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THE INTRODUCTION OF REGIONAL TRAINING WORKSHOPS

ON

INDUSTRIAL CO-OPERATIVES

by

Kenneth G. Howard, M.A., M.A.

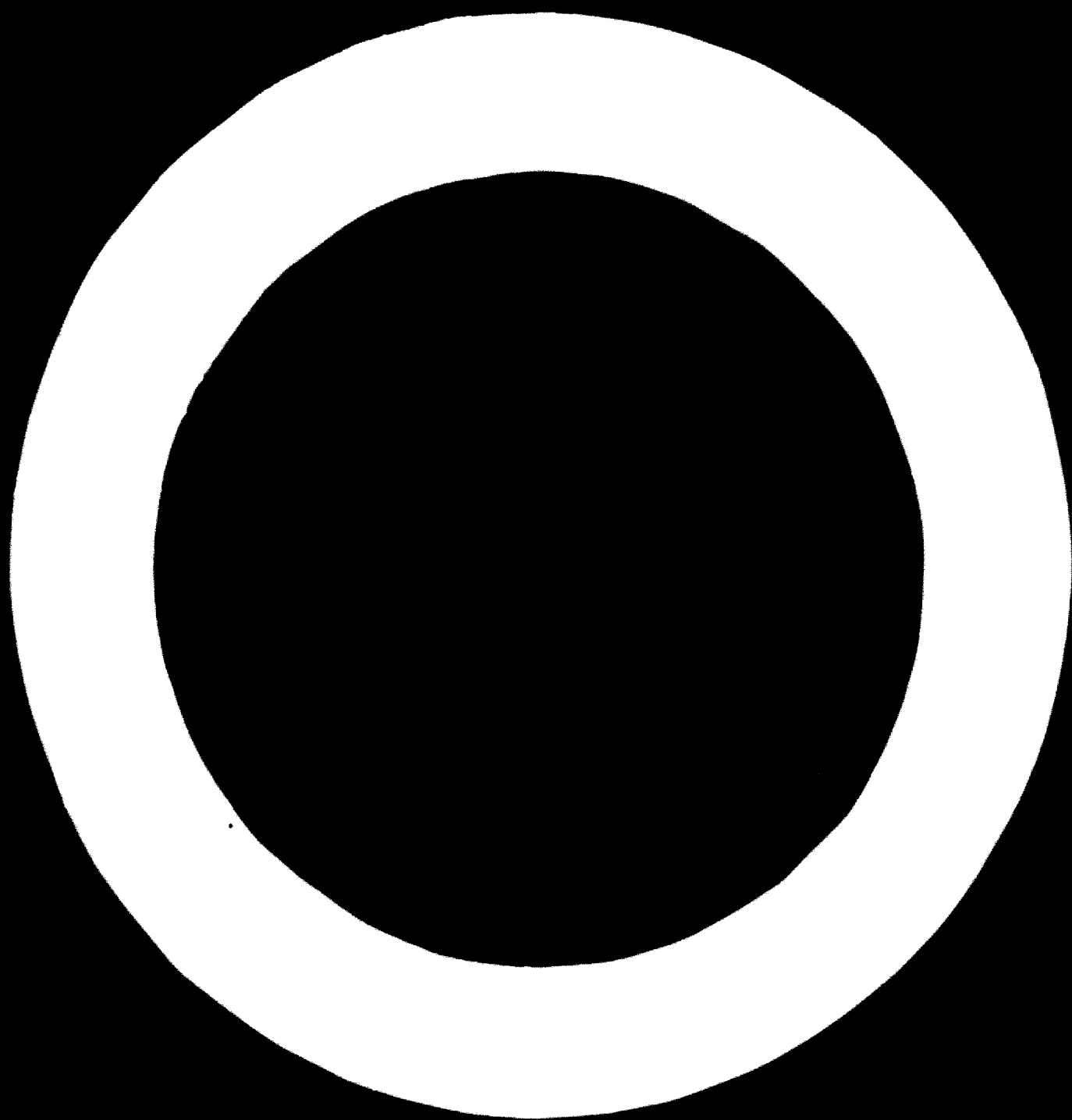
Secretary-Manager

Western Co-operative College

Canada

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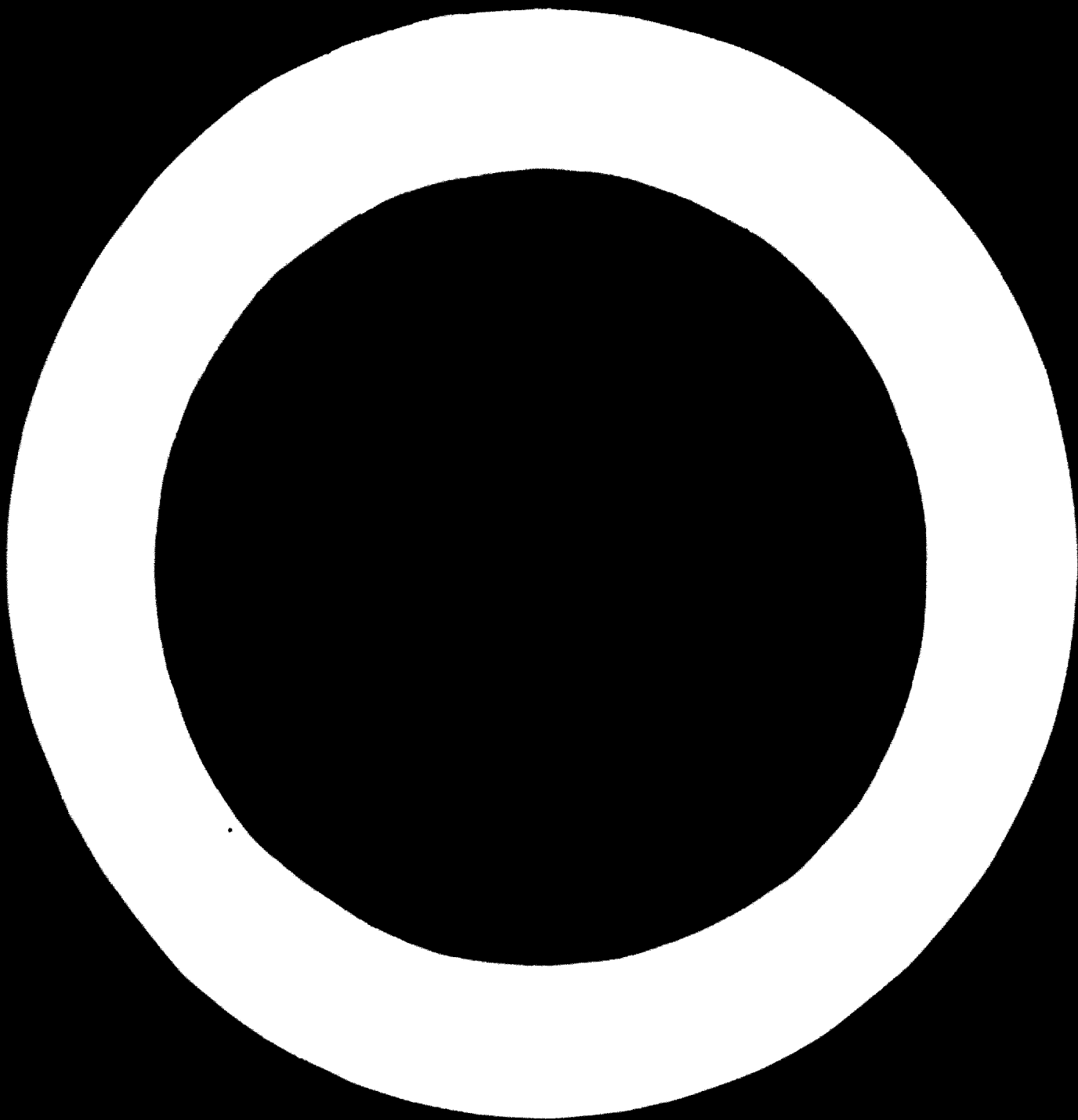
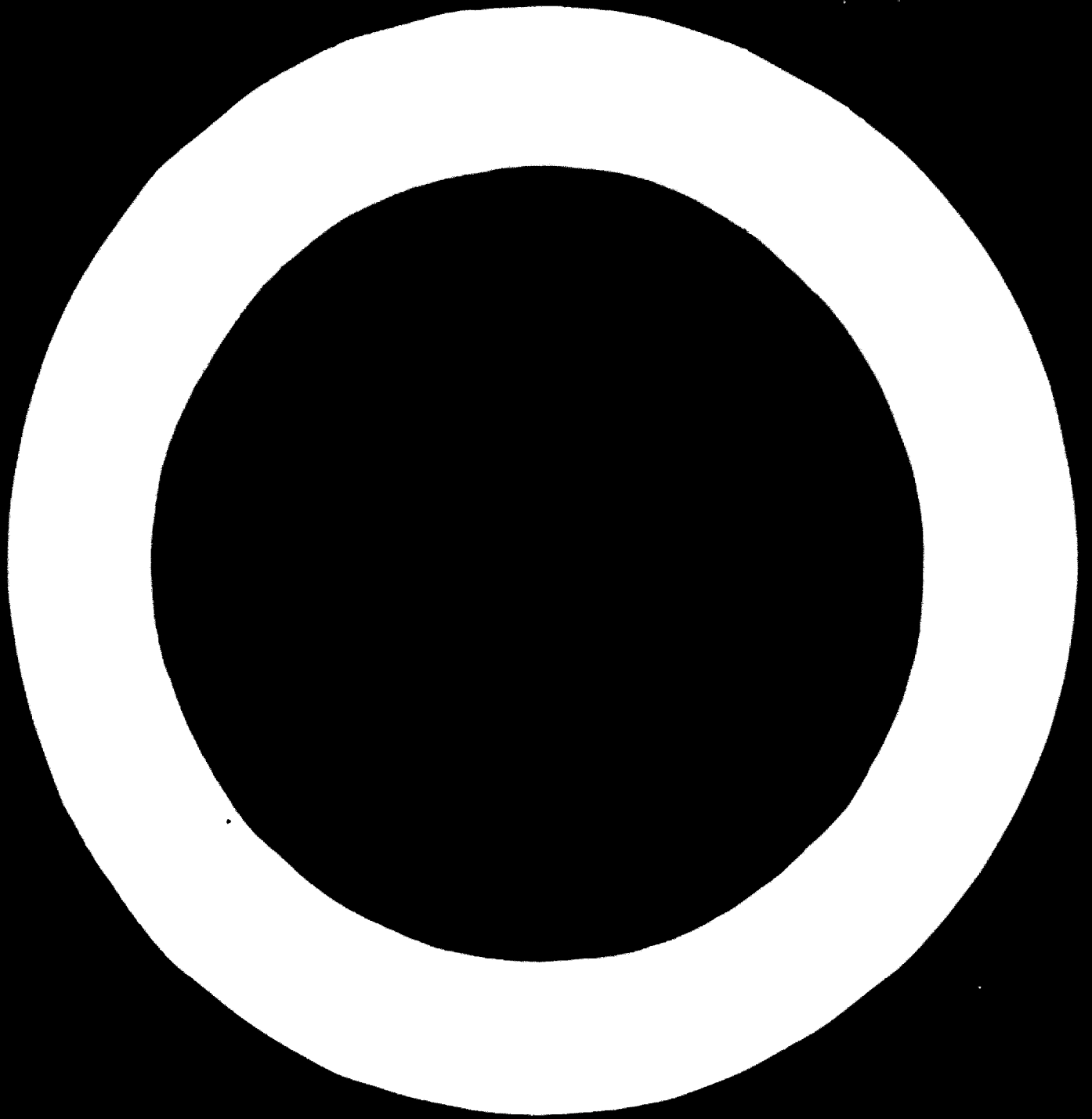


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PURPOSE AND PROVISIONAL AGENDA OF THE MEETING

The purpose of this meeting, as specified in the Aide-Memoire, is twofold:

1. "The group will be expected to discuss and finalize a detailed programme for short-term training workshops for managers of industrial co-operatives and officials in the government responsible for promoting the development of industrial co-operatives."
2. "The Expert Group Meeting will discuss various aspects related to the development and operation of industrial co-operatives in developing countries. It is expected that these discussions will lead to specific suggestions for further UNIDO activities in this field."

The provisional agenda is:

1. "Formulation of a 3 week programme for regional training workshops on industrial co-operatives;
2. Development and operation of industrial co-operatives in developing countries:
 - (a) promotion of the development of industrial co-operatives (institutional framework, review of promotional measures that have proven to be effective);
 - (b) organisation and operation of industrial co-operatives (economic, engineering and management problems);
 - (c) establishment of advisory services including feasibility studies for industrial co-operatives;

- (d) promotional, management and technical skills development for industrial co-operatives (academic, education and formal educational programmes, short-term training workshops, in-service and in-plant training schemes, etc.)

3. Mutual co-operation and collaboration between industrial co-operatives in different countries:

- (i) exchange of assistance between industrial co-operatives in such areas as management, marketing, technical know-how training and equipment;
- (ii) measures for bringing about contacts between industrial co-operatives in different countries so as to make possible arrangements for the exchange of such types of assistance."

INTENT OF THIS PAPER

This paper is intended to serve as a basis for discussion by the participants of the Expert Group Meeting. It is hoped that experts will have an opportunity to read the paper and will be able to give thought to its proposals prior to the meeting in Warsaw.

The topic to which this Expert Group Meeting will be addressing itself is very complex. It is important that "easy solutions" are not sought, but rather that the complexities will be acknowledged.

Experts will be aware that a regional training programme, three or four weeks in duration, will not and cannot meet the total training requirements. Extensive training programmes, varied in nature, will be required over a considerable period of time. Other kinds of training which will be necessary include: on-the-job instruction, seminars, conferences, problem-clinics, elected official training - members, committees, boards and chairman. Training also will be required at local, regional and possibly international levels.

This Expert Group Meeting, therefore, is addressing itself to only one segment of the total training requirements for industrial co-operatives in developing countries.

Further, industrial co-operative experts will be aware that the introduction of regional training programmes must be thought through with considerable care. The selection of the location where the training will occur, the promotional work which is necessary for acceptance of the training programme, the financial and personnel requirements to carry out the training, all require considerable careful planning. This paper, accordingly, will consider some of these other requirements in addition to proposing an outline for a training programme itself.

Emphasis will be placed on collaborative participation of UNIDO, trainers and indigenous leadership in the development of industrial co-operatives.

AFRICA

As the first workshop is to be conducted in 1972 in Africa, a description of developments in this region is germane. The following report is taken verbatim from the Report of the Ad Hoc Expert Group Meeting on Industrial Co-operatives, New York, 1967.

"South of the Sahara. Attempts have been made from time to time to organise co-operatively the production of African traditional handicrafts, some of which of considerable artistic value and charm. The attempt has not so far met with much success. The problems are similar to those in other developing countries. The traditional internal market is threatened by competition from machine products, imported or locally made; objects intended for ceremonial use are no longer required when customs change; well-meant attempts to place mass orders for identical articles for the export trade only result in scamped and mechanical work or the abandonment of the whole enterprise through the complete boredom of the worker. The tourist market is not as large as in Asian countries, with the possible exception of Kenya, and is often in the hands of private traders. The European long resident in the country, who takes home elaborately carved chests and other articles of furniture, is becoming rarer; on the other hand, boys are no longer ready to accept a long apprenticeship to a difficult craft if other and more up-to-date ways of earning a living are open to them.

Among workers' productive societies that have been attempted are several wood carvers' co-operatives in Nigeria, a society of women potters in Kenya, and several co-operatives in West and Central Africa, which carry on open-cast mining on a small scale. If this is a disappointing record, it should not be forgotten that African farmers have been highly successful in organising the processing of coffee up to the point at which it reaches the international auction floor, small-scale dairy processing, rice and maize milling, groundnut decorticating and in particular, the ginning of cotton, which is carried out in large modern ginneries in Tanzania, Uganda and a few other countries. In these cases, loan capital and advice has been provided either by government departments or marketing boards, but the ginneries are owned and managed by farmers' primary

co-operatives. Smaller installations for the handling of coffee and milk are often entirely financed, as well as managed, by the members themselves.

In North Africa the situation is rather different and more closely resembles that in Asia, with still living traditional crafts, often of high artistic value, in metal, leather and woodwork, pottery and weaving, including carpet weaving. Workers' productive co-operatives have existed for many years, especially in Tunisia and Morocco, and have had government support. Much of the work is done in the workers' homes, but trouble has been taken to seek out and supply to the workers the best traditional patterns and to provide a market for their products. The market is largely local (including the tourist trade) but exports principally to France and the United States are carried out through a central organisation.

Although co-operative workshops producing completed articles are rare, there are installations in which members may use machinery and other appliances for dyeing, tanning, or the paring down of skins to the required fineness for the traditional Moroccan leather work. These machines are hired by the day and save many days of hand labour, leaving the worker time to spend on the processes of embroidery and making up.

It is believed that nearly one third of the population of Tunisia is supported by some form of skilled handicraft. These include carpet-making, embroidery, jewellery, engraved and inlaid metal, pottery and woodwork. A department to foster these arts was set up as long ago as 1937 under the name of the Office of Tunisian Arts. A Central Bank for Artisans and Maritime Credit was established with government funds and a decree made possible the formation of handicraft co-operatives. In most cases the work continued to be carried on at home. Materials were advanced to the worker and patterns provided. The finished article was paid for, less the advance already made, either by the piece or by weight and sales were made either locally or on the foreign market. In 1960 the total number of handicraft co-operatives was 35, with some 5,000 members.

During the war of 1939-1946, a number of more utilitarian trades were developed and organised on co-operative lines. Not all such co-operatives have survived, though building, printing and transport have had some success, as has the manufacture of locally grown esparto grass into the mats used in olive presses.

There are a limited number of handicraft co-operatives in the United Arab Republic (Egypt) especially those formed for the spinning and weaving of wool at Fowa and among handloom weavers at Komeel Nur. The Petroleum Co-operative Society is owned by the agricultural and consumers' co-operatives, which it supplies, and the Pharmaceutical Co-operative by the pharmacists and physicians for whom it prepares drugs."

PREREQUISITES FOR THE ENCOURAGEMENT OF INDUSTRIAL CO-OPERATIVES IN DEVELOPING COUNTRIES

The UNIDO report cited previously refers to "The Co-operative Movement in Japan", Vol.I, by Dr. Yoshio Hoynden. The extract below refers to prerequisites for encouraging industrial co-operatives, and is relevant to the purposes of the Warsaw Meeting.

"The co-operatively minded reader of the relevant chapters in Volume 1 of Professor Hoynden's book, seeking for an easy solution to the encouragement of industrial co-operation in developing countries, is impressed by the need for certain prerequisites. The first is power on the spot, whether it be in the form of a grid of electric power or in that of suitable internal combustion engines priced within the financial capacity of the craftsmen. The second is inherited skills or, where these are lacking, the establishment of technical training centres to teach selected skills to fit in with a long-term plan for industrial co-operatives to produce goods required to be made, as far as possible from material available locally. It is not surprising to learn of the production in Japan, by small industrial co-operatives, of mats and wooden tubs and particularly of chinaware, lacquer ware, umbrellas and soya bean sauces and paste.

The third need is for finance, in the form of a bank or corporation with the special duty to finance small industrial co-operatives. There is no need for an expensively run corporation with imposing buildings and a large staff, and the amount of finance required at the start will not be great. But unless finance is provided to supplement share capital put up by the members, there seems to be little chance of development elsewhere of small industrial co-operatives on the Japanese pattern."

THE INTRODUCTION OF REGIONAL TRAINING WORKSHOPS ON INDUSTRIAL CO-OPERATIVES IN DEVELOPING COUNTRIES

The system to be followed in introducing regional training workshops on industrial co-operatives requires thorough, detailed planning. The process used probably will have influence as broad as the training itself. It is relatively easy to decide what is to be done - in this case, to conduct a workshop. It is a far more complex matter to decide how it should be done.

In many developing countries the introduction of technical improvement alone has proven a failure. Published reports (see United Nations Industrial Development Organization Report ID/25) cite numerous instances in which changes introduced by "outside" experts have faded and disappeared in relatively short time.

The failure to effect permanent, or continuing improvement has been ascribed to lack of knowledge by the trainers of the people's work habits, patterns of social interaction and belief systems - in other words being unaware of the local culture.

The cautionary note contained in the Aide-Memoire for this meeting merits repeating:

"There are ... a number of obstacles that need to be overcome before industrial co-operatives can play an effective role in industrial development. One of the main reasons for the relatively slow development of industrial co-operatives appears to be either a lack of awareness of governments concerning the economic and social benefits to be gained by promoting the development of industrial co-operatives or a lack of suitable facilities to undertake the required promotional activities. Another main reason appears to be that a number of industrial co-operatives are not being properly organized and operated."

Regional training workshops are being proposed to assist in overcoming these difficulties. The method of introduction of the workshops must be responsibly and effectively carried out.

The following section of this paper puts forward a proposed system for the introduction of the workshops, taking into account factors prerequisite for industrial co-operatives such as the economic resource base, human resources, technological studies, and local culture.

The proposed system, its component parts and sequence are respectfully submitted for study, question and revision by the Expert Group Meeting.

The Proposed System

A flow chart representing a basic approach to a system for introducing a regional workshop is shown on the following page.

Following is a brief narrative description of each step. It should be noted that in a final chart, dates should be affixed to each portion of the chart.

1. Appointment by UNIDO of Directing Staff

It is assumed that UNIDO will appoint directing staff, for the purpose of managing the introduction and conducting of the regional training workshops. Also, that suitable announcements will be made to groups (co-operatives, governments, communities) which may be interested in participating in the workshops. At this time UNIDO may make tentative arrangements with trainers.

2. Expression of Need by Interested Groups

Interested potential participants will be encouraged to advise UNIDO of their wish to participate within a predetermined time limit. It is of prime importance that the workshops be conducted only in response to expressed need: under no circumstance should training be conducted without prior consultation with prospective participants. Training must be offered only if it is realistically related to the needs of people in a community, which they have identified and which they wish to meet.

in the statement of Mr. Anibal Buitron, Programme Specialist, UNESCO, Paris, at the ICA/UNESCO Conference of Co-operative Education Leaders, held at Jongny Sur Vevey, December 1970; "We have to realize that under certain economic, social, cultural and political conditions, education cannot be of interest to the people or of much help in raising their standard of living." The same statement probably may apply equally to training workshops. Legal considerations also must be taken into account; legislation varies from one country to another.

5. Selection of Groups

Once the needs identification and readiness evaluation studies have been completed, the UNIDO directing staff will determine which applicant groups should be included in the training workshops. This is a key decision in the process. Questions to be answered at this point will include:

- who is to be trained?
- what are the backgrounds of the selected groups? Are they from one cultural group?
- are they selected on the basis of kinship or of regional association?
- do they speak the same or different languages?
- are they representatives of government, of a handicraft co-operative, of a fisheries co-operative, of other co-operatives?

6. Specific Planning, with Community Participation: Selection of Trainers

- (a) Specific Planning - Now the detailed planning for the training workshop proceeds. Dates of the workshop are finalised, location is determined, and all necessary arrangements are made to inform interested prospective participants about the training.

- (b) Community Participation - All arrangements from this point on are made on a collaborative basis with indigent leadership. Needs are re-evaluated, to ensure that the directing staff and indigent leadership concur on needs to be met by the training, the nature of the workshop, and the results which are expected from the workshop. Procedures are developed jointly for the selection of trainees.
- (c) Selection of Trainers - Selection of the training personnel is made, with special attention to the suitability of the trainers to meet training requirements of the prospective participants.

7. Selection of Trainers. Training of Trainers

- (a) Selection of Trainees - Selection of trainees will proceed on a basis mutually agreed upon by directing staff and community leadership.
- (b) Training of Trainers - The period of training for trainers could vary, depending upon selection. If a trainer has not worked in the region previously, he will require briefing (at least two weeks intensive) prior to leaving his home country, re-briefing once he has arrived in the region, and will require also a thorough appreciation of the content and methodology to be used in the workshop.

8. Training Workshop

The workshop will be conducted.

9. Follow-up and Follow Through

A follow-up will be conducted at predetermined intervals after the training, to determine the adequacy of the training programme, and if the objectives of the training were met.

Follow through -- contact with individuals in the workshop -- will be carried out to determine the influence of the training on each individual.

10. Evaluation

Evaluation of the workshop will be undertaken by referring back to the original expressions of need, to determine the extent to which the needs of the community (and participants) have been met.

It is important to note again that the above outlines are portions of the training programme which will be required as mentioned in the section "Intent of This Paper".

THE TRAINING WORKSHOP

Special considerations must be taken into account when planning a training workshop for use in a developing country. In "developed" areas, such as North America, many workshops are planned by training experts, promoted extensively, and conducted in a series of locations across the continent. Vast numbers of brochures announcing such courses annually reach the desks of executives.

This kind of approach is not appropriate for developing countries. There can be little assurance that a "canned" programme will be appropriate to the needs of a community, or acceptable to its people.

Collaborative Design

A collaborative design has been used by Western Co-operative College in the development of a training programme for developing communities. The results have been proven to be encouraging.

This approach entails the participation of the user organisation in determining needs to be met, development of the training programme, and evaluation of the training. It requires interdependence of the trainer and trainee, mutual agreement and willingness to opt out at various stages, and continuing "grass roots" involvement. The user has a real voice and decision with respect to what will be done, when, where and by whom. The collaborative approach is recommended for use in the development of this training workshop.

The planners of the workshop must take into consideration a number of factors which in the long run may spell the success or failure of industrial co-operative development. N. Buitron, who was quoted above stated in a recent address "the differences, not only from continent to continent but from country to country and even region to region within the same country, are great and many. The situation of the rural areas, for instance, is quite different from that in the urban areas. The situation of countries with populations of different ethnic background is different from that of countries with relatively homogenous populations." He comments on economic, social, cultural and political problems that "make the development of education in the developing countries very

difficult, if not impossible". In his address, which referred specifically to educational programmes in developing countries, he stated "the lack of a careful adaptation of the educational programmes to the local conditions is, I believe, the reason why so many literacy campaigns and adult education and community development projects have failed".

In order to adapt the training workshop as completely as possible to local conditions, a collaborative approach is suggested.

When courses or activities are planned on a collaborative basis, no single authority may state what will be done. There is need for continuing dialogue and shared planning, with very high flexibility. Certain factors which the trainer had not thought of may be most important to the local leader, and certainly the opposite is true. Throughout the process of planning and implementation, mutual respect for the needs of all participating people must remain paramount.

If the above is accepted, it will be self-evident that an expert cannot draw up a training programme without consultation with the indigenous leaders. This is the focus of the proposed approach to the development of regional training workshops on industrial co-operatives.

The following, accordingly, is not a syllabus of training, but rather, is a listing of suggested components which probably should be included in the training workshop. It is expected that at the Warsaw Meeting, further consideration will be given to content.

Proposed Content

The workshop may include a number of areas for study.

1. To promote the understanding of co-operatives participants should examine:
 - what a co-operative is
 - co-operative principles, history and structure
 - kinds of co-operatives
 - types of industrial productive co-operatives

The following section from the 1967 UNIDO report is relevant.

"Types of industrial productive co-operatives

These have been described, but for convenience may briefly be summarized at this point, using ownership and control as a basis of classification.

- (a) co-operatives, the members of which are workers in a jointly owned factory or workshop;
- (b) co-operatives that exist in order to enable their members to make a collective contract for the hire of their labour; possibly also providing equipment and raw materials;
- (c) co-operatives, the members of which are independent craftsmen (with or without paid assistants) using their co-operative as a source of loans, for supply of raw materials or for marketing;
- (d) co-operatives owned by consumers of domestic or professional goods, which produce goods for their members' consumption;
- (e) co-operatives owned by farmers and fishermen, which manufacture the produce of their members' own farms or fisheries in order to sell it to better advantage on the market."

2. To help participants to see how co-operatives are meaningful to people.

- a brief synopsis is presented on human behavior and the needs of man, showing how co-operatives meet these needs.

3. To study the organisation and operation of industrial co-operatives:
 - roles of members, delegates, board, management and staff are examined.
 - economic, engineering and managerial problems are outlined.

4. To develop understanding of management, topics may include:
 - what management is
 - basic elements of management process (planning, controlling, organising)
 - study and practice of planning techniques
 - the importance of change in today's world
 - what an organisation is -- study of objectives, co-ordination, authority, responsibility, job descriptions, span of control, unity of command, delegation
 - what management control is
 - performance standards, supervision
 - communication in business
 - the question of motivation
 - decision-making in industry

5. In relation to a specific industry, training sessions should include:

Objective and Goal — setting in areas such as:

- Finance
- Marketing
- Materials Management
- Purchasing
- Facilities
- Service
- Research and Development
- Manufacturing
- Quality Control

Education and Training

- Formal Educational Programmes
- Workshops
- Skill Development Training

The foregoing outlines areas which may be included in a regional training workshop. Until the decision is made, however, with respect to who will be trained, and other questions referred to in the previous section are examined, it will not be possible to forecast what the content or methodology will be, specifically.

Probably all experts attending the Warsaw Meeting have seen examples where "pre-planned" training programmes have been virtually useless in developing communities, and have seen examples where programmes have met with success when indigenous people have been involved throughout the entire programme.

Training workshops must be designed to meet needs of specific groups. After the group to be trained has been selected, the training workshop can be drawn up in some detail. In the group selected, for example, preventive maintenance may be a subject of little relevance; or it may be a major concern. A trainer will not know the amount of emphasis to place on this subject until he knows what people are to be

trained, their background, and so on. Similarly, standards of performance will not be taught the same way to unskilled illiterates, as to university graduates. Setting up of a training workshop in itself is a development process.

At the time of the Warsaw Meeting, additional information will be presented on most of the areas of training referred to above, with the use of audio-visual aids.

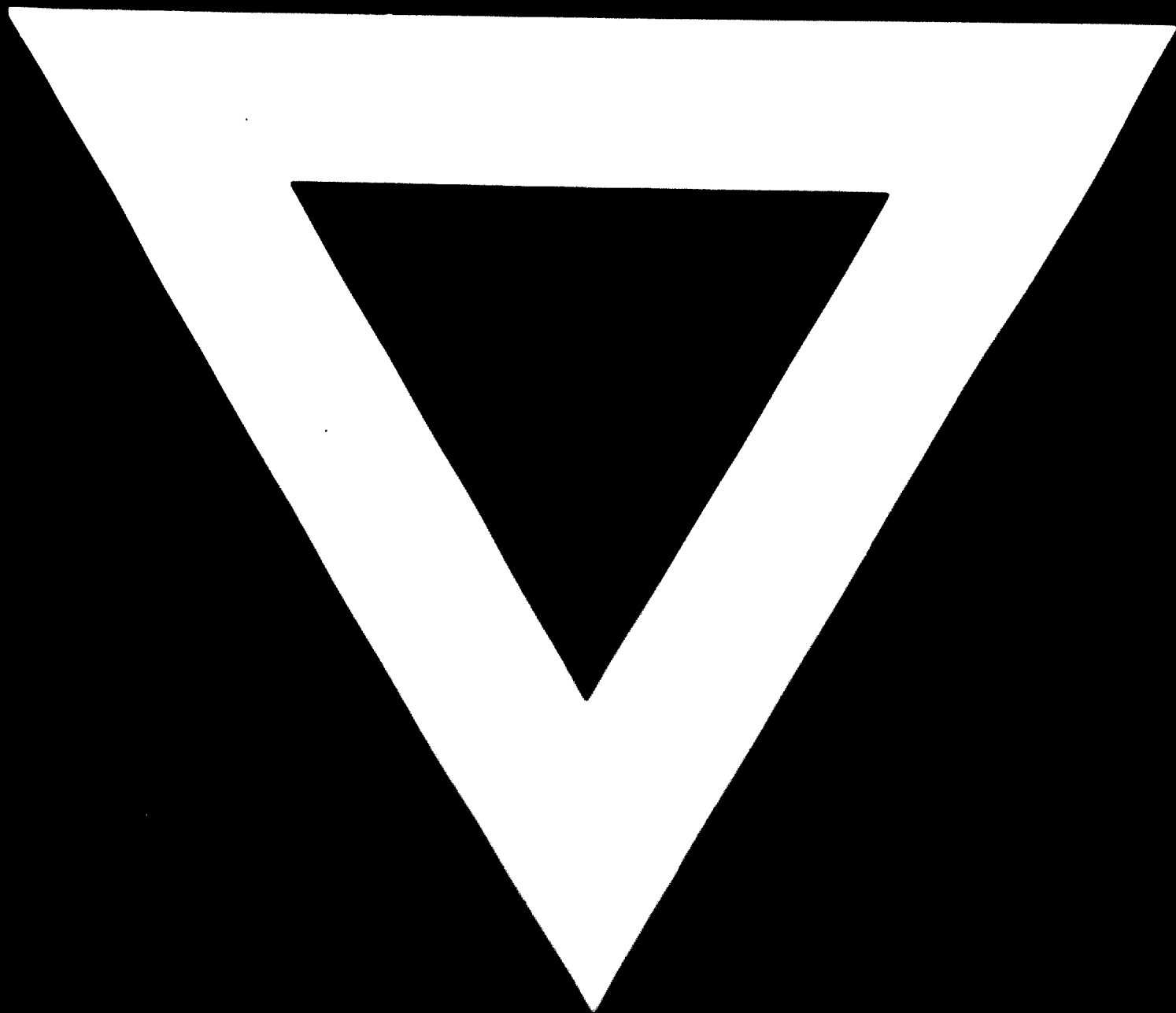
It is hoped that at the conclusion of this meeting, consensus will have been reached in the overall approach to be recommended to UNIDO, and sufficient training materials developed to be of practical use to the trainers who will participate in the 1972 Regional Industrial Co-operative Workshop in Africa.

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