member Organizations Affiliated to ICA

Country	Date	Organization
<b>Afghanistan</b>	1988	Union of Peasants Co-operatives
<b>Argentina</b>	1921	Federación Argentina de Cooperativas de Consumo
	1961	Asociación Argentina de Cooperativas y Mutualidades de Seguros
	1964	Intercoop, Editora Cooperativa Ltda.
	1971	Asociación de Cooperativas Argentinas
	1972	Confederación Cooperativa de la República Argentina
	1974	Instituto Movilizador de Fondos Cooperativos
	1981	Federación de Bancos Cooperativos de la República Argentina
	1987	Confederación Intercooperativa Agropecuaria Cooperativa Ltda.
<b>Australia</b>	1988	Australian Association of Co-operatives
<b>Austria</b>	1907	Konsum Oesterreich GmbH
	1949	Oesterreichischer Verband Gemeinnütziger Bauvereinigungen
	1951	Oesterreichischer Raiffeisenverband
<b>Bangladesh</b>	1962	Bangladesh Jatiya Samabaya Union



<b>Belgium</b>	1895 Fédération Belge des Coopératives 1910 Société Coopérative d'Assurance "La Prévoyance Sociale" 1948 Société Coopérative Arcopar(ex-FNCC) 1955 Office des Pharmacies Coopératives de Belgique
<b>Bolivia</b>	1992 Cooperativa de Telefonos Automaticos de Santa Cruz de la Sierra Ltd.
<b>Botswana</b>	1978 Botswana Co-operative Union
<b>Brazil</b>	1988 Organization of Co-operatives of Brazil
<b>Bulgaria</b>	1903 Central Co-operative Union 1991 Central Union of the Productive Co- operatives
<b>Canada</b>	1912 Canadian Co-operative Association 1957 Conseil Canadien de la Coopération
<b>Chile</b>	1989 Confederación General de Cooperativas de Chile
<b>China</b>	1985 All China Federation of Supply and Marketing Co-operatives
<b>Colombia</b>	1990 Confederación de Cooperativas de Colombia
<b>Côte d'Ivoire</b>	1987 Chambre d'Agriculture de Côte d'Ivoire
<b>Cyprus</b>	1958 Co-operative Central Bank Ltd. 1962 Cyprus Turkish Co-operative Central Bank Ltd.

	1962 Vine Products Co-operative Marketing Union Ltd.
	1986 Pancyprian Co-operative Confederation Ltd.
<b>Czech and Slovak Fed. Republic</b>	1913 Co-operative Union of the Czech and Slovak Federative Republic
<b>D.P.R of Korea</b>	1981 Central Union of Consumer Cooperatives
<b>Denmark</b>	1902 De Samvirkende Danske Andelsselskaber
	1904 Fællesforeningen for Danmarks Brugsforeninger
	1921 Det Kooperative Fællesforbund i Danmark
<b>Egypt</b>	1981 Central Producers Co-operative Union
	1982 Higher Institute of Co-operative Managerial Studies
	1975 Central Agricultural Co-operative Union
	1981 Central Consumer Co-operative Trade Union
	1988 General Co-operative Union
	1991 Higher Institute of Agricultural Co-operation
<b>El Salvador</b>	1991 Confederación de Asociaciones Cooperativas
<b>Estonia</b>	1991 Estonian Union of Consumer Societies

<b>Fiji</b>	1988 Fiji Co-operative Union
<b>Finland</b>	1904 Finn Co-op Pellervo(ex-Pellervo-Seura) 1907 SOK Corporation 1919 Co-operative EKA Corporation 1984 The Tapiola Group 1992 Finnish Consumer Co-operative Association
<b>France</b>	1895 Fédération Nationale des Coopératives de Consommateurs 1921 Confédération Générale des Sociétés Coopératives Ouvrières de Production 1924 Confédération Nationale de la Mutualité, de la Coopération et du Crédit Agricole 1954 Fédération Nationale des Sociétés Coopératives d'Habitation à Loyer Modéré 1976 Confédération Nationale du Crédit Mutuel 1985 Caisse Centrale de Crédit Coopératif 1987 Groupement National de la Coopération
<b>Gambia</b>	1970 Gambia Co-operative Union Ltd.
<b>Germany</b>	1951 Gesamtverband der Wohnungswirtschaft e.V. 1971 Verband der Konsumgenossenschaften eG. 1990 Bundesverband deutscher Konsumgenossenschaften e.V.
<b>Ghana</b>	1982 Ghana Co-operative Fisheries Association Ltd. 1989 Ghana Cooperative Consumers' Association Ltd.

<b>Greece</b>	1947 Panhellenic Confederation of Unions of Agricultural Co-operatives 1992 Institute of Co-operation
<b>Guatemala</b>	1990 Confederación Guatemalteca de Federaciones Cooperativas
<b>Honduras</b>	1990 Confederación Hondureña de Cooperativas
<b>Hungary</b>	1902 National Federation of Consumer and Sales Co-operatives 1969 National Council of Industrial Co-operatives 1970 National Co-operative Council 1971 National Federation of Agricultural Co-operators and Producers 1991 "Hangya" Co-operative Association
<b>Iceland</b>	1928 Samband Islenskra Samvinnufelaga
<b>India</b>	1963 National Agricultural Co-operative Marketing Federation of India Ltd. 1964 National Co-operative Union of India 1976 National Co-operative Consumers Federation 1976 National Co-operative Agric. & Rural Development Banks Federation Ltd. 1976 National Federation of State Co-operative Banks Ltd. 1980 Indian Farmers Fertilizer Co-operatives Ltd. 1986 Krishak Bharati Co-operative Ltd. 1989 All-India Federation of Co-operative Spinning Mills

	1989 National Co-operative Housing Federation
	1989 National Federation of Urban Co-operative Banks & Credit Societies
	1989 National Co-operative Dairy Federation
<b>Indonesia</b>	1958 Dewan Koperasi Indonesia
<b>Iran</b>	1988 Central Organization for Rural Co-operatives
	1991 Central Union of Rural Co-operatives
<b>Iraq</b>	1975 General Co-operative Union
<b>Israel</b>	1925 General Co-operative Association of Labour in Israel(Hevrat Ha'Ovdim)
<b>Italy</b>	1895 Lega Nazionale delle Cooperative e Mutue
	1946 Confederazione Cooperative Italiane
	1962 Associazione Generale delle Cooperative Italiane
<b>Jamaica</b>	1978 National Union of Co-operative Societies Ltd.
<b>Japan</b>	1951 Central Union of Agricultural Co-operatives
	1958 National Federation of Fisheries Co-operative Association
	1970 National Federation of Forest Owners' Co-operative Associations
	1976 The Norinchukin Bank
	1977 IE-NO-HIKARI Association
	1977 Japanese Consumers' Co-operative Union

	1977 National Federation of Agricultural Co-operative Association
	1977 National Mutual Insurance Federation of Agricultural Co-operatives
	1989 National Press and Information Federation of Agricultural Co-operatives
	1992 National Federation of Workers & Consumers Insurance Co-operatives
<b>Jordan</b>	1959 Jordan Co-operative Organization
<b>Kazakhstan</b>	1992 Union of Consumer Societies
<b>Kenya</b>	1966 Kenya National Federation of Co-operatives Ltd.
	1988 Co-operative Insurance Services Ltd.
<b>Kuwait</b>	1981 Union of Consumer Co-operative Societies
	1989 Union of Agricultural Products Co-operative Societies
<b>Latvia</b>	1991 Latvian Union of Consumer Societies
<b>Lesotho</b>	1984 Co-op Lesotho Ltd.
<b>Lithuania</b>	1991 Lithuanian Union of Consumer Societies
<b>Malaysia</b>	1957 Co-operative Union of Malaysia
	1971 The Malaysian Co-operative Insurance Society Ltd.
	1972 National Co-operative Organization of Malaysia
	1979 National Land Finance Co-operative Society Ltd.

	1986 The Malaysian Co-operative Consumer Society Ltd.
<b>Mali</b>	1988 Union Nationale des Coopératives de Maraîchers et Planteurs
<b>Mauritius</b>	1979 Mauritius Co-operative Union
<b>Mexico</b>	1981 Confederación Mexicana de Cajas Populares
<b>Morocco</b>	1988 Office du Développement de la Coopération 1988 Union des Sociétés Coopératives Agricoles
<b>Netherlands</b>	1976 Dutch Federation of Workers' Productive Co-operative Societies "ABC"
<b>Nigeria</b>	1992 Co-operative Federation of Nigeria
<b>Norway</b>	1900 Norges Kooperative Landsforening 1954 Norske Boligbyggelags Landsforening 1977 Landbrukssamvirkets Felleskontor 1980 Samvirkebanken A/S 1980 Samvirke Insurance Group
<b>Pakistan</b>	1978 Mercantile Co-operative Finance Corporation Ltd. 1984 National Co-operative Union of Pakistan 1990 Sind Government Employees Co-operative Housing Society
<b>Philippines</b>	1977 Sugar Co-operatives Development Institute

	1979 National Confederation of Co-operatives Inc.
	1981 Co-operative Union of the Philippines Inc.,
<b>Poland</b>	1971 Supreme Co-operative Council
<b>Portugal</b>	1979 Instituto "Antonio Sergio" do Sector Cooperativo
	1981 Federação Nacional das Cooperativas de Consumo
	1983 Federação das Cooperativas Agro-Silvícolas das Beiras
	1986 Federação Nacional das Caixas de Crédito Agrícola Mutuo
<b>Puerto Rico</b>	1950 Co-operative League of Puerto Rico
	1991 Cooperativa de Seguros Múltiples
<b>Rep. of Korea</b>	1963 National Agricultural Co-operative Federation
	1979 National Federation of Fisheries Co-operatives
	1983 National Livestock Co-operatives Federation
<b>Romania</b>	1895 Central Union of Consumer and Credit Co-operatives
	1991 Union Centrale des Coopératives Artisanales
<b>Russia</b>	1992 Central Union of Consumer Societies
	1992 Koopvneshtorg Ltd.
<b>Singapore</b>	1985 The Singapore National Co-operative Federation Ltd.



<b>Somalia</b>	1978 Union of Somali Co-operative Movement
<b>Spain</b>	1981 Unión Nacional de Cooperativas de Consumo de España
	1982 Unión Nacional de Cooperativas del Campo
	1987 Confederación de Cooperativas de Cataluña
	1987 Federación de Cooperativas Andaluzas
	1988 Consejo Superior de Cooperativas de Euskadi
	1990 Confederación de Cooperativas Agrarias de España
	1990 Union Nacional de Cooperativas de Crédito
	1991 Fundación Espriu
<b>Sri Lanka</b>	1973 National Co-operative Council
	1988 Federation of Thrift and Credit Co-operative Societies Ltd.
	1989 Sri Lanka Co-operative Marketing Federation
	1992 Sri Lanka Consumer Co-operative Societies' Federation
<b>Sweden</b>	1902 Kooperativa Forbundet
	1951 HSB:s Riksförbund
	1954 Kooperativa Konsumentgillesförbundet
	1960 Riksbyggen
	1963 Lantbrukarnas Riksförbund
	1964 Folksam Insurance Group
<b>Switzerland</b>	1900 Coop Schweiz
	1957 Verband Schweizerischer Produktivgenossenschaften

	1969 Coop Lebensversicherungs- genossenschaft
<b>Syrian Arab Republic</b>	1989 General Union of Craft Societies
<b>Tanzania</b>	1979 Co-operative Union of Tanzania
<b>Thailand</b>	1971 Co-operative League of Thailand
<b>Turkey</b>	1969 Turkish Co-operative Association 1981 Yol-Koop 1984 Kent-Koop 1987 Central Union of Agricultural Credit Co- operatives 1988 Sugar Beets Farmers Production Co- operative Union
<b>UK</b>	1895 Co-operative Union Ltd. 1972 Co-operative Bank p.l.c. 1960 Co-operative Wholesale Society Ltd. 1963 Co-operative Insurance Society Ltd. 1972 The Plunkett Foundation for Co- operative Studies
<b>Uganda</b>	1964 Uganda Co-operative Alliance
<b>USA</b>	1918 National Co-operative Business Association
<b>Uruguay</b>	1989 Confederación Uruguaya de Entidades Cooperativas
<b>Viet Nam</b>	1988 Central Council of Supply and Marketing Co-operatives

<b>Yemen Arab Republic</b>	1981 Confederation of Local Councils for Co-operative Development
<b>Yugoslavia</b>	1924 Zadrusni Savez Jugoslavije (Co-operative Union of Yugoslavia)
<b>Zambia</b>	1974 Zambia Co-operative Federation Ltd.

### **International Organizations**

- 1988 Confederación Latinoamericana de Cooperativas y Mutuales de Trabajadores (COLACOT), Bogotá, Colombia
- 1967 Organización de las Cooperativas de América (OCA), Bogotá, Colombia
- 1985 Confederación de Cooperativas del Caribe y Centro América (CCC-CA), San José, Costa Rica
- 1961 Nordisk Andelsforbund (NAF), Copenhagen, Denmark
- 1982 International Co-operative University(UCI), Paris, France
- 1967 International Co-operative Petroleum Association (ICPA), Dordrecht, Netherlands
- 1991 Confederación Latinoamericana de Cooperativas de Ahorro y Crédito (COLAC), Panamá, Panamá
- 1967 Sociedad Interamericana de Desarrollo y Financiamiento Cooperativo (SIDEFCOOP), Lima, Perú
- 1977 World Council of Credit Unions WOCCU), Madison, USA

## **ICA Officers**

President: L. Marcus

Vice-Presidents: R. Itkonen  
vacant

Executive Director: B. Thordarson  
Associate Director: C. Thorselius

## **Members of the Central Committee**

Afghanistan G.M. Abobaker

Argentina R. Beraja, L. A. Gasoni, L. A. Carello,  
O. C. Trillo, J. Laks, D. Cracogna

Australia G. Ayres, R. Ison

Austria H. Gerharter, A. E. Rauter, H. Kleiss,  
H. Ludl

Bangladesh A.L. Ali

Belgium J. F. Hoffelt, A. Devogel, W. Janssens,  
J. Forest, R. Ramaekers

Bolivia (name not yet communicated)

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Bulgaria	A. Anastasov, K. Angelov, G. Geckev, K. Georgiev, P. Ivanov, S. Prezelov, G. Sokolov, T. Stanchev, T. Tonev, P.T. Tzvetanski
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Chile	H. Rubio Arenas
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Côte d'Ivoire	N. Oka
Cyprus	D. Pitsillides, T. Arifoglu, A. Eracleous, K. Panayides
Czech and Slovak Federative Republic	S. Adamca, O. Karen, V. Kacka, L. Pollak, I. Prikryl, M. Rybar, M. Sulc, J. Wiesner
Democratic People's Republic of Korea	Han Jang Gun, Pak Young Se
Denmark	A. Nicolaisen, H. Hasle Nielsen, K. Ollgaard, P. Scheel, J. Christiansen, J. A. Engelbrechtsen, E. Midtgaard, A. Buch Jorgensen, H. Heesche, B. Mogelhoj

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Estonia	A. Aruvald
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Kazakhstan	(name not yet communicated)
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Kuwait	B. Naser Al Noon, S. A. Al-Sawarej
Latvia	I. Strautinsh

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Lithuania	P. Shimanskas
Malaysia	B. Dato Tak, S. B. Haji Pitchay, L. Meyyappan, U. A. Aziz, K. R. Somasundram
Mali	D. Diallo
Mauritius	R. Somanah
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Morocco	E. A. El Mdarhri, R. Boujemaa
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Nigeria	(name not yet communicated)
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People's Republic of China	Yang Deshou, Liu Deshun, Huang Deyou, Liu Honglu, Shi Mingzhao, Song Shaoxiang, Pan Yao
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Poland	J. Jankowski



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Russia	(names not yet communicated)
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Somalia	W. Abdullahi Ali
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Switzerland	W. Kellenberger, R. Leuenberger, G. Metz, E. Nobel-Ruefli, M. Schelker, H. Thuli

Syrian Arab Republic	A. Turkmani
Tanzania	D.W.A. Hollela
Thailand	A. Chamnankit
Turkey	S. Sanlitürk, M. Niksarli, H. Basri Goktan, R. Demirci, I. Akdemir
Uganda	C. Kabuga
United Kingdom	D. J. Wise, W. Allison, G. S. D. Cunningham, B. Hellowell, U. S. Todner, D. L. Wilkinson, G. Lennox Fyfe, Sir D. Landau, G. W. Money, E. Parnell
United States	D. Benschneider, M. Brunner, D. Miller, C. Moser, R. Notar, R. Palk, R. Scherer
Uruguay	M. Cardozo Upini
Vietnam	Nguyen Quang Quynh
Yemen Arab Republic	D. A. Daim
Yugoslavia	V. Randjelovic
Zambia	G. L. Willima

## **International Organizations**

COLAC	R. Valderrama Carvajal
COLACOT	L. A. Perdono
OCA	A. Tovar Parada
CCC-CA	D. Nuñez
NAF	J. E. Dalgaard Jensen
ICPA	L. Anderson
SIDEFCOOP	A. Garda
UCI	F. Baulier
WOCCU	G. A. Charbonneau, J. Perkowski, D. Mahon

## **Specialized Organizations**

Agricultural Committee	J. L. Doumeng
Central Banking Committee	T. Thomas
CICOPA	Y. Regis
Consumer Committee	T. Ström
Fisheries Committee	J. Saito
Housing Committee	O. Lindström
ICIF	H. Dahlberg
INCOTEC	R. Houlton
INTER-COOP	Sir D. Landau
TICA	G. Ganneby
Women's Committee	K. Apelqvist

## Acronyms used in this Publication

AAC	Australian Association of Co-operatives Ltd.
AAC/MIS	Americas Association of Co-operatives/Mutual Insurance Societies
ACFSMC	All China Federation of Supply and Marketing Co-operatives
ACO	ASEAN Co-operative Organization
AECI	Association of European Co-operative Insurers
AMSAC	Appropriate Management Systems for Agricultural Co-operatives
AOA	Asia and Oceania Association
ASEAN	Association of South East Nations
BfG:Bank	Bank für Gemeinwirtschaft
BSHF	Building and Social Housing Foundation (Germany)
BSPCMA	Batangas Sugar Plantation Co-operative Marketing Association, Inc.
BVK	Bundesverband Deutscher Konsumgenossenschaften e.V.
CCC-CA	Confederacion de Cooperativas del Caribe y Centro América
CCA	Canadian Co-operatives' Association
CDL	Co-operative Development League (Australia)
CECOTRAD	Alliance Coopérative au Rwanda
CEMAS	Co-operative Education Materials Advisory Service
CHF	Co-operative Housing Federation (U.S.A.)
CICOPA	International Committee of Industrial, Artisanal and Service Producers' Co-operatives
CIDB	Co-operative Insurance Development Bureau
CIFT	Committee on Invisibles and Financing Related to Trade
CLICEC	International Liaison Committee on Co-operative Thrift and Credit
COACES	Confederación de Asociaciones Cooperativas de El Salvador
COLAC	Confederation of Credit Unions of Latin America and the Caribbean
COLACOT	Confederación Latinoamericana de Cooperativas y Mutuales de Trabajadores
COMECON	Council for Mutual Economic Assistance

CONFECOOP	Confederação Cooperativa Portuguesa
COPAC	Committee for the Promotion and Advancement of Co-operatives
COTAS	Cooperativa de Telefonos Automaticos de Santa Cruz de la Sierra Ltda.
CTC	Co-operative Training Centres
CUAC	Central Union of Agricultural Co-ops
CUDECOOP	Confederación Uruguaya de Entidades Cooperativas
CUP	Co-operative Union of the Philippines
CURC	Central Union of Rural Co-operatives
CWS	Co-operative Wholesale Society Ltd. (U.K.)
DENR	Department of Environment and Natural Resources
DESWOS	German Development Assistance Association for Social Housing
DFPCI	Davao Fibers Producers' Co-operative
DSE	German Foundation for International Development
EC	European Communities
ECE	United Nations Economic Commission for Europe
ECEC	Eastern and Central European Countries
ECLAC	United Nations Economic Commission for Latin America and the Caribbean
EFTA	European Free Trade Association
ESCAP	Economic and Social Commission for Asia and the Pacific
ESOPs	Employee Stock Ownership Plan
ETK	Central Society of Estonian Consumers Co-operatives
FAO	Food and Agriculture Organization of the United Nations
FES	Friedrich-Ebert-Foundation
GA	General Assembly
GATT	General Agreement on Tariffs and Trade
HABITAT	United Nations Centre for Human Settlement
HIVOS	Humanistic Institute for Co-operation with Developing Countries
HRD	Human Resource Development
ICA ROAP	Regional Office for Asia and the Pacific
ICIF	International Co-operative Insurance Federation
ICRB	International Co-operative Reinsurance Bureau

ICTC	International Co-operative Training Centre
IE-NO-HIKARI	National Publishing Federation for Agricultural Co-operatives
IFFCO	Indian Farmers' Fertilizer Co-operative Limited
IFPTO	International Federation of Popular Travel Organizations
IJJB	International Institute of Journalists in Berlin
ILO	International Labour Office
INCOTEC	International Committee for Training and Education of Co-operators
INGEBA	International Co-operative Bank (Internationaler Genossenschaftsbank)
INTER-COOP	International Organization for Co-operative Consumer Distribution Trade
IOCU	International Organization of Consumer Unions
IUCAT	International Union of Co-operative and Associative Tourism
JCCU	Japanese Consumers' Co-operative Union
JJC	Japanese Joint Committee (of Co-operatives)
JPK	Cooperative Department of Malaysia
KEIDANREN	Federation of Economic Organizations
KF	Kooperativa Forbundet (Sweden)
MAFF	Japanese Ministry of Agriculture, Forestry and Fisheries
MATCOM	Material and Techniques for Co-operative Management Training
NAF	Nordisk Andelsforbund
NAMVESCO	National Market Vendor's Service Co-operative Inc.
NATCCO	National Confederation of Co-operatives
NCAFA	National Council of Agricultural Farmers Association
NDDB	National Dairy Development Board
NGO	Non Governmental Organization
NKL	Norges Kooperative Landsforening
NRDs	Royal Norwegian Society for Rural Development
OCA	Organization for the Co-operatives of America (Latin America)
OCB	Organization of Co-operatives of Brazil
ODA	Overseas Development Aid

OECD	Organization for Economic Co-operation and Development
PFCCI	Philippine Federation of Credit Co-operatives
PSSD	Philippine Strategy for Sustainable Development
QCFCI	Quezon City Federation of Co-operatives
SAL	Sociedades Anonimas Laborales
SCC	Swedish Co-operative Centre
SFSMC	Shanghai Federation of Supply and Marketing Co-operatives
SHIMBUNREN	National Press and Information Federation of Agricultural Co-operatives
SOCODEVI	Société Coopérative pour le Développement International
SOK	Suomen Osuuskauppojen Keskuskunta
SRRUC	Shangahi Resource Recovery Utilization Company
TCDC	Technical Co-operation among Developing Countries
TGC	Tree Growers' Co-operative
TICA	Tourism International Co-operative and Associated
UCECOM	Union Centrale des Coopératives Artisanales de Roumanie
UNCAL	Union Nationale des Coopératives Agricoles Laitières
UNCED	United Nations Conference on Environment and Development
UNCTAD	UN Conference on Trade and Development
UNDP	UN Development Programme
UNESCO	UN Educational, Scientific and Cultural Org.
UNICEF	United Nations Children's Fund
UNIDO	UN Industrial Development Organization
UNIFEM	UN Development Fund for Women
WOCCU	World Council of Credit Unions
WPoCC	Working Party on Co-operative Communications
WPoCLIDO	Working Party of Co-operative Librarians and Documentation Officers
ZENCHU	Central Union of Agricultural Co-operatives
ZENGYOREN	National Federation of Fishery Co-operative Associations of Japan
ZENROSAT	National Federation of Workers and Consumers Insurance Co-operatives