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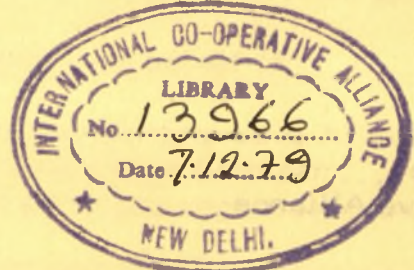
43rd International Co-operative Seminar
Dresden, German Democratic Republic

TECHNICAL ASSISTANCE FOR
CO-OPERATIVES IN DEVELOPING
COUNTRIES - NEED AND RESPONSE

* * *
September 1975



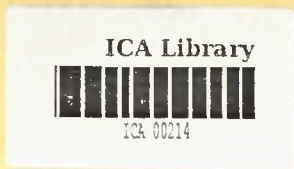
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FOREWORD

The 43rd International Co-operative Seminar was an event of particular significance in the co-operative calendar for 1975 – and indeed for the rest of the decade. At this halfway stage in the Co-operative Development Decade the seminar undertook an assessment of the achievements to date in co-operative technical assistance and sought to identify some sound guide lines for the future. It served as an opportunity to look afresh at the complex problems of co-operatives in the developing world and to provide a starting point for the new thrust necessary if we are to be able, by 1980, to match achievement with aspiration. That, in itself, was an important task, which, as this record will demonstrate, was carried out with vigour, imagination – and success. But, in addition, the seminar provided those of us closely concerned with co-operative development with an opportunity to re-charge our inspirational batteries, and to replenish our stock of ideas and techniques.

There is no question as to the importance of co-operatives in the social and economic progress of the developing world. It must be our concern that their potential for contributing to that progress is fully realised, and the benefits of co-operative action brought to ever-increasing numbers of people in need.

London
January 1976

S.K.Saxena
Director

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I INTRODUCTION

1. Venue and Arrangements

The seminar was held at Dresden, German Democratic Republic, where, with the kind permission of the municipal authorities, the impressive and splendid facilities of the Town Hall were available for the formal sessions. The host organisation, Verband der Konsumgenossenschaften der DDR, was responsible for all organisational arrangements in Dresden. The facilities and hospitality provided were of the highest possible standard and excellent in every respect. A total of fifty-six persons, including representatives of twenty-one countries and six international organisations, attended.

2. Theme

The theme of the seminar was "Assistance for Co-operatives in Developing Countries - Need and Response". It was intended that the seminar should provide an opportunity to make an objective review of progress made in co-operative development during the first half of the Co-operative Development Decade and, against this background, to :-

- (a) identify what would appear to be the main priorities for the next five years ;
- (b) study the procedures and arrangements for seeking and using technical aid, and the policies of the principal providing agencies ;
- (c) study, and recommend on, ways by which the ICA's own programme, and the technical assistance work of its affiliate organisations, might be improved.

3. Programme and Organisation

The framework for this ambitious exercise was a programme of papers, case studies, and discussions which consisted of three elements.

- (a) First, there was a review of the policies and priorities and an assessment of achievements in co-operative technical assistance during recent years. The principal contributions here were papers by Mr. H. Morsink, of the United Nations, and Mr. G. Alder, of the ICA.
- (b) Second, a series of case studies illustrated, by reference to actual situations and problems, some of the techniques and approaches used in co-operative technical assistance programmes. These included an ILO project in the Ivory Coast, the ICA Regional Office for East and Central Africa, the International Co-operative College, Dresden, and an education project at Indore, India.

- (c) Finally, there was an attempt, through the medium of group and plenary discussions, and a paper by Mr. R. Hewlett, of COPAC, ("Policies and Priorities in Co-operative Technical Assistance - A Look Forward") to identify what should be the guide lines for future policy.

Edited versions of the papers and case studies are included in Part III of this report and a detailed copy of the programme is given in Appendix (2). The host organisation organised a programme of visits to a variety of co-operative enterprises in the consumer and agricultural sectors, and also provided opportunity for participants to visit many places of cultural, historical, civic and industrial interest.

4. Documentation

In addition to the papers and case studies, the documentation for the seminar included the ICA publication "The Co-operative Development Decade 1971/80"; The UN/ECOSOC Report "Contribution made by the Co-operative Movement to the Objectives of the Second United Nations Development Decade"; The ICA/ILO/FAO publication "International Financing of Co-operative Enterprise in Developing Countries"; and the current ICA "Report on Activities".

5. Acknowledgements

The ICA gratefully acknowledges the very high standard of the facilities and hospitality provided. Opportunity was taken during the course of the seminar to convey warm thanks and appreciation on behalf of participants, sponsoring organisations, and the ICA to :-

The Government of the German Democratic Republic
The Lord Mayor and Municipal Authorities of the City of Dresden
Verband der Konsumgenossenschaften der DDR
The County Co-operative Unions of Dresden and Karl Marx Stadt

II OPENING ADDRESSES

1. Address by Mr. G. Briksa, Minister for Trade and Supply and Member of the Ministerial Council of the German Democratic Republic

On behalf of the Government of the German Democratic Republic I wish to welcome the participants to the 43rd ICA Seminar. The Government of the GDR considers it an honour that the Seminar is taking place in our country as a recognition of the international and national contributions made by the co-operative movement in the GDR.

We are quite convinced that the co-operative consumer movement of the GDR will prove to be excellent hosts. In certain branches of the economy of our country the share of co-operatives is very considerable. In agricultural production, in specialised trades, (artisans), and in the field of housing, co-operatives make a significant contribution towards our national economic results. More than one third of the turnover in retail trade is done by co-operatives.

In 1975 the consumer co-operatives in the GDR are celebrating their 30th anniversary. We say quite openly that we regard only these three decades as the period in which co-operatives have existed. With the transition of political and economic power into the hands of the workers, the way was paved for the unrestricted development of the consumer co-operative movement. The Government of the German Democratic Republic supports the promotion of all the activities carried out by consumer co-operatives.

The four million people who are members of the consumer co-operatives in the GDR participate in the essential tasks of co-determination and in the realisation of our socialist democracy. The development of the socialist co-operatives is an organic part of the economic policy of our State. The aims of the co-operatives are firmly entrenched in our state economy and our state planning. On this basis the socialist co-operatives are being developed to achieve a higher standard of living for our people.

The decisions taken at the 8th Party Congress of the Socialist Unity Party of the GDR held in 1971 laid down important criteria for the continued, dynamic development of the GDR. In all walks of life the workers are achieving good results in order to make their contribution towards the realisation of this great aim. The speed by which our economy developed in the last three years has gathered momentum. The co-operatives with their million of members has made a meaningful contribution.

The seminar is taking place at a time when the advantages of a planned economy are becoming more and more obvious. While the capitalist countries are faced with a crisis of considerable dimensions, such as unemployment and a rate of inflation never before experienced, the socialist countries continue to progress through stable growth rate, price stability and social security.

The successful conclusion of the Conference on Security and Co-operation in Helsinki gives us, together with millions of other people, hope that the expectation of people to live in peace and to make the process of detente irreversible will become a reality.

The Conference on Security and Co-operation has initiated a new era of detente and was an important step towards the establishment of principles of peaceful co-existence and of relations between countries with differing social orders. The German Democratic Republic will do everything in its power to ensure permanent peace and security. Mr. E. Honecker, the First Secretary of the Central Committee of the Socialist Unity Party of the DDR, expressed himself in the following terms at the Helsinki Conference :

"Security is the essential basis for collaboration. The GDR is prepared to collaborate with any other country in economic and scientific fields, in education and training, in the arts and any kind of sport."

We regard the holding of the Seminar here in Dresden as a contribution to the realisation of these aims. The Seminar, which will be discussing assistance for co-operatives in developing countries, will deal with a very important problem of today. With the breakdown of colonial systems in most of the countries of Asia, Africa and Latin America the following are of great significance for the people of the developing countries :-

- the achievement of economic independence
- the raising of the standard of living
- the eradication of the consequences of colonialism and racism.

We shall support all initiatives taken in this respect which are in accordance with the basic interests of, and the foreign policy laid down by, the GDR.

On behalf of the Government of the GDR I express the hope that the deliberations of the 43rd ICA Seminar will be fruitful and successful.

2. Address by Dr.H. Fahrenkrog, President, Verband der Konsumgenossenschaften der DDR.

I should like to welcome the participants of the 43rd International Co-operative Seminar on behalf of the Board of VdK. As a co-operative organisation of the GDR we are delighted to have as our guests representatives from countries in Europe, Asia, Africa, North and South America as well as from six international organisations.

It is gratifying to know that VdK is responsible for the organisation of an ICA event following the important Conference on Security and Co-operation in Europe at Helsinki. As you are all aware the government representatives from 35 countries approved at this Conference a Declaration on Principles guiding Relations between

Participating States. With the events at Helsinki a new phase in the fight for peace and collaboration amongst people, and in raising the material and cultural standards of living has been initiated.

I should like to stress here, on this occasion, that the ICA through its work and through its many initiatives has made an important contribution towards maintaining peace and towards closer collaboration between peoples, and I am confident that it will continue to do so in the future. Co-operators and friends, I regard the subject chosen for this seminar of great importance to the ICA. The economic situation in the developing countries, is very serious indeed. Even in the field of agriculture, the most developed arm of the economy of these countries, underdevelopment is still prevalent. Sixty-four per cent of all foodstuffs are being imported. There is insufficient for even the most urgent needs and the level of food consumption is far below the rest of the world. I am intentionally only mentioning this example. But I want to indicate how great the problems are that are facing us. It is with great admiration that we observe and note the efforts that are being made by many of the developing countries in the fight for economic independence to achieve a better standard of living for their people.

It is with satisfaction that co-operators in the GDR, and I may be permitted to say the whole population of our country, have seen that international support for the developing countries has increased. This means that we must succeed in promoting the principles of peaceful co-existence throughout the world and the expansion of economic collaboration and contacts. I am convinced that these efforts are making a considerable contribution towards the reduction of tensions in the world, and I want to emphasise here that one of the greatest concerns of the foreign policy of the GDR is the promotion of this process through political, moral and material aid on the basis of anti-imperialistic solidarity.

I may also be permitted to stress the efforts made by the United Nations. It was the UN which proclaimed the Second Development Decade and encouraged the co-operative movement to make a contribution towards the Second Development Decade through the Co-operative Development Decade in order to promote co-operation in developing countries. A great number of activities have been initiated in all continents of the world because the objects proclaimed by the UN touch upon the basic problems of our times. The subject chosen for this seminar is "Assistance for Co-operatives in Developing Countries - Need and Response" and it is our opinion that this is a most opportune time to discuss this. By the end of 1975 we will be half-way through the Co-operative Development Decade. We now need to take account of achievements, to exchange experiences, and, as it is expressed in the theme of the seminar, to discuss need and our response.

The presence of representatives from developing countries in Asia, Africa and Latin America at this Seminar will make a valuable contribution towards your deliberations. May I add that the Board of VdK is very pleased that our invitation to the co-operative movements in Ghana, India, Iraq and Cyprus to send representatives to the 43rd Seminar as our guests has been accepted. The presence of all these representatives from developing countries will help to ensure that we will be able to receive first hand information about the present problems affecting their movements. During the Seminar you will hear from my friends, Mr. Seibt and Dr. Otto, about the technical assistance contribution made by the co-operatives in the GDR. You will have an opportunity of visiting our International Co-operative College and see for yourself some of our efforts.

For some of the participants to the Seminar it will be their first visit to a socialist country. We attach great importance to the opportunity you will be given during the seminar to acquaint yourselves with the achievements of socialism in the GDR and with the experiences of co-operatives in a socialist system of society; because here, as in all other socialist countries, the demand for political and social equality as contained in various UN resolutions has become a reality.

I should like to assure you, my honoured friends, as you will have an opportunity of seeing for yourselves during the excursions, that the consumer co-operatives in the GDR are doing everything in their power, with increasing success, to provide for the needs of the people, to improve the rights of members, to establish new retail outlets, hotels, restaurants and production units, as well as modernising and improving existing undertakings.

We are convinced the 43rd Seminar will prove successful for all participants and we as the host organisation want to make our own contribution to ensure that result. I hope you will carry out your work in an atmosphere of friendship and understanding and have a pleasant stay in our country.

I wish to thank you, Mr. Minister, for the greetings you conveyed on behalf of the Government. I thank you, ladies and gentlemen for your attention.

3. Address by Dr. S. K. Saxena, Director, International Co-operative Alliance.

On behalf of the ICA, I wish to welcome you all to the 43rd International Cooperative Seminar in Dresden. I am most grateful to you, Mr. Minister, for your kind words of welcome and I hope you will convey to your Colleagues in the Government our thanks. I also want to express our deep and sincere gratitude to our member organisation in the German Democratic Republic, which under the leadership of Dr. Fahrenkrog, has made extensive and careful preparations for this Seminar. Last, but certainly not the least, I wish to extend to all participants a warm welcome. You have travelled great distances and I hope that by the time the Seminar ends, you will

feel that the time you have spent has been worthwhile and that the discussions, which will be undertaken in a spirit of friendship and with objectivity, will enable you and us in the ICA to be better prepared in the vast and complex problem area which we have titled: "Assistance for Co-operatives in Developing Countries - Need and Response".

We also have the great pleasure of having with us some very distinguished experts representing the United Nations and its specialised agencies, FAO and ILO and an expert of the OECD. The Joint Committee for the Promotion of Aid to Co-operatives (COPAC) is also represented and I bid its Executive Secretary welcome.

Perhaps you will allow me to make a few remarks about the objectives of the seminar and refer to some facts which, on the basis of our own experience, appear to be rather important.

Historical Review

ICA's interest in assistance to developing countries goes back, in a formal sense, to the year 1954 when the subject was discussed at our Paris Congress. Broadly, ICA's interest can be classified into three periods :

The period 1954-1959

During this period our efforts were mainly sketchy and although the importance of the problem had begun to be perceived, there was, so to say, no coherent policy which characterised our action in this field.

The second period is 1960-1969

The basic document for this period was the Long Term Programme of Technical Assistance which was adopted at the Lausanne Congress of 1960. The main features of the Programme were :

- (a) Continuation of the study of the developing regions in order to provide the Alliance with accurate information on the existing movements and the type of ICA assistance needed.
- (b) Intensive research on co-operative development problems and economic trends and their possible significance for the co-operative movement.
- (c) The promotion of education at all levels.
- (d) Collaboration with the United Nations and other agencies in various relevant fields.
- (e) The promotion and expansion of trade between co-operative organisations in the developing countries and the highly developed movements in the Western countries; also the promotion of co-operative insurance, banking and institutions.

Regional Approach

This was a period of rapid expansion in ICA's programme of technical assistance; two Regional Offices were set up - South-East Asia in 1960 and East and Central Africa in 1968. Two other features of the period which were noticeable were increased involvement of our member organisations in assistance programmes and much closer relationship with the UN agencies.

The ICA Authorities advocated the Regional approach for three reasons. It was recognised that ICA's role was only supplementary to the role of national co-operative organisations; secondly the regional approach would make possible an exchange of experiences on an intra-regional basis with its attendant advantages- and finally, for purposes of economy.

I shall not say more about the work of these two offices as two of my colleagues will be discussing the subject later on in the seminar.

The Co-operative Development Decade

The third phase in ICA's concern with technical assistance stretches over the period 1970 until the present and goes on until 1980 - the Co-operative Development Decade. We are, therefore, at the mid-point of this decade and our Authorities felt that this subject would be an appropriate theme for the seminar. My colleague, Mr. Alder, will be reviewing for you the objectives of the CDD and achievements so far. I should perhaps mention that we are at present working on our ICA Long Term Work Programme for 1976-1980 and you have in this seminar a unique opportunity of being able to influence ICA's thinking in the field of assistance to developing countries.

I have purposely given this historical review to indicate the important setting and the significance of this seminar for our world co-operative fraternity.

Significant Aspects

Allow me now to make very briefly reference to some areas which our own past experience points to as being particularly significant.

(a) The first relates to the nature of the projects to be promoted. We must, of course, concentrate on the basic area of needs in the developing countries (food, shelter, education, to mention just three). But these are very large sectors and how shall we determine the priorities in order to make the maximum impact on the most keenly felt needs of the movements? What kind of experimental projects are needed to make a methodological break-through in assistance programmes and what margin of "waste", always a companion

of experimentation, should we allow or can we afford? Is the structure of the recipient movement porous enough so that the advantages of development filter through to the members and to those most in need? Or is it opaque so that the accruing advantages remain concentrated in a few hands?

(b) Secondly, our programmes of assistance must reflect our ideology. Such programmes must make organisations, and that means men and women in those organisations, self-reliant and mutually co-operative. Technical assistance ultimately must result in independence from assistance, it must be self-liquidating and not lead to perpetual dependence. Our experience in this respect has been very positive and it seems to result from effective communication with member organisations; close involvement of recipient organisations through the creation of Regional co-operative councils which advise upon our programmes; and the relevance of assistance programmes to some of the more urgently felt needs within the Region. After all, the central test of technical assistance must remain the "relevance" of such programmes to national co-operative needs.

(c) The role of Government and of inter-governmental agencies is extremely important both in the advanced and in the developing countries. This has both ideological and operational aspects and we would wish that people's organisations like co-operative movements and their international, the ICA, would be sought out by official agencies as effective links with the people. I do not want to enlarge on this but in my view the significance of popular movements will in the long run be the most crucial factor in the effectivity of assistance programmes. Procedures are of course important but we should be sure they do not shackle, rather than facilitate, the flow of assistance to those people who most need it.

(d) Fourthly, there is the question of finance. I hope this subject which does not figure per se in your programme will underlie most of the discussion. There is the World Bank Sector Policy paper which is most encouraging in its tone and which identifies co-operatives as institutions which need support. There is the International Finance Study which we carried out in collaboration with the ILO, the FAO and COPAC. Co-operative projects, with some exceptions, have so far been of modest dimensions and there is of course no inherent virtue in "bigness". But I think the problems we are facing today are so massive that we must think boldly and imaginatively and not be too much conditioned by recent history of co-operatives' involvement in small programmes. All this will of course cost considerable sums and you will have to examine sources from which these might be obtained; and methods by which we might claim attention for the problems which severely hinder balanced global development.

(e) There is the whole field of education which for reasons well known to us has particularly occupied the attention of co-operators. Problems of member education, formation of cadres, the response

of International Co-operative Training Centres – and we will hear of and see an impressive example here in Dresden – all these are of basic significance. How can we link the educational programmes which in many developing countries have been hemmed in by traditions of academic learning to practical problems faced by co-operative movements in the field? Considerable research and re-orientation of faculty members may be required. What assistance is available or rather could be made available in this vital field?

(f) Sixthly, an area which is very complex – joint ventures among co-operatives across national boundaries. I mention this because we have in the ICA a working party discussing Collaboration among Co-operatives, and, potentially, it is, I think, of very great significance.

(g) Finally, there is the aspect of coordination. Not in the sense of creating a monolith which is neither ideal nor practical, but in terms of a brisk and effective interchange of ideas and information and of securing some sensible degree of rationalisation. The mind boggles at the number of agencies involved in this field and the question is whether we can bring some order into what appears to be a rather chaotic situation.

Mr. Chairman, I have taken rather a long time and touched upon some substantive problems, perhaps not a very good idea at the opening session which is generally of a ceremonial character. But I am afraid I will be with you only for two days and I have rather exploited my position to share with you some of my own ideas on the subject. The Chairman of our host organisation, the VdK, Dr. Fahrenkrog, said in a recent article:

"Exercising co-operative solidarity is a principle underlying our Co-operative work".

I hope this Seminar will further that aim.

May I on behalf of the ICA welcome you all once again and wish the Seminar every success.

III PAPERS AND CASE STUDIES

(The following are edited versions of papers and case studies distributed to participants.)

1. Technical Assistance to Co-operatives :
The Evolution in Priorities as seen by the United Nations
H. Morsink, United Nations Office at Geneva

The United Nations is charged by its Charter to promote (1) higher standards of living, full employment and conditions of economic and social progress; (2) solutions to international economic, social, health and related problems (3) international cultural and educational co-operation; and (4) universal respect for and observations of human rights and fundamental freedoms.

Responsibility for discharging these functions is vested in the General Assembly, and under its authority, in the Economic and Social Council. At present the Council is composed of 54 members from member states in Africa, Asia and Latin America and North America. Members serve for three years. You know perhaps that the German Democratic Republic is serving on the Council at present.

I would like to review with you United Nations thinking on the role of co-operatives in economic and social development, by analysing in particular resolutions adopted by the Economic and Social Council - this on the assumption that the views of the Economic and Social Council will be reflected sooner or later in the technical assistance provided to co-operatives in developing countries by a wide variety of external sources. This because the Economic and Social Council in its resolutions makes recommendations: (1) to the General Assembly, and thus to all the member states of the UN; (2) specifically to certain groups of member states, for example to donor countries; (3) to the specialised agencies, including for instance ILO, FAO, UNESCO and UNIDO. The Economic and Social Council also enters into special agreements with these specialised agencies on matters related to the coordination of international policy and action. Finally, the Council has established arrangements for consultations with non-governmental organisations such as the International Co-operative Alliance.

In all these different ways, the Economic and Social Council has an impact on virtually the complete range of external sources of technical assistance to co-operatives.

External sources of technical assistance include at least four major categories :

- (1) International governmental organisations

A major financial source for technical assistance to co-operative development has been the UNDP, the United Nations Development

Programme, which channels its financial resources via ILO, FAO, UNESCO, and UNIDO into specific co-operative projects around the world, upon the request of national governments in the countries concerned. From January 1972 through January 1973 for example the UNDP Governing Council reviewed requests from twenty countries for UNDP assistance for co-operative development, to a total value of nearly six million US dollars.

The ILO has been for many years a pioneer in technical assistance to co-operatives in developing countries. It has many co-operative experts in the field, supporting a large number of specific co-operative projects, and it has published monographs and studies on various aspects of co-operative studies.

Similarly, FAO has a co-operative section, sends experts into the field, supports specific projects and undertakes co-operative studies.

Several important elements of UNESCO's work programme have a bearing on co-operative activity. For example, functional education for co-operative development.

UNIDO has expressed an active interest in the role of co-operatives in the industrialisation of developing countries.

The WFP, the World Food Programme, has also played a considerable role in the promotion of the co-operative movement by assigning to existing systems of co-operatives responsibility for the distribution or management of World Food Programme commodities, or by establishing new co-operative enterprises for these specific purposes.

(2) International non-governmental organisations

These include the International Co-operative Alliance with its 160 member organisations in 62 countries covering more than 320 million individual members, the International Federation of Agricultural Producers, the International Federation of Plantation, Agricultural and Allied Workers, and the World Council of Credit Unions.

(3) National governmental organisations

These provide bilateral aid and include governmental technical assistance programmes, for example of Canada, Sweden, the United Kingdom and the United States of America.

(4) National non-governmental organisations

These include national co-operative centres such as the Swedish Co-operative Centre, as well as several training centres in advanced countries set up for the training of staff from co-operatives in developing countries.

This brief description of sources of external technical assistance for co-operatives in developing countries is certainly incomplete. A more systematic listing could certainly produce the names of some 50 major

international and national organisations providing technical assistance to co-operative projects all around the world, and this without counting important seminars and conferences sponsored by those organisations, such as the present seminar. My purpose has been only to indicate roughly the scope or magnitude of the world-wide effort in technical assistance to co-operatives today.

Let us return now to the views of the Economic and Social Council of the United Nations. At several points in the history of the United Nations system, the Economic and Social Council has recognized the importance of co-operatives and has called for international action in support of co-operative development. As far back as 1951 the Economic and Social Council, in its resolution 370 (XIII) recommended that governments promote co-operative organisations. The vital point for us to analyse here today, however, is not so much that the Economic and Social Council made such recommendations at various points in its history, but why the Council wished to promote co-operatives. Only by this analysis will we be able to arrive at a conclusion concerning the priorities for technical assistance to co-operatives, as seen by the United Nations.

When the Economic and Social Council adopted the 1951 resolution it did so in the context of a debate on land reform. Thus the Council recommended that governments promote co-operative organisations:

- (a) for the cultivation, marketing and processing of agricultural products and for the purchase of farm supplies and equipment;
- (b) for the establishment of industries in rural areas;
- (c) for the establishment of workshops for the manufacture, maintenance, repair and servicing of the most essential machinery and for the storage of spare parts.

It is important to note that at that time the Council considered the role of co-operatives clearly in the context of land reform areas, and focused its attention and expectations exclusively on technical and economic aspects of agricultural and rural developments.

Three years later, in 1954, the Economic and Social Council considered, in resolution 512 CII (XVII), that there was an increasing scope for co-operatives in "economic development in general". This was already a significant broadening of the field. The Council also noted that co-operatives have a "social purpose". The context of the debate and of the resolution was still the question of how co-operatives could contribute to agricultural development and rural progress.

It is only 14 years later, in 1968, that another important resolution on co-operatives is passed within the United Nations at the initiative of the Polish delegation. This time by the General Assembly itself. Further resolutions by the Economic and Social Council soon follow in 1969, 1970 and 1972.

However, the world of 1968 was no longer the world of 1954. People all around the world had witnessed tremendous progress in technology. During these years government thinking on economic and social issues had evolved significantly. By 1968 it had become recognised that the first "Development Decade" of the 1960's had not brought the expected results for the poor of the world and that the focus on increased Gross National Product was too narrow a target for national development. Within the United Nations policy-making bodies more and stronger voices were heard calling for more "social" development.

It is therefore quite significant that the General Assembly resolution of 1968 is entitled "the role of the co-operative movement in economic and social development" (Resolution 2459 (XXIII)). The role the General Assembly has in mind for co-operatives is no longer a contribution only to agricultural and rural development, nor even any more to broad economic development as reflected in increased GNP but to "social development" on a par with economic development.

The 1969 resolution of the Economic and Social Council, again taken at the initiative of the Polish delegation, goes one step further and mentions the importance of co-operatives not only for the promotion of "social development" but for "social progress"; which sounds politically less neutral and mentions particularly the importance of the mobilization of human resources.

By 1970, the United Nations policy-making bodies were fully absorbed in the preparation of the International Development Strategy for the 1970's. This was a comprehensive and integrated programme of national and international action to achieve a series of inter-related economic and social objectives. It is against this background that the Economic and Social Council adopted that year resolution 1491 (XLVIII). On the role of the co-operative movement in economic and social development the most striking aspect for our analysis is the further evolution in thinking as reflected in this resolution : The importance of the co-operative movement is affirmed

(a) as a means of producing the basis for popular participation in the development effort;

(b) as a means for the equitable sharing of the benefits of development;

(c) as an important element of the strategy for the Second United Nations Development Decade.

Broadening the basis for popular participation and bringing about equitable sharing in the benefits of development are aims that fitted in completely with the growing concern of United Nations policy-making bodies with the principles of equity, justice and equality between nations and within nations. Since then, this growing concern has been expressed in further detail in several major United Nations documents, for example in the first overall review and appraisal by the United Nations Secretary-General of issues and

policies in international development strategy, published in 1973, in the Declaration on the establishment of a New International Economic Order, and in the Programme of Action on the establishment of a New International Economic Order, both adopted by the General Assembly on 1 May 1974, and in the Charter of Economic Rights and Duties of States adopted by the General Assembly on 15 January this year, as an instrument towards the establishment of a new system of international economic relations based on equity. At this very moment (September 1975) the 7th Special Session of the General Assembly is again addressing itself to these issues.

One of the most glaring proofs of the lack of justice, equity and equality in the world today is the lot of the hundreds of millions of persons living in abject poverty. The assumption underlying in particular the 1970 ECOSOC resolution is that the co-operative movement could prove itself to be an effective instrument in a massive attack on poverty and an effective means for reducing the proportion of people living in conditions of misery everywhere. In fact, at that time in the United Nations circles, the belief gradually developed that the principal function of co-operatives lies in organising and helping the poor. It seems to me that this belief is shared to some extent by those in the International Co-operative Alliance, responsible for the publication of the first ICA pamphlet on the Co-operative Development Decade, 1971-1980. In this booklet, it is stated that co-operatives are "designed" to combat poverty, ignorance, and lack of equal opportunity for the working classes and to make men, rather than capital, the basis for distribution of economic power and resources.

In concluding this analysis it can be said that in recent years the main interest of the United Nations policy-making bodies has focused more and more on the need to combat poverty and to introduce social reforms to this end. Secondly, that the resolutions adopted by the Economic and Social Council have tended more and more to view co-operatives as an instrument to this overall objective.

Five years or more have passed since the 1968 General Assembly resolution and the 1969 and 1970 ECOSOC resolutions. The United Nations Secretary-General submitted during that period four reports to the Economic and Social Council, all dealing with the role of co-operatives in the world. Each of these reports is based on draft reports prepared by the Committee for Aid to Co-operatives, together with two major outside supporters of the international co-operative movement: the International Labour Organisation and the Food and Agriculture Organization of the United States.

The fourth of these reports came before the Council early this year (1975) at a time when the development strategy of the United Nations is oriented towards a more direct attack on poverty and, in particular, on underemployment, unemployment and the maldistribution of income. It presented the contribution made by the co-operative movement to the objectives of the Second United Nations Development Decade.

In spite of all this information supplied to the Council there are, in my opinion, signs that the Council is re-assessing its attitude to the co-operative movement. In 1972, the Council adopted a resolution "re-affirming" the need for a concerted programme of co-operative action at the country level, and inviting governments in developing countries to adopt various measures in support of co-operatives. Yet it is significant that the Council qualified its appeal to donor countries to assist developing countries to promote and expand co-operatives. In fact, the Council appealed for assistance in all domains where co-operatives "present the most appropriate form" for helping to achieve the objectives set up for the Second United Nations Development Decade. The clear implication to me is that the Council finds that there are also domains where co-operatives do not represent the most appropriate form for helping the world achieve the objectives set for the Second Development Decade.

In 1973, the Economic and Social Council did not adopt a resolution in response to the report by the Secretary-General but only formulated a "decision" taking note of the report and transmitting it to the Committee of Review and Appraisal. However, the debate in which the Representatives of Denmark, Finland, Hungary, India and the United States took the floor, was quite revealing. The US representative asked for a discussion in the 1975 report to the Council of the "acceptability, feasibility and relevance" of co-operatives to the developing countries. Moreover, the US representative asked that the next report discuss the contribution of co-operatives "to the situation of subsistence farming populations". Furthermore that the next report should discuss whether co-operatives should be established on a world-wide basis or "on a selective basis", and for which activities. In plain English, this sounds to me very close to a call for a complete re-assessment of the Council's attitude and expectations as regards the role of co-operatives in Development Decade.

Other representatives asked that the co-operative movement should present more than the idea presented so far of the so-called co-operative development groups. Representatives asked that the 1975 report should come up with "other suitable mechanisms" as alternatives.

At the ECOSOC session held earlier this year (1975) in New York none of the 54 governments represented on the Council spoke on the subject. The Council simply adopted a decision "to take note" of the report of the Secretary-General presenting the contribution made by the co-operative movement to the objectives of the Second Development Decade.

There is a growing feeling within the United Nations Secretariat that it will be difficult to re-capture the unreserved goodwill and complete support of the Economic and Social Council, as expressed in the 1970 resolution, if the co-operative movement is going to simply do more of what has already been done for many years. The need is clearly to set new approaches and strategies to reach the poor, and to arouse a

new political commitment by the co-operative movement itself to help solve the problem of the poor. It is the conviction of the United Nations Secretary-General that this is first of all a challenge to the co-operative movement itself. Insofar as the United Nations Secretary-General can offer suggestions to others, he feels that time is pressing, and that therefore an effort should be made simultaneously at the level of thinking and of action in the field.

The Secretary-General therefore suggests the convening of a small expert meeting, as soon as possible, to assess the problems connected with the participation of the poor in the co-operative movement, to review experience gained in particular countries on particular issues, and to recommend appropriate strategies and programmes.

As regards immediate action by co-operatives to improve the conditions of the poor and to enlist their active involvement in their own development, the United Nations Secretary-General suggests that special importance should be given to small co-operative projects at the local level, i.e. to projects that should answer the urgent and desperate needs of the poor. These projects should be formulated in such a way as to enable people, without property or money, to take an active part in their own development.

I do hope that you at this seminar will devote some of your precious time to studying further the various practical aspects of small co-operative projects, as a possible means of combating poverty, and of providing a glimmer of hope to the hundreds and millions of persons living in poverty, and suffering in misery today.

2. The Co-operative Development Decade - A Report
Graham Alder, Co-operative Development Officer, ICA

Scope

This paper is intended to serve two purposes. Firstly, to review the development of ICA policies and activities to date in support of the Co-operative Development Decade (CDD) and secondly to identify several problems which have an important bearing on the future work of the ICA in this field. It will be appreciated that it is not intended to be a comprehensive description of ICA work, or the valuable work of member organisations and other agencies.

The Co-operative Development Decade

The CDD was launched in January 1971 to complement the UN Second Development Decade (DD2). It was intended to add impetus to activities planned to support co-operative development and to stimulate new activities and initiatives by a wide range of organisations, both national and international. The role of the ICA was defined as "... to act as a nerve centre for this Decade operation of marshalling, co-ordinating and channelling resources to co-operative development in the less advanced countries. It will provide leadership; it will disseminate publicity and information;

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

Since 1971 there have been several discussions in the ICA Congress and Central Committees which have been concerned to formulate and develop ICA policy. In addition, both the Executive Committee and the Co-operative Development Committee have been able to discuss more detailed questions. This process is a continual dialogue, through the medium of seminars, conferences etc., with ICA member organisations and with other organisations concerned with co-operative development. The work programme is of course constrained by the limited resources available to the ICA, a vital factor in shaping our activities. Certain problems can be raised here. Several of our members do not possess the specific skills necessary to (a) identify key problems restricting the growth of the movement, (b) drawing up lists of priorities as a basis for action, particularly those where external assistance might be requested and (c) formulate projects.

The specific needs which have emerged are fairly clear and, on the whole, apply to almost every type and sector of co-operative activity. Firstly, there is no doubt that co-operative education is seen as being a, if not the, crucial factor leading to accelerated development. This includes education for the ordinary membership, the voluntary office bearers and the management and permanent staff. The ICA response to this demand is briefly outlined below. Secondly, as the ICA is at the centre of international co-operative affairs, it was requested to continue and develop its work in the field of exchange of information and experience and to undertake relevant research, which would investigate in detail the problems facing co-operatives and indicate relevant solutions. It was also understood that external assistance is only part of the story, co-operatives also need to increase their trading potential and, at the international level, the ICA is increasing its activities in this area.

The authorities of the Alliance have decided that to enable the ICA to work effectively the framework developed at the regional level should be supported and extended. At present these are principally represented by the Regional Office for South-East Asia, located in New Delhi, and the Regional Office for East and Central Africa, located in Moshi, Tanzania. This policy is based on several factors.

Member movements feel that their needs in education and training can be valuably assisted by regional programmes designed, in the main, for high level participants who face similar problems as they are working in broadly similar geographical areas. Each office has an extensive programme of educational and training activities and a case study on the Moshi office is to be presented to this seminar.

In addition, the Regional Offices provide a forum for discussion between co-operative leaders and government officials concerned with co-operative development. They also are able to provide administrative and technical support for consultants working for specific periods in advising member organisations - a growing area of activity. Finally, they are able to assist member organisations to identify needs and prepare project proposals which are then channelled to ICA Headquarters which in turn submits them to suitable donor agencies. It is hoped that it may be possible to develop ICA Regional activities in West Africa and the South Pacific Region. Latin America would also benefit from similar projects. However, the ways in which activities in these areas might be tackled are still open to discussion. The need to accelerate regional activities has been reinforced by the fact that an exhaustive evaluation of the work of the New Delhi Office has come to most favourable conclusions.

Although the main thrust of ICA activities is in the development of work at the regional level, in appropriate circumstances the ICA does assist in two other ways. Firstly, innovative pilot projects are supported which it is felt would demonstrate new techniques and ideas and would be taken up by other organisations as a multiplier effect. The functional literacy work noted below is an example of this as is the Indore Project which is to be presented as a case study at this seminar. Secondly, the ICA has shown itself willing to respond in cases of special need. The most obvious example of this is the special efforts made to assist Bangladesh. The ICA, assisted by OXFAM, provided an Advisor to the ICA member, the Bangladesh Jatiya Samabay Union, for a period of two years. His task was to advise the BJSU on its programme and to help co-ordinate assistance to the co-operative sector.

At this point it would be appropriate to mention some significant work of the Alliance in the educational field, other than the Regional Office work. In order to improve the supply and quality of materials used in co-operative education and training the Co-operative Education Techniques Project was launched in 1973. The first task carried out was a survey of materials and techniques used in order to identify the main areas of action required to improve the existing provision. As a result of this survey it has been recommended that a Co-operative Education Materials Advisory Service should be established within the framework of the ICA including the Regional Offices. Already two proto-type manuals have been published - on Radio Programmes and on Participative Teaching Methods as the first of a series of such publications.

In February 1975, the ICA organised in Nigeria a seminar on "Functional Literacy and Co-operatives" for English-speaking countries in West Africa. The seminar brought together leading co-operators, educationalists and government officials concerned with co-operative development to discuss how functional literacy might assist in developing co-operatives at the primary level where a lack of appropriate skills in both co-operative and technical matters acts as a brake on co-operative development. Several concrete projects were suggested as a follow-up to the seminar.

Also, the Advisory Group for the International Training of Co-operators (AGITCOOP) is working towards harmonising and improving the courses organised by training institutes in the industrialised countries for co-operators from the developing countries.

Support for the CDD

It would be interesting to examine the mechanisms by which resources are channelled to the co-operative sector, the problems which impede this process and how it might be improved. Member organisations and co-operative movements in developing countries need to possess the capabilities of identifying their needs clearly, establishing priorities, and evaluating proposals at the field level for preliminary discussion with donor agencies.

A corollary of this is that co-operative movements need to develop and maintain close contact with relevant government ministries – the Co-operative Department, the Planning Ministry etc. In addition it is helpful to make contact with the Resident Representative of the United Nations Development Programme. It is evident that in order to undertake these activities co-operative organisations need to have responsible leaders who can articulate the needs of the movement to national authorities. One problem found in many countries is a vicious circle in which national co-operative organisations do not carry weight with their respective governments because of their lack of economic strength, yet they are unable to improve their position as access to external assistance is dependent of having influence with the government.

This leads to the crucial role which governments play in co-operative development – a role which can be positive or negative. It is essential that a legal framework which encourages the growth of co-operatives is created, and that national development plans foster the growth of co-operatives as organisations which can assist in the attainment of development goals in the fields of food production, marketing, supply, credit, and the development of small scale industry. The seminar might like to consider whether it would be helpful for a global study to be undertaken, which would investigate the relationship between governments and co-operatives with a view to formulating some general guidelines, which could be adapted to particular conditions.

Turning to the role played by the ICA much of this work has already been discussed with regard to the role of the Regional Offices and their growing activities with regard to project identification. In this connection it must be noted that an increase in the volume of projects flowing through the ICA Headquarters will necessitate an increase in staffing. However, passing reference should be made to the important work carried out in the promotion of trade, particularly the creation of the International Co-operative Trade Exchange (ICTO) in Singapore. Also reference should be made to continuing work in the field of research. Out of the many projects undertaken

one can point to the examples of the International Register of Co-operative Research, the study on Collaboration between Co-operatives and Trade Unions and the research project at the ICA Moshi Office which is designed to assist member organisations in the region develop their own research capabilities. Also, the research department has made a major contribution to several studies sponsored and published by other organisations, including the UN organisations.

Member organisations of the ICA in the industrialised countries naturally play a crucial role in stimulating support from a variety of sources. Firstly, they are able to provide resources by raising voluntary contributions from members and staff and/or allocating resources from general funds. These movements also possess a wealth of expertise which is invaluable in development projects. With regard to the provision of financial resources there are of course problems associated with the inconvertibility of the often generous amounts provided by movements in the Socialist Countries. Ways of using these have been found - for training co-operators from overseas or using publishing facilities as has been done in the case of the ICA research register mentioned above. But are there other effective ways in which these funds might be productively used?

Of course expertise in various sectors is brought together in the various ICA Auxiliary Committees but there is a point of view that as they were originally created more to exchange information, and not to engage in development work, new ways of working might be investigated. For example, is the International Co-operative Housing Development Association (ICHDA) created by the Housing Committee a useful model to imitate? Similarly the Workers Productive Committee has set up a Centre to promote industrial co-operatives.

It has been noted that there are several courses of action open to co-operative movements in the industrialised countries and one of the most valuable is to develop a close relationship with the Overseas Development Agency of the government. Government official aid constitutes by far the largest proportion of total aid and it is important to ensure that adequate funds are earmarked for co-operative development. Several movements use their experience to advise their respective governments and in some cases to implement projects in developing countries. It is well known that the Swedish Co-operative Centre is financed partly by the Swedish movement and partly by the Swedish International Development Authority (SIDA) and, to take another example, the Canadian movement has recently appointed an overseas development officer to develop projects which would receive partial assistance from the Canadian International Development Agency (CIDA). The ICA has a role to play in promoting these relationships and by channelling requests for assistance to member movements so they may be considered for this kind of support.

Member organisations would also find it valuable to make contact with the large number of voluntary organisations which support co-operatives, the example of the UK organisation OXFAM has been cited above with regard to Bangladesh.

Relationships with the UN and its specialised agencies is conducted in two interrelated ways, based on the recognition by several of these organisations of the expertise of the ICA by the granting of consultative status. The role of member organisations is crucial in, for example, ensuring that a particular resolution is adopted as they can brief their respective government delegations who hold the voting power. For example, in the case of the various resolutions adopted by ECOSOC in support of co-operative development several ICA member movements briefed their government delegations on the importance of the resolutions and the whole exercise was coordinated by the ICA. The ICA Secretariat works closely with the secretariats of various UN organisations and is of course a member of the Committee for the Promotion of Aid to Co-operatives (COPAC) which has a membership of both UN organisations and of non-governmental organisations. An important extension of its work is envisaged as the institution of arrangements at the country level so that organisations involved in co-operative development could coordinate their efforts.

Finally, the ICA collaborates with a wide range of international non-governmental organisations which provide various kinds of assistance to promote co-operative development.

3. The ILO Co-operative Enterprise Development Centre, Ivory Coast - A Case Study
Mr. H. Watzlawick, COOP Branch, ILO, Geneva

Introduction

A new type of technical assistance project in the co-operative field was launched by the ILO during the last years of the 1960's with the establishment of the first "Co-operative Enterprise Development Centres". They were designed as multi-purpose service institutions for the promotion and development of co-operatives, with functions similar to those of the advisory and training departments of national co-operative organisations in countries with a well-established co-operative movement.

The Centres were mainly designed for countries with "young" co-operative movements, or with pre-co-operative institutions, where government programmes provided a promising basis for rapid development of co-operatives. Centres of this type were set up with ILO help in Cameroon, Ivory Coast, Botswana, Swaziland, Tunisia and Madagascar. Other Centres with a strong emphasis on management consultancy services or on training were set up in Sri Lanka (Co-operative Management Services Centre) and in Papua and New Guinea (built around a

new Co-operative College). A different type of Centre was established in Peru, where Government programmes aim at a gradual transformation of all business enterprises into popular institutions with a co-operative framework.

By engaging the responsibility of the government concerned for the funding and operation of these new institutions a reasonable continuity of Government aid for the promotion of co-operatives in these countries can be expected. Institutional arrangements for associating the co-operative institutions themselves, according to their state of development, with the management and planning of the programmes of the Centres are not excluded. However, the long-term Government responsibility for certain types of aid to co-operatives, such as training and membership education, should not be affected by a stronger involvement of the co-operative movement.

The Centres are also a policy instrument for Government programmes concerning all types of co-operatives. In this capacity they play a strong role to bring about and to strengthen a unity of approach towards the promotion of co-operatives, which is seen by the ILO as a major element of any co-operative development policy. Indeed, the existence of a national multi-purpose service institution as focal point for promoting co-operatives is one of the best means to give recognition to co-operatives as an economic sector in their own right, regardless of their type of activity. Unity of approach reinforces the impact of any Government aid to co-operatives, and encourages the growth of a unified co-operative movement.

The origin, working methods, achievements and perspectives of one Centre is described below in the case of the Co-operative Enterprise Development Centre in the Ivory Coast. It should be stressed, however, that this description is not limited to aspects of ILO involvement, but considers the operations of the Centre as a whole, including the work of the national staff which forms a team with the international experts assigned to the Centre.

Origin and purpose of the CENAPEC

In 1964, the Government of the Ivory Coast undertook a wide-reaching re-organisation of the co-operative movement which led to the dissolution of the central administrative structures the country had inherited from the former colonial administration. A completely new start was then envisaged with particular emphasis on popular participation in local institutions built upon a better understanding of co-operative working methods. The Government Service in charge of co-operatives ("Sous-Direction des Coopératives") was restructured and new co-operative legislation adopted in 1966, providing for the creation of "groupements à vocation coopérative" (GVC) which could after some years of successful operation be transformed into co-operatives.

The new policy of promotion of co-operatives called for a considerable education and training input and the Government requested ILO's help in setting up a "Centre National de Promotion des Entreprises

Coopératives - CENAPEC" to deal with all the technical, economic and educational aspects of co-operative development.

With the financial help of UNDP the operations of the ILO project started in May 1969. Its purpose was :

- to provide direct assistance to co-operatives (through consultancy services at the grass roots level);
- to carry out co-operative training and membership education programmes;
- to carry out applied research.

The Government made available to the CENAPEC a residential training and office complex in the small town Bingerville (near Abidjan), and constructed regional offices in several "pilot zones". Arrangements were also made for the assignment of a growing number of national staff.

UNDP assistance to the CENAPEC covered expert services, equipment and provision for study abroad. The first "phase" of the UNDP project (1969-1972) was followed by a second project phase (1972-1975) and, in July 1975, by a third project phase. All three phases have to be seen as a continuous process of assistance.

Structure of the CENAPEC

The CENAPEC has been set up as an autonomous institution, under the supervision of the Ministry of Agriculture. It has an Advisory Board ("Comité Consultatif de Coordination") grouping representatives of various Ministries and Government Services particularly interested in questions relating to co-operative development. The local representative of the United Nations Development Programme is also a member of the Board.

The structure of the CENAPEC comprises 4 technical Divisions, at headquarters in Bingerville, for :

- (a) Promotion of Co-operatives
- (b) Training
- (c) Studies and Research
- (d) Operational Education

These Divisions work through 8 "zonal" offices covering all administrative departments of the country.

The present staff strength of the CENAPEC is the following:

- 6 international experts furnished by the ILO as well as short-term consultants,
- 6 "associate experts" working under the guidance of the senior experts,
- 58 national staff members of professional rank, including a director and a deputy director, and some 90 administrative and clerical staff members.

The Government contribution towards the financing of the CENAPEC was originally equivalent to the UNDP contribution, viz. some US \$ 1.5 million for the period 1969-1974. In the new project phase which has started in July 1975 and is due to continue until summer 1977, the UNDP contribution is, however, less than one-seventh of the Government budget for the CENAPEC (UNDP : \$ 447,000 - Government contribution approximately \$ 3.4 million.

At present, discussions are held at ministerial level to prepare the transformation of the CENAPEC into an independent body registered as a State Company ("Société d'Etat") with a far-reaching technical and financial autonomy. This would be a very positive development, especially as regards the possibility to attract and maintain highly qualified staff with better employment conditions. Greater flexibility would also be obtained for carrying out the work programme of the CENAPEC.

Start of Operations of the CENAPEC

A survey carried out in autumn 1969 identified a limited number of viable pre-co-operative groups which had "survived" the disappearance of the "pre-1964" movement, and which were ready to engage in co-operative (coffee and cocoa) marketing activities with the help of the CENAPEC. Ninety-three groups were thus assisted during a first "marketing campaign period" (winter 1969/1970). At the same time the first batches of leaders and managers of these groups were trained in specially designed two weeks' courses in Bingerville. In one pilot zone (Dimbokro) an experimental membership education programme was launched simultaneously, based on audio-visual methods.

The promotion of pre-co-operative groups in the field of coffee and cocoa marketing offered the best chance of a rapid impact on the populations concerned, and proved also to be an economically viable undertaking; the efforts of the CENAPEC were, therefore, concentrated for a long time on this particular sector of co-operative activity which is still the most important in the country. Rapid and spectacular results were also needed to overcome apathy or open distrust among the general public, and to convince the Government policy makers of the utility of co-operative action for improving the economic and social conditions of lower-income populations, particularly in rural areas.

It was, however, understood that the work of CENAPEC would gradually expand to all other sectors of co-operation and the diversification of the CENAPEC programme reflects to a certain extent the growing interest in various forms of co-operative activity. Geographically, within a few years, the activities of the CENAPEC expanded their "coverage" from the original 3 pilot zones to all administrative departments of the country.

Promotion of Co-operatives

In the field of coffee and cocoa marketing, the Division assisted a quickly growing number of GVC's mainly by:

- organising the collection function within the GVC,
- establishing an appropriate book-keeping system and providing on-the-spot guidance to the manager or accountant of the GVC,
- arranging purchase contracts with large export firms which assured the GVC of a just remuneration for its work (collection, pregrading, packing, transport arrangements, etc.),
- providing continuous assistance to the GVC during its operations.

The results in this field were very encouraging as the following statistical summary will show:

<u>Year</u>	<u>No. of GVCs</u>	<u>Tonnage of Produce</u>	<u>Turnover (FCFAF)</u>	<u>"Premium" income</u>
1969/1970	93	6,600,-	660,200,000,-	33,010,000,-
1970/1971	355	18,700,-	1,902,000,000,-	122,528,000,-
1971/1972	954	53,700,-	5,400,720,000,-	317,360,000,-
1972/1973	1586	68,900,-	7,130,700,000,-	416,520,000,-
1973/1974	1472	63,300,-	7,650,000,000,-	379,620,000,-

Since 1974, promotion activities in this field have become the full responsibility of the national staff of the CENAPEC, while the International staff took up new fields of work.

An important factor of the successful performance of the GVCs was no doubt that most of them decided not to distribute their surplus in form of dividend, but to use it instead for economic and social investments at the village level. Considerable sums were thus used for such purposes as:

- weighing, packing and storage facilities; lorries; processing equipment, pesticide sprayers, etc.

- school buildings, dispensaries, wells, roads, water basins, sport grounds, etc.
- "personal" credits for cases of illness, death; advances for school fees, etc.

The psychological impact of such investments proved to be very strong and accounts for the rapid growth of the number of GVCs in certain regions.

A new type of promotion activity of the CENAPEC has come about as result of close collaboration with certain large State companies responsible for developing specific economic sectors. Such collaboration is, usually, based upon special conventions which call for the services of the CENAPEC for programmes of co-operative development sponsored by the State companies. The conventions normally provide that the State companies make a financial contribution to the CENAPEC budget to finance the additional work involved.

Training Programmes

(a) for leaders and staff of co-operatives

Emphasis was given from the very beginning to the co-operative training of the leaders and staff of the GVCs. Courses of two weeks duration were designed for these two categories. Selection of participants takes place with the help of the promotion staff of the CENAPEC working in its regional offices. CENAPEC owned cars bring the participants to Bingerville and back again to their region. Since the opening of the training wing of the CENAPEC some 2960 trainees have thus participated in the two weeks' courses, (Committee-members/"administrateurs" : 1474 - book-keeper-secretaries/"caissiers-comptables" : 1488 participants). Follow-up training sessions of 1 to 3 days' are organised in the "field" for groups of GVCs, by the staff of the Promotion Division.

Specially adapted training material has been developed and produced for these courses. It has to be noted that the majority of the committee members are not literate and need, therefore, visual training aids made to measure for their needs. The book-keeping material, on the other hand, is of a very simple nature and corresponds to the present level of management know-how required in the GVCs.

To increase the training capacity of the CENAPEC, some attempts, have been made to decentralise training programmes, and several two-weeks' courses have been held at the regional office. At present, however, the facilities of the training wing of the CENAPEC headquarters are being expanded to meet the growing demand.

(b) for Government staff

When the CENAPEC was established, neither the restructured Government Service in charge of co-operatives nor the CENAPEC itself, had sufficient staff to carry out the planned programme of

promotion of co-operatives. It was, therefore, decided to launch an intensive course of two years duration for Government officials to train the required number of Government support staff, and particularly the future personnel of the CENAPEC. The course was designed in such a way that it could be recognised officially by the authorities as higher technical training, equivalent for instance to the two years training in Agricultural schools. Participants were selected by public competition, and received state fellowships. Successful passing of the course led to a recognised diploma and confirmation as Government employee.

The first two years' course started with 16 trainees in October 1970. It was followed each year by a new course. Until June 1975 some 50 Government officials were thus trained, most of whom are meanwhile working in the CENAPEC and in its regional offices.

Membership education

In this field the CENAPEC has performed pioneering work studied and imitated meanwhile by institutions in other countries as distant as Peru or Papua and New Guinea.

The system developed by the CENAPEC is designed to cover as many as possible of the approximately 50,000 members of GVCs, through a technically simple and widely decentralised education programme which the co-operative groups are able to handle themselves.

The education method is based on the use of specially designed illustrated booklets ("lettres-leçons") describing various areas of co-operative interest in pictures directly related to the personal situation of the members of the GVCs. The text accompanying the booklet is taped in vernacular, on a mini-cassette recorder. For each GVC, "animateurs", are selected either from among the staff of regional offices of the CENAPEC or from the membership to guide the education "sessions" at the village level. Sets of booklets (say 30 to 60) on a particular time, plus the cassette-recorder are then made available to a GVC for a period of three days.

Test programmes have been launched to delegate the responsibility for the education work at the village level to the GVCs themselves. For this purpose, areas have been selected in which the "animateurs" for a group of some 15 GVCs are first called together for a training session, during which a "circuit" for the use of education material is worked out. Some 8 weeks later, when the material returns to the regional office of the CENAPEC, an evaluation session is held with the "animateurs" to discuss experiences. This system operates at present, on an experimental basis, for close to 200 GVCs. Each of them has selected two "animateurs" (representing different age groups), at least one of which has to be literate.

The production of the required education material by the CENAPEC is a key factor for this programme. The Operational Education Division has its own design staff which produces material adapted

to the needs of different categories of co-operative membership. The material is tested in a real situation, revised and then produced by the CENAPEC-owned "integrated printing workshop" which produces also course material for the formal training programmes.

The Operational Education Division has also produced several films for film shows in the villages, as well as Television films for a wider public. Other activities include the organisation of itinerant exhibitions on the activities of the co-operative movement and of the CENAPEC, or of "Co-operative days" in administrative headquarters of various districts, mainly designed to bring together the leaders of co-operative groups in these areas as well as representatives of the administrative services, political organisations, State companies, etc.

Studies and Research

The smallest Division of the CENAPEC carries out work in two fields:

- the Division is responsible for the accountancy and financial management components of the training courses,
- feasibility studies.

Collaboration with Other Sources of Aid

The UNDP/ILO project has been conceived as a catalyst to encourage the active participation of other aid-giving agencies in the co-operative development programme of the Ivory Coast. The CENAPEC has thus become a focal point for contribution from other sources of aid, which play an important role in the overall work programme of the Centre.

The most important contribution has been rendered in the framework of volunteer programmes, in which so far three countries (Netherlands, Federal Republic of Germany, USA) have actively participated. For four years, groups of some 20 to 30 volunteers have worked continuously with the CENAPEC, under the guidance of the project staff. It is with the aid of such volunteers that the membership education programme of the CENAPEC was able to reach a significant number of people; the volunteers are also very helpful in providing direct management assistance to the local GVCs. Some volunteers with specialised knowledge (eg. in accountancy) have been stationed in key co-operatives. Others are stationed in small rural towns in easy reach of GVCs in the area.

The CENAPEC has also encouraged a programme of Canadian aid to a regional co-operative development scheme in the South-East of the country. Further contributions of similar type are presently sought for from other countries and from non-governmental aid agencies.

Some general observations

The following factors should be considered in an analysis of the work and achievements of the CENAPEC :

- The Centre was created at a time when there was no viable co-operative movement existing in the country and had thus the opportunity to start "from scratch".
- The Centre was conceived as a "motor" of co-operative development, with a very flexible and pragmatic work programme.
- For several years, the Centre operated in an atmosphere characterised by apathy, lack of interest or distrust among the general public and among leaders and staff of many Government institutions. It had to prove to all concerned that co-operative groups could be viable enterprise.
- From the very beginning, the Centre emphasized the initiative and the responsibility of the local leaders and members of the co-operative groups. While assistance was readily provided by the CENAPEC, interventions in the management of the co-operative groups were always kept to a minimum.
- At the present stage, one cannot really talk of a "co-operative movement" in the traditional sense of the term. The co-operative groups are still all registered as GVCs, which are conceived as a pre-co-operative stage.
- An important aspect of the work of the GVCs has been that the majority do not distribute any surplus among the members, but use their "group income" for economic and social investments of benefit to the local community as a whole. The CENAPEC has not been responsible for this attitude, but is actively encouraging it. Furthermore, most office bearers work on a voluntary basis.
- During its first 6 years of operations (1969-1974) the CENAPEC worked mainly in the field of co-operative coffee and cocoa marketing. Since 1975, however, the focus has shifted to the promotion of multi-purpose co-operatives (marketing, supplies, services) of producers which receive aid from various State companies. For the future of the co-operative movement, this new type of co-operative action will be more important than the numerically impressive co-operative marketing sector of coffee and cocoa growers.

- The international specialists attached to the CENAPEC not only train the national staff of the Centre and guide them during their work, but hand over technical work to the national staff as soon as a certain routine has been established. Until 1974, international specialists were stationed in all regional offices of the CENAPEC, now the regional offices are staffed by national staff members only.

The technical assistance to GVCs in the coffee and cocoa sector is now handled entirely by the national staff. Likewise, the training programmes for leaders and employees of GVCs are the responsibility of former "counterparts". The international specialists are concentrating on new fields of work, in which local staff has not yet been able to acquire sufficient expertise.

4. The ICA Regional Office for East and Central Africa - A Case Study
D. J. Nyanjom, Regional Director, ICA

Introduction

The co-operative movement was already firmly established in the three East African countries of Kenya, Tanzania and Uganda before the achievement of independence in the early 1960's, upon which national co-operative federations were formed, and later affiliated to the ICA. This block of countries constitutes an exceptional example of co-operative development in Africa, and co-operative organisation of key sectors of the national economy has been recognized as official policy.

In each country of the region, the movement is built upon the universal model, with individual "users" forming primary societies, the primaries forming secondary organisations and these in their turn forming the membership of national co-operative federations. Specialised tertiary organisations are also in existence to handle specific aspects of co-operative development. The governments are promoting and supervising co-operative development through quite extensive departments.

As the general background of the countries provides many similarities it was felt that much could be gained from an institutionalised collaboration in the co-operative field. A natural development was therefore the proposal that a Regional Office under the auspices and support of the ICA be set up, based as far as is possible on the South-East Asian model. The proposal was accepted and a nucleus office set up in October 1968. It was assumed from the beginning that neighbouring Zambia would be included in the area of operation, though the Zambian Co-operative Federation did not become a member of the ICA until 1970.

Role

The role assumed by the Regional Office can be summarized as follows :

- to facilitate exchange of experience among policy makers, including discussion of mutual problems through various forums and publications;
- to assist with high level manpower training;
- to provide specialised services on a consultancy basis including research.

Choice of Location

The Regional Office is located in Moshi, Tanzania, chosen, i.a. because :

- (a) it is centrally situated in the region.
- (b) a too close identification with any one member country, through locating the Regional Office in a capital city, was avoided.

Moshi is also recognised as the birthplace of African co-operatives, and has, as such, acquired a strong co-operative tradition, with several well developed co-operative organisations and institutions. The Kilimanjaro Native Co-operative Union, the oldest East African Co-operative Union, was established in 1933.

Membership

The present member organisations of ICA, which are served by the Regional Office are :

- (a) The Kenya National Federation of Co-operatives Ltd. (KNFC)
- (b) The Co-operative Union of Tanganyika Ltd. (CUT)
- (c) The Uganda Co-operative Alliance Ltd. (UCA)
- (d) The Zambia Co-operative Federation Ltd. (ZCF)

Organisation

The member organisations participate in the policy-making and general direction of the work of the Regional Office through:

- (a) The Regional Council, consisting of the Chairman and Chief Executive (Secretary General) of each member organisation. The Regional Council has hitherto normally met twice a year.
- (b) The General Meeting, which is convened every third year. The first one was held in 1969, the second in 1972 and the third in 1975. Delegates to the General Meeting - who according to the Statutes of the Office should be between 30 and 36, are chosen from among Committee Members of the respective apex member organisations.

Staff

The table below shows the staff position at the end of each year :

Year	1968	1969	1970	1971	1972	1973	1974	1975
Total number of staff	3	5	7	8	8	9	13	17

Financing

The Regional Office has been operating on two separate budgets:

- (a) Administrative Budget covering the salaries of permanently employed personnel and basic administrative costs, as well as the cost of activities not connected with the Education Programme and the various consultancy services.
- (b) Education and Project Budgets covering the cost of the Education Programme (i.e. the seminars, conferences, and committee meetings), and the various special projects operating under the Regional Office.

The Administrative Budget is financed by an annual allocation from ICA funds, to which is added an "administrative contribution" drawn from the Education and Project Budgets.

Personnel assistance, outside the Administrative Budget, has been received as follows :

Regional Director	1968-1970 Swedish Co-operative Centre
Administrative Secretary	1970-1974 Swedish Co-operative Centre
Training Officers I & II	1970-1974 Swedish Co-operative Centre
Research Officer I	1973-1975 Government of the Netherlands
Research Officer II	1975 Government of the Netherlands
Consumer Co-operatives Consultant	1974-1975 Consumer Co-operative Movement of Finland
Savings and Credit Consultant I	1974-1975 Government of Finland
Savings and Credit Consultant II	1975 Government of Finland
Education and Training Consultant	1975 Swedish Co-operative Centre
Insurance Consultant	1975 Insurance Development Bureau of ICA

A grant for special seminar activities was obtained from the Government of Finland in 1972, with limited personnel assistance and contribution to the Administrative Budget. Other forms of assistance has also been

received from the Swedish Co-operative Centre, of which the major one is the donation of four staff houses at a value of about shs. 300,000.

In 1974 total expenditure amounted to shs. 1,102,000 and in 1975 is expected to be shs. 1,505,000.

The four member organisations have contributed an annual amount of shs. 7,000 each since 1971. These contributions have, however, not been incorporated in the annual budgets, but have been reserved in a special fund, from which only a few travelling grants have been drawn.

Activities

In the endeavour to fulfil its role as outlined above, the Regional Office conducts the following activities :

(a) Regional Council Meetings and Commissioners' Conferences
These have provided an opportunity for co-operative leaders at the highest level, government as well as movement, for meeting and keeping in touch with each other, and with co-operative development in the Region. They have also helped in shaping the policy of the Regional Office. Fifteen Regional Council Meetings and five Commissioners' Conferences have been held in the period under review (up to June 1975).

Also there is a close coordination between the Commissioners' Annual Conference and the Regional Council, through a recent arrangement whereby the two bodies are supposed to hold a joint meeting once a year. In this way, both the movement and government sides of the co-operative promotional machinery are given an opportunity to hold discussions on important mutual matters, on which regional uniformity and agreement are deemed to be of advantage.

(b) Standing Committees (formerly known as Working Parties)
Small groups of three to four specialists from each country, have been set up to meet one or two times a year for discussion on matters of mutual interest in special fields. The following Standing Committees are operative :

(a) Co-operative Education: The Co-operative Colleges, the national apex organisations and the Commissioners are represented on this Committee which, apart from discussing matters relevant to education, training and publicity in general, also formulates the education plan of the Regional Office. Twelve meetings were held between 1969 and 1975, plus two meetings of sub-committees.

(b) Credit and Finance: Representation covers the national apex organisations, the Commissioners and the national associations of the urban savings and credit co-operatives. Originally intended to discuss the develop-

ment of savings and credit schemes and co-operative financing in general, the Committee has mainly been dealing with problems relating to the urban savings and credit co-operatives sector. Seven meetings were held during the period under review.

(c) Accounts, Audits and Statistics The Committee, which was composed of specialists in the fields indicated by its name, met twice only, in 1969 and in 1970 respectively. The Commissioners' Conference of 1972 felt it had outlived its usefulness, and recommended that it be disbanded.

Present policy is one of restrictiveness with regard to the formation of new Standing Committees. However, various ad hoc meetings to deal with specific subjects are proposed. Such meetings are convened for specialists in particular areas of responsibility (e.g. for the few specialists on correspondence education, the full time statisticians, etc.) and for policy-makers on special topics, such as the workshop for Principals of Co-operative Colleges and their deputies, recently held in Nairobi from January 5th to 10th, 1975.

(c) Seminars and Conferences

The bulk of the work of the Regional Office has taken the form of organisation of training courses, seminars and conferences. These are usually organised at the regional level, although support from the Regional Office in the organisation of national level seminars has also been frequent. From the very outset, the policy in the region has been to ensure that the educational programme of the ICA Regional Office is in accordance with, and supplementary to, the on-going individual national educational programmes. More than 60 training events of various kinds, and covering many topics relevant to the needs of the region have been organised.

(d) Consultancy services attachment of specialised officers

A recent development in the Regional Office has been the attachment of specialised officers, financed by various sponsors as separate "projects", but with full integration into the Office.

A Research Officer has been in postal services since July 1973, and two other specialists, one on Savings and Credit and the other on Consumer Co-operatives, joined the Office in 1974. A Teacher Trainer Specialist is expected in September 1975, while an Insurance Specialist and Documentation Officer will hopefully arrive later in the year. A Counterpart to the Credit and Savings Officer was recruited in January 1975, while the recruitment of a local Research Officer, who will eventually take over from the existing head of ICA Research Unit, is under process.

The future role, functions and activities of the ICA Regional Office

In an effort to ensure that the available scarce resources are utilised in the best possible manner towards supplementing the development of co-operative movements in the Region, the ICA Regional Office last

year distributed questionnaires to member countries seeking their guidance on the activities to be undertaken for the coming years.

Each country's national apex, the government Co-operative Department and the national Co-operative College collaborated in producing a country memorandum on the basis of the questionnaire. The memoranda were discussed at the Regional Council Meeting on 31st October, 1974. The following is a summary of the views expressed by the Regional Council members as to the future role and functions of the ICA Regional Office :

- That the ICA Regional Office should concentrate the relevant resources in manpower and finance on high level regional seminars and high level training courses, even if this may mean a reduction of the number of activities compared to the programmes of the recent years.
- That the Regional Office should combine the seminar programme with short concentrated ad hoc meetings of specialists.
- That Standing Committees were of value, and ought to be formed whenever there is a full agreement on the need thereof. However, since they could only be formalized when the financing of their meetings was secured, the need in the meantime might be met by ad hoc meetings.
- That the establishment of the Regional Office as a Co-operative Documentation and Information Centre was a matter of high priority, and the Regional Council therefore recommended that the ICA immediately initiate negotiations with possible donors, with the aim of securing funds for the Information Centre at the Regional Office.
- Finally, although no specific recommendation was recorded in respect of the various Consultancy Services, the useful role of these projects has been commended throughout the Region, and they now form a vital aspect of the work of the Office.

It is perhaps necessary to explain that the ICA Regional Office has emerged and developed amidst large bilateral technical assistance projects currently being operated within the Region such as the Nordic Co-operative Assistance Projects to Kenya and Tanzania, and more recently, the SIDA project to Zambia.

Yet, one factor which is probably peculiar to the ICA Regional Office's approach, is the fact that it is a form of technical assistance which is in a sense "owned" and operated by the recipients. Through the various Standing Committees and the Regional Council, the movements (and governments) of the Region are enabled to participate very directly in the policy making for the activities of the Office. A strong feeling of "belonging" and of "ownership" of the Office by

the Region has thus developed - a fact which gives this type of technical assistance a more permanent status, capable of being developed later into a "self-help" service, totally owned and operated by the movements of the Region. Bilateral technical assistance projects on the other hand, are supposed to be self-liquidating.

Although the total impact of the work of the ICA Regional Office so far may be difficult to assess precisely, there are clear indications that its contribution is meaningful. A review carried out in 1974 by the Regional Council, of the work of the Office since its inception in 1968, and of its future role and functions, has confirmed the wide appreciation for the services by both governments and movements of the Region.

Note: As presented to the Seminar, Mr. Nyanjom's paper included appendices giving details of expenditure and income, programme of seminars and conferences, and staffing.

5. The International Co-operative College of the Union of Consumer Co-operatives of the German Democratic Republic - A Case Study
Technical Aid Programme for the Co-operatives in Developing Countries
Dr. Rolf Otto, Principal

Introduction

The members and employees of the consumer co-operatives of the German Democratic Republic have always followed the principle of co-operative solidarity in their international work. For them the practice of international solidarity and co-operation especially with the movements in the developing countries are a matter of course. This attitude reflects the policy of their state - for, as the Constitution of the German Democratic Republic says :

"The German Democratic Republic supports the aspirations of the peoples for freedom and independence, and fosters relations of co-operation with all states on the basis of equality and mutual respect."

Convinced that the co-operatives in the developing countries can together with the other progressive forces substantially contribute to the overcoming of economic backwardness and the consolidation of national independence, the consumer co-operatives of the GDR have for many years given ideological, material and financial assistance to the movements in Asia, Africa and Latin America.

In so doing, it was decided to concentrate on the most urgent needs of the co-operatives in these countries and establish various forms of co-operation with them. But the training of specialists and their development training soon became the main form of assistance offered.

The purpose of this study is to examine the manner and extent in which the Union of Consumer Co-operatives of the German Democratic Republic (VdK) is executing its comprehensive programme of educational aid by means of its International Co-operative College called into life to this end.

Historical Development

The Executive Board of VdK decided on the training of co-operative officials from developing countries in Asia, Africa and Latin America 15 years ago, in 1960. In the following year, the first training course was opened at the Co-operative College of Home Trading at Blankenburg.

Due to growing experience and by drawing on that gained by similar institutions in other socialist countries as, for instance, the Moscow Co-operative Institute of the Centralosoyuz of the USSR and the Central Co-operative College of Czechoslovakia's Central Co-operative Council, and through collaboration with international training centres run by other institutions in the German Democratic Republic, education and training acquired a high quality standard.

An appraisal of the experience gathered in the training of co-operative officials from developing countries at the Blankenburg Co-operative College led to the conclusion that it would be more favourable for the successful accomplishment of the foreseen task under the conditions given in the German Democratic Republic to have separate facilities, designed for the training of co-operators from abroad alone. For this reason, the International Co-operative College was established in 1967 at Dresden.

Purpose of the College

The objective of the International Co-operative College was formulated by VdK as follows : to equip the trainees from developing countries with knowledge applicable to practice and oriented towards the future. Their training in a socialist country provides an opportunity to widen their experience and draw conclusions from co-operative practice in the German Democratic Republic and other socialist countries for their own responsible work. The training courses are also useful for the exchange of experiences among the students from different developing countries.

Proceeding from this general aim, the Executive Board of VdK sets up five-year programmes that cover the training courses and all educational activities foreseen in this period, so that the International Co-operative College has the benefit of long term programmes for guidance, this being indispensable for effective work.

Finance

VdK accepts the full responsibility for financing the activities of the International Co-operative College. All expenses for the maintenance and furnishing of the buildings, the students' board and stay, the payment of the tutors and the remaining staff are borne by VdK. To this day, more than 15 million marks have been spent on the training of co-operative officials from developing countries.

Tutorial Staff

The fulfilment of the said tasks necessitated the creation of a permanent staff of tutors acting in unison and capable of performing their educational work at a high level, assisted in this by the other staff and the guest lecturers.

The criteria for the recruitment of the teaching faculty were their academic qualifications and possession of practical experience either in the field of co-operative trade or co-operative farming. In addition to this, the command of at least one foreign language was required, since either English or French serve as instruction media.

With the assistance of VdK recruitment of a teaching staff in accordance with the above requirements was achieved. In the past ten years the tutors of the International Co-operative College have had the opportunity to deepen their knowledge of the economies of the developing countries by laying stress on the study of their co-operatives.

The tutors completed their studies in pedagogics and broadened their educational skill and experience without being cut off from co-operative practice. Care was taken that through conferences, committee work, assignments and field work the contact with co-operative practice was being maintained, and their keeping abreast with the latest developments guaranteed.

Students

To date, the International Co-operative College has carried out 20 training courses with altogether 640 participants (among them 30 women) from more than 40 different countries in Africa, Asia and Latin America. As to the selection of candidates for training, VdK in conjunction with the co-operative departments or national co-operative unions in these countries focused on medium-level, management personnel with several years of co-operative practice. Over the years the number of university and college graduates among the students has increased and has now reached over 50 per cent. As against the first years, when most training courses lasted ten months, the tendency to shorten the length of training has led to an average of five months duration. For the time being, priority is given to the latter. This change complies with the wishes of the delegating organisations who prefer effective, concentrated training in order to shorten absence from work.

In performing its educational work, the International Co-operative College has in view that the students, like the tutors and other staff, are all co-operators with the same endeavour; to jointly accomplish an important task in the interest of their co-operative organisations. The desired result can only be achieved through genuine co-operative efforts and spirit. That is why great demands are made on the students' zeal and will to study hard, and on outstanding discipline, which in their

turn, demand the imparting of modern technical knowledge closely related to practice and efficient teaching methods.

Courses of Study

In the years to come, five-months' courses on Management of Trading Co-operatives will remain the dominant form of training. Trading co-operatives include consumer co-operatives, certain wholesale societies, marketing societies and other engaged in buying and selling. This implies a concentration on certain important types of co-operatives, and management in particular.

These courses comprise three subjects :

(a) Co-operation

The principal questions of the national economy of the German Democratic Republic and the developing countries; the tasks arising in building up a socialist economy; the role assumed by strong, well organised co-operatives and their essential contribution to this end, demonstrated by the example of the co-operatives in the German Democratic Republic and in the developing countries. This introduction serves the understanding of the social conditions, under which co-operative management becomes effective.

(b) Management

Basic considerations and necessity of management; its socio-economic character; the position of a manager in a co-operative society or establishment; requirements of leadership and personnel policy; personality and character. This is followed by an illustration of the organisation structure, the functions and working methods of the co-operative bodies, the involvement of members and employees in the management of their societies. The formation and tasks of co-operative unions are examined, and the relations between the societies and with their unions.

(c) Business Economics

Planning, organisation, and accounting of the business process, with special reference to the manager's responsibility for all economic processes, his tasks in planning the co-operative's activity and demands made on material and financial accounting for the purpose of management.

During the courses the co-operatives in the developing countries are also examined and discussed, mainly in the form of an exchange of views and experience. The tutors' insight stems from research work they have carried out in this field, in addition to which they are drawing on investigations carried out jointly by the co-operative research institutes of several socialist countries, and on international publications. Most of the tutors possess first-hand knowledge through their

work as experts, from seminars and refresher courses for ex-students, and study visits in a number of developing countries. An invaluable asset in these discussions is the rich experience the students possess of the movements in their countries from their work as leading co-operative officials.

Content of Instruction

The principal questions to be studied are the co-operatives and their social inter-relations; the prospects existing for their future development are examined as well as their limits. Thus, the political, economic and social aspects of the consumer co-operatives and the agricultural producer co-operatives in the German Democratic Republic – which are its most important types of co-operatives – are studied closely in each period of socialist construction. The success they achieved and difficulties faced in their initial stages and during their transformation into socialist co-operatives are treated in detail.

It stands to reason that the students' sojourn in the German Democratic Republic and their studies at the International Co-operative College give rise to conclusions on the co-operatives in their home countries. Therefore they are duly notified that they must use their own judgment in making deductions for their own work, and the existing differences as to the prevailing social conditions, the development level of production relations and productive forces must be taken into consideration. In other words, they must be realistic in contemplating the practicability of what they have heard and seen here.

Teaching Methods

The methods of instruction are manifold and vary according to the nature of the subject matter. They include lectures, private study, seminars, seminar discussions, case studies, workshop and assignments, colloquia, and individual or group consultations.

Special emphasis is laid on relating theory to practice by numerous visits to co-operatives and their establishments in order to supplement and underpin the topics treated in the classroom. So, about one-fifth of the time foreseen for instruction is spent on study visits. But also many excursion trips are arranged to acquaint the students with the country and its largest cities as, for instance, Berlin, Leipzig and Karl-Marx-Stadt.

The use of diverse audio-visual aids adds to the vividness of instruction. English, French and Arabic are the languages used as instruction media. Lectures are, whenever necessary, translated into the above languages by help of modern multi-channel-interpreting equipment. The study materials the students are given for reading in their language are, apart from selected relevant books and booklets, mostly prepared by the tutors themselves on their respective subjects. The aim borne in mind in

choosing appropriate teaching methods is to stimulate independent study and assimilation of knowledge in order to increase the stock of applicable knowledge gained here.

Assessment

The students' performance is assessed regularly by the tutors in the course of training. Besides, in each subject either oral examinations are held or examination papers written, which are marked according to the grading applied in the educational system of the German Democratic Republic. When the students have passed all examinations, they receive a Diploma that contains the particulars about the nature of the training and the results secured therein.

But the criterion by which the actual result of the training received must be measured, is the benefit of the latter to the students' work in their home countries. In general one can say that the delegating co-operative organisations' opinion of the trainees' performance after their return to work is positive.

On the occasion of the seminars held for ex-students - in 1973 in India and in 1975 in the Arab Republic of Egypt - the positive appraisal of the performance of the graduates from the International Co-operative College has been confirmed.

Collaboration with other agencies

In the further perfection of its educational work, the International Co-operative College is not alone. As often implied in the foregoing, it can always rely on the experience of the co-operative and public educational institutions in the German Democratic Republic and in the other socialist countries.

Since the admission of Vok to the International Co-operative Alliance, the favourable effect of the exchange of experience within the ICA has begun to bear on the activity of the International Co-operative College, among which the ICA Congress at Warsaw and the work of the newly formed Advisory Group for International Training of Co-operators are particularly noteworthy. This International Co-operative Seminar will no doubt largely contribute to the further development of the work at the International Co-operative College.

Any suggestions to this end will be highly appreciated, for it is envisaged between 1976/1980 to conduct ten five-monthly courses for 550 leading co-operative officials from developing countries.

6. ICA/NCUI Co-operative Education Field Project, Indore District, India - A Case Study
J. M. Rana, Director (Education), ICA Regional Office for South-East Asia and V. N. Pandya, Project Officer, Indore Project

Introduction

The Field Project was started by the ICA Regional Office and Education Centre for South-East Asia in collaboration with the National Co-operative Union of India (NCUI) with a view to carrying out intensive co-operative education for selected agricultural co-operatives and secondary organisations at the district level. It was hoped that such a project will provide experiences which may be of value to the Indian Co-operative Movement, and that experiences of practical work at the ground level would enable the education personnel of the ICA Regional Office and Education Centre to render better advice to other co-operative movements in the region of South-East Asia. The Project was started in February 1971 initially for a period of three years and has subsequently been extended for another two years. The Project is located in Indore District of Madhya Pradesh State which is neither advanced nor a backward State in respect of co-operative development in India.

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

- (a) to carry out education programmes for the employees, board members, and ordinary members (including active members, housewives and youth) of selected primary societies as part of the current and projected development programmes;
- (b) to carry out educational activities for supervisory and extension personnel of secondary co-operative organisations such as the co-operative bank and marketing societies, and employees of cooperative departments, such as inspectors and supervisors, who come in direct contact with the primary societies;
- (c) to experiment with and demonstrate successful approaches and techniques in co-operative education which can then be duplicated elsewhere;
- (d) to produce educational material, manuals and audio-visual aids for use in the education project; and
- (e) to involve co-operative institutions increasingly in the formulation and implementation of the project.

Generally the project has operated with two educational instructors - the project officer and the co-operative educational instructor. In August 1974 a Farm Guidance Instructor was appointed. The Project Officer and the co-operative educational instructor have been made

available by the NCUI and the Madhya Pradesh State Co-operative Union respectively. A research officer was appointed on a temporary basis to carry out the study of educational needs in the project societies.

The Project Officer has reverted to the NCUI from July 1975.

Background about Indore District

Indore District is one of the 43 districts in Madhya Pradesh State which is located in the central part of India (Madhya Pradesh itself means central region). Indore District is one of the smallest districts in the State. It has 665 villages with a population of 6.7 million. The average rainfall in the District is 946 mm a year. Agriculture in the district is dependent on the rains, the irrigated area being only 6.88 per cent of the total cultivated area. The main source of irrigation in the district is wells and tubewells. Generally two crops Kharif (autumn) and Rabi (winter) are taken. The principal crops grown are wheat, jowar, gram, pulses and maize. A small acreage is under cash crop such as cotton, groundnut, sugarcane, and vegetables. The methods of cultivation are traditional. Indore city is an important commercial and industrial city in the State of Madhya Pradesh.

There are 127 primary agricultural service co-operative societies. A service co-operative is organised for one village or a group of villages covering a Panchayat* area. The district has four co-operative marketing societies, one for each tehsil (a tehsil is an administrative sub-division of a district). There are over 30 dairy co-operatives in the district and three co-operative cold storage societies.

At the secondary level the following institutions serve the agricultural co-operatives : (i) the Indore District Co-operative Union, (ii) the Indore District Co-operative Bank and (iii) the Indore District Co-operative Land Development Bank.

Selection of Societies and other preliminary work

The Project Officer spent two months in February and March 1971 for studying the local situation through visits to the co-operatives in the district and discussions with representatives of co-operative institutions at the primary and secondary level and officers of the government departments engaged in rural development work. On the basis of the studies of the Project Officer four service co-operatives and one cold storage society were selected in April 1971. Later on in October 1971 five more agricultural co-operatives were included in the Project area after the project held a training course for secretaries of the service co-operatives.

* Panchayat is a local self-governing institution for a village or a group of villages.

In view of the important role played by the district co-operative bank it was decided to select societies from different branches of the bank. The 10 societies selected were from four branches of the bank. The selection of the societies was also made on a somewhat representative basis so as to include an agriculturally better off area (Rao and Indore branch of the bank), an agriculturally backward area (Manpur branch), and an intermediate area (Kshipra branch). The societies selected also included areas which are in proximity of Indore City as well as those quite away from the city.

The societies were located on either side of the Bombay-Agra national highway. However, some villages covered by the societies were not approachable in the monsoon except on foot. The societies were generally of small size. Except two societies, the membership of a society was below 200. Usually a society had one secretary-cum-manager (hereinafter called the Secretary) and one part-time peon. When the project started its activities, the activity of almost all the service societies was advancing loans to farmers and recovering them. The Rao Co-operative Cold Store was storing potatoes for the farmers by charging them a fee and was selling fertilizers to the members.

Literacy level varied from society to society. But the percentage of literacy in the entire area covered by the project was around 20%. Literacy level was much lower among women compared to men.

Local Advisory Group

A Local Advisory Group (LAG) consisting of the representatives of twelve co-operative and government agencies working in the district was set up to advise on the implementation of the co-operative education programme of the project.

So far six meetings of the LAG have been held. Besides giving advice to the project, the LAG has served as a unifying force among the various secondary co-operative organisations in the district. The co-operative workers have started thinking about various co-operative development projects, e.g. co-operative sugar factory, animal feedstuff co-operative factory, acquisition of tube-well drilling machinery, establishment of a co-operative education and development centre. In a Report written in January 1974, we had stated "some of these ideas may appear today as dreams. But the very fact that the co-operative leaders of the district have started to have these 'dreams' is exceedingly significant".

The Malwa Co-operative Sugar Factory Ltd., with headquarters in Barlai (a project village) and the Indore District Co-operative Cattlefeed Production and Marketing Society Ltd. have since been registered.

Main Features

On the basis of the educational work carried out, the main features

of the Project can be summarised as follows :

(a) The educational approach in the project is developmental and is geared to solving the problems of co-operative societies in the project area and ensuring their development.

(b) The project provides education to members, committee members and employees of primary co-operative societies as well as employees of district co-operative institutions and co-operative departments who are responsible for the supervision of primary societies. The approach in the project is society-based and not general.

(c) The project provides education to the above group on a continuing basis.

(d) An attempt is made to foster better communication among members, committee members and employees of co-operative societies by insisting that managers of societies attend committee members' courses and both managers and committee members attend members camps.

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

(f) Both the primary societies and district institutions are actively involved in educational work.

(g) Continued attempts are made to maintain coordination with various governmental and other developmental agencies such as the government agricultural department, agricultural college, veterinary college and National Seeds Corporation.

Study of Educational Needs

It was provided in the project outline that a pre-project survey about the socio-economic background of the area, existing position of the societies, study of knowledge of various categories of persons and their training needs and potentiality of co-operative development would be carried out. However, on the basis of our preliminary studies it was found that generally speaking there was little interest on the part of the members, and committee members of primary co-operative societies in co-operative education. It would have been exceedingly difficult to attract them for education later on if they were put through the drab process of interviews etc. and a prolonged period needed for research study in view of the very limited staff with the project. Hence it was decided to start education work straightaway on the basis of the basic information gathered by the Project Officer from the different societies. A careful study of the educational needs in five societies and collection of other

relevant data was taken up in April 1972. The results of the study were used in planning and conducting subsequent education programmes.

Education work for secondary societies

The educational work carried out has been mainly focused on the primary co-operative societies but in addition substantial work is also done for secondary co-operative organisations. The effectiveness of primary societies depends to a great extent on the support that is extended to them, by the secondary organisations. Also the development of primary societies is dependent on the attitudes and the decisions of the leaders and personnel in secondary institutions. It is from this point of view that educational programmes for secondary institutions in the district have been given considerable importance by the project.

Some of the important educational programmes organised for secondary level organisations are district co-operative leaders' seminar, study visits for co-operative leaders in a co-operatively advanced neighbouring state, and a course for supervisory staff of the district co-operative bank. Two study groups have been constituted, one on co-operative credit and another on co-operative marketing. These study groups whose membership is mainly composed of leaders of secondary co-operative organisations discuss the current problems, procedural questions and needs of development of co-operatives in these two fields.

Educational work for primary co-operatives

The project began by organising members' courses - called members' camps - of six days' duration, followed by managing committee members' five-day courses. These were then followed by a secretaries' course of ten days' duration.

After about six months' work it was found that the response of the members was better in societies where committee members' courses were organised. In view of this the project generally adopted the practice of first holding the managing committee members' course before organising the members' camp. In some cases the managing committee members were reluctant to agree that educational work of more than a general nature should be provided for as they felt that their positions would be or were threatened from questioning members. So educational work has not necessarily resulted in an increase in harmony within the society; often it has led to an increase in tensions within the organisation. These tensions are generated in those societies where members find that the office bearers or committee members engage in activities which are in their own self-interest but detrimental to the general interest of the membership. The tensions also arise when members begin to demand an increase or an improvement in the services of the society or criticise its working. Greater solidarity and cohesion was found to be developing among those members who could perceive what was in the general interest of the society.

Local Teacher Approach

Members' camps were generally held in the village which was the headquarters of the society. In such camps members of other villages covered by the society did not attend. In view of this an attempt was made to hold members' camps in different villages covered by a society. It was soon found that another method must be devised if members in the various villages covered by a society had to be approached more often than through holding camps by the project staff. Accordingly a local teacher approach for member education was developed.

The local teacher approach means that either a secretary of a co-operative society or a teacher of a school or some qualified functionary is commissioned to carry out member education work. This approach was adopted in 1973 in six societies. The selection of the local teacher was generally done by the managing committee of the society and the project, both of which share the remuneration to be given to a teacher by way of an incentive. (Each teacher is paid a remuneration of Rs. 10/- for holding a members' meeting). A teacher is expected to organise one members' meeting lasting for two or three hours in each village in each month. The normal attendance in these meetings is around 10. These teachers were given training for carrying out the educational work and they were provided with literature. They also come for meetings to the project office once a month along with the chairmen of their respective societies. These monthly meetings enable the project staff to review the work carried out by the teachers, to solve the problems which the teachers bring with them and to plan their work for the subsequent month.

An important experience of the local teacher approach could be cited. The school teacher in one society who was quite well-qualified could not continue with member education work since he did not receive the support of the secretary of the society. While the local teacher approach is found to be particularly suitable in carrying out continuous member education work, in reaching members in different villages and in linking education with the activities of the societies, the experience of the project suggests that this work can be carried out only by those secretaries who have the necessary aptitude and interest in education and development of the society. A managing committee which is both vigilant and interested in serving the members can also ensure that the programme once started would not be disrupted.

The other groups for which educational work was organised by the project are women and young farmers.

Farm Guidance Service

Another experiment tried out was the farm guidance service for members in the Rao Co-operative Cold Store and Pigdambar Co-operative Service Society. This service was started in Rao in December 1972.

The objectives of the farm guidance service started in the Rao Society are the following :

- (a) Soil testing and recommendation on the use of fertilizers;
- (b) Providing advice on the use of insecticides, pesticides and other agricultural inputs so that the farmer-members can utilise these inputs effectively and economically;
- (c) Setting up of demonstration plots;
- (d) Introducing the idea of farm management among the farmers which includes : preparation of production plan, income and expenditure plan and funds plan;
- (e) Providing farmer-members with necessary market information;
- (f) Conducting courses for family education; and
- (g) Organising the commodity groups such as for potatoes, wheat, maize and vegetables.

The society employed an agricultural graduate as a farm guidance worker whose salary was shared by the project and the society. The farm guidance worker was available for consultations on fixed days and fixed times at the office of the society on prescribed days and hours; he visited various villages covered by the society and was available for consultations; and he visited the farmers of the members and offered on-the-spot advice.

Considering the value of continuing this experiment and providing support to the farm guidance workers working at the society level, the project appointed a farm guidance instructor in May 1974. The farm guidance instructor provides this service to the project societies which do not have their own farm guidance workers. He is also expected to prepare suitable literature and visual aids for supporting the farm guidance work. The farm guidance instructor conducted a six-day dairy development course. Eight charts have been prepared showing various improved agricultural practices. Four farm guidance bulletins have been brought out giving information on agricultural practices for the autumn and winter crops, marketing of garlic and schemes of various government departments such as for digging of tubewells, construction of gobar gas plants (gas produced out of cowdung) and storage of farm produce.

The farm guidance service has been found very useful by the farmers and has been appreciated by them. However, the experiment of the farm guidance service has met with some problems. An important problem is the relationship between the secretary of the society and the farm guidance worker. In view of the direct and steady contacts of the farm guidance worker with the farmers his influence with the farmers increases. This is regarded as a threat by the secretary to his

position. In one case because the farm guidance worker was better qualified than the secretary, he had to be offered a higher salary which was almost double that of the secretary. Administratively the farm guidance worker was responsible to the secretary. This situation inevitably created conflicts and the farm guidance worker resigned after six months to take up a better job elsewhere.

Study Visits

Study visits of members, committee members, housewives and managers of societies to the district co-operative organisations and other developmental agencies are arranged as and when camps and courses are organised for these groups. Farmers and women were pleasantly surprised to be well received in a district co-operative bank or a marketing society and to be told that the bank really belonged to them and was meant to support their primary societies. The idea of a co-operative movement was then really visualised by them. Study visits have also been arranged to Surat, Kaira and Mehsana districts in the neighbouring state of Gujarat, which is co-operatively an advanced state, for committee members, young farmers and co-operative workers at the district level. The above groups have learnt a great deal from these visits about farm management practices as well as about the working of some progressive co-operative organisations. The study visits have been found a very effective educational medium. They expose the participants to a new situation and open up their minds and the participants begin to think in a new and different way.

General Meetings

During the first two years the project staff attended general body meetings of the societies. They used the meetings for imparting education on matters relevant to the general meeting. A practice was started to assist the societies in preparing their annual reports which explain in detail the activities carried out by the societies, the statement of accounts, problems faced and their possible solutions and indicate some lines on which work during the next year would be carried out. Previously the general body meetings were not systematically organised and the secretary of the society used to run quickly over the statement of accounts. The project brought about a change in this situation. The meetings were held after giving the members proper notice and the physical arrangements for the meeting were also improved. A copy of the annual report along with the statement of accounts of the year that had passed was given to each and every member. The managing committees of the societies were also assisted in formulating budgets for the subsequent years which would be then presented to the general body meetings for their approval. In addition the project staff informed the members at the meeting about the problems and potentiality of development of their societies, importance of co-operative education and the activities of the project for the societies. As a result of this the general body meetings were better attended; they took a number of decisions which gradually led to the expansion

of the business of the societies and to the making of provisions in the annual budgets for education and farm guidance services.

Management Guidance

The project officer attended the meetings of the managing committees of the project societies which are held on a monthly basis in order to give advice to the managing committees. The matters on which advice has been rendered include : manner in which these meetings are to be convened and conducted; admission of new members; preparation of normal credit statements; effecting timely recoveries; starting of new activities such as sale of fertilizers, improved seeds, and insecticides; construction of storage space-cum-office premises; utilisation of storage facilities already constructed; loaning to members for digging wells and tube-wells; development of dairy activities; preparation of budgets; planning of general body meetings; preparation of annual reports; coordination with development agencies in the district; acquainting the managing committees with the programmes of the District Co-operative Bank, marketing societies and other development agencies; maintenance of records particularly minutes of the meetings and members' pass books; follow-up of the decisions of the previous managing committee meetings and of the general body meeting; and preparation of informative and educational charts for exhibition in the societies' offices.

Coordination with Secondary Co-operatives and Development Agencies

The project developed very good liaison with all the secondary co-operative organisations in the District and the various agencies concerned with agricultural development. This was found essential in the first instance in order to help the members of the societies and the societies in solving their problems. When these problems were taken to the above development agencies as follow-up of educational activities it was discovered that vast possibilities existed in bringing information about the development schemes the assistance available thereunder to the notice of the farmers and the co-operative societies. The agencies themselves welcomed the opportunity to provide information and services to the farmers and the societies. The experience of the project thus suggests that there is considerable information gap at the moment at the village level and that if this gap is bridged, the farmers and the societies can become partners in development as envisaged in the Five-Year Plan of the government.

Educational Material

The Project has produced much educational material in the Hindi language for different educational activities. This included 5 hand-books, 30 instructional leaflets and 6 illustrated charts.

Some Results

Specific results achieved have been mentioned while describing the activities of the Project. However, the following important results may be mentioned :

(a) The Project has brought about an awakening amongst the members and the committee members of primary societies. In this connection, Mr. B. S. Mandloi, the then Chairman of the Indore Premier Co-operative Bank had the following to say at the meeting of the Local Advisory Group held on 18th June 1973:

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

(b) The service co-operative societies have diversified their activities beyond credit.

(c) The inter-dependence between the primary societies and the secondary societies is realised by both the Project societies and the secondary organisations. The latter have begun to believe that their central aim ought to be the service of the farmers through the service co-operative societies. However, a great deal needs to be done to translate this realisation into actual accomplishment.

(d) The primary societies have realised the value of co-operative education, and all the societies are making provisions in their annual budgets for co-operative education activities.

(e) Seeing the importance of the farm guidance service, the Kaira District Co-operative Union in Gujarat State has established a Co-operative Education and Development Centre which has started farm guidance service for five societies in the district. Co-operative Officers of the Tamil Nadu State Co-operative Union, who visited the Project have also formulated a co-operative education programme for their State on the lines of the Indore Project.

(f) The Project has also trained for three months a Co-operative Educator from the Bangladesh National Co-operative Union which proposes to start a project on similar lines in Bangladesh. Orientation has been provided by the Project Officer to co-operators from Indonesia, Iran, Malaysia and Thailand.

Future of the Project

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

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

As regards the structure of the Co-operative Development and Education Centre, two alternatives have been put forward to the Action Committee:

- (a) registering the CEDC as a separate society, or
- (b) establishing an Education Sub-Committee of the Indore District Co-operative Union to operate the CEDC.

The current year is the last year of the Project. During this year the local organisations and the NCUI have to decide about the organisational set-up and other related matters relating to continuation of the Project. The local organisations are not in a position to fully support the Project for a year or two. In view of this it may be necessary for the State Co-operative Union and the NCUI to provide assistance on a tapering basis so that the local organisations can raise the needed funds within a period of five years.

Note: The above is a much abridged version of the detailed study, including statistical tables, prepared by Messrs. Rana and Pandya. Copies of the full study may be obtained from the ICA on request.

7. Rural Development and Co-operatives - Some Hypotheses
Dr. N. Newiger, FAO, Rome

1. In many developing countries the vast majority of rural people are poor because only a small segment of the population is gaining from development. The uneven sharing of gains from the new technology and the consequent widening of the gulf between the few big land holders and the mass of peasantry aggravated by serious malnutrition and hunger are to be avoided by deliberate planned efforts of rural development.
2. Any effective rural development programme will have to combat poverty through simultaneously increasing food production and improving the participation of the rural masses in decision-making and in the economic and social gains of production.
3. The above entails that all programmes and projects of rural development should not only be measured in terms of their impact on food production, but also in terms of their benefit to the rural masses.
4. Active involvement and participation of rural people in their own affairs may be regarded as the cardinal issue of the long-term and complex process of rural development.
5. The ultimate in participation in decision-making is the development of self-governing and self-reliant institutions capable of representing rural people in government and quasi government bodies, such as marketing boards, etc., thus acting as counter-vailing force to privileged interest.
6. Co-operatives are expected to function in accordance with the principle of self-government and self-reliance their customers and owners being identical. While for most developing countries this is an aim to be attained in time, it is important for those who are responsible for rural development programmes to make ownership and self-control a built-in feature of promoting co-operatives and other rural organisations.
7. If co-operatives are to be effective instruments of rural development it follows that they should be an integral part of a clearly defined policy of rural development which in turn should be closely tied in with national development plans. Isolated from such rural development policy and plans co-operatives could be faced with serious limitations as instruments of progress. Effective co-operative development in rural areas therefore will only take place within the broader framework of rural development with favourable government policies, adequate adjustments in the land tenure, production, and supporting service structures and other measures.

8. It is important to realise in this context that the main objectives of rural co-operatives are the same as those of rural development : increasing food production and improving participation of the rural masses in decision-making and in the economic and social gains of production. These two main objectives are closely inter-related in that increased food production will have to be attained through increased participation of rural people.

9. In future technical assistance to co-operatives should be better geared to the requirements of the rural development process, its policy and structure than hitherto. Large co-operative projects with numerous expatriate staff, enjoying an autonomous or semi-autonomous status not sufficiently integrated with the administrative structure of the respective countries and provided with plenty of hard currency funds and supplies should no longer receive priority. Instead of advocating this type of large co-operative projects which frequently are based on some sort of alien blue-print, a more flexible approach is required avoiding the mistakes of the fifties and sixties: it is essential to inject the co-operative idea into any suitable development project and programme rather than confining it to one or a few big projects which often are not adequately related to the reality of the development process. Emphasis should be given for instance to the provision of co-operative expertise and support to irrigation projects or coffee production and fertilizer application programmes, etc. and any interdisciplinary development project aiming at increasing food production.

This entails, whenever applicable, the provision of high level short-term consultants rather than experts to stay for many years. This is particularly true for countries which did enjoy continuous co-operative development for some years.

10. Any technical assistance in the field of co-operative training should aim at building up viable training institutions in the countries concerned which should be closely integrated with the general training efforts of rural development.

Policies and Priorities in Co-operative Assistance : A Review and a Look Forward

R. Hewlett, Executive Secretary, COPAC

Present Situation

If we look at the state of co-operative development in the third world, we have to admit that the picture is a rather gloomy one. Compared with the hopes of ten or twenty years ago, achievements have been rather modest. But were those hopes realistic? There have been disappointments in many fields, not only co-operatives. Setting

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up and running co-operatives successfully often requires radical changes in traditional modes of thought and action. These changes can only be brought about rather slowly. The virtues of co-operative enterprise cannot be demonstrated on request, like fertilizers or varieties of crops.

Co-operatives have to be seen in their economic, social and political context. Where they have been successful, some of the credit may be due to a favourable context. As an example, the progress made by agricultural co-operatives in many parts of Europe during recent decades can be attributed in part to the support which many governments have given to agriculture (rather than to the generally limited support given to the co-operatives themselves). If agricultural co-operatives in developing countries have not so far had a very good record, this may to some extent be due to a certain neglect of agriculture by the governments of these countries. Until recently at least there has been a tendency of governments to relegate agriculture to a low place in the list of priorities.

Co-operation as an economic method has come in for a good deal of criticism in recent years. To some extent co-operators themselves may be responsible for this by sometimes exaggerating the benefits to be obtained from co-operation and underestimating the obstacles. But one cannot escape the feeling that the criticism of co-operatives for not bringing about a greater measure of economic growth and social justice is largely misplaced and should rather be directed towards the governments which have been unable or unwilling to achieve these desirable objectives. Co-operatives can be a powerful instrument for social justice, but only in support of government policies that have the same aim.

Recent Trends

If the present situation is not a particularly encouraging one, recent trends in thinking about co-operative development seem to be more positive. These departures from traditional doctrines have not yet been translated into practice on a large scale, but at least they indicate a more realistic and sober approach to co-operative promotion. It is hoped they will soon lead to practical action. Some of these positive developments can be listed as follows :

- A serious attempt to rethink the meaning and scope of co-operation, and to see it in a wider context than that of nineteenth century capitalism which has so strongly influenced co-operative doctrine in the past;
- A greater awareness of the unsuitability of many co-operative structures from industrialised countries for direct application in the third world;
- In the developing countries, a healthy tendency to challenge traditional dogmas and to think more independently;

- In the developed countries, a greater willingness to accept variations on the co-operative theme as worked out by the developing countries themselves;
- A growing realization that co-operatives could play a more important role in aiding the poorest sections of the population and in social development generally.

More specifically the following points are worth noting :

- Recent policy declarations in favour of co-operatives by certain development agencies (World Bank, SIDA, CIDA, etc.);
- Critical examination of co-operative educational methods;
- Increased training facilities for co-operative specialists in the developing regions themselves;
- Less reliance on expatriate advisors;
- More thorough advance preparation of such advisors for their tasks (instruction in local languages and social structure, adaptation in local living conditions).

To set against these positive trends, it is clear that there is a certain disenchantment in both developed and developing countries as regards development assistance in general. At times even those most convinced of the need for continuing assistance to co-operative development may wonder if progress is not taking place too slowly or too late. But even this aspect is not entirely negative since it leads to a closer scrutiny of objectives and thus, hopefully, to an improvement in them.

Coordination of Technical Aid

Those not engaged in the day-to-day business of co-operative promotion might be surprised at the number of agencies that are active in this field : international governmental organisations, national governmental agencies, non-governmental international organisations, foundations, charitable organisations, religious bodies, professional associations, etc. Some are big, many small. Their conceptions of co-operation vary. Often they co-operate with one another, but sometimes they compete or simply ignore one another's existence. COPAC (Joint Committee for the Promotion of Aid to Co-operatives)* is an attempt to help these agencies (whether or not members) to

* The members of COPAC are : Food and Agriculture Organisation of the United Nations (FAO), International Co-operative Alliance (ICA), International Federation of Agricultural Producers (IFAP), International Federation of Plantation, Agricultural and Allied Workers (IFPAAW), International Labour Organisation (ILO), United Nations Secretariat (UN), and World Council of Credit Unions (WOCCU).

avoid duplication and conflict in the first place, but also to move towards consultation and even joint planning of their action programmes in the co-operative sector. Similarly, COPAC is ready to assist efforts towards coordination of co-operative interests in developing countries.

One should not underestimate the difficulty of what COPAC is trying to do. Coordination undoubtedly brings benefits, but it also entails changes in methods of work and habits of thoughts which may not always be painless. Complete coordination is probably impossible and perhaps not even desirable, but many people would agree that in the field of co-operative development assistance there is a need for a much greater measure of coordination than exists at present. The members of COPAC and its small Secretariat are constantly looking for the most appropriate ways in which to pursue this objective.

Work of COPAC

The work of COPAC Secretariat can be classified under three main headings. There is, first, an exchange of information which is indeed basic to any effort of coordination. It has been decided to publish three times a year a bulletin giving as much information as possible about co-operative projects recently approved or under consideration, missions recently carried out or planned for the immediate future and similar up-to-date information. The first issue will appear in October 1975. The second type of activity is research, the major item at present being a study begun early this year on the role of co-operatives in the development of the rural poor; an annotated bibliography has been compiled and a first exploration of some aspects of this vast subject was submitted to the COPAC meeting in May. The third category can be termed project work. Here it must be made clear that COPAC is not an operational agency. Its role is to identify and help to formulate co-operative projects, where requested, and to attempt to find sources of finance for such projects. More generally, it acts as a neutral forum in which development agencies of all kinds can discuss the problems they are confronted with and exchange ideas about possible solutions. One regular activity which is intended to further collaboration in this field is the organisation every other year of an international symposium. The next one is due to take place towards the end of 1976.

These few words about COPAC and its activities do not pretend to give a full picture, but it is time now to turn to the last part of this talk, described as a "look forward".

Economic and Social Context

It may be fitting to see co-operation against the background of what may be called, without exaggeration, a world crisis (though the crisis naturally affects different countries and regions in varying

degrees). It is enough merely to mention such subjects of pre-occupation as the food crisis, the population explosion, uncontrolled inflation, the breakdown of the international monetary system, exponential growth of consumption of finite non-renewable resources, etc., to justify talking of a world crisis. There is widespread uncertainty about the future and a consequent inclination to question assumptions hitherto taken for granted (though the questioning is still largely an intellectual exercise, with few immediate practical consequences). In this context co-operative ideas take on a new value. They are seen as an antidote to the unbridled pursuit of profit, in a narrow economic sense, which is thought by many to be the root cause of the present world crisis. They are highly relevant to a situation in which priority must be given to meeting real needs without wastefulness, rather than artificially cultivating a demand for ever-increasing consumption. A reflection on the nature and implications of co-operation may help today's developing countries to avoid the mistakes which have brought much of the industrialised world to a state of open crisis (see UN Resolution on a New International Economic Order, 3210 - 1 May 1974).

Present Priorities

Development is a matter for collaboration between government and the people, organised in various ways including co-operatives. The role of co-operatives will vary considerably according to the political, economic and social context - forms of capitalism and socialism, central planning, Ujamaa, communes.

Co-operatives must try to bring effective help to the under-privileged. Economic growth by itself does not achieve this; sometimes it makes matters worse, in the sense that the gap between rich and poor may widen. COPAC members and Secretariat are undertaking concerted research on this subject, leading up to an international symposium in 1978.

Inter-co-operative trade should be promoted more vigorously (efforts of ICA, creation of International Trade Organisation for South-East Asia, etc.). This requires less insistence on a strictly commercial approach than in the past.

Greater assistance should be given with setting up co-operative agricultural processing industries, often on a relatively small scale and using simple, labour-intensive technologies.

A more wholehearted attempt should be made to enlist the active participation of women and young people in the affairs of co-operatives of all types.

IV PLENARY SESSIONS AND DISCUSSION GROUP

1. Report of Discussion Group "A"
Dr. L. Sieber, Czechoslovakia, Rapporteur

1. The present large numbers of the very poor and illiterate people will continue to increase until effective machinery and facilities have been established in the world to reverse it. Therefore, if co-operative technical assistance to developing countries is to meet its present-day challenge and achieve a greater impact, it must combine more efficient service to actual members with the aim of making the co-operative method of self-help available also to masses of other people whose poverty and ignorance prevent them from participating.

2. The question is frequently asked whether co-operatives are actually the right institutions to help the rural poor or the very poor. If such co-operative help were to include the provision of initial capital and subsidies, the answer to this question would have to be negative, for those have to be provided by governments. On the other hand, however, co-operatives can help the rural poor very meaningfully and with a multiplier effect in the educational field, by enlightening them about the advantages of the co-operative method of economic self-help, illustrated by the practical example of their own economic, organisational and social achievements. Therefore, the ICA should concentrate efforts on education "from below", i. e. at grass-root level, including functional literacy, to a greater extent in addition to the training of trainers. Furthermore, co-operatives should simultaneously be encouraged by the ICA to make their structures more open to enable the very poor to join them and take part in decision making. Co-operatives are organisations with both economic and social functions. This means that a "new thinking" will be required for making members and leaders of co-operatives realise the broader socio-economic tasks of co-operatives.

3. Achieving a general acceptance of such new thinking, as an essential pre-requisite for new strategies and mechanisms, will be a difficult but indispensable task which the ICA will have to implement.

4. For putting the required new thinking and new strategies into effect, the ICA will not need to make any particular changes in its rules or principles, nor will it require new resolutions to be passed by various bodies, such as specialised agencies of the UN; what is actually needed is more consistency in the practical implementation of those already existing.

5. In developing its "new thinking", the co-operative movement should not rely too much on the United Nations Agencies. Their composition is so pluralistic that work must depend on compromise and no uniform thinking can spring from them. Therefore, the "new thinking" must spring from each country, and this process cannot be directed from outside to any significant extent. Nevertheless, aid can, in principle, be channelled through an international organisation, such as the ICA. From this it follows that the ICA is faced with the challenge of coping with this task effectively.

6. The "new thinking" must be bold, imaginative, innovatory, and self-critical, and not be bogged down by traditional views. Co-operatives must see their tasks and objectives as part of overall development problems, for the solution of which the co-operative movement must serve as an instrument, realising that it is not an end in itself. The actual objects of development are not set by co-operatives. Therefore, co-operative action can only be useful if it fits well into the overall process of development.
7. The inability of the masses of very poor people to take part in sharing the advantages that co-operatives can offer their members constitutes a serious obstacle. The co-operative movement is unable to surmount this barrier with its own forces; hence it needs outside help, particularly from governmental institutions, to penetrate into areas whose population is still in the "pre-co-operative" stage.
8. In relation to governments, co-operative thinking must be bold enough to realise that these will seldom be prepared to recognise co-operatives as anything more than useful or less useful instruments for the attainment of the development objectives of the country concerned.
9. The degree of usefulness of co-operatives in this context must be measured not only by their responsiveness to the immediate needs, but also by policies orientated more towards a sound future development. Consequently, the new thinking and new strategies must wage a more direct attack – not only on poverty as an abstract phenomenon, but also against its causes, i.e. technical, economic, political, social, institutional, educational, cultural, human etc.
10. Hence co-operative leadership will have to ensure and stimulate active participation of the masses not only in the field of economic self-help, but also in identifying their social aims and in getting them organised for effective political action. Simultaneously, the co-operative movement has to seek other allies, among democratic and progressive social, political and economic organisations which pursue similar aims. It will be the task of the ICA to guide co-operatives towards collaboration and alliance with such forces.
11. In the promotion of development, both co-operatives and governments must take care that the advantages of co-operative action are not exploited or monopolised by profiteering individuals or groups. For the prevention of such misuse co-operatives should press their governments to introduce appropriate legislation and to enforce it where necessary. It is also important that the co-operative idea is not seen as a kind of "magic formula". Such an approach can only discredit the co-operative idea and make people lose confidence in it, often irrecoverably.

12. In co-operative technical assistance work it is important to make a distinction between innovation aid and traditional aid. Traditional aid provides additional resources for unknown activities in the recipient country, while innovation aid contributes something new that, for various reasons, could not have been accomplished without aid support. Examples of the latter are, when the aid venture results in some completely new concept, product or process, or when the aid provides a resource which was not unknown, but was for some reason difficult to obtain.
13. Developing countries suffer from severe under-utilisation of labour. An aid-financed venture specifically designed to utilise a much more labour-intensive technology would be an example of innovation aid. Small-scale industries use a maximum amount of labour but exert a minimum pressure on capital markets. Being small, they generate their capital chiefly through savings and the capital equipment they use is usually simple, often locally produced. They frequently utilise labour which is considered marginal, e.g. people who have no alternative employment opportunities. Furthermore, expansion of a small-scale, labour-intensive sector tends to lead to a more even income and wealth distribution and higher savings, as compared to what would happen if the modern industrial sector were to expand instead.
14. Small-scale industries have to be developed alongside large-scale industries, for both have specific roles to play in promoting economic, social and technical development. Whilst large-scale industries in developing countries mostly lie outside the scope of co-operative possibilities, co-operatives can be most useful in the promotion of small-scale industries.
15. Therefore, the co-operative movement in general and the ICA in particular, should give maximum support to the promotion of small-scale industries in developing countries and help to organise them on a co-operative basis. For this purpose, wide-scale coordination of national and international efforts, finance and expertise should be ensured through an appropriate machinery (for example, COPAC, the ICA Development Committee, the ICA Workers' Productive Committee, the ICA Centre for Promotion of Industrial Co-operatives, the respective branches of ILO and UNIDO, etc.)
16. Specifically, an international coordination of research is required, for making maximum information available to all parties involved (donor organisations as well as recipients or beneficiaries), particularly of a technical nature - for example, including patents, descriptions of technological processes, etc.
17. In practice, co-operative technical assistance for these purposes could be used for designing production units adapted to the specific conditions of developing countries, involving technological processes which could productively absorb large numbers of unskilled labour. Accordingly, the decisive aspects would include simplicity in production and in work on the assembly line,

reliance on manual administrative procedures, a management structure not requiring more sophisticated talent than locally available, a maximum self-sufficiency in the maintenance of machinery, as well as in the provision of spare parts.

18. While the financial aspects of technical assistance are certainly very important, the non-material aspects should not be overlooked.

19. Direct technical assistance is indeed, essential, but it is definitely not the only form through which co-operatives can prove helpful to the poorest masses. Co-operatives can play a very important role in making national governments realise their responsibilities and the suitability of the co-operative method of self-help for mobilising the human resources. Hence it is necessary to help co-operatives in developing countries to strengthen their influence on the national governments. This help can and should be given by the ICA, and by its member organisation in industrialised countries, in various forms including education and training of personnel. Whether organised in the recipient developing country, or in another one of the same region, or in the aid-giving country itself, such training should be designed so as to have a maximum multiplier effect.

20. The same applies to principles underlying all forms of technical assistance. The multiplier effect is an essential prerequisite for enabling the limited resources available to cover at least the main needs of the developing countries.

21. Simultaneously, technical assistance and aid must tend to be self-liquidating, with the aim of creating conditions under which the people's organisations as well as the national economies of developing countries will be able to assume full control of their affairs and become self-reliant and independent as soon as possible. For instance, co-operative insurance can prove to be an important instrument enabling the co-operatives in developing countries to accumulate the capital necessary for the future sound operation of their business, without any further material assistance from outside sources.

22. The above conclusions and recommendations have been agreed upon unanimously, and all members of the discussion group hope they will be helpful to the ICA, although it has not been possible to put forward specific proposals on all the matters arising from the papers and discussions of the Seminar.

2. Report of Discussion Group "B"
Mr. J. Bjärnsdal, ICA, Rapporteur

1. On the paper presented by the representative of the UN, the group discussed several questions. Can and should co-operative technical assistance programmes do more than now to help the poor in the developing countries? Can the co-operative method, as a whole, be of real value in helping the poor masses? The group agreed that the international co-operative movement should take up the challenge raised by the UN, but there are two important initial remarks to make. First, it is evident that the co-operative movement can never alone be able to solve the problems of the poor, but it could take part and be of help. Second, it should be a help to the poor to help themselves in line with the co-operative idea and the co-operative methods. The group suggests that ICA should find out, why the UN has shown a rather sceptical attitude towards the co-operative organisations as a credible machinery to reach the poor, and how the causes for these doubts can be eliminated by clarifying to what extent co-operatives are effective in the relief of poverty.

2. When clarifying ICA's position as above, the following points should, among others, be considered :

- The ways in which the co-operative movement can be useful for the poor seems to be foremost in the areas of consumer and production co-operatives (artisans, fisheries, etc.). The landless rural poor can also be helped by agricultural co-operatives, but then they have first to be given land, which must be the task of the governments in the respective countries.
- The relations between governments and co-operative organisations and how these relations affect the problems under consideration have to be examined.
- In which ways and to what extent is it to recommend that governments should assist and contribute direct to co-operative efforts for the poor?
- Are there any new recommendations needed in respect of implementation of the co-operative principles, when it comes to assisting the poor masses more than now?
For example in the following cases :

The question of open and voluntary membership?

The securing of democratic control?

The use of surplus for common benefit instead of distributing as patronage bonus?

- It would be useful to launch a few pilot projects as soon as possible, where special efforts should be made to help the poor to help themselves by co-operative methods.

3. How can co-operative organisations be assisted to identify their needs and priorities? The group thinks that identifying of needs and priorities always must be done within and by the countries themselves. Where they need assistance is in finding out which needs can be met by co-operative methods and which methods should be applied. Such assistance should as far as possible, be given by ICA either direct or through its regional centres. The group realises that assistance in surveying co-operative needs will in many cases be given by donor countries or UN and its organisations.

4. What strategy should the ICA follow in developing its regional activities and how can continuing resources be found for such a programme? It is important that ICA should expand its regional activities into new areas of the world. In such areas, the relevant countries should be given the opportunity to meet and discuss ways and means of establishing regional centres. In order to find resources for such a programme, the combination of funds from the co-operative movement and funds from the government within a developed country, which has proved very successful in one case, should be explored and utilized. The ICA should make information available on this matter. The method of enlisting the interest of members as individuals in supporting assistance to co-operative movements in developing countries should be utilized.

5. In considering how to relate co-operative work to wider development goals the group felt it is necessary to relate co-operative work more to the social impact on the population of the countries being assisted. Efforts must be initiated :

- to increase food production
- to further the education of co-operative members and their children
- to make the environment healthy and favourable to personal development
- to secure that the benefits of technical progress go to the broad masses.

6. How can ICA member organisations in more developed countries lend support to co-operative development? First of all the group appraised the technical assistance programmes between co-operative organisations and recommends that such efforts should be increased. One method already mentioned is combination of co-operative and government funds. Ways to transfer money from

socialist countries have to be explored in order to utilize the will to help in these countries. The example given by Czechoslovakia is an encouraging one. Joint co-operative ventures, such as trading or manufacturing firms owned and operated jointly by co-operatives in developing and industrialised countries should be encouraged and supported as a practical foundation for development and trade. Financial participation by governments and others may be a valuable incentive.

7. It is necessary to increase the proportion of aid going directly to co-operative organisations as distinct from projects sponsored and controlled by governments. In order to avoid overlapping of aid from two or more developed countries it is important that ICA comes in as a clearing house when possible. On the other hand, co-operation between two countries, one more and one less experienced in this field of assistance, could be very useful. There are interesting examples of aid from one developing country to another (like Tanzania to Mozambique) which should be observed.

3. Report of Discussion Group "C"
Mr. G. Petrides, Cyprus, Rapporteur

1. The activities of the international co-operative movements should come into line with the rapid changes that are obvious in other spheres in today's world. Therefore, proper planning is the crucial factor, the cornerstone on which the international co-operative movements should direct their attention in order to promote and accommodate far-reaching changes in the years to come.

2. The group found that co-operatives by themselves could not be expected to serve the poorest sections of the population. This must be the responsibility of the respective governments. With regard to the role of co-operatives in this context, examples were given of fruitful collaboration between the governments and co-operatives to raise the standard of living among the poorest. It was emphasized that the attitude of the governments concerned must be in favour of both the poorest and of co-operatives, to enable a fruitful collaboration between the two for the benefit of the poor.

3. It was suggested that the ICA should, in collaboration with relevant UN agencies undertake a global study of the relationship between governments and co-operative movements in the industrialised countries, socialist countries and developing countries with a view to suggesting guidelines to the developing countries for promoting sound co-operative development.

4. In view of the world shortage of food, the group felt that priority should be given to the establishment of processing units of agricultural produce in developing countries.

5. It was further noted that co-operative movements in general are recognised world-wide as agencies for development, headed by the apex organisation, the ICA. The role of the ICA in this respect is of paramount importance in as much as it is being recognised by all governments and non-governmental organisations. Through ICA's affiliated member organisations and Regional Offices, it can reach far deeper into the root of problems of each movement and by using its connections with other world-wide bodies, like the United Nations and its Agencies, can influence, direct and succeed in all matters affecting the international co-operative movements. In this context it was agreed that any kind of assistance, be it technical or financial, should be coordinated to the greatest possible extent through the ICA. This can be achieved with the minimum of expenses, of wastage of money and time, etc. if there exists collaboration between the donor developed countries, between the recipient developing countries, between governments and co-operative movements.

6. Proper planning for priority projects for co-operative movements is of paramount importance. It should be directed towards the elimination of duplication, with the minimum wastage of money and time. The United Nations with its Specialised Agencies (ILO, FAO, UNESCO) and COPAC and also the experts attached to ICA (Regional Offices, etc.) can contribute enormously, if not decisively, towards the fulfilment of the project. Coordination of such efforts is most important and the co-operative movements concerned must be ready to afford all possible assistance, revealing all necessary information regarding their organisations' structure, local funds available, feasible assistance to the masses, etc. It was said that one of the major tasks of the ICA Regional Offices was to undertake the identification of the needs of co-operatives and to put up schemes, and to present programmes, suitable and according to the needs of the poor in those parts of the world.

7. Education is of major importance in the success of development projects. Methods for promoting the educational standards of the masses, vary accordingly from country to country. A very good example of mass education was given in one case study.

8. Referring to the training courses which are sponsored by the developed countries, the group felt that wherever possible such courses should be held within the developing country and that local people should be used as far as possible in these programmes. As regards selected senior staff or senior courses these should take place in the ICTCs of the developed countries, where the training advantages include first-hand experiences of working enterprises of different types. The developing countries have their own competences and expertise which merely need re-inforcing by advice on methods, provision of means, coordination of activities.

9. As regards funds for development aid, it has been noted that the developed countries have accepted the need to increase their

contributions towards the requirements of the poor in the developing countries. There were good signs of collective effort towards increasing the funds available from flourishing co-operative movements. The example from the Swedish co-operative movement should be followed. Also self-finance by co-operative movements in developing countries is a new field which could be pursued more intensively by the ICA. Another source of supply is the utilisation of international financial bodies, like the World Bank or any other financial institution - co-operative or otherwise. The group felt that the way of using funds more efficiently would be :

- (i) Setting objectives within time limits;
- (ii) Measurement of performance;
- (iii) Control of the results that must be expected.

10. The group felt that collaboration and combined efforts for solving problems, planning new projects intended for the betterment of the living, and standard conditions of the less privileged people in developing countries could very well be undertaken by governments in very close collaboration with the local co-operative movements. The ICA and its affiliated member organisations can play an important role in this respect. Thus the international co-operative movement assumes new responsibilities and has a heavy task to fulfil. It is on the other hand a challenge for the international co-operative movement to initiate new thinking and new strategies which will improve its efficiency in solving problems arising from various co-operative movements, either national or international.

11. As stated early in this report the ICA, as the apex organisation should seek the support of governmental and non-governmental organisations, to strengthen its work. In this context the group felt that a close collaboration with such bodies is essential and the ICA should undertake to examine this matter accordingly. The long awaited result will be more food, more housing, more trade, more education, more happiness to the poor and the less privileged people in the developing countries.

12. It is recommended that the ICA should follow-up the suggestion of the UN Secretary General that a meeting of experts be convened to consider problems connected with the participation of the poor in the co-operative movement.

4. Summary of Plenary Discussion on Procedures and Arrangements for Securing and Using Aid and the Policies Employed

1. The procedures employed in formulating and screening applications for aid tend to be very complicated and time-consuming. The lines of communication in bilateral aid were usually more direct, but even here the different procedures employed by the various agencies concerned frequently militated against getting aid to small but deserving projects. It would be helpful if some common criteria for assessing and evaluating projects could be agreed.

2. The question of coordination of technical assistance projects in any one country was a matter of great importance and continuing concern. By and large COPAC was making some progress in this direction so far as UNDP assisted projects were concerned but much remains to be done. Coordination of bilateral aid was much more difficult because of the independence of the many agencies involved. There was too little liaison and exchange of information and rather too much competition.

3. The great bulk of co-operative technical aid went to governments and government sponsored projects. There is an urgent need for a major shift in emphasis with more aid going directly to co-operatives though it is appreciated that this would have to be done in consultation with the governments concerned. In the same context it was necessary to get more aid to relatively small co-operative projects, as distinct from large nationally based schemes of development which tended to result in an expansion of government co-operative departments and of government influence in the development of co-operatives.

4. In order to increase the amount of aid available for co-operative development it was necessary for co-operators in the donor countries to try to influence their own governments in this respect. In several countries, such as Sweden and Canada, this was done very successfully. It was, however, essential to show that such aid was being effectively used.

5. There was considerable financial resources available in the socialist countries for co-operative technical aid. The effective use of these is often restricted by the difficulties of convertibility of funds. There are, however, two ways by which these resources can be effectively used. These can be provision of aid in kind such as machinery, vehicles or educational equipment. Or the funds can be used to provide training opportunities for co-operators from developing countries within the socialist countries. Several examples of how this was being done were described.

6. In considering aid programmes it should be remembered that the developing countries vary greatly in level of development

as well as social and economic systems. It is necessary to give priority to the poorer nations and within countries to the poorer sections of the population. The procedures for allocating aid should take account of the priority claims of countries and projects in greatest need.

7. There were several references to the role of the ICA in helping to improve and expand co-operative technical assistance programmes. It was felt that the Alliance should more positively assert its status and authority as the international apex organisation representative of co-operative experience and aspirations. It should, in particular, seek to extend its regional office structure.

5. Summary of a Plenary Discussion on Bilateral Programmes for Co-operative Technical Assistance

1. It was suggested that it would be helpful if a coordinating agency, such as the ICA, could assist in identifying projects for support by bilateral agencies and in conducting feasibility studies. In several cases co-operative organisations in the economically advanced countries were anxious to help but did not have access to the necessary expertise for identifying, planning and carrying through a project. In such cases the ICA Development Fund could be a useful way of contributing effectively to development work.

2. The experience of the Swedish Co-operative Centre in this field was described and the point was made that the SCC worked with many other organisations, national and international, in developing its own programme of work. It had particularly close relationship with the ICA Regional Offices which assisted in the selection of suitable projects. The Swedish technical assistance programme was financed partly by the state and partly by funds raised by the co-operative movement itself. This was an important and productive partnership which made it possible to undertake significant programmes.

3. There was considerable scope in bilateral programmes for providing education and training facilities in the developed countries. The case study on the International Co-operative College at Dresden was an example of this and the experience of several other countries was described. It was hoped that the recently formed Advisory Group for International Training of Co-operators would help in expanding and improving this aspect of bilateral aid. The need to assist the development of local colleges and training institutions was strongly emphasized.

4. The importance of promoting trade with and between co-operatives in the developing countries was referred to and it was suggested that bilateral aid programmes might have a special role to play in this connection. There should be a detailed study made of the possibilities of promoting international co-operative trade with special reference to the developing countries. Some examples were given of moves in this direction in south-east Asia.

5. The need for aid to be channelled to innovatory, sometimes small, projects was noted and it was thought that bilateral programmes were usually best suited to these important developments. The examples of providing capital aid for co-operative projects and of helping to encourage the growth of small-scale labour intensive industries were given.

6. Several references were made of the need for specialist advisory services in the development field. Many of the governmental and inter-governmental agencies working in the field of co-operative development required access to specialised and impartial consultancy services which could undertake feasibility and evaluation studies on their behalf. The ICA was the appropriate body for providing such a service as it had ready access to the full range of co-operative expertise and experience.

6. Statement of Intent prepared and submitted by Professor Z. Kossutt

We, the participants of the 43rd Seminar of the International Co-operative Alliance,

feeling impressed by the fundamental and inspiring results of the Conference on Security and Co-operation in Europe for peace and détente in the world as well as for the improvement of co-operation among the states in all fields of social life,

being aware of the significant mission of our co-operative organisations and realising the great responsibility resulting therefrom for the well-being of our peoples,

taking into account the basic principles of co-operative activities and the urgency of the problems to be solved,

as a conclusion arising from the discussions held on questions of co-operative solidarity in a matter-of-fact atmosphere and in a constructive manner

declare

- our readiness to support with all our strength the endeavours of our states and organisations for the maintenance of peace in the world as a basic pre-requisite for our work;
- to strive for the equality and equal rights of all persons, groups and peoples;
- to re-inforce our endeavours for social and economic progress in the world, for the improvement of relations among our organisations and peoples in the interest of mankind;
- our firm intention to intensify the assistance for the co-operative movements in developing countries and to seek new ways of increasing the efficiency of this assistance.

V CONCLUDING ADDRESSES

1. Concluding Address and Vote of Thanks by Mr. T. Bottomley, Secretary for Education, ICA, and Co-Director of the Seminar

Mr. Vice-President, fellow co-operators, before concluding this seminar we have some important formalities to complete. It is my pleasant duty this morning to do two things. First, to comment on the work we have been doing together during this week in Dresden and, second, to express our thanks to the many people who have helped to make this such a useful, pleasant, and even exciting occasion.

I do not propose to attempt at this time to summarise the main features and conclusions of our deliberations. Instead I want to briefly review what we have been doing, and why. At this half-way stage in the Co-operative Development Decade we set out this week to do three things. First, to take an objective look at co-operative technical assistance programmes. Second, to identify what should be the main lines of priority during the next five years. Third, to suggest ways by which the ICA's own programme and the technical assistance work of its affiliate organisations, might be improved. For this purpose we provided a framework of lectures and discussions intended to stimulate new thought and ideas, provoke comment and criticism, exchange experience and views, and articulate new approaches and policies. It is my judgement that together we have succeeded in this purpose. We have had a vigorous, informed debate, guided by papers of excellent quality, out of which have come practical guide lines for future action. At the same time we have, I think, shared in an inspiring process of re-dedication to work of the greatest importance in the context of world peace and human happiness. We have helped to begin the process of formulating new policies and giving a new impetus for co-operative action in the co-operative world.

For this purpose we needed a venue, a place which could provide the right facilities in the right environment. At the invitation of VdK we came to Dresden and who will not applaud the wisdom of that decision. We have found in this city everything we needed for a successful and enjoyable seminar, and it is now my pleasure, on behalf of the ICA, to express our thanks to all concerned.

I must address myself first, Mr. Vice-President, to the Government of the German Democratic Republic and to the municipal authorities of Dresden. We should, sir, be very grateful if you would convey to the appropriate representatives of those authorities our warmest thanks for all the assistance and help we have received in organising this seminar.

In speaking now, Mr. Vice-President, to VdK and the County Co-operative Unions of Dresden and Karl Marx Stadt I have the dilemma

of where to begin and where to end. Your organisation has been so skilful, your hospitality so overwhelming, your care for our comfort and welfare so complete that no words can adequately express our gratitude. No detail has been overlooked, no trouble too much, no limit has been set to your generosity or to your friendship. We would ask you, sir, to convey to Dr. Fahrenkrog and colleagues on the Board of VdK our deep felt thanks and appreciation. With your permission I want to make special reference by name to several of our colleagues and friends who have been particularly involved - to Wolfgang Seibt, Rolf Otto, Ulrike Börmann, and Hans Kunzel. We are most grateful to each of them and to their staffs - the host of people who have contributed so much to our comfort and welfare.

I have also to thank the many resource persons concerned. The papers and case studies we have had presented, bringing, as they did, a wealth of practical experience to our deliberations, set the high standard we have maintained throughout. We are most grateful to all the contributors for the vigour and skill with which they have stimulated our thoughts and encouraged our discussions. Finally, I should express thanks to the rapporteurs for their hard work in preparing the reports of the discussion groups and to all the participants for your contributions and company during this inspiring week.

2. Vote of thanks by Mr. V. P. Singh, National Co-operative Union of India

After the speech made by Mr. Bottomley there is little I can add. He has spoken about the deliberations of the seminar and the hospitality we have received. But it is my privilege this morning to speak on behalf of the participants to the seminar.

The seminar was arranged through the efforts of the ICA in collaboration with our friends in the GDR. Therefore we are grateful to the ICA for giving us the opportunity of attending the seminar and of discussing the important subjects in our programme. The participants have learned a lot from each other. The discussions in the seminar have provided us with guide lines, but the exchange of experience and information outside the seminar have also been most useful.

The programme of events, organised under the leadership of Dr. Fahrenkrog, was well prepared. We realise how much effort, planning and hard thinking has gone into all we have been able to do and see and enjoy and we are most grateful to our friends of the VdK.

May I add another sentence to what Mr. Bottomley has said. Miss L. Börmann is a paragon of charm and efficiency. Everywhere we went her careful planning, her presence was evident. We are grateful, we are most grateful, for all she has done for us.

I have asked myself during these last few days why do we always say "All that's well ends well" why cannot the bad things come to an end one day too. Here we have seen that the good things have finished all too soon. The time has passed very quickly. The seminar started last Sunday and the time has passed pleasantly. A very good thing is coming to a close and this is not only my own opinion, but also the opinion of all my fellow participants. We are delighted to have made the acquaintance of our friends in the GDR, the ICA and other organisations.

The participation in this seminar has been most rewarding. When we return to our own countries we shall be able to report to our co-operative movements and governments about the deliberations which took place. I am confident we can look forward to practical results emanating from the deliberations of this seminar during the next five years.

The most important subject we have discussed is aid to the poor. This is a task which we, in our co-operative movements, must give increasing attention to. We have achieved much but when we return to our countries we must ensure that we work harder, get more help and more money to help eradicate poverty.

I wish once again to thank the ICA, the VdK, and all those who have contributed to the organisation of this seminar, on behalf of all participants.

3. Concluding Address by Dr. L. Schmidt, Vice-President, Verband der Konsumgenossenschaften der DDR.

Mr. Chairman, honoured guests, during my closing remarks I hope you will permit me, on behalf of the President, and on behalf of the VdK delegation who participated in the seminar, to make a few comments on the outcome of this seminar. The 43rd seminar has distinguished itself, as I have witnessed for myself, by a constructive exchange of information carried out in a business-like manner. The contributions made by the speakers in the plenary sessions and in the discussion groups showed that all the participants arrived here well briefed for the seminar and prepared to make a contribution towards the solution of the problems under discussion. The many contributions made in the discussion brought out the great variety of ways in which technical assistance to co-operatives in developing countries can be provided and also the very many international and national organisations and institutions which are engaged in this important field. We are of the opinion that the seminar was based on a realistic assessment of the co-operative movement in developing countries. It stressed the positive trends as well as the successes, but it also portrayed the difficulties which have to be overcome. This has been confirmed by all who have made contributions to this seminar.

I was particularly impressed by the statement read out by Professor Kossutt dealing with the basic principles of human life and co-operative tasks. The fundamental and exemplary results of the Conference on Security and Co-operation in Europe have shown what progress can be made through strengthening peace and detente between nations. The co-operative movement will justify its importance by its contribution towards this process. Maintaining the peace is the most important facet, because only while peace reigns can we carry out our tasks for the betterment of mankind. It is one of the basic principles of co-operation that we do everything in our power to bring about equality of all persons, groups of people and nations, and that we make every effort to enhance the social and economic progress in the world. To promote these principles it is important to improve the relations between our organisations to an even greater extent.

During the seminar it has become evident, and the recommendations bear this out, how important it is to point again and again towards the idea of co-operative solidarity and to promote the co-operatives in developing countries. The seminar has once again made it clear that co-operatives in these countries must themselves make the greatest possible efforts to progress socially and economically. But the urgency of support from co-operative movements in the developed countries, and by international organisations which are engaged in the promotion of co-operatives, was also brought out. These problems were discussed critically by the seminar, and sound recommendations made for future action.

The detailed exchanges of experience about ways and means to improve assistance to co-operatives in developing countries appear to be of great value to us. All the various possibilities were discussed. But it was also recognised that there were limits to help from outside.

The exchange of information extended from the plenary session and the discussion groups to the large number of personal discussions between participants to the seminar. And I should like to say this also included the students at our International Co-operative School here in Dresden.

The opinions expressed by the representatives from developing countries and the representatives from international organisations were of special importance in this exchange of information. As they are so directly involved they can judge the success and failure of the methods used, or assess the measures which should be taken. I can assure you that VdK will make full use of the recommendations made by the seminar. We welcome the proposals made by Dr. Saxena the Director of the ICA, and will look for new ways and means to promote co-operation in the developing countries. We shall also make every effort to further improve the work we do now.

For us as hosts the seminar had a wider significance. During these few days we have tried to give you an insight into the co-operative movement in our country, and also to acquaint you with

the country and its people. During the excursions you had an opportunity to observe co-operative enterprises and productive units in the fields of agriculture, trade, and activities which have been developed by our socialist state. You were able to talk to the personnel responsible for these enterprises, and to exchange experiences, and also of spending some of your leisure time in co-operative restaurants in the district of Dresden and the Karl-Marx-Stadt. Our intention was to give you a realistic picture of life in our country. Through discussions with a number of our guests we gained the impression that we have achieved our aim.

I should like to say that the remarks made by Mr. Bottomley and Mr. Singh regarding the arrangements and the organisation of the seminar have pleased us very much. It is a great pleasure for us to know that you have enjoyed your stay in the GDR and that you will take back pleasant memories of your stay in our country. In conclusion I would like to ask you to extend to the members and officials of your co-operatives the good wishes of the co-operators in the GDR. I personally wish you success in your responsible work, good health and a safe journey home.

VI EVALUATION AND CONCLUSIONS

1. Evaluation

There is no doubt that the seminar was a great success and that, within the limitations of the occasion, substantially achieved its objectives of commencing the process of re-thinking the policies and strategies appropriate to co-operative technical assistance programmes in the next half-decade. There was, on the whole, a frank and realistic approach in the discussions both to the appraisal of present experiences and to the practical ways in which the lessons of the past might serve to guide and formulate policies for the future.

It is, perhaps, understandable that the main conclusions arising look mainly to possible lines of action and initiative for the ICA. There are two reasons for this. First, the seminar, while attended by several representatives of inter-governmental and governmental agencies who made valuable contributions to the discussions, was, inevitably, seen as a domestic co-operative forum which should address itself, principally, to co-operative organisations. Second, there was, running through all the discussions, the constant theme that the Alliance, as the representative agent of the international co-operative movement, had a unique and essential role in the task of improving the efficiency of the response to the needs of co-operatives in the developing countries.

Finally, it would be appropriate to acknowledge again the very high standard of the facilities and the hospitality provided by Verband der Konsumgenossenschaften der DDR.

2. Conclusions and Recommendations

Following is a summary of the main conclusions and recommendations arising from the discussions of the seminar.

2.1 Role of the ICA

There was general approbation for the activities of the ICA in the technical assistance field during the first half of the CDD. Nevertheless, it was asserted that the Alliance, because of its unique position in the co-operative world, should find the means and resources to expand both its own activities and its influence in the co-operative development field generally. In particular it was recommended that the ICA should:

(a) Take initiatives to stimulate the process of new thinking and the development of new strategies necessary to improve the efficiency and impact of co-operative technical assistance programmes.

(b) More positively assert its status and authority as the international apex organisation representative of co-operative experience and aspirations. In particular it should strengthen its relations with the United Nations and seek to influence the policies and programmes of the many agencies involved.

2.2 Action by ICA Member Organisations

ICA member organisations in the economically advanced countries should review their aid programmes and policies with a view to coordinating and strengthening the total co-operative international effort through the agency of the ICA Development Programme.

2.3 "Movement to Movement" Aid

There should be a substantial shift in emphasis to secure a much greater proportion of aid going to co-operative organisations as distinct from programmes falling within the direct purview and control of governments. The ICA should identify this as being its special area of concern and, in concert with member organisations, seek to greatly increase the amount of aid from co-operatives to co-operatives. It was noted that, in several developed countries, the co-operative movement had become the recognised channel for state development aid to co-operatives in other countries and this arrangement much enhanced ability to move in this direction.

2.4 ICA Regional Organisation

The work of the ICA in the development field, as in many others, would be greatly enhanced if resources could be found to establish more regional offices. It was considered that the ability of the existing Regional Offices to keep in close touch with the needs and problems of the countries they served and to offer practical assistance to their member organisations had been effectively demonstrated. This experience should now be used to expand into other parts of the world.

2.5 Aid for the Very Poor

There was a direct challenge to the international co-operative movement in respect of aid programmes intended to alleviate the problems of the rural poor; the suggestion being that co-operatives were, in some cases, failing to reach and serve the more deprived sections of the international community.

It was accepted that a concerted attack on the problems of poverty was of paramount importance at this time but it was considered that while co-operatives had a significant contribution to make, this was primarily a field which called for massive and direct Government action. The international co-operative movement would wish to exert every possible effort in support of this programme but it was necessary to recognise the limitations of co-operative action.

It was urged that the ICA should seek to promote an urgent study of the contribution co-operatives can make towards helping to improve the conditions of the very poor with a view to offering guidance to the governments and agencies concerned. Specifically it was recommended that the ICA take the initiative to convene a meeting of experts to consider problems connected with the participation of the very poor in co-operative programmes.

2.6 Coordination of Aid Programmes

Taking account of existing machinery there is the need to improve the procedures and mechanisms for securing more coordination between the programmes and activities of the many national and international agencies concerned with a view to making them more complementary and less competitive, and so more effective.

The important role of COPAC as an agency seeking, inter alia, to promote better coordination of technical assistance programmes of the inter-governmental agencies was recognised. Nevertheless the situation is still far from satisfactory and it was urged that the ICA should vigourously assert the need for more coordination and consultation. The need to seek better coordination at the bilateral level was identified as being a particular necessity and it was urged that the ICA should explore the possibilities of giving a lead in this direction.

2.7 Advisory and Consultancy Services

Many of the inter-governmental and governmental agencies working in the field of co-operative development required access to a highly specialised, and impartial consultancy service of appropriate reputation which could undertake short-term feasibility and evaluation studies on their behalf. It was considered there was no scope for such a service and that properly organised there was no reason why this should not be conducted on a commercial basis. There were two good reasons why such a service should be operated by an agency working within the framework of the ICA. First, it would have the advantage of the standing and reputation of the Alliance. Second, as it was desirable that such a service should be non-profit-making, any operating surpluses made could be paid into the ICA Development Fund.

2.8 Small-scale Industrial Development

The co-operative movement in general, and the ICA in particular, should give maximum support to the promotion of small-scale industries in developing countries and help to organise them on a co-operative basis. Priority should be given to establishing processing plants for agricultural produce. Appropriate coordinating machinery should be set up to ensure that adequate finance and expertise was available for such a programme. It was desirable to undertake research into the problems involved.

2.9 Relationship between Co-operatives and Governments

It was suggested that the ICA should, in collaboration with other appropriate agencies, undertake a global study of the relationship between governments and co-operative movements in countries with different economic systems with a view to suggesting guide lines to developing countries for promoting fruitful relationships for sound co-operative development.

3. Follow-up of Action by ICA

A preliminary report on the seminar was submitted to the ICA Development Committee at its meeting in Stockholm in October. Apart from a general review of ICA policies and strategies which has been set in train as a consequence of the recommendations of the seminar, by 1 January 1976, specific action had been taken in regard to the following.

Aid for the Very Poor

The ICA has taken the initiative in convening a small meeting of highly qualified experts to study and recommend on ways co-operative action can help in programmes of assistance for the very poor.

ICA Regional Programmes

A study has been commenced into the feasibility of establishing an ICA regional programme in West Africa and it is proposed that an ICA study mission will visit the region later in 1976.

Industrial Co-operatives

A two-year research project has been designed into the management, organisation and financing of industrial co-operatives in the developing countries. An application for funds has been submitted and it is hoped the project will commence in 1976.

Advisory and Consultancy Services

The ICA has responded positively to requests for specialist advisory services and has taken steps to advise the various agencies concerned that its services are available for such consultancy work.

ICA Development Programme

A review has been undertaken within the context of the long-term work programme of the ICA, into the management, staffing and functions of the Development Department with a view to improving its ability to respond to the increasing demands made upon it.

VII APPENDICES

Appendix I

List of Participants

Name	Organisation
Mr. H. J. A. Morsink	UNO-Office, Geneva
Mr. H. Watzlawick	ILO, Geneva
Dr. N. Newiger	FAO, Rome
Mr. R. Hewlett	COPAC
Mr. R. Crespin	OECD, Paris
Dr. S. K. Saxena	International Co-operative Alliance
Mr. T. N. Bottomley	International Co-operative Alliance
Mr. J. Bjärsdal	International Co-operative Alliance
Miss L. Kent	International Co-operative Alliance
Mr. G. Alder	International Co-operative Alliance
Mr. J. M. Rana	ICA-Regional Office for South-East Asia
Mr. D. D. Nyanjom	ICA-Regional Office for East and Central Africa
Mr. G. F. Pulle	"Konsumverband", Austria
Mr. L. Harman	Co-operative Union of Canada
Mr. G. Petrides	Co-operative Central Bank Ltd. Cyprus
Dr. L. Sieber	Central Co-operative Council, Czechoslovakia

Mr. V. Sojka	Central Co-operative Council, Czechoslovakia
Mr. C. Pedersen	Central Coop Committee of Denmark
Mr. E. Särkka	Suomen Osuuskauppojen Keskuskunta, Finland
Mr. F. Farcis	École Supérieure Internationale de la Coopération (E.S.I.C.), France
Miss F. Baulier	Fédération Nationale des Coopératives de Consommateurs (FNCC), France
Dr. H. Fahrenkrog	Verband der Konsumgenossenschaften der DDR
Dr. L. Schmidt	Verband der Konsumgenossenschaften der DDR
Mr. J. Kürzel	Verband der Konsumgenossenschaften der DDR
Mr. W. Seibt	Verband der Konsumgenossenschaften der DDR
Dr. R. Otto	Verband der Konsumgenossenschaften der DDR
Dr. Schrader	Akademie der Landwirtschafts- wissenschaften der DDR
Mr. M. Dabrunz	Bund deutscher Konsumgenossen- schaften, Federal Republic of Germany
Mr. A. Peter	Coop Zentrale, Federal Republic of Germany
Dr. R. Scholz	Konrad-Adenauer-Stiftung, Federal Republic of Germany
Mr. W. Buckman	Ghana Co-operative Council

Mr. Y. O. Boakye	Ghana Marketing Co-operative Association Ltd.
Mr. K. Ellis	The Co-operative Union Ltd. Great Britain
Mr. F. Moore	Nottingham Co-operative Society Ltd., Great Britain
Mrs. R. Taylor	Royal Arsenal Co-operative Society, Great Britain
Dr. P. Vándor	National Co-operative Council, Hungary
Mr. V. P. Singh	National Co-operative Union of India
Mr. A. S. Patel	National Co-operative Union of India
Mr. B.K.K. El-Gelgawi	Ministry of Labour and Social Affairs, Iraq
Mr. G. Younan	General Co-operative Union, Iraq
Mr. A. Invernizzi	Lega Nazionale delle Cooperative e Mutue, Italy
Mr. H. Yamauchi	The Central Union of Agricultural Co-operatives, Japan
Mr. J. O. Taiwo	Federal Ministry of Labour, Nigeria
Mr. J. A. Omojola	North Co-operative Produce Marketing Union Ltd., Nigeria
Mr. O. Fatukasi	Association of Nigerian Co-operative Exporters Ltd.
Mr. A. O. Otudeko	Co-operative Bank Ltd., Nigeria
Mr. E. Aune	Sørlandet Samvirkelag (Affiliated to NKL), Norway
Miss S. Haarr	The Norwegian Co-operative Union and Wholesale Society

Prof. Z. S. Kossut	Supreme Co-operative Council, Poland
Mr. W. Altynski	Central Union of Agricultural Co-operatives "Peasants' Self- Aid", Poland
Mr. A. Carlsson	Swedish Co-operative Centre
Mr. M. Jönsson	Swedish Co-operative Centre
Mrs. B. Lindström	The Folksam Group, Sweden
Mr. H. Dahlberg	The Folksam Group, Sweden
Mr. O. Hafner	Swiss Technical Cooperation
Mr. L. Chapalay	Coop Schweiz

Appendix 2

43rd International Co-operative Seminar Programme

Sunday 7 September

- 10.00 Excursion to places of local interest.
- 19.00 Opening Reception and Dinner.
 Host: Dr. H. Fahrenkrog, President, VdK

Monday 8 September

- 9.00 - 10.30 Welcome and Opening Addresses by represent-
 atives of :
 Government of DDR , VdK , ICA.
- 11.00 - 12.30 Paper "Technical Assistance to Co-operatives -
 Priorities as seen by the UN." by Mr. H.
 Morsink, United Nations.
- 14.15 - 15.30 Paper "The Co-operative Development Decade -
 A Report" by Mr. G. Alder , Development
 Officer, ICA.
- 16.00 - 17.30 Discussion Groups.
- 19.00 Civic Reception
 Host: The Lord Mayor of Dresden.

Tuesday 9 September

- 9.00 - 10.30 Case Study "The ILO Co-operative Enterprise
 Development Centre, Ivory Coast" by Mr.
 H. Watzlawick, Co-operative Branch,
 International Labour Office.
- 11.00 - 12.30 Case Study "The ICA Regional Office for East
 and Central Africa" by Mr. D. Nyanjom,
 Regional Director.
- 14.00 - 15.00 Discussion Groups.
- 15.15 - 18.30 Case Study "The International Co-operative
 College, Dresden" including a visit to the
 College by Dr. R. Otto, Director.

13966 Wednesday 10 September

7-12-79



Full Day

Excursion to Karl-Marx-Stadt including visits to consumer and agricultural co-operatives, Folklore programme and dinner at a Konsum-Restaurant.

Thursday 11 September

Full Day

Excursion to Meissen including visits to porcelain factory and agricultural service co-operatives. Folklore programme and dinner at a Konsum-Restaurant.

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Friday 12 September

9.00 - 10.30

Case Study "The Co-operative Education Field Project, Indore, India" by Mr. J. M. Rana, Director (Education), ICA Regional Office for South-East Asia.

11.00 - 12.30

Forum A plenary discussion on procedures and arrangements for securing and using aid and the policies employed.

14.15 - 15.30

Discussion Groups.

16.00

Free period for shopping.

Saturday 13 September

9.00 - 10.30

Paper "Policies and Priorities in Co-operative Technical Assistance - A Review and a Look Forward" by Mr. R. Hewlett, Executive Secretary, Committee for the Promotion of Aid to Co-operatives (COPAC).

11.00 - 12.30

Discussion Groups.

14.15 - 17.30

Forum A plenary discussion on bilateral programmes for Co-operative technical assistance.

19.00

Evening excursion with dinner.

Sunday 14 September

9.00 - 10.30

Reports of Discussion Groups.

10.45 - 11.30

Closing Addresses.

12.00

Lunch and Depart.

INTERNATIONAL COOPERATIVE ALLIANCE

"Bonow House", 43 Friends' Colony, New Delhi-110065

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